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The Influence of Spiritual Leadership on Prosocial Voice: Examining the Mediating Role of Spiritual Wellbeing in Pakistan's Hospitality Industry

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Abstract: This study investigates the relationship between spiritual leadership, prosocial voice, and spiritual wellbeing in the hospitality industry of Pakistan. Spiritual leadership has gained recognition as a unique leadership approach that incorporates spiritual values and principles in organizational settings. The study aims to explore whether spiritual leadership positively influences prosocial voice among employees, and whether spiritual wellbeing mediates this relationship. The research employs a quantitative research design and collects data from a sample of employees working in various hotels and resorts in Pakistan's hospitality industry. The sample is selected using a convenient sampling technique, and a structured questionnaire is used for data collection. SEM PLS is used to analyze the data and test the proposed hypotheses. The findings reveal a positive and significant relationship between spiritual leadership and prosocial voice, suggesting that employees who perceive their leaders as spiritual are more likely to engage in prosocial behaviors, such as speaking up for the collective welfare. Furthermore, spiritual wellbeing is found to partially mediate the relationship between spiritual leadership and prosocial voice, indicating that employees' enhanced spiritual wellbeing plays a significant role in fostering prosocial voice behaviors. The study contributes to the literature by providing empirical evidence on the impact of spiritual leadership on prosocial voice in the unique context of the hospitality industry in Pakistan. It highlights the importance of integrating spiritual principles and values in leadership practices to foster prosocial behaviors among employees. Additionally, the study emphasizes the role of spiritual wellbeing as a mechanism through which spiritual leadership influences prosocial voice. Practical implications of the findings are discussed, highlighting the potential benefits of incorporating spiritual leadership approaches in hospitality organizations.

Keywords: Spiritual leadership, Pro social voice, Spiritual wellbeing, Hospitality industry, Pakistan.

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Introduction

Since the end of World War II, tourism has been one of the industries that has growing very fast. As per the United Nations World Tourism Organization, In the 1950s, approximately 25 million international trips were made, and that number has continued to rise over time. During the 1990s, there were in excess of 500 million worldwide trips (Tsai et al., 2021). There were more than one billion in 2011. The global tourism industry experienced an average growth rate of approximately 4% before the COVID 19 pandemic. In 2019, international tourism experienced significant growth, with a 3.8% increase in the total number of international travelers, reaching nearly 1.5 billion. This growth in international tourism resulted in a substantial economic impact, generating approximately \$1.5 trillion in revenue. Furthermore, the tourism sector as a whole contributes \$8.9 trillion to the global economy, making up approximately 10% of its total output.

Pakistan is amongst the few countries that are enriched with tourist places. Tourism increases the economy, income, creates jobs, and also develops the infrastructure of the country (Kamran & Omran, 2018). Tourism also creates a cultural exchange between citizens and foreigners. It also creates multiple allied industries like hospitality, transport industry. Tourism contributes 7.2% in Pakistan GDP. Last two decades the tourism industry is the major source of generating revenues for economic development as well as for infrastructure (Aramberri, 2009; Venema, 2001). With blessed landscape, fertile agriculture and zealous population Pakistan have variety of tourist places which create business through tourism (Sun & Luo, 2022). The rich history and culture of Pakistan along with its geographical location make it an important tourist destination (Mir & Mir, 2019). It also effects the hospitality industry because hospitality industry is lined up with the tourism industry.

The hospitality industry often regarded as the cornerstone of the tourism sector, as it plays a crucial role in providing quality services to both local and international travelers, encompassing aspects such as accommodation and dining. It falls under the broader umbrella of the service industry and divided into four key segments: Food and Beverages, Travel and Tourism, Lodging, and Recreation. Essentially, it encompasses all aspects related to leisure activities. In 2016, the global hospitality sector demonstrated impressive figures, with a direct contribution amounting to approximately USD 2.3 trillion, equivalent to around 3.1% of the global GDP. When factoring in the overall impact, which includes direct, indirect, and induced contributions, the industry's total contribution soared to USD 7.6 trillion, representing 10.2% of the GDP. Looking ahead to 2027, it is anticipated that the economic impact of the global hospitality sector will continue to rise, reaching an estimated 11.4% of the GDP, or USD 11.5 trillion. In terms of employment, the hospitality sector accounted for 3.6% of direct jobs in 2016, totaling 108 million. Projections for 2027 suggest an increase to 138 million direct jobs. The industry's influence on indirect job creation is even more substantial, with 292 million jobs recorded in 2016, constituting 9.6% of total employment. Forecasts for 2027 predict an even higher figure of 381 million jobs, accounting for 11.1% of total employment, with an annual growth rate of 2.5%.

