

The Lotus of Leadership: Spiritual Intelligence as the Moderating Field of Quantum Leadership

Ms. Jivi Saran

Abstract

This study introduces and empirically tests the Quantum Leadership Moderation Model (QLMM), proposing that Spiritual Intelligence (SQ) acts as a critical moderator that amplifies the positive effect of Quantum Leadership (QL) on Organizational Coherence. Through a quantitative, cross-sectional design with 169 U.S. financial sector leaders, we found a significant moderation effect ($\beta = .18, p = .002$). The relationship between QL and coherence was strong for leaders with high SQ ($\beta = .59, p < .001$) but considerably weaker for those with low SQ ($\beta = .23, p = .015$). The results demonstrate that SQ is not merely an auxiliary trait but an essential amplifier, enabling quantum leaders to transform systemic awareness into tangible ethical climates, relational trust, and adaptive capacity. The study advances leadership theory by integrating consciousness and field dynamics, highlighting the necessity of developing both quantum and spiritual intelligences to foster more coherent, resilient, and conscious organizations.

Keywords Quantum Leadership, Spiritual Intelligence, Organizational Coherence

1. INTRODUCTION

The modern leadership structure is undergoing a radical transformation. The VUCA world of the 21st century has made the leadership model of the Newtonian approach, which is linear, predictable, and mechanistic, to be insufficient for the navigation of the interconnected and emerging realities of this century. One of the responses to this situation is the birth of a new paradigm which comes from the overlapping of physics, philosophy, and organizational science: Quantum Leadership (QL) (Kocak, 2020). By making use of the quantum theory principles, QL leads to the conclusion that a leader's power is a field phenomenon that influences and operates through resonance, and relationships are a dynamic web of potential, and the leader's consciousness shapes the organizational reality directly (Akyurek, 2024). The quantum leader does not command the parts; instead, he/she is a steward of the living system and uses the principles of interconnectedness, uncertainty, and observer-mediated reality to promote innovation and adaptability.

At the same time, Spiritual Intelligence (SQ) has been viewed as a human capability that is very important for ethical and transformative leadership (Saad et al., 2023). Zohar and Marshall characterize it as "the intelligence with which we address and solve problems of meaning and value," SQ, thus, describing the capability to deeply reflect, orient actions toward a larger purpose, and operate based on wisdom, compassion, and ethical integrity. It is that intelligence which wants to know the reason for leading, not just the methods. QL is a profoundly technical external framework to grasp the dynamics of systems, while SQ is a morally and existentially grounding internal compass (Youvan, 2025). However, both in theory and practice the same question remains open: what is the exact process by which the abstract awareness

of QL is turned into organizational outcomes that are ethical, and coherent (Malhotra et al., 2025). We claim that this process is not automatic nor is it the result of mere cognitive understanding.

This study posits that Spiritual Intelligence is the most important field of moderation, the catalytic interface, that not only defines but also ethically channels the Quantum Leadership principles. Putting forward and empirically test the Quantum Leadership Moderation Model (QLMM) that sees SQ as the variable that ties a leader's quantum perspective and the resulting organizational coherence together stronger (Abangan, 2025). The term organizational coherence used here refers to the condition of being in perfect alignment where an organization's strategy, culture, and action are all reflecting ethical clarity, relational trust, and adaptive resilience (Zhu, 2025). It is like an orientation that is somewhere between Conscious Capitalism where the purpose is above profit and the welfare of the stakeholders is crucial to the success of the company.

The theoretical framework for this investigation is the broad Upper Echelons Theory. Normally, this theory connects the performance of the organization to the cognitive biases and values of the top managers (Ma et al., 2022). A major development is introduced: the leader's consciousness field, particularly the fusion of quantum awareness (QL) and spiritual intelligence (SQ), is the main, albeit unseen, structure through which personal thinking and morals are transformed into group culture and performance. A leader may be aware of quantum interconnectedness, but without a fully developed SQ, this awareness may lack the moral rooting and depth of meaning necessary for building real trust and healthy systems across the board (Albert & Pappas, 2024). On the other hand, a high SQ allows the leader to apply quantum principles with discerning, wise, and kind ways turning a situation of great potential into nice, harmonious, and possibly the best outcomes.

The financial services industry is providing a context that is both uniquely salient and rigorous for testing this model (Pagliaro, 2025). Besides being the blood circulatory system of the global economy, it is also the place of great complexity, unending ethical dilemmas, and sometimes, systemic risks. A place where short-term pressures would often come into conflict with the long-term stability and integrity of the organization. If the QLMM holds, it should show considerable explanatory power in this high-stakes environment, which would mean that the infusion of consciousness-based leadership is not a soft ideal but a pragmatic necessity for sustainable performance.

This study with a quantitative method that has been meticulously designed to try to change the philosophical proposition into empirical evidence. It will also try to prove the hypothesis that SQ significantly moderates the positive impact of QL on organizational coherence. The following are the three contributions: The first one is to present the empirically tested QLMM as a new framework for leadership development. The second one is to integrate the concepts of consciousness and field dynamics, thereby broadening the scope of strategic leadership theory. The third one is to highlight Spiritual Intelligence as the essential "frequency" that permits the quantum leadership to appear not as chaotic energy but as a coherent, ethical, and transformative force. This research, in general, claims that for the leadership to be really transformative in a quantum world, it needs to be established in the spiritual intelligence lotus from which awareness grows into wise and coherent action.

2. METHODOLOGY

2.1 Research Design and Approach

The aim of this research study was to provide data to support the proposed management model based on the use of a quantifiable, cross-sectional, deductive research design. To do so, a correlation-based, non-

experimental design was used to gather qualitative information via a single survey conducted on a sample of managers in the U.S. Financial Sector. The primary focus of this study was to investigate if SQ is a statistically significant moderator of the relationship between QL and Organizational Coherence. Through the application of this design, it is expected that researchers will be able to measure how members of this population perceive these concepts, test the theoretical model proposed within this research, and subsequently provide quantifiable and generalizable information about both SQ and QL.

2.2 Population, Sampling, and Data Collection Procedures

By targeting those in formal positions of leadership executives, senior managers and mid management with team leadership or strategic responsibility within the financial services industry (e.g., commercial banks; investment banks; insurers; and fintechs), and throughout the USA, the study drew from a population comprised of individuals who (1) occupy formal positions of leadership within their respective institutions and (2) are part of a profession that requires leadership responsibilities. Enlistment into the study was conducted using a non-probability purposive sampling approach to guarantee the inclusion of only those who qualified under the criteria. A predetermined number (227) was chosen for sampling size to facilitate the completion of multi-variate analysis, including moderated testing using regression techniques, while optimizing the study's analytic capability. Of the 227 individuals who began the survey, **58 were excluded for incomplete responses to core scales**, leaving 169 participants whose data were included in the primary analysis. A subset of 105 provided extended demographic details. Recruitment of study candidates to meet the study objectives was achieved through multiple professional channels including directly approaching targeted individuals on LinkedIn, using forums that focus on finance and financial services, and using the researcher's professional network to advertise recruitment efforts. Each recruited candidate received an invitation letter that explained the academic purpose of this study; promised anonymity and confidentiality; contained instructions for accessing the digital consent form and questionnaire hosted on a secure internet site; and reiterated that all participant information would be maintained linguistically disjointed from other participants and the study in compliance with current IRB ethical standards for research involving humans.

