

Spiritual Leadership's Impact on Project Success: Project Goal Clarity and Perceived Organizational Support as Mediating and Moderating Factors

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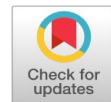
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Abstract: This study aims to investigate the impact of spiritual leadership on project outcomes and to explore the possible mediating effect of project goal clarity, as well as the moderating role of perceived organizational support. Grounded in social exchange theory, this study contributes to the literature by investigating the mechanisms—specifically project goal clarity—that connect spiritual leadership with project success and by examining the role of employees' perceptions within the organization, such as perceived organizational support. The quantitative analysis involved data from 258 employees in the IT sector, specifically from private software firms. Data analysis was performed using the Preacher and Hayes process method with SPSS version 21.0 and Amos. The results indicate that spiritual leadership has a positive effect on project success. Furthermore, the study shows that project goal clarity partially mediates the relationship between spiritual leadership and project success, while perceived organizational support moderates the association between project goal clarity and project success.

Keywords: Spiritual leadership, Goal clarity, Project success, Organizational support

Received: 05 March 2024 / Accepted: 20 April 2024 / Published: 10 May 2024



INTRODUCTION

Background

Organizations' success is heavily reliant on their human resources teams. Both leaders and followers play pivotal roles in any organization, with the accomplishment of organizational objectives significantly dependent on managers and their leadership styles (Mosadeghrad, 2003). Leadership involves achieving goals through guiding employees, effective communication (Dubrin, 2004), and exerting influence (Koontz, 2010). Barnett (2011) defines leadership as the method by which an individual guides others to achieve group or organizational goals. This management function focuses on people and social interactions, aiming to inspire individuals to meet organizational objectives. Effective leadership and administration are essential for establishing organizational behaviors and ensuring success. Yudelowitz, Koch, and Field (2002) assert that leadership encompasses all critical elements necessary for driving positive change, including quality, culture, roles, and attitudes. Kerzner (2013) identifies four fundamental components of effective project management: clear communication, cooperation, collaboration, and trust. Leadership style is understood as the cultivation of decision-making actions, practices, and expertise that depend on both distinct and structural capabilities, the well-being of the manager, and the reliability of employees across different scenarios (Mosadeghrad, 2003). Though, there is no universally optimal management style, as a leader may thrive in one context but not necessarily in another (Mosadeghrad, 2003). The literature discusses various leadership styles (Hussain & Hassan, 2016), including supportive, democratic, transactional and impulsive leadership styles. Most research on leadership styles primarily addresses psychological and emotional factors, often overlooking the spiritual dimensions (Thompson, 2000). Effective leaders need to employ suitable leadership traits to improve employee job satisfaction, commitment, and efficiency (Fry, 2003).

However, Fry (2003) argues that traditional leadership theories have often overlooked the spiritual dimension, which is crucial for interpersonal interactions within organizations. Carnegie (2017) describes spiritual leadership (SPL) as a comprehensive approach where leaders strive to foster a sense of vitality and interconnectedness

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among employees. Research indicates that spiritual leadership can positively impact followers by increasing life satisfaction and organizational commitment (Yandi & Havidz, 2022), promoting corporate social behaviours (Ashori & Yazdanipour, 2018), and enhancing job performance (Pandey, 2019). As per to hunsaker and jeong (2020), SPL involves educating employees sound values and utilizing processes that enable self-management. The literature also suggests that spiritual leadership improves job performance (Yang, Liu, Wang, & Zhang, 2019). Spiritual leadership as fostering a learning organization through the intrinsic motivation of employees to achieve organizational transformation. Reave (2005) adds that the goal of spiritual leadership is to use methods that empower individuals and groups to align with organizational values and ethics, thereby enhancing organizational commitment and performance. Project goal clarity (PGC) is proposed as a crucial mediating factor in the connection between SPL and project outcomes (Raziq et al., 2018). The concept of reinvention emphasizes that focusing on outcomes, facing increased challenges, and prioritizing customer service can enhance organizational quality (Brudney et al., 2014). To meet these objectives, employees require well-defined goals and responsibilities, increased autonomy, the removal of unnecessary regulations, and the implementation of new management systems to measure performance and hold employees accountable (Moynihan, 2006; Stazyk, 2013).