During the COVID 19 pandemic, one of the industry that has seen decline is tourism. However, before this industry can recover from the pandemic that has caused global

tourism decline, numerous factors must be taken into consideration (Lama & Rai, 2021). Hospitality industry encounter the number of challenges in post pandemic world, which local governments dealt with in a variety of ways. During and after the pandemic, numerous experts began writing about the issues facing by the organizations. The post pandemic world is changed and organizations facing different challenges like volatility of business, changes in business environment to gain competitive advantages (Elali, 2021).

In many organizations, especially those that rely heavily on labor, employees are viewed as a crucial and distinct resource capable of significantly enhancing the company's performance. This perspective has gained prominence in numerous organizations (Warizin, 2017), particularly within the service sector (Hitt, Bierman, Shimizu, & Kochhar, 2001), where employees are seen as the driving force behind the industry. Within the hotel industry, employees hold a special status due to their direct interactions with customers. Furthermore, recognizing employees as a fundamental driver of productivity is seen as essential for enhancing overall organizational efficiency, particularly in the service sector (Crook, Todd, Combs, Woehr, & Ketchen Jr, 2011).

A team of skilled individuals becomes a powerful asset for gaining a competitive advantage when they actively share their knowledge (Dzenopoljac, Yaacoub, Elkanj, & Bon-tis, 2017; Subramony, Segers, Chadwick, & Shyamsunder, 2018). Prosocial voice is define as "a change-oriented expression of ideas, information, and opinions intended to. resolve workplace problems, has been documented as an employee behavior that is functional to team/organization effectiveness (LePine & Van Dyne, 1998; McClean, Burris, & Detert, 2013)". Prosocial voice refers to voluntary and constructive communication aimed at improving the workplace. It goes beyond simple feedback; it's proactive and collaborative. This upward communication offers valuable insights for organizations, enabling them to identify and address challenges while fostering teamwork and positive outcomes (Tangirala & Ramanujam, 2008). By encouraging prosocial voice, organizations can leverage their employees' perspectives to improve effectiveness and gain a competitive edge (Detert & Treviño, 2010).

In past many researcher working on prosocial voice an empirical study shows that the employee prosocial voice are positively associated with new creativeness (Pyman, Cooper, Teicher, & Holland, 2006). The positivism of Pro-social Voice is the element that changes the level of effectively closing the work task because the deployment of Pro-social Voice is totally depends upon the knowledge employee is carrying with him and it also effect the cost.

In 2005 a special issue of leadership quarterly properly based upon the spiritual leadership and it also give the new area of studies to the authors to explore and generalize the implication of that theory (Fry, Vitucci, & Cedillo, 2005). Spiritual leadership is "a type of leadership characterized by defending integrity, goodness, teamwork, knowing, wholeness, and interconnectedness". In this issue the author emerges the theme of spiritual leadership and relate it to calling and member as a mediator. Spiritual leadership and work place spirituality must be the emerging area of study.

In an organization employee work under the management and the leadership qualities may impact the Pro-social Voice, so we need to investigate the relationship between them. Transformation leadership was investigated with Pro-social Voice and its positively

related with pro-social voice (Li & Wu, 2015). The organization leaders responsibilities to creates solution , improve the process and rectify mistakes but unfortunately it's been overlooked by the scientific research (Detert & Treviño, 2010). As a consequence, relationship of Pro-social Voice and leadership qualities was tasted in some studies but the Spiritual leadership style is still creates a gap which we need to fill. The mediating role of spiritual wellbeing with pro social voice is also creating gap. To check out after transformational leadership this type of leader qualities effect the organization performance or not?

The uniqueness lies in its focus on the intricate interplay between spiritual leadership, prosocial voice, and spiritual wellbeing within the specific context of the hospitality industry in Pakistan. This research endeavors to shed light on a relatively unexplored dimension of leadership dynamics, where spirituality and its influence on employee behavior and well-being take center stage. By examining how spiritual leadership practices affect the expression of prosocial voice, and further, how this relationship is mediated by spiritual wellbeing, the study pioneers a comprehensive approach to understanding the multifaceted impact of spiritual leadership in a professional setting. This novel perspective contributes to a deeper comprehension of the factors that shape organizational behavior and well-being in a culturally nuanced environment, offering valuable insights for both scholars and practitioners in the field of hospitality management.