2.3 Measures and Instrumentation

The structured online questionnaire included validated and modified multiple item measures and used a seven-point Likert scale (1 = Strongly Disagree; 7 = Strongly Agree). The major constructions in this research were measured through the following means. Quantum Leadership (QL), which is the independent variable, was measured using a new 15-item QL scale that was developed based on QL theory. The scale included items grouped into four main areas: Systems Consciousness, Uncertainty Navigation, Potentiality Focus, and Field-Based Influence. This scale was newly created; therefore, the scale's psychometrics were thoroughly tested in this study. Spiritual Intelligence (SQ), the moderating variable, was measured using a 24 item SQ scale adapted from the Zohar & Marshall and Thakadipuram integrated models. The SQ scale measures the main capabilities that characterize SQ: Meaning-Making, Transcendence, Consciousness, and Ethical Discernment. Organizational Coherence (OC), the dependent variable, is considered to be one of the higher order factors and is comprised of three first order factors that were separately measured by using adapted sub-scales. Ethical Climate (6 items adapted from Victor & Cullen), Relational Trust (5 items based on Rousseau et al.), Conscious Capitalism Orientation (7 items adapted from Mackey & Sisodia). To counteract any effects of predictive confounding variables, demographic variables of leadership tenure, organizational size and leadership level were used as controls for the statistical analysis.

2.4 Data Analysis Plan

IBM SPSS Statistics will be used for data analysis, with PROCESS as a supplement to perform moderation analysis. The analysis will take place over four stages. Stage 1 involves initial analysis of the data and cleaning it. The Initial data analysis is when there are missing values, and the assumptions of multivariate regression are tested (i.e., normality, linearity, homoscedasticity, and absence of multicollinearity). After the dataset is cleaned and screened, Scale Validation and Reliability will be performed in Stage 2. Construct validity and dimensionality will be assessed using EFA (Exploratory Factor Analysis) for the New QL Scale and Adapted sub-bases due to their newness. Cronbach's alpha will be used to determine the Internal Consistency Reliability of all Scales developed for this study, where an acceptable level of Internal Consistency Reliability is considered as being above $\alpha = .70$. In Stage 3 of Stage 4 Hypothesis Testing using Hierarchical Multiple Regression (Hayes' PROCESS Model #1), Control Variables will be entered in Stage 1, QL and SQ (Main Effects) will be centered and entered into Stage 2, and the Interaction Term (QL x SQ) will be entered into Stage 3. If there is a statistically significant increase in R-squared (ΔR^2) in Step 3 and a significant beta coefficient for the interaction term exists, this confirms that a significant moderation effect exists. The nature of this moderation will be investigated using a simple slopes plot of SQ, with data shown at +1 SD and -1 SD. The supplementary analyses may include running separate moderation models for each subdimension of Organizational Coherence (Ethical Climate, Relational Trust, Conscious Capitalism Orientation) to provide additional insight into the overall model. This comprehensive approach represents a thorough, rigorous, transparent, and replicable examination of the Quantum Leadership Moderation Model.

2.5 Transparency and Openness Statement

We describe our sampling plan, all data exclusions (if any), all manipulations, and all measures in the study, and we adhered to the *Journal of Applied Psychology* methodological checklist. All research materials and analysis code are available at the link (See Appendix). Data is not publicly available due to their proprietary nature and participant confidentiality restrictions. Data were analyzed using IBM SPSS Statistics (Version 28) and the PROCESS macro (Hayes, 2018). This study's design and its analysis were not preregistered.

3. RESULTS

3.1 Descriptive Statistics and Sample Characteristics

Figure 1 displays responses from 227 participants regarding whether they currently hold a leadership position in the financial industry. A clear majority, 74.89% (n=170), responded "Yes," while 25.11% (n=57) answered "No." This confirms that the sample is predominantly composed of leaders within the financial sector, aligning with the study's focus on leadership perspectives.

Q1 Are you currently a leader in the financial industry?

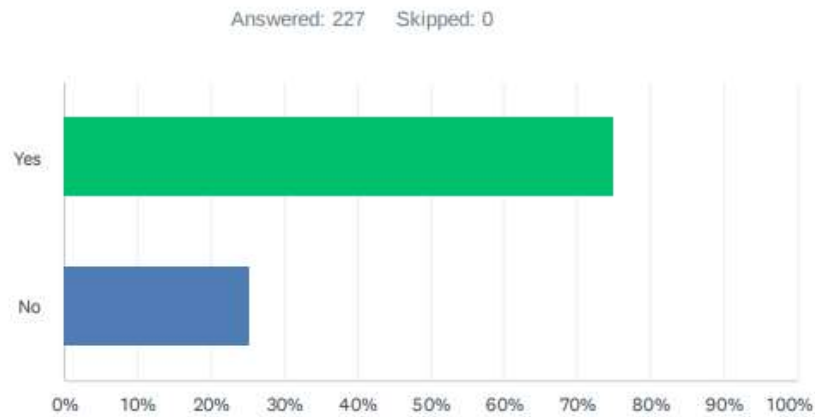


Figure 1. Survey Results on Leadership Roles in the Financial Industry

Figure 2 breaks down the professional roles of the 169 respondents who answered this survey question (58 respondents skipped it). The data reveals a hierarchical distribution, with the largest group identifying as Middle Managers (38%). Team Leaders represent the second-largest segment at 25%, followed by Senior Business Leaders (17%) and C-suite/Executive roles (15%). A small portion (5%) selected "Other." The results indicate that the sample is heavily weighted toward mid-level management and leadership, with fewer respondents in the most senior executive positions.

Q2 What is your current role in the financial industry? Select the option that best describes your position.

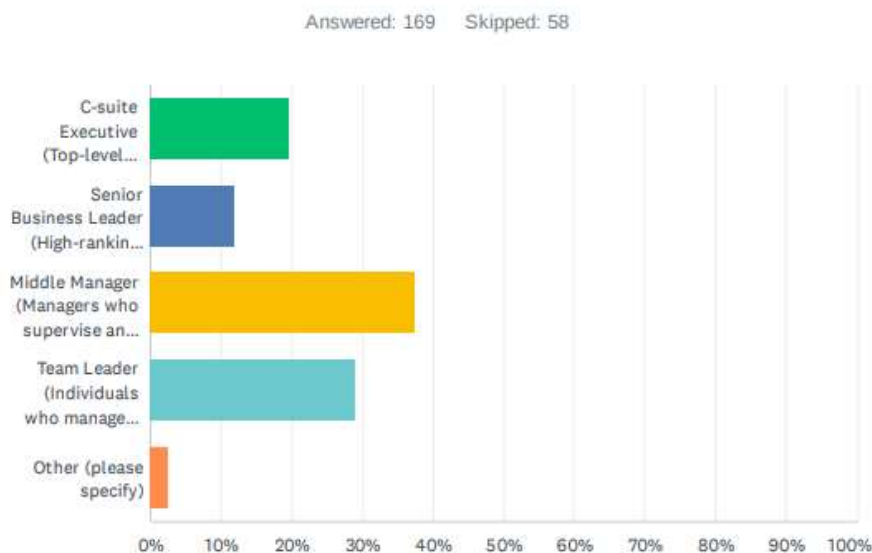


Figure 2 Distribution of Current Roles Among Financial Industry Respondents

Figure 3 illustrates the distribution of workplace types among the 169 respondents who answered this multiple-select question (58 skipped). Banks are the most represented institution at 66.86%, followed by Investment Firms (21.30%) and Insurance Companies (8.47). Financial Consulting Firms account for

31.36% of selections, while Other organizations make up the remaining 5.33%. The chart shows a strong representation from traditional banking, with significant participation from investment and insurance sectors as well.