Previous research has highlighted the benefits of organizing work into well-defined, regular teams (Dawson & West, 2011; Delarue et al., 2008; West et al., 2004). However, studies on organizational collaboration remain inconsistent (Vashdi, 2013). Management research indicates that goals can interact with various factors to impact performance. Goal setting has the greatest effect on performance outcomes when employees are highly committed to their goals, with this commitment being stronger when the goals are challenging (Klein et al., 1999). On the other hand, some factors have little influence on goal achievement. For example, the attainment of goals does not significantly differ based on whether the goals are self-assigned, assigned by others, or set within a group (Latham et al., 1988; Locke et al., 1990).

These findings were further validated by Riggle, Edmonson, and Hansen's (2009) subsequent meta-analysis. To benefit both employees and organizations, organizations must acknowledge employees as valuable human capital. Workers view their organization as a unified entity based on their treatment, which in turn positively impacts their performance (Eisenberger, Huntington, Hutchison & Sowa, 1986). Beyond fulfilling employees' needs, POS indicates that the organization is ready to support them in their duties and reward improved performance. Therefore, workers with higher POS are more probable to support and advance organizational goals, following the principle of reciprocity. Further research has shown that different projects necessitate distinct strategies and that effective project management involves focusing on the most critical elements to achieve truly successful projects (Shenhar et al., 1998; Goatham, 2013).

LITERATURE REVIEW

Spiritual leadership and Project Success

Samul (2019) characterize SPL as a leader's awareness of personal experiences, emotional intelligence, and supportive relationships. According to Fry (2003), spiritual leaders motivate themselves and others through qualities, attitudes, and behaviours that cultivate a sense of community and purpose, thus ensuring spiritual well-being. Reave (2005) highlights that spiritual leadership is defined by leaders who exhibit integrity, honesty, and humility, serving as trustworthy and admirable role models. Fry et al. (2008) propose a concept of SPL based on intrinsic motivation, including elements such as idea, hope, reliance, selfless love, workplace spirituality, and a sense of calling and belonging. This understanding of spirituality transcends religious contexts, touching on fundamental human characteristics.

Since the 1970s, researchers have worked to define project success and identify its determinants (Ika, 2009), yet a consensus on its definition remains elusive (Judgev et al., 2005). Success of a project is multidimensional, encompassing equally the immediate efficiency of project management (PM) and the continuing impact, relevance, and effectiveness of project outcomes (Badewi et al., 2016; Wells, 2012). For a shared thoughtful, project success must be quantifiable and well-defined by specific benchmarks (Müller et al., 2007). The criteria for project success (PS) have progressed from the basic iron triangle of period, scope, and cost to more comprehensive measures (Müller et al., 2012; Shenhar & Dvir, 2007). Effective project management reflects a professional and efficient process (Carvalho & Rabechini Junior, 2015) and is influenced by the social and political context of its implementation

(Sage, Dainty, Brookes, 2014).

Spiritual leadership, which emphasizes a sense of calling and community, shapes leaders' values, mental frameworks, and practices by promoting self-assessment and self-improvement among employees. This approach allows spiritual leaders to inspire employees to find their work meaningful, significantly enhancing their professional motivation (Chen & Yang, 2012; Fry et al., 2005). Research suggests that followers of spiritual leaders perceive their work as inherently meaningful rather than merely transactional, leading to higher motivation levels (Garcia-Zamori, 2003; Krishnakumar et al., 2015). Social exchange theory (Blau, 1964) explains this dynamic, proposing that followers view their roles as part of a meaningful exchange with their leaders (Chen & Yang, 2012).

Effective project leadership is crucial for successful project management (Curran et al., 2009). Project managers are tasked with collecting and dispensing data, guiding, strategizing, synchronizing, overseeing, and managing the project team (Burghardt, 2002). In the context of spirituality, individuals seek to integrate their spiritual journey with their professional roles (Mitroff & Denton, 1999). There is an increasing demand for workplace spirituality, with companies like Taco Bell, Pizza Hut, BioGenex, Aetna International, and Deloitte incorporating it into their work environments (Mitroff & Denton, 1999). As individuals seek meaning and purpose in their work, workplaces become central to their various activities (Giacalone & Jurkiewicz, 2003). Leaders who incorporate spirituality into their work often report improvements in relationships and capabilities (Neal, 2001).