Literature Review

Prosocial voice

Despite the importance of communication in healthcare, many providers still struggle to address unsafe practices and medical errors. A large survey found that over 60% of staff in US hospitals didn't voice concerns about patient safety. This highlights the critical role communication failures play in preventable medical errors (Steele, Hovsepian, & Schomer, 2010).

Prosocial voice offers a potential solution. It refers to voluntary, constructive communication aimed at improvement. Unlike simple feedback, it's proactive and collaborative. This upward communication allows organizations to identify and address challenges, fostering teamwork and positive outcomes (Tangirala & Ramanujam, 2008). By encouraging prosocial voice, healthcare providers can leverage employee perspectives to improve patient safety and overall effectiveness (Detert & Treviño, 2010).

Research suggests a deeper understanding of prosocial voice is needed. Studies explore its role in various settings, highlighting its impact on safety and improvement. This is particularly crucial in healthcare, where clear communication is vital for patient safety (Partin, 2006; Steele et al., 2010). Prosocial voice encompasses various terms, but all share a core concept: speaking up for positive change. This includes suggesting solutions, challenging the status quo for improvement, and prioritizing safety. Ultimately, it's about employee communication aimed at improving organizational practices.

In recent years, research has focused on understanding what helps or hinders em-

ployees from speaking up in different organizational settings. This includes factors like leadership support, management style, employee loyalty, and perceived fairness (Detert & Treviño, 2010; Walumbwa & Schaubroeck, 2009). The following sections will explore these key factors in more detail. One study linked leadership behavior to prosocial voice. Detert and Treviño (2010) interviewed employees in the tech industry and found that employees felt more comfortable speaking up when their supervisors were open, empathetic, and tolerant. These qualities encouraged informal interaction and created an environment where prosocial voice was valued at all levels. The study also highlighted the need for further research on how individual characteristics might influence employees' willingness to speak up.

In the past decade and a half, scholars have increasingly focused on employee voice behavior, some asserting that it need not necessarily challenge the status quo. Maynes and Podsakoff (2014), on the other hand, exclusively viewed voice as a positive challenge to the status quo. To provide a more comprehensive view of voice, they identified four distinct categories of voice behavior: supportive, constructive, defensive, and destructive voice. They subsequently developed survey measures for each category and found strong support for these measures across multiple studies. Additionally, personality traits showed unique relationships with different types of voice, and actual voice behaviors directly influenced responses to survey items, underscoring the significance of these different voice types in employee outcomes.

Furthermore, social interaction alteration, particularly prosocial behaviors, is gaining importance, especially in the context of autistic disorders. Strategies aimed at enhancing communication skills and minimizing social impairments are being employed. While animal-assisted therapies offer potential advantages, they remain widely used despite a lack of comprehensive scientific evaluation. Other studies explored the influence of leadership on prosocial voice. Walumbwa and Schaubroeck (2009) found that employees perceived ethical leaders as more approachable, leading to higher levels of prosocial voice. Similarly, Tucker, Chmiel, Turner, Hershcovis, and Stride (2008) discovered that employees felt more comfortable raising safety concerns when their leaders actively supported safety measures and their colleagues offered peer support. These findings suggest that leaders who create an environment of trust and support can foster a culture of speaking up, which ultimately benefits the organization.

Another study by Burris, Detert, and Chiaburu (2008) investigated how leadership influences prosocial voice, focusing on employee attachment to the organization. They found that employees who felt psychologically detached, meaning less connected to their job or organization, were less likely to speak up with suggestions. This detachment could stem from a poor relationship with their leader or the presence of abusive supervisors. These findings highlight the importance of leadership in fostering a positive work environment where employees feel comfortable contributing their ideas and concerns.