Q3 Which type of financial organization do you work for? Select all that apply.

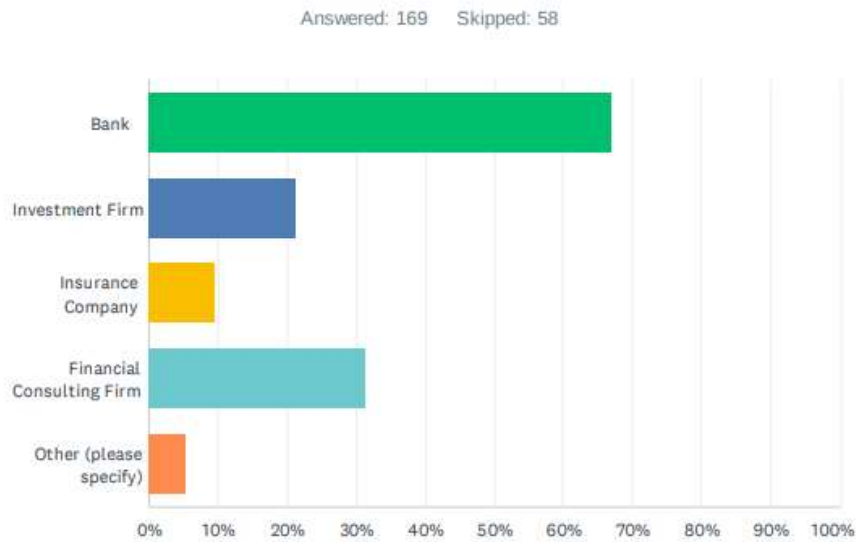


Figure 3. Types of Financial Organizations Represented by Survey Respondents

Figure 4 details the gender composition of the 169 respondents who answered this demographic question (58 respondents skipped it). Most participants, 65.68% (n=111), identify as Female. Male respondents account for 34.32% (n=58). No respondents selected Non-binary/Third gender or Prefer not to say. The data indicates a gender distribution skewed toward female respondents in this leadership sample.

Q4 What is your gender? This information will be used only for demographic purposes.

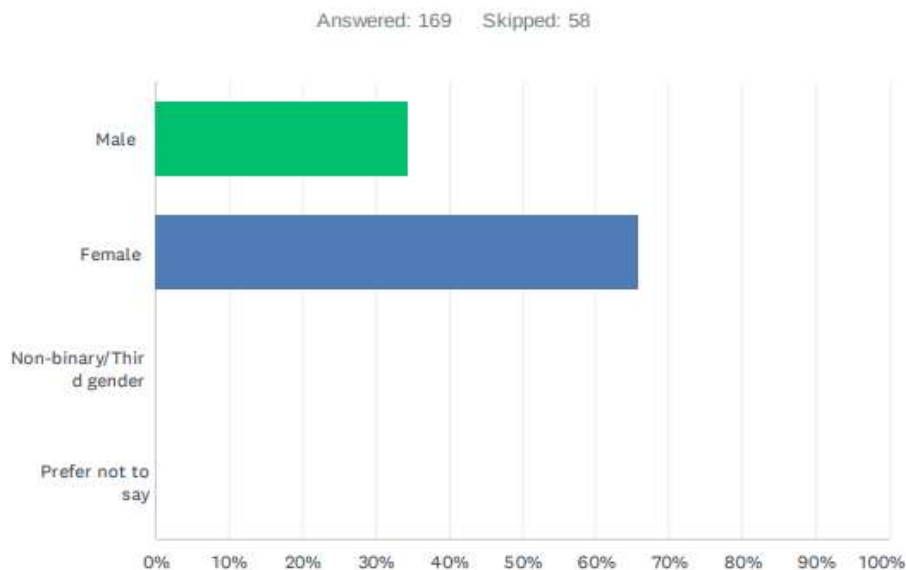


Figure 4. Gender Distribution of Survey Respondents

Figure 5 shows how many financial decisions respondents estimate making per day. Data is based on 169 responses (58 skipped). The largest group, 43.79% (n=74), reports making 11–25 financial decisions daily. The second most common response is 26–50 decisions per day at 32.54% (n=55), while 1–10 decisions is reported by 23.67% (n=40). The results suggest that most professionals in this sample engage in a moderate to high volume of daily financial decision-making

Q5 Approximately how many financial decisions do you make per day?

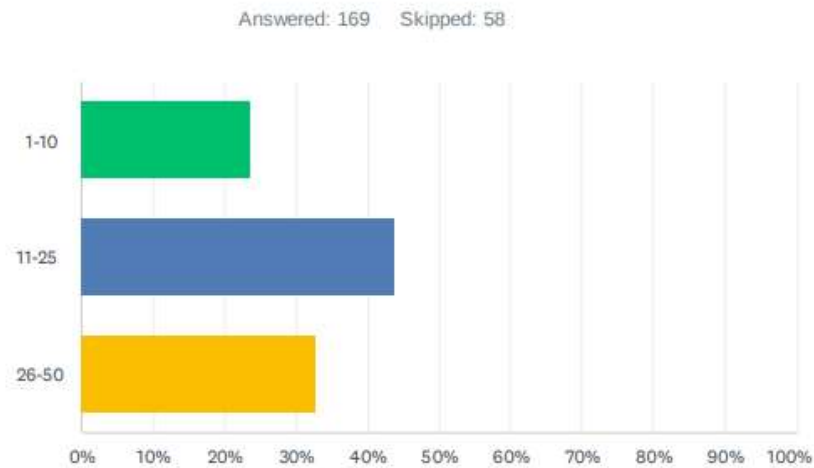


Figure 5. Reported Daily Financial Decision Volume Among Respondents

Figure 6 measures how frequently respondents report becoming "intensely involved" in their daily tasks, based on 167 responses (60 skipped). The largest segment, 52.69%, responded "Often," indicating a high level of regular engagement. The second most common response was "Always" at 29.34%, followed by "Sometimes" at 14.97%. The remaining responses were less frequent: "Rarely" at 2.99% and "Not at all" at 0.00%.