Workplace spirituality programs not only enhance individual outcomes such as happiness, peace, and job performance but also yield organizational benefits like increased throughput and reduced turnover (Vasconcelos, 2018). Employees who perceive their organizations as spiritual tend to be more committed and ethical. Evidence indicates that compassionate work environments enhance communication, adaptability, and innovation (Eisler & Montuori, 2003). As per social exchange theory (SET), employees who feel supported by spiritually inclined leaders typically reciprocate with improved professional performance (Brief & Weiss, 2002). Ahmadzai (2024) found that spirituality can significantly contribute to project success from management, leadership, and organizational perspectives.

H1: Spiritual leadership is significantly and positively associated with project success

Spiritual leadership and Project Goal Clarity

Project objectives, as well as customer and managerial requirements, undoubtedly communicated to all key participants, particularly the project team. A project manager needs to define the roles and tasks of team mates and outline the complete project objectives (Kerzner, 2013). Effective project managers ensure both immediate and long-term goals are met, delivering projects that align with client expectations. Thus, a critical early stage in PM contains defining the project's goal line and purposes to ensure alignment with organizational aims (Khan et al., 1964). This stage involves establishing a process for communicating job-related information within a hierarchical structure. According to this theory, leaders and managers form expectations for job performance, which are then communicated to key individuals (e.g., employees) in various contexts. When these expectations are not clearly conveyed, job ambiguity can become a source of work stress (Onyemah, 2008).

Conversely, clear communication of expectations reduces work-related stress, positively influencing employee attitudes and behaviours (Sawyer, 1992). Goal clarity (GC) is the antithesis of job uncertainty. Even though various aspects can enhance GC and decrease job uncertainty, investigation indicates that management performs are particularly influential. Employees led by spiritual leaders often perform better due to having clear, well-defined goals. Spiritual leadership involves inspiring followers with a enduring vision and a compelling forthcoming. Specific and thought-provoking goalmouths tend to improve individual project performance (Wang et al., 2019). Defined and difficult goalmouths lead to higher performance compared to vague or non-specific goalmouths (Wang et al., 2019). SPL fosters sureness and belief in both the hallucination and the course of making that vision for factions. This mindset motivates employees to demonstrate strong dedication and strive for exceptional performance by aiming for challenging goals (Gill et al., 2007).

Goal-setting processes among leaders and workers can enhance self-efficacy, relational networks, and psychological well-being. Self-regulation encompasses several processes: planning (identifying goals and key actions), monitoring (tracking action implementation and progress), and self-reflection (evaluating goal progress and adjusting methods). This conceptualization ensures successful goal achievement (Webb, 2005). So, the following hypothesis is proposed:

H2: SPL is significant and positively related with PGC.

Project Goal Clarity and Project Success

Clearly defined objectives are critical for achieving high performance levels (De Waal, 2010). When both individuals and teams have clear goals, their performance tends to improve (Anderson & Stritch, 2016; Dossett et al., 1979). As per Seijts and Latham (2001) indicates that certain facets of goal clarity, such as an overly narrow focus, can sometimes lead to underperformance, the foundational insights from earlier studies remain pertinent. For instance, Terborg (1976) discovered that individuals with specific goals tend to exert more effort on tasks directly related to those goals. Clearly defined goals enable leaders to assess performance, provide constructive feedback (Sawyer, 1992), and aid workers in maintaining self-discipline (Latham & Locke, 1991). These mechanisms demonstrate that clear and challenging goals can enhance performance (Locke, Cartledge, & Knerr, 1970). Such goals are more effective than non-specific efforts, leading to higher productivity (Srivastava, & Barmola, 2011). Self-direction in goal achievement involves several stages: planning (identifying goals and key actions), execution control (implementing and monitoring actions), and self-reflection (evaluating progress and adjusting strategies) (Schunk, 2001; Zimmerman, 1998). Without clear goal communication, individuals lack way in addition inspiration for the project (Forsyth, 2021).