A study by Tangirala and Ramanujam (2008) focused on nurses in a hospital and found that a fair work environment encouraged nurses to speak up. Their research showed that nurses were more likely to voice their concerns when they felt decisions were made consistently and fairly (procedural justice). Additionally, the study found that nurses who felt identified with their workgroup, were professionally committed, and perceived a fair

work environment were more likely to use prosocial voice. [Lu, Meyers, and Green \(2007\)](#) delved into the mediating role of psychological safety in the relationship between social-exchange relations and voice behavior. Their study collected data from 685 employees in a Taiwanese trucking company and found that supervisor relationships influenced employee voice behavior through psychological safety. Additionally, psychological safety partially mediated the relationship between colleague relations and voice behavior. This underscores the importance of leaders in encouraging employees to observe and behave in different work conditions.

In the context of Social Exchange Theory, leaders provide rewards to employees and expect benefits in return. Good relations with supervisors foster a perception of a supportive management environment, collective respect, a climate of trust, and a sense of liking, all of which contribute positively to the organization.

Spiritual Leadership (SL)

2005 was the year in which a special issue of leadership quarterly properly based upon the spiritual leadership and it also give the new area of studies to the authors to explore and generalize the implication of that theory ([Fry et al., 2005](#)). 87 articles reviewed by the authors to find the gap and consistency they between spiritual values and practices and leadership. [Reave \(2005\)](#) noted that following are the values that must be considered spiritual ideas such as honesty and humility it creates positivity to the leader. In this issue the author emerges the theme of spiritual leadership and relate it to calling and member as a mediator. It was decided that the altruistic love, faith/hope and vision are the three parts that must be incorporated in a leader. It was demerged in the issue that if we mantle make a human being happy satisfying its spiritual need it increase the psychological well-being and lead down the foundation of spiritual leader and its calling and membership. Spiritual leadership and work place spirituality must be the emerging area of study ([Fry et al., 2005](#)).

Spiritual can be viewed as a creating perspective inside the broader setting of workplace most Spiritual Leadership feeling of being. In Spiritual leadership hypothesis, "most Spiritual Leadership feeling of being" proposes to the voyage for self-astounding quality and the expert opinion entomb connectedness with everything in the universe.

Basic to Spiritual Leadership

Spiritual leadership strives to create a sense of purpose and meaning for both leaders and followers. This is achieved by fostering a culture of shared calling, where everyone feels a sense of belonging, value, and understanding. Altruistic love is central to this concept. It's described as "a feeling of wholeness, harmony, and well-being produced through care, concern, and appreciation for both self and others" ([Fry et al., 2005](#)).

According to studies by [Fry \(2003\)](#) and others, believing in an organization's vision inspires hope and anticipation in its followers. This hope fuels their motivation and drive to pursue those goals. Embracing the concept of "doing what it takes" with faith in a clear vision fosters a sense of calling and purpose, making individuals feel their contributions

are meaningful. Furthermore, spiritual leadership emphasizes an organizational culture based on altruistic love: valuing both oneself and others. Leaders embody these values through their actions, fostering a sense of belonging, acceptance, and understanding among followers.

Hypothesis Development

We construct our conceptualization of initiative with respect to the neo-alluring worldview. This worldview focuses on how an uncommonly viable leader verbalizes vision. Further, this leader creates high degrees of adherent certainty, inherent inspiration. When the sense of purpose and mission is behind the opportunities. The vision to change the things will occur and we predict the change into others as we want because the sense of calling and member will always occur when the leadership treats are well visionary having faith/hope also having altruistic love.

When we trust our follower, and give them space to re-allocate the thought we develop organizational culture in which things are open. In this type of environment, the learning process will prevail and the trust factor between follower and leader were built. The main out of the leadership characteristics and the follower behavior is building values for the organization as well as for the society. The culture of organization will also influence the overall culture of the society. The leader creates the motivation effect on followers by depicting the voice and thoughts that they want a follower must do. As the values of leaders and followers moving in a same direction it result in adding more value towards the organization and the much-wanted outcome is how they can help the society while doing their own business. As the time passes by the value of leader become bigger for followers and the level to achieve the targetsn, must be addressed. As per [Shamir, House, and Arthur \(1993\)](#), they noted that the integrity and vision of a leader will increase the social responsibility of the followers. It will also add the values in the eye of stakeholders and shareholders. The combination of integrity and vision is adding values, self-conception in the behavior of followers. The first set is the alignment process which starts as the follower's behavior framed with the leader and then value process starts which include decision making, guide actions and organize experience.