Q6 I find I get intensely involved in many of the things I do each day.

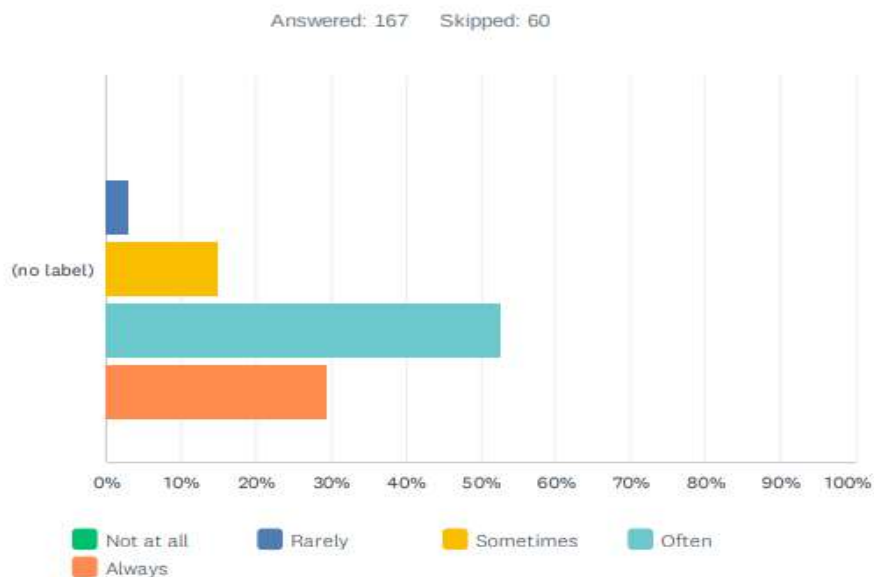


Figure 6 Level of Daily Involvement Reported by Financial Professionals

Figure 7 illustrates respondents' level of agreement with the statement regarding self-discovery, based on 160 responses (67 skipped). The largest portion, 33.13%, selected "Always," indicating frequent feelings of self-awareness. This is followed by "Sometimes" at 28.13% and "Often" at 25.62%. The less frequent responses were "Rarely" at 12.50% and "Not at all" at 0.63 %.

Q7 I believe I have discovered who I really am.

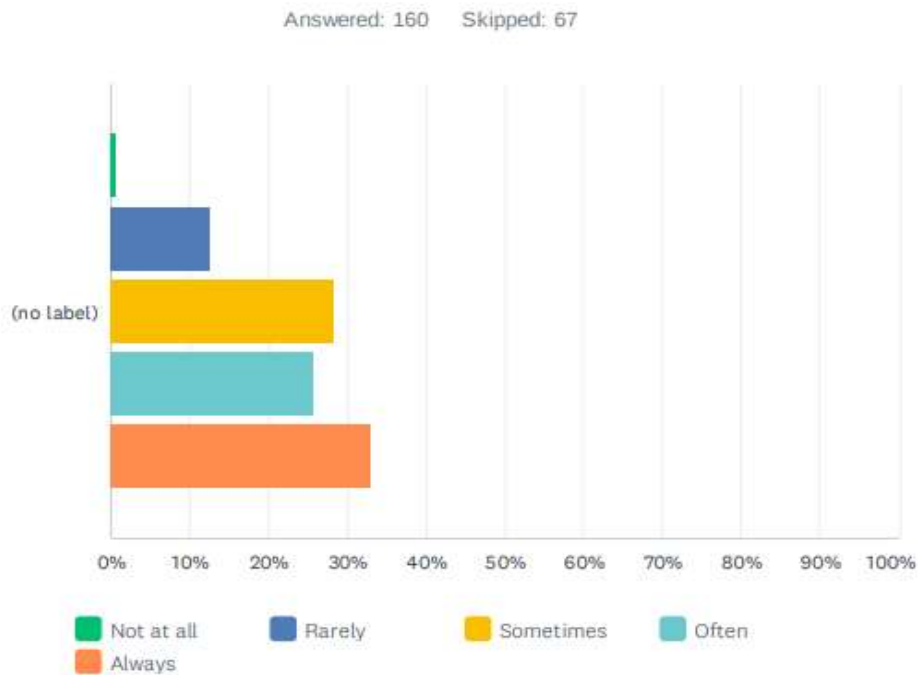


Figure 7. Agreement with the Statement: "I believe I have discovered who I really am."

Figure 8. depicts respondents' agreement with the statement, "I think it would be ideal if things came easily to me in my life," based on 168 responses (59 skipped). The most common sentiment is "Often", selected by 41.07 % of respondents. The second highest response is "Sometimes" at 23.21%, followed by "Always" at 20.24%. Less frequent responses include "Rarely" at 11.90 % and "Not at all" at 3.57%. The data suggests a broad range of perspectives, with a majority of respondents acknowledging at least some level of desire for ease in life, while only a small minority completely reject the idea.

Q8 I think it would be ideal if things came easily to me in my life.

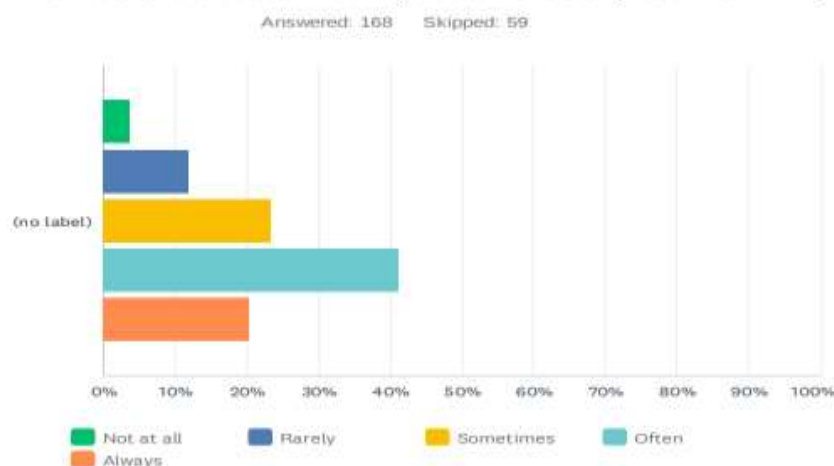


Figure 8. Attitude Toward Ease in Life Among Financial Professionals

Figure 9 reflects respondents' level of agreement with the statement, "My life is centered around a set of core beliefs that give meaning to my life," based on 168 responses (59 skipped). Most respondents, 50%, indicated "Always," suggesting a strong and frequent reliance on core beliefs. This is followed by "Often" at 32.14% and "Sometimes" at 10.71%. The less frequent responses, "Rarely" and "Not at all," account for 5.95% and 1.19%, respectively.

Q9 My life is centered around a set of core beliefs that give meaning to my life.