Strong aims enable team members to focus their efforts on fulfilling their responsibilities, thereby facilitating goal achievement (West, 2002). In a project context, when both the project front-runner and team-members clearly understand the objectives also the essentials of clients/managers, the job is more likely to succeed (Ahmed & Abdullahi, 2017). Aims are crucial for PM for the reason that, lacking them, the project can't meet stakeholders' expectations (Clarke, 2012). Clearly defined objectives alleviate work-related stress, enabling employees to concentrate efficiently on their responsibilities (Zapf, Dormann, & Frese, 1996). Practically, this means that goal clarity enhances efficiency as team members invest more effort into the project. Empirical research supports the notion that goal clarity is linked to job performance (Van der Hoek, Groeneveld, & Kuipers, 2018), leading us to hypothesize that:

H3: PGC is significantly and positively associated with success of a project.

The Mediating Role of Project Goal Clarity

Essential components for project leaders, such as clarifying project goals to the team, are crucial for every task manager, regardless of their leadership style. Project staff must have a clear comprehension of the project's objectives, goals, indicators, and overall scope. Uncertainty surrounding objectives or a dearth of information concerning anticipated criteria and aspirations can lead to feelings of frustration (Lee et al., 2009). Through effective communication, a project leader's integrity can alleviate uncertainties regarding goals, requirements, and specifics, thereby promoting consistent performance among team members (Grant, 2012). Effective and accountable leadership involves defining, communicating, and respecting the team's goals and vision (Anderson et al., 1996). This ability reflects the intelligence and motivation of team members in relation to team objectives (Farr, Sin, & Tesluk, 2003). Goal clarity can amplify the impact of promotional efforts on performance by motivating team members, encouraging innovative strategies, and guiding them to adopt optimal methods to achieve desired outcomes (Hoegl et al., 2003; Weingart et al., 1991).

Previous investigation indicates that communal goals can enhance team participation in innovation practices (Gilson et al., 2004). Assurance to clear goals helps bring into line the innovation process with performance objects and ensures all team members pursue similar approaches to achieve creative solutions (Weingart & Weldon, 1991). Studies have demonstrated a positive association among clear goals and task performance for individuals and teams (Weldon et al., 1993). Thus, projects are likely to be completed in line with the specific context, expectations, and satisfaction of customers and stakeholders. According to Social Exchange Theory (SET), task-oriented goals are essential before long-term goals as they help individuals avoid distractions and evaluate their performance (Bandura, 1982). When customers observe the project's completion and are satisfied with the results, the project can be well thought-out efficacious (PMI, 2013). Consequently, effective task leadership enhances the understanding of goals and contributes to project success. Therefore, we propose the following hypothesis:

H4: PGC mediates the relationship among SPL and project success.

Moderating Role of Perceived Organizational Support

POS pertains to the conviction held by employees concerning their organization's acknowledgment of their contributions and its commitment to their welfare (Imran, Elahi, Abid, Ashfaq, Ilyas, 2020). Organizational support theory posits that POS arises from employees attributing human-like qualities to the organization. Imran et al., (2020) propose that POS fosters employees' recognition of the organization's efforts in providing rewards and attention. Employees perceiving a supportive environment tend to evaluate their organization positively, recognizing its efforts to support and value their contributions. Those with a strong sense of organizational support believe the organization is fair and genuinely cares about their well-being (Imran et al., 2020).

Employees who feel supported by their organization develop stronger emotional ties to it. Organizational support includes addressing employees' need for meaningful work and acknowledging their contributions (Eisenberger et al., 1986). Establishing meaningful work fosters employee satisfaction in their roles (Thanh et al., 2020). Efforts by the organization to promote employee well-being constitute a form of POS (Eisenberger et al., 1986). When employees perceive the organization as facilitating meaningful work, they interpret it as supporting this aspect. Eisenberger et al. (2020) suggest that staffs perceiving extraordinary organizational support are more likely to commit to the organization and hold a positive view of it. Milliman et al. (1999) found that organizations engaging both the minds and hearts of employees tend to achieve higher productivity. In essence, organizations that genuinely integrate employees into a community and emotionally connect them to organizational goals enhance motivation and loyalty.