This study explored the relationship between leadership and its influence on corporate social responsibility (CSR) outcomes. It aimed to understand how a leader's behavior impacts both follower engagement and the organization's contribution to society. Research by [Den Hartog et al. \(1999\)](#); [Waldman and Yammarino \(1999\)](#) emphasizes the crucial role of top management in shaping an organization's commitment to CSR. Leaders not only set the tone for the organization but also allocate resources and influence employee behavior.

[Wood \(1991\)](#) highlights that strong leadership values and ethical conduct serve as a foundation for effective CSR initiatives. Leaders are responsible for establishing policies and procedures, managing budgets, and ultimately shaping the company's image towards stakeholders and society ([McWilliams & Siegel, 2001](#)). The study likely distinguishes between two leadership styles: authoritative and visionary. Authoritative leaders dictate policies and expect followers to comply, while visionary leaders encourage col-

laboration and discussion to prioritize tasks and maximize positive outcomes for stakeholders (owners, shareholders, community, society). Having value and integrity mean the leader will also predict the outcome which is CSR. It will help the leader to grow it also help the follower to grow and it create strategy how we create benefits towards society. In short, we predict that:

Hypothesis 1: Spiritual Leadership having positive Impact on Prosocial voice.

The collective process has set dimensions of spiritual leadership. We discuss the each and every part of the theory, its dimensions and their relationships.

Vision

Vision is a cornerstone of spiritual leadership theory. It refers to a leader's clear understanding of the organization's desired future and their ability to inspire and guide followers towards that vision. A strong vision helps leaders navigate competitive landscapes, identify emerging trends, and make strategic decisions. It also allows them to prioritize projects, optimize resource allocation, and anticipate potential changes in the roles of individuals within the organization.

Altruistic love

Spiritual leadership hinges on a concept called altruistic love. This isn't about blind affection, but rather a sense of harmony, well-being, and wholeness cultivated through genuine care and concern for both oneself and others. By showing appreciation and concern, leaders build trust and inspire positive emotions in their followers. These benefits are reciprocal, meaning the leader also experiences a boost in well-being. Research in positive psychology confirms what many intuitively know: love is a powerful force. It can counteract negative emotions like fear and anxiety, fostering a more positive and productive environment (Seligman & Csikszentmihalyi, 2000).

If we think about the loyalty, courage, gratitude, forgiveness, patience, integrity, kindness, acceptance, humility, trust, and compassion and add these in our organizational culture than the altruistic love is a set of assumptions, values and different ways to think and find out the good things shared by the members of that group and creates values to add new members which add values.

Hope/faith

Hope and faith are crucial elements in organizational success. Hope, fueled by faith, motivates individuals and organizations to strive for their goals even in uncertain circumstances. This combined force clarifies ambiguities, fosters trust, and empowers action. However, the equation isn't one-sided. While leader hope can inspire employee hope, a complete lack of clarity from management can erode trust and hinder progress. Leaders

who face uncertainty alongside their employees, demonstrating resilience and commitment even in the face of difficulties, can foster positive growth and inspire faith in their followers' capabilities. Fealy and Sweeney (2007) further emphasize the importance of faith, stating that it "provides the direction and will to persist" through challenges and "the trust and hope that the journey will produce a life worth living" (p. 33).

Spiritual Well-being

Spiritual leadership strives to cultivate a sense of collective well-being within a group. This is achieved by fostering a shared calling, giving individuals a sense of purpose and meaning in their work, and a strong sense of belonging, feeling connected and valued as part of a larger community. Research suggests these two aspects, purpose and connection, are fundamental to human experience and are intertwined, influencing each other. This emphasis on shared purpose and belonging contributes to an elevated sense of collective well-being within the group.

Calling

While individuals seek various benefits from employment, including financial compensation and skill development (Hillman & Dalziel, 2003), some individuals also seek a sense of calling in their work. This "calling" refers to the desire to help others and contribute to a greater purpose. Professionals can identify their calling through various aspects, such as adhering to ethical principles, possessing strong expertise, and providing excellent service to clients. They demonstrate dedication and commitment, striving for high-quality work. Organizations can help cultivate this sense of calling by facilitating goal identification and encouraging task involvement.

Membership

Humans have a fundamental need for appreciation and belonging. This is evident in both individual and group settings. Studies, including those by William James, the father of modern psychology, highlight the importance of these needs within organizational cultures (Hillman & Dalziel, 2003).