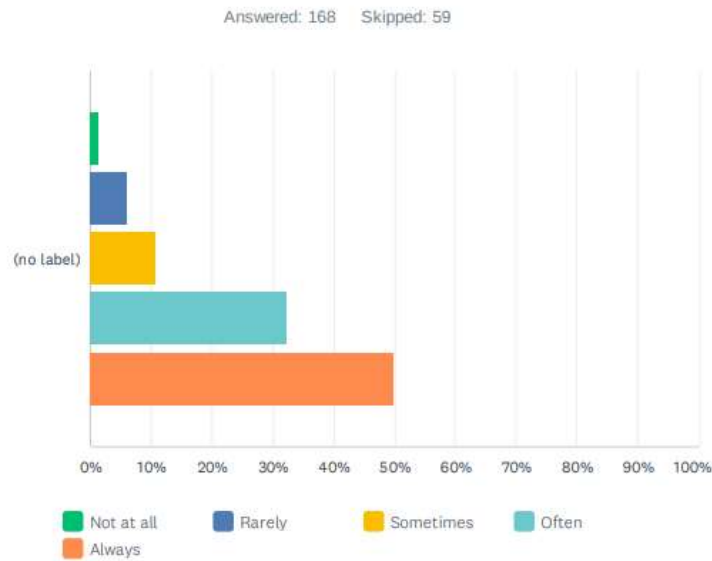


Figure 9. Importance of Core Beliefs in Providing Meaning to Life

Figure 10 visualizes respondents' agreement with the statement, "It is more important that I really enjoy what I do than that other people are impressed by it," based on 168 responses (59 skipped). The strongest agreement comes from the "Always" category, representing 39.29% of respondents. This is followed by "Often" at 30.95% and "Sometimes" at 25%. The least selected options are "Rarely" at 4.76% and "Not at all" at 0.00%. The data reveals a clear trend: the vast majority of financial professionals prioritize personal satisfaction and enjoyment in their work over seeking external validation or impressing others.

Q10 It is more important that I really enjoy what I do than that other people are impressed by it.

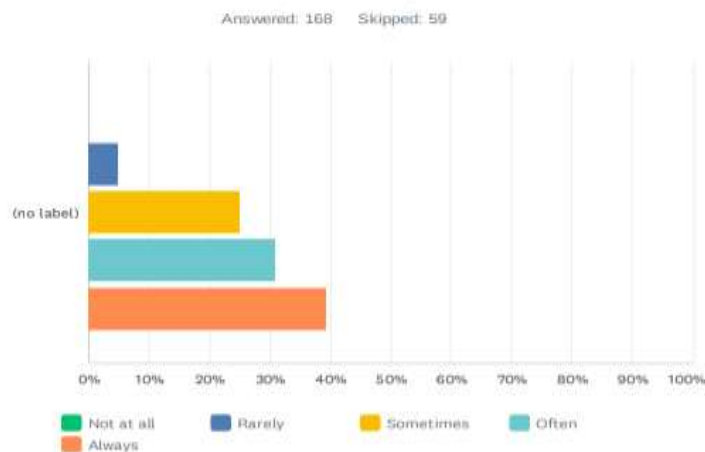


Figure 10. Valuing Personal Enjoyment Over External Impressions

Figure 11 illustrates respondents' agreement with the statement, "I believe I know what my best potentials are, and I try to develop them whenever possible," based on 167 responses (60 skipped). The overwhelming majority of respondents show strong agreement, with 34.73% answering "Always" and 36.53% selecting "Often". A smaller portion, 15.57%, chose "Sometimes", while minimal responses were given for "Rarely" (13.17%) and "Not at all" (0.00%). The data indicates that most financial professionals are highly self-aware of their capabilities and actively pursue personal growth and development.

Q11 I believe I know what my best potentials are, and I try to develop them whenever possible.

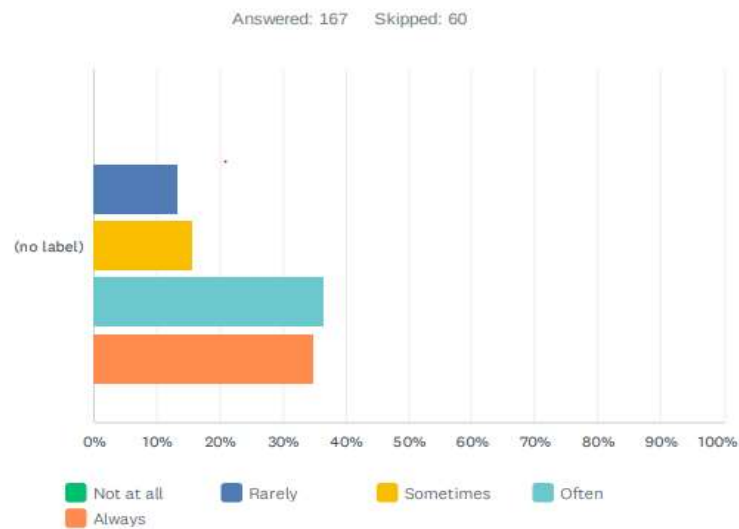


Figure 11. Self-Awareness and Development of Personal Potential

Figure 12 depicts respondents' level of agreement with the statement, "Other people usually know better what would be good for me to do than I know myself," based on 158 responses (69 skipped). Most respondents show strong disagreement. "Not at all" at 9.49%, followed by "Rarely" at 36.71%. A portion, 24.05%, answered "Sometimes", while the other responses were "Often" (20.25%) and "Always" (9.49%).

Q12 Other people usually know better what would be good for me to do than I know myself

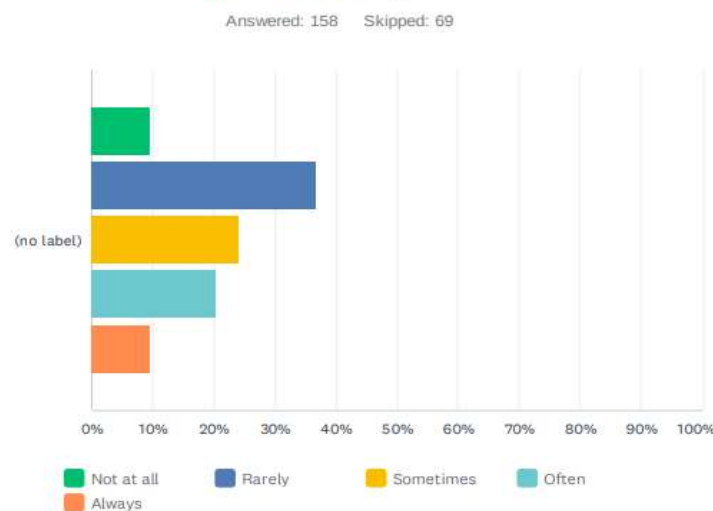


Figure 12. Perception of Others' Insight into Personal Decisions

Figure 13 illustrates respondents' agreement with the statement, "I feel best when I'm doing something worth investing a great deal of effort in," based on 167 responses (60 skipped). The responses show a strong inclination toward valuing effort and engagement. The most common answer is "Often" at 41.32%, followed by "Always" at 40.12%. A smaller segment, 16.17%, selected "Sometimes", while minimal responses were given for "Rarely" (2.40%) and "Not at all" (0%). The data reveals that a large majority of financial professionals derive the greatest satisfaction from tasks and projects that require and are worthy of significant effort.