Recent advancements in performance measurement and quality, such as the balanced scorecard, underscore the importance of employee well-being, accountability, and effectiveness as crucial performance indicators (Fry et al., 2006; Kaplan et al., 1992, 2004). According to exchange models by Etzioni (1981) and Gould (1989), they have heightened perceptions of organizational support bolster employees' commitment to the organization, motivating them to assume more significant roles. Supported employees are likely to outperform those who do not feel supported by their organization. SET posits that reciprocal support interactions among the organization and its staffs foster organizational commitment (Aldhuwaihi, 2013). SET suggests that employees' perceptions of organizational support influence their responses, whether deliberate or unintentional (Kamdar, McAllister, & Turban, 2006). The interpretation of these interactions by employees shapes their perception of POS.

The impact of perceived support on performance is contingent upon the exchange ideology of employees, specifically their inclination to exert additional effort in exchange for organizational rewards (Gouldner, 1970). Based on this rationale, we propose the following hypothesis: Organizations can enhance their relationship with employees through positive actions, such as involving them in decision-making processes and providing constructive feedback (George & Brief, 1992). Empirical studies demonstrate that management practices like having employees openly obligate to goals (Hollenbeck et al., 1989) and offering performance-based financial incentives (Rudasingwa et al., 2017) contribute to higher goal attainment.

H5: POS has positive and significant impact on success of a project

H6: POS moderates the relationship between PGC and PS such that when POS is high, the association between PGC and PS is strengthened.

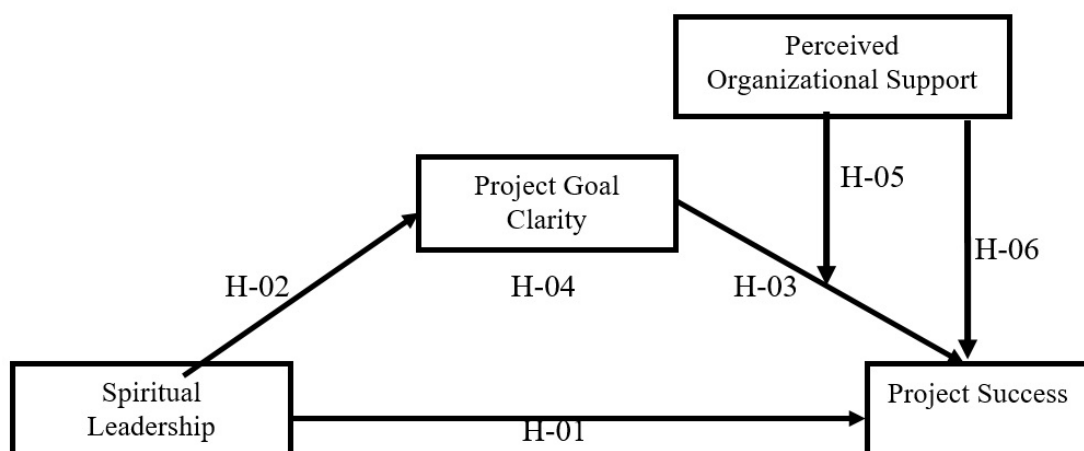


Figure 1: Theoretical Model

RESEARCH METHODOLOGY

This section delves into the research methodology and outlines the research approaches employed. The study focuses on project-based organizations in Pakistan, targeting employees from various IT companies as participants. These employees were encouraged to complete the questionnaires within their usual work environments. This approach ensures an accurate representation of the sample and illustrates the effectiveness of the tool used for data collection and reporting. Furthermore, the chapter details the statistical methods applied for data analysis, explaining their selection and appropriateness for the research objectives.

Research Design

One aspect of research design is its capacity to furnish researchers with a framework to collect and dissect data aimed at addressing the research problem at hand. This pertains to the overall structure of methodologies employed by researchers subsequent to the pilot phase of the research (Babbie et al., 2001). This delineation underscores how the research plan furnishes a methodical approach to facilitate research endeavours. Research design encompasses the planning, arrangement, and execution of the study to optimize the coherence of the research conclusions (Terre et al., 2006), enabling researchers to strategize in advance to ensure the smooth progress of the process. Data collection for this study occurred continuously during the research duration and utilized a cross-sectional methodology. A total of 259 complete and usable responses were obtained, with the data collection process spanning three months. Questionnaires were administered to participants at their respective workplace locations during regular working hours. Quantitative research employs numerical methodologies to assess and quantify variables, emphasizing structured surveys. It is noteworthy that quantitative approaches heavily rely on the principles of positivism, which delineates the empirical methodology in social science and advocates for deductive approaches to research (Mouton, 2001).