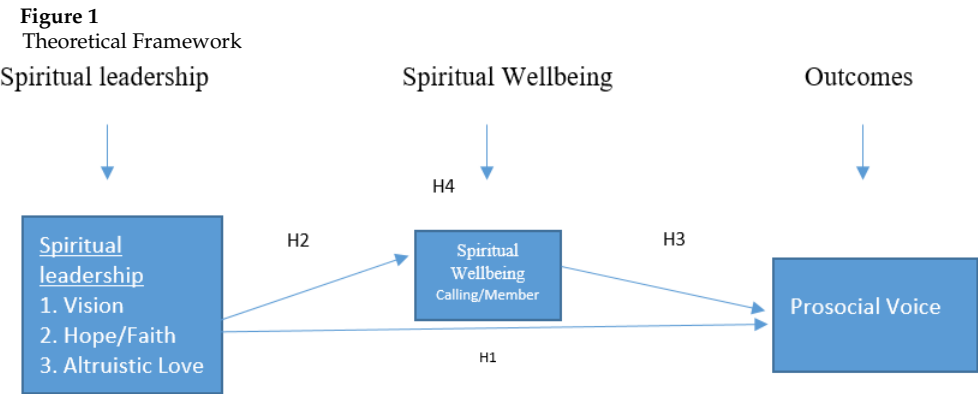
Spiritual leadership emphasizes a crucial characteristic: altruistic love. This love, characterized by concern and care for others, fosters a shared vision, hope, and willingness to contribute. By nurturing this environment of mutual care, leaders can help individuals develop a sense of calling and membership, fostering a sense of being understood and appreciated within the group. This theoretical framework offers a valuable perspective for examining the connections between spiritual leadership, prosocial voice, and spiritual wellbeing within the specific context of the hospitality sector. According to the Social Exchange Theory, individuals engage in mutually beneficial interactions with their organizations, anticipating that their efforts will be reciprocated with rewards or advantages. Within this study, employees' active participation in prosocial voice, which entails advocating for the organization's betterment, can be viewed as a manifestation of social exchange. Through

the implementation of spiritual leadership principles, leaders may cultivate an environment that fosters these prosocial behaviors, thereby enhancing the overall exchange dynamic within the organization. Furthermore, the mediating role of spiritual wellbeing underscores the importance of employees' emotional and psychological well-being in the exchange process. This incorporation of the Social Exchange Theory enhances the research by providing a solid theoretical foundation for comprehending the mechanisms at play in the relationships under examination within the hospitality industry of Pakistan.

Hypothesis 2: Spiritual Leadership positively impact on Spiritual Wellbeing.

Hypothesis 3: Spiritual Wellbeing positively impact on Spiritual Prosocial Voice.

Hypothesis 4: Spiritual Leadership positively impact on Prosocial Voice mediating by Spiritual Wellbeing.



Methodology

In this research paper we are using realism lens and positive paradigm of research was used. We use the deductive approach. Our technique is quantitative research technique and we use survey method for the collection of data. As far as research design our target population was the employees working in hospitality industry of Pakistan and our unit of analysis was individual. For data analysis we used smart PLS 4.

Population and Sample

The study employed a random sampling technique. The target population for this study comprised employees working in the hospitality industry of Pakistan. This included staff from various roles within hotels, restaurants, and event management companies.

Questionnaire Design

We use the Likert scale for all the variables and its Cronbach alpha values are given above. All the values are in between the normal lines. 1 is for strong disagreement and 5 is for strongly agreement.

Table 1
Table of Constructs

Sr.	Variables Name	Adapted From	No. of Items	Cronbach's alpha Value
1	SL (Spiritual Leadership)	Fry (2008)	13	0.94
2	SWB (Calling)	Fry (2008)	4	0.88
3	SWB (membership)	Fry (2008)	4	0.93
4	Prosocial Voice	Turker 2009	6	0.7

Data Collection

The research employed the survey approach to gather data. A Google form questionnaire used. In total, we reached out to over 387 respondents online, of which approximately 211 completed the survey. Two responses deemed invalid and rejected. Therefore, 209 responses considered for the analysis.