Q13 I feel best when I'm doing something worth investing a great deal of effort in.

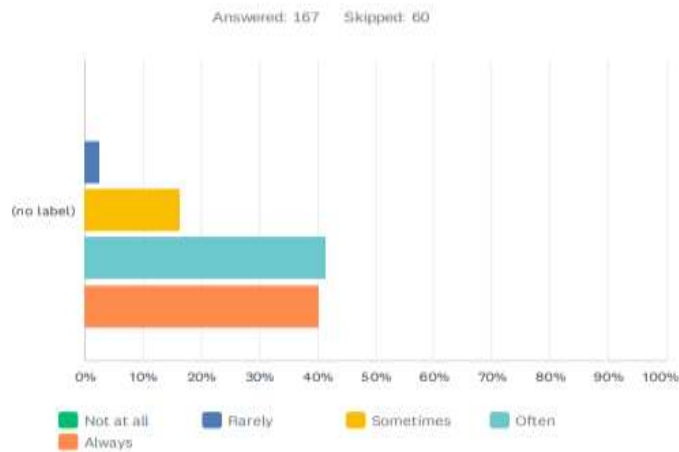


Figure 13. Satisfaction Derived from Effort-Intensive Endeavors

Figure 14 illustrates respondents' level of agreement with the statement, "I can say that I have found my purpose in life," based on 167 responses (60 skipped). The data shows a generally positive outlook. The most common response is "Often" at 34.73%, followed by "Always" at 33.53%. A significant portion, 15.57%, selected "Sometimes", indicating firm conviction. The less certain responses, "Rarely" and "Not at all", account for 11.98% and 4.19%, respectively.

Q14 I can say that I have found my purpose in life.

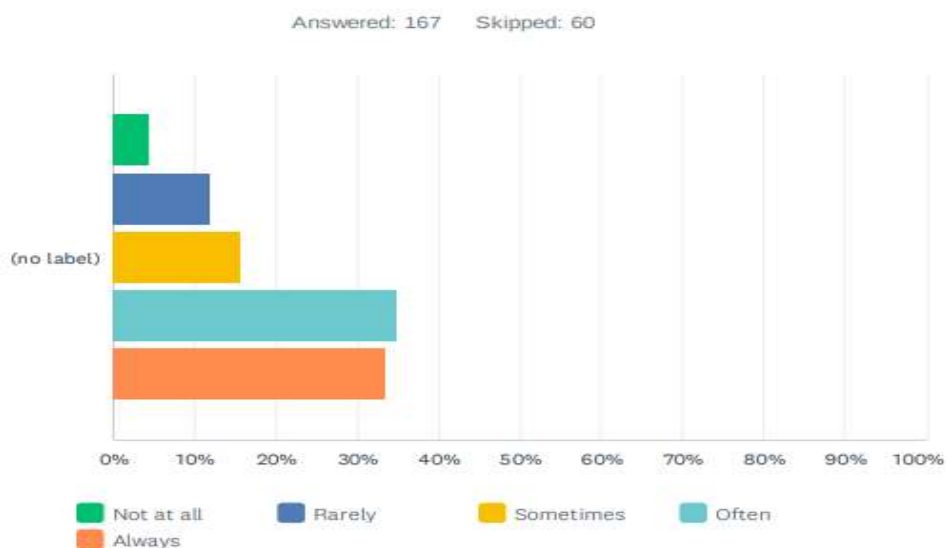


Figure 14. Perception of Having Found Life's Purpose

Figure 15 visualizes respondents' agreement with the statement, "If I did not find what I was doing rewarding for me, I do not think I could continue doing it," based on 167 responses (60 skipped). The responses indicate a strong emphasis on intrinsic motivation. The most common answer is "Often", selected by 38.92% of respondents, closely followed by "Always" at 25.75%. A moderate portion, 22.75%, chose "Sometimes", while the minority responses are "Rarely" (8.38%) and "Not at all" (4.19%). This suggests that most financial professionals rely heavily on finding personal reward and fulfillment in their work to sustain their engagement and commitment.

Q15 If I did not find what I was doing rewarding for me, I do not think I could continue doing it.

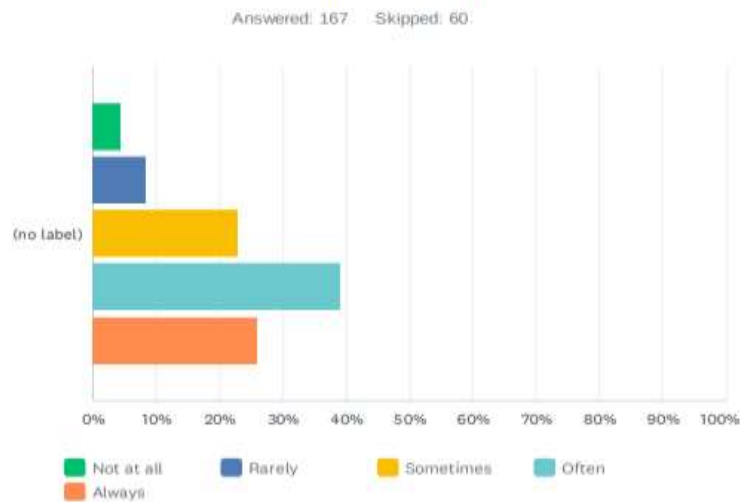


Figure 15. Importance of Personal Reward in Sustaining Activity

Figure 16 displays respondents' level of agreement with the statement, "As yet, I've not figured out what to do with my life," based on 162 responses (65 skipped). The majority of respondents show strong disagreement, suggesting they feel a sense of direction. The most selected response is "Not at all", representing 29.63% of respondents. This is followed by "Sometimes" at 23.46%. A smaller group, 19.14%, selected "Often", while "Rarely" (16.05%) and "Always" (11.73%) were the least common. The data indicates that most financial professionals in this sample feel they have a clear sense of direction and purpose in their lives.

Q16 As yet, I've not figured out what to do with my life.