Nature of Study

The research adopted a causal approach, aiming to identify the impact of spiritual leadership, particularly considering the established role of POS among PGC and success of a project. This study relies on employees' self-reported views of the variables.

Research Environment

This field survey was conducted in project-based IT organizations located in major cities of AJK, Pakistan. Employees involved in various projects within these IT organizations participated by completing a questionnaire. They were approached to provide responses within their usual work settings.

Sampling Technique

The study's population consisted of employees from various IT organizations in major cities of AJK. Due to time and budget constraints, a convenient sampling method was utilized, employing closed-ended surveys. The research was carried out during a single time period.

Spiritual Leadership

The assessment of SPL utilized a 17-item measure established by Fry et al. (2005). Examples "My leader comprehends and is dedicated to the organization's vision" and "My workgroup possesses a vision statement that inspires me to perform at my best." The reliability coefficient of SPL, stately by Cronbach's-alpha, is 0.910.

Project Goal Clarity

GC was assessed through a three-item measure established by Hoegl et al. (2003). Sample items include "The project had clearly defined and understandable objectives" and "The project's goals and customer requirements were transparent." The reliability coefficient of project goal clarity, as determined by Cronbach's alpha, is 0.783.

Perceived Organizational Support

POS was evaluated through an eight-item scale developed by Rhoades et al. (2002). An illustrative example of a sample item is "The organization recognizes the value of my contributions to its overall welfare" and "The organization does not acknowledge any additional efforts I make." And Cronbach's-alpha value of PGC is 0.713.

Project Success

PS was evaluated via nine-item scale devised by Pinto et al. (1988). An example element includes "Adherence to technical specifications during the execution phase" and "Adherence to project schedule." The reliability of project success, as measured by Cronbach's alpha, is 0.854.

Reliability Analysis

Table 1 presents the Cronbach's-alpha values for apiece variable incorporated in the investigation model. The determination of Cronbach's-alpha for the variables remained conducted over reliability investigation. Cronbach's-alpha indicates the reliability and internal consistency of the measure used for assessment. Scores typically range from 0.7 (Nunnally et al., 1994), denoting satisfactory reliability.

Table 1: Reliability of Measures

Description	Items (s).	. (α)
SPL	17	0.91
PGC	3	0.783
POS	8	0.713
PS	9	0.854

Collection of Data

Data collection from software houses in major cities of Pakistan was conducted through a closed survey organized independently with assistance from personal connections. The survey took place from Dec 10, 2023, to March 20, 2024.

Analytical Instruments

The exploration was completed using sotwares (SPSS as well as Amos). Descriptive numbers were applied to elucidate the information characteristics. As described by Marshall and Jonker (2010), the fundamental aim of arithmetical examination is to define the relationships among the variables proposed in the concept, with SPSS serving as a onscreen tool for information evaluation. The data examination procedure contains recognizing correlations between variables, different metrics, and measurement inaccuracies, with Amos employed to ensure accuracy in measurement.

RESULTS

The current investigation centers on assessing the impact and significance of spiritual leadership on project success (PS), while also considering the mediating influences of defining clarity in project goals and POS.

Descriptive Statistics

Descriptive statistics are utilized to present the characteristics of the information. Employing descriptive statistics reveals summarized results. The detailed data specifics are presented in Table 2.

Table 2: Descriptive Statistics

Variables	Sample Size	Mini	Maxi	Mean	Std. Devi
SPL	258	1.75	5	3.851	0.651
PGC	258	1	5	4.001	0.741
POS	258	2	5	3.59	0.59
PS	258	1.45	4.56	3.761	0.671

Table 2 presents the variables utilized in the research alongside respective metrics. The foremost pier enumerates the input variables. The (IV) namely SPL, exhibits a mean of 3.851 and a standard deviation of 0.651. Project Goal Clarity, serving as the mediator, demonstrates a mean of 4.001 and a Std. Devi 0.741. Similarly, the moderator, Perceived Organizational Support, displays a mean of 3.590 and a Std Devi 0.590. Lastly, the DV, Project Success, indicates a mean of 3.761 and a Std Devi 0.671.