Data Analysis

The survey instrument used in this study consisted of multiple validated scales to measure the key constructs of interest. Additionally, demographic information such as age, gender and years of experience were collected to provide context for the analysis. Descriptive analysis given below:

Table 2
Demographics

	Frequency	Percent
Gender		
Male	159	76.1
Female	50	23.9
Age		
Up to 25	171	81.8
26-45	38	18.2
Education		
Bachelor's	163	78
Master's	43	20.6
PhD	3	1.4
Total	209	100

Table 2 provides a breakdown of the demographic analysis, with 159 male and 50 female respondents to our questionnaire. The age groups divided into two categories: below 25 years and above 25 years. There were 171 participants below the age of 25 and 38 above the age of 25. Regarding education, 3 respondents held Ph.D. degrees, 43 had master's degrees, and 163 were bachelor's degree holders who responded to our questionnaire.

We used PLS SEM for hypothesis testing all the item loads were check and values are given in figure 1. We use the SEM to check the mediating effect of spiritual well-being.

HTMT Ratio

The HTMT ration is given in below the value must be less than 0.85 in table 3 all the values are less than 0.85

Table 3
HTMT Ratio

	Pro-Social Voice	Spiritual Leadership	Spiritual wellbeing
Pro-Social Voice			
Spiritual Leadership	0.710		
Spiritual wellbeing	0.760	0.670	

Factor Loading

The factor loading of each items are given below in table 3. We used 4 items for calling and member. Six items were used for Pro social voice ant thirteen items for spiritual leadership consist of hope faith and altruistic love.

Table 4
Factor loadings

	Calling	Hope	Love	Member	Pro-Social Voice	Vision
C1	0.880					
C2	0.880					
C3	0.850					
C4	0.840					
M1				0.870		
M2				0.850		
M3				0.830		
M4				0.820		
PSV1					0.760	
PSV2					0.680	
PSV3					0.770	
PSV4					0.750	
PSV5					0.800	
PSV6					0.800	
SL10			0.780			
SL11			0.650			
SL12			0.600			
SL13			0.690			
SL9			0.800			
SL1						0.590
SL2						0.800
SL3						0.690
SL4						0.700
SL5		0.740				
SL6		0.710				
SL7		0.760				
SL8		0.680				

Table 5
Path Analysis

Hypotheses	Coefficients	SD	T-stats	P values	Decision
Spiritual Leadership ->Pro-Social Voice	0.325	0.063	5.159	0.000	Accepted
Spiritual Leadership ->Spiritual wellbeing	0.608	0.042	14.425	0.000	Accepted
Spiritual wellbeing ->Pro-Social Voice	0.480	0.063	7.565	0.000	Accepted
Spiritual Leadership ->Spiritual wellbeing ->Pro-Social Voice	0.292	0.048	6.048	0.000	Accepted

This section depicts the interrelationships among the study variables. Table 5 offers an outline of the proposed connections between the variables and showcases the outcomes of path analysis utilizing SEM PLS. The results indicate a substantial association between Spiritual Leadership (SL) and Pro Social Voice (PSV) ($\beta = 0.322$, $t = 5.159$), confirming the endorsement of H1. Likewise, Spiritual Leadership (SL) exhibits a significant correlation with Spiritual Wellbeing (SW) ($\beta = 0.608$, $t = 14.425$), affirming the support for H2.

Additionally, the relationship between Spiritual Wellbeing (SW) and Pro Social Voice (PSV) ($\beta = 0.483$, $t = 7.565$) validates the fulfillment of all parameters, supporting H3. Moreover, the validated mediation role of Spiritual Wellbeing (SW) between SL and PSV ($\beta = 0.295$, $t = 6.048$) encompasses all pertinent parameters. Consequently, all hypotheses receive support.

Table 6
R-square

	R-square	Adj. R-square
Calling	0.874	0.873
Hope	0.738	0.737
Love	0.849	0.848
Member	0.861	0.861
Pro-Social Voice	0.526	0.522
Spiritual wellbeing	0.369	0.367
Vision	0.687	0.685

Discussion

All the hypotheses were accepted and mediation effect of spiritual wellbeing also mediate the relationship of spiritual leadership and prosocial voice. In addition, within healthcare organizations, the practice of prosocial voice plays a critical role in identifying and addressing safety risks. These risks, if left unreported, can hinder both patient safety and the overall improvement of the organization (Henriksen & Dayton, 2006). Therefore, in healthcare settings where patient safety is a primary focus, prosocial voice becomes indispensable for enhancing patient care.