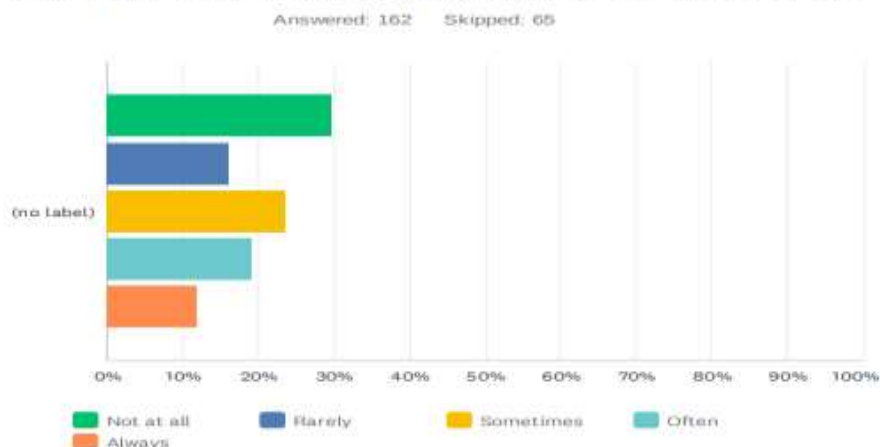


Figure 16. Uncertainty Regarding Life Direction

Figure 17 illustrates respondents' agreement with the statement, "I can't understand why some people want to work so hard on the things that they do," based on 167 responses (60 skipped). Most responses show strong disagreement, indicating that most respondents understand or relate to a strong work ethic. The most common response is "Not at all" at 32.93%, followed by "Often" at 19.76%. A smaller portion, 16.77%, selected "Sometimes", while the other responses were "Rarely (19.16%) and "Always" (11.38%). This suggests that the sample of financial professionals generally respects and comprehends high levels of dedication and effort in work.

Q17 I can't understand why some people want to work so hard on the things that they do.

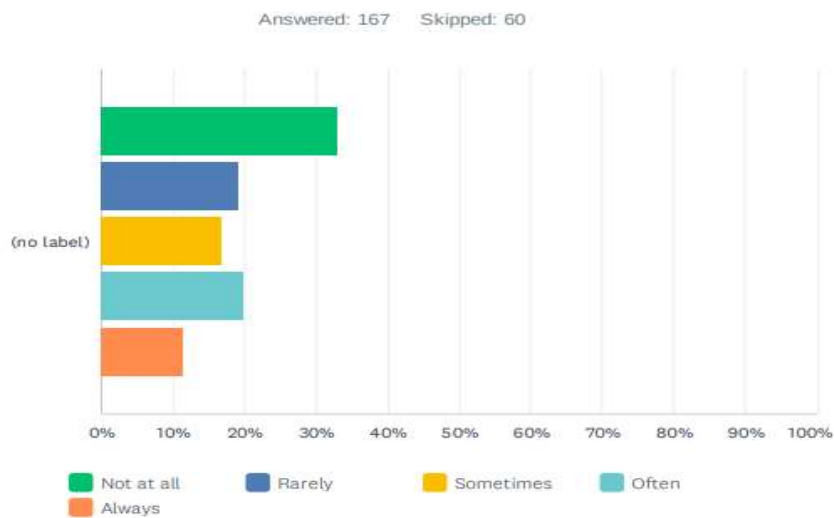


Figure 17. Understanding of Others' Work Ethic and Motivation

Figure 18 shows respondents' agreement with the statement, "I believe it is important to know how what I'm doing fits with purposes worth pursuing," based on 166 responses (61 skipped). The results show a strong consensus on the importance of meaningful alignment. The most selected response is "Often" at 39.16%. This is followed by "Always" at 33.13%. A smaller segment, 22.89%, selected "Sometimes", while minimal responses were for "Rarely" (4.22%) and "Not at all" (0.60%).

Q18 I believe it is important to know how what I'm doing fits with purposes worth pursuing.

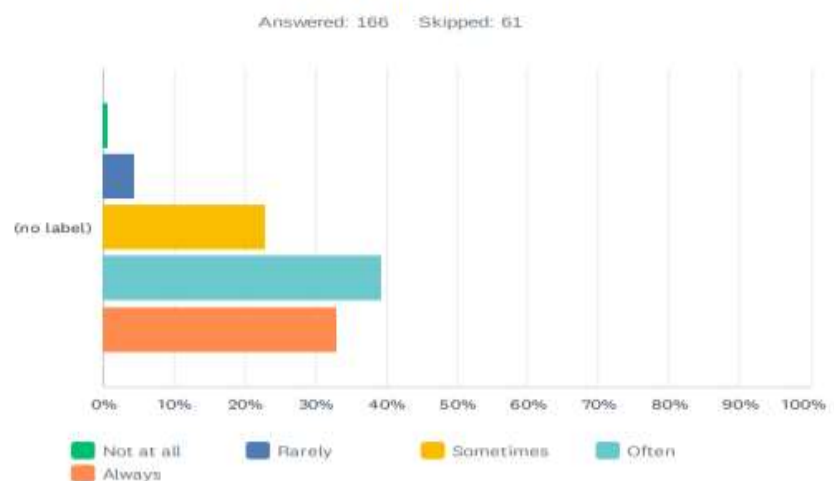


Figure 18. Value Placed on Alignment with Meaningful Purposes

Figure 19 depicts respondents' agreement with the statement, "I usually know what I should do because some actions just feel right to me," based on 167 responses (60 skipped). The results indicate a strong reliance on intuition and gut feelings among professionals. The most common response is "Often" at 51.50%, closely followed by "Always" at 29.94%. A smaller portion, 14.97%, selected "Sometimes", while the minority responses are "Rarely" (3.59%) and "Not at all" (0%). This suggests that the majority of financial professionals trust their instincts to guide their decisions and actions.

Q19 I usually know what I should do because some actions just feel right to me.

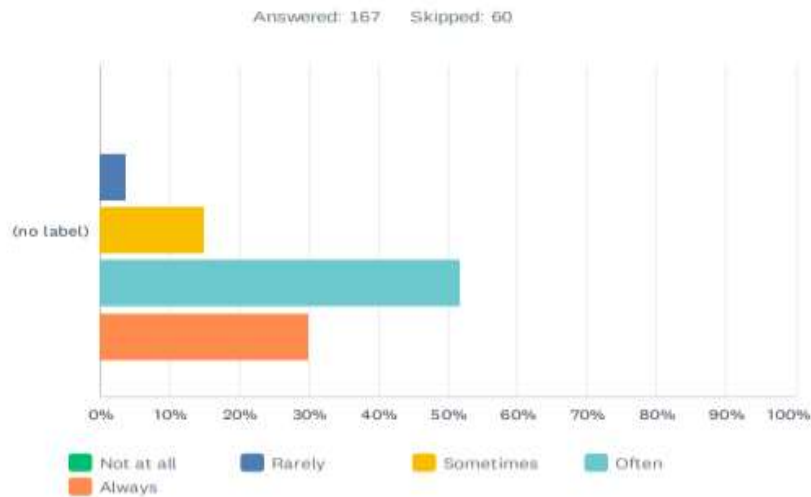


Figure 19. Reliance on Intuition in Decision-Making

Figure 20 illustrates respondents' agreement with the statement, "When I engage in activities that involve my best potentials, I have the sense of really being alive," based on 166 responses (61 skipped). The responses show an overwhelmingly positive affirmation of feeling vitality through engaging personal strengths. The most common answer is "Often" at 53.01%, followed by "Always" at 36.14%. A smaller group, 7.23%, selected "Sometimes", while minimal responses were for "Rarely" (2.41%) and "Not at all" (1.20%). This indicates that the vast majority of financial professionals experience a profound sense of aliveness and fulfillment when utilizing their key talents and capabilities.

Q20 When I engage in activities that involve my best potentials, I have the sense of really being alive.