Control Variables

Demographics information encompassed sexual category, oldness, work experience, and education. ANOVA was utilized to assess whether these variables had a noteworthy influence on the DV. The F-statistic results suggested that sexual category, oldness, work experience, and education did not exert a significant influence on the DV. Consequently, the inclusion of demographic variables as controls in the regression analysis is deemed unnecessary. The findings are detailed in Table 3.

Table 3: Findings Demonstrating the Influence of Demographics on PS

Control Variables	.F.	.Sig.
Oldness	1.041	0.371
Sexual category	0.05	0.94
Education	0.501	0.731
Experience	1.083	0.37

Sig. level $p < 0.05$

Correlation Analysis

To establish the association between the presently examined variables, Pearson’s product-moment correlation was employed. The investigation reveals the correlation between assortment, as indicated by the magnitude of value, and organizational dominance, delineated by positive and negative indicators. A positive coefficient signifies concurrent movements in the same direction, whereas a negative coefficient implies divergent trends. Pearson’s regression analysis is employed to calculate correlation coefficients, ranging from 1.00 to -1.00. A coefficient of zero designates no correlation among the variables.

Table 4: Correlations

	1	2	3	4
SPL	1			
PGC	.594**	1		
POS	.428**	.273**	1	
PS	.565**	.621**	.338**	1

N=258 **.

Table 4 illustrates significant positive correlations among SPL and PGC ($r = .5954$), POS ($r = .428$), and PS ($r = .565$). PGC is also positively and significantly correlated with POS ($r = .273$) and PS ($r = .621$). Furthermore, POS demonstrates a positive and significant correlation with PS ($r = .338$).

Regression Analysis

Regression analysis elucidates the extent to which the outcome variable is influenced by predictors, shedding light on how changes in one or more independent variables affect the value of a dependent variable. Unlike correlation analysis, which merely describes the relationship between variables, regression analysis delves into causal relationships. Various methodologies exist for conducting regression analysis, with Hayes' (2012) process method being particularly convenient and suitable for our research purposes. However, other tools, such as those proposed by Baron and Kenny (1986), are also available. Tables 5-9 display the outcomes of regression analysis conducted through Hayes' (2012) processing method.

H1. SPL exhibits a statistically significant and positive association with PS.

Table 5: Regression scrutiny for a direct result of SPL on PS

Variables	.B.	.S.E.	.T.	.P.
SPL PS	0.241	0.05	3.94	0

p < .05, **p < .01, *p < .001*

Table 5 shows that SPL has a noteworthy association with PS ($B = .241, t = 3.94$), accepting the first supposition.

Table 6: Regression analysis was conducted to examine the impact of spiritual leadership on project goal clarity. ritual leadership on project goal clarity

Variables	.B.	..S.E.	..T.	P.
SPL PGC	0.65	0.05	12.46	0

p < .05, **p < .01, *p < .001*

H2: There is a statistically significant and positive correlation between SPL and PGC.

The findings from Table 6 indicate a positive and statistically noteworthy correlation among SPL and PGC ($B = .65, t = 12.46$), thus confirming the second supposition. Table 6 Regression analysis was conducted to examine the impact of spiritual leadership on project goal clarity. ritual leadership on project goal clarity

H3: Project goal clarity exhibits a positive and statistically significant correlation with project success.

Table 7 illustrates a positive and statistically significant link among PGC and PS ($B = .39, t = 6.38$), thereby supporting the acceptance of the third hypothesis. The substantial significance level indicated by the p -value strengthens the basis for accepting the hypothesis.

Table 7: Regression analysis for the effect of project goal clarity on project success

Variables	.B.	..S.E.	..T.	P.
SPL PGC	0.65	0.05	12.46	0

p < .05, **p < .01, *p < .001*

H4. PGC serves as a mediator in the association between SPL and PS.