Researchers have identified various terms to describe "prosocial voice" in organizations. These terms, which include "improvement-oriented voice," "employee voice behavior," "speaking up," and "employee safety voice," all share a common purpose: to create positive change within the organization. Prosocial voice can involve suggesting improvements, offering solutions, and challenging existing norms to benefit the organization (Premeaux & Bedeian, 2003). It can also encompass communicating about safety

issues, proposing innovative recommendations, and directing communication strategically (Burris et al., 2008; Walumbwa & Schaubroeck, 2009; Detert & Treviño, 2010).

Ultimately, prosocial voice refers to employees using their voice to speak up and drive positive change within the organization. Leader Integrity and its Connection with Prosocial Voice. The way followers perceive and trust their leader can significantly impact their willingness to engage in prosocial voice. One crucial aspect influencing this trust is leader integrity. Leader integrity is defined as the behavior of sharing information openly, understanding followers' interests, and acknowledging their basic needs. This concept is linked to both authentic leadership and charismatic leadership.

By demonstrating integrity, leaders can foster an environment where employees feel respected, trusted, and empowered to speak up. This, in turn, can lead to increased prosocial voice and positive organizational change. Spiritual Leadership entails an elevated state of collective spiritual well-being, focusing particularly on the degree of group calling and sense of belonging. Fulton and Maddock (1998); Giacalone and Jurkiewicz (2003) delineate two fundamental dimensions of spiritual well-being in the workplace: 1) a sense of transcendence, involving a feeling of calling or being called (especially vocationally), and 2) a fundamental need for social connection and a sense of belonging. We posit that these elements intricately intertwined, universally relevant, and fundamental to the human experience. This perspective aligns with the suggestion made by Brinsfield and Baktis (2005), extending its relevance to the military profession.

Theoretical and Practical Contribution

It helps the practitioner to look around the teamwork and work in such a way that it can create the synergy effect. If the leader knows how to dig out the problems facing by the, employees and they tell them it creates the timely closing of the issue which create the customer value and it lead to organization performance. If performance is good it creates benefits for the organization teamwork creates good resources and roll out the slag resources which creating cost not performance.

In practical world, we cannot say anyone is perfect so when we face problem like our employees are not creating good performance one way to train him or her. In this study, we focus on employee pro social voice it's mean if any employees are asking for the training they need or it's also accessed by the leader you can easily find out how to train them and create skill full resources that can help in creating good performance. In the light of theoretical implication, this study shows us the relationship between the employees and the leader. Spiritual leadership is the relationship of leader with the follower if the follower is motivated and tells the problems to the leader its mean the teamwork is going on and it creates new dimensions of work. Spiritual leadership with follower being tested with different dependent variable but pro social voice construct is still missing this study help to clear the gap and hypothesis shows the positive impact so its mean if employee raise the voice it creates positive impact.

Conclusion & Recommendations

In conclusion, the findings highlight the significance of incorporating spiritual elements into leadership practices, as it positively influences employee behavior and well-being. The mediating role of spiritual wellbeing underscores the importance of addressing employees' psychological and emotional states in fostering a conducive work environment. Moreover, the study underscores the relevance of the Social Exchange Theory in understanding the dynamics at play in this context.

Based on the findings of this study, several recommendations can be made for practitioners and scholars in the field. Organizations in the hospitality industry should consider incorporating spiritual leadership practices into their leadership development programs. This can include providing training and resources for leaders to enhance their spiritual intelligence and incorporate spiritual principles into their leadership style. Organizations should prioritize the well-being of their employees, including their spiritual and emotional well-being. Providing opportunities for spiritual growth, mindfulness practices, and emotional support can contribute to a more positive work environment. Leaders should actively encourage and recognize prosocial behaviors among employees. Creating a culture that values and rewards employees for speaking up and contributing to the betterment of the organization can lead to a more engaged and motivated workforce. Future research should consider conducting longitudinal studies to observe the long-term effects of spiritual leadership on employee behavior and well-being. Additionally, comparative analyses across different industries and cultural contexts could provide valuable insights into the generalizability of the findings. Organizations should invest in leadership training and development programs that emphasize the importance of spiritual intelligence and its impact on employee engagement and well-being. By implementing these recommendations, organizations in the hospitality industry can potentially create a more inclusive, supportive, and thriving work environment, ultimately benefiting both employees and the organization as a whole. Additionally, further research in this area can contribute to a deeper understanding of the multifaceted dynamics between leadership, spirituality, and employee outcomes.

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