Table 8 displays the average indirect influence of spiritual leadership on PS via the intermediary role of project goal clarity, demonstrating significance. The bootstrapping values range from $-.2495$ to $-.0500$ with a 95% confidence interval that does not include zero. These findings provide substantial evidence that project goal clarity serves as a partial mediator in the association between spiritual leadership and PS. Consequently, the acceptance of the fourth proposition is recognized.

Table 8: Regression analysis for the effect of project goal clarity on project success

Variables	.B.	SE	T	P
PGC PS	0.39	0.05	6.38	0

H5: POS demonstrates a positive and significant correlation with PS.

H6: POS moderates the relationship between PGC and PS such that when POS is high, the association between PGC and PS is strengthened.

Ultimately, the findings presented in Table 9 corroborated Hypotheses 5 and 6. These hypotheses posited that POS exhibits a positive and substantial correlation with PS ($B = .16, t = 2.59$) and that POS support acts as a moderator in the relationship between PGC and PS ($B = .24, t = 3.29$). Hence, both Hypotheses 5 and 6 are validated.

Table 9: Regression Analysis for Moderation

Predictors	B	SE	T	P
POS Project Success	0.16	0.05	2.59	0.007
PGC \ominus POS Project Success	0.24	0.065	3.29	0.001

* $p < .05$, ** $p < .01$, *** $p < .001$

DISCUSSION

This research aims to examine the correlation between SPL and PS, focusing on how spiritual leadership influences project success and the moderating effect of perceived organizational support (POS). Data were gathered from employees engaged in project-based roles within IT firms in major cities of AJK. Empirical findings affirm the theoretical model relationships posited in the study. Statistical analyses were conducted using SPSS and AMOS, with detailed explanations provided in subsequent sections.

CONCLUSION

This research provides empirical evidence demonstrating that spiritual leadership enhances project success by utilizing the mediating factor of project goal clarity. By addressing mechanisms absent in prior literature, this study fills a gap in the existing knowledge. The investigation sheds light on the process by which spiritual leadership fosters project goal clarity, thereby contributing to heightened project success. Additionally, it reveals the considerable influence of POS on project success, with the interaction between project goal clarity and POS further amplifying the link among project goal clarity and PS.

MANAGERIAL /PRACTICAL IMPLICATIONS

The current research investigation holds practical significance for organizations, offering avenues for enhancing productivity and profitability, fostering positive attitudes, and fulfilling valuable functions:

To begin with, leader's role is pivotal in cultivating spirituality at single, squad, and firm levels. They can inspire groups by embodying roles, traits, and behaviours that evoke a sense of calling or purpose. Secondly, leaders should exhibit key attributes of spiritual leadership, including Compassionate Love (permanence, empathy, generosity, humility, integrity, transparency, courage, forgiveness, and commitment) and Expectations/Confidence (aspiring for excellence, rewarding/anticipating success, setting goals, taking decisive actions, exerting diligence, and maintaining perseverance). Lastly, leaders must demonstrate inclusivity in organizational practices and objectives to foster workplace spirituality and promote a more conducive work environment.

THEORETICAL IMPLICATIONS

This research investigation makes substantial contributions to the growing body of research through three key theoretical advancements. Firstly, it represents the first instance of identifying a positive link among SPL in an Asian context and PS. Secondly, it explores a critical mediation mechanism, PGC, elucidating how it mediates the relationship among SPL and PS. Prior literature overlooked the significance of clear goals in mediating the direct influence of spiritual leadership on project success. Thirdly, this research also examines the moderating influence of POS in clarifying project goals and its effect on the relationship among PS.

LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

This study provides valuable theoretical and practical implications; however, it also presents certain limitations that merit attention in future empirical research. Firstly, the data collection exclusively targeted employees within

I.T. organizations, potentially limiting the generalizability of the findings across diverse industries. Future studies could broaden the scope by collecting data from other sectors. Secondly, the cross-sectional nature of the data may be susceptible to situational factors. To mitigate this, future researchers could employ time-lagged data collection methods. Thirdly, this study relied on self-reported feedback from employees rather than exploring dyadic relationships.

Consequently, the findings may vary if dyadic relationships are examined. Additionally, while the current model may be applicable to public project-based organizations in the future, it's important to consider that different target audiences could yield disparate results. Future researchers should exercise caution in addressing these limitations.

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