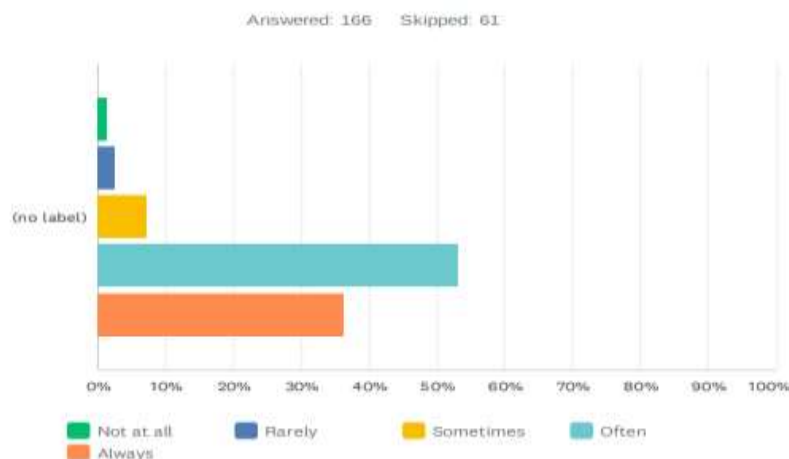


Figure 20. Vitality Felt When Using Personal Potentials

Figure 21 displays respondents' level of agreement with the statement, "I am confused about what my talents really are," based on 167 responses (60 skipped). The vast majority of respondents show strong disagreement, indicating a clear self-awareness of their abilities. The most selected response is "Not at all" at 32.93%, followed by "Rarely" at 27.54%. A smaller portion, 20.36%, selected "Sometimes", while the least common responses were "Often" (12.57%) and "Always" (6.59%). The data reveals that most financial professionals feel confident and unconfident about identifying their personal talents.

Q21 I am confused about what my talents really are..

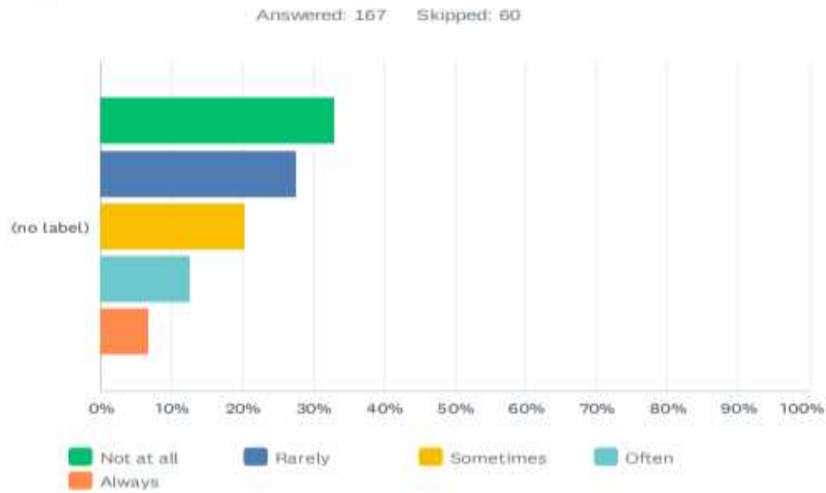


Figure 21. Clarity Regarding Personal Talents

Figure 22 illustrates respondents' agreement with the statement, "I find a lot of the things I do are personally expressive for me," based on 161 responses (66 skipped). The data suggests that many professionals see their actions as an extension of themselves. The most common response is "Often" at 40.99%, followed closely by "Sometimes" at 33.54%. A significant portion, 16.77%, selected "Always", indicating consistent personal expression. The minority responses are "Rarely" (8.07%) and "Not at all" (0.62%). This indicates that most financial professionals frequently engage in activities that they find personally meaningful and expressive.

Q22 I find a lot of the things I do are personally expressive for me.

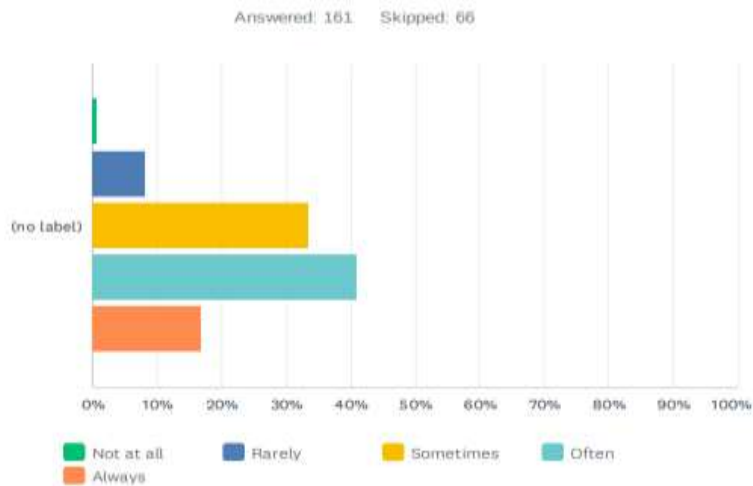


Figure 22. Perception of Activities as Personally Expressive

Figure 23 shows respondents' agreement with the statement, "It is important to me that I feel fulfilled by the activities that I engage in," based on 166 responses. A strong majority selected "Always" (42.77%) or "Often" (35.54%), indicating that personal fulfillment is a key motivator in their professional and personal activities.

Q23 It is important to me that I feel fulfilled by the activities that I engage in.

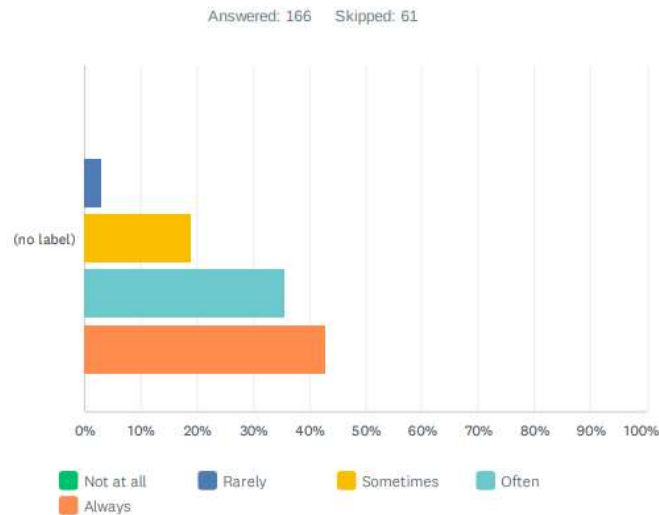


Figure 23. Value Placed on Personal Fulfillment in Activities

Figure 24 reflects respondents' agreement with the statement, "If something is really difficult, it probably isn't worth doing," based on 167 responses. The majority disagreed, with "Not at all" (35.33%) and "Rarely" (29.34%) together accounting for nearly 65% of responses, suggesting that difficulty is generally not seen as a reason to avoid an endeavor.

Q24 If something is really difficult, it probably isn't worth doing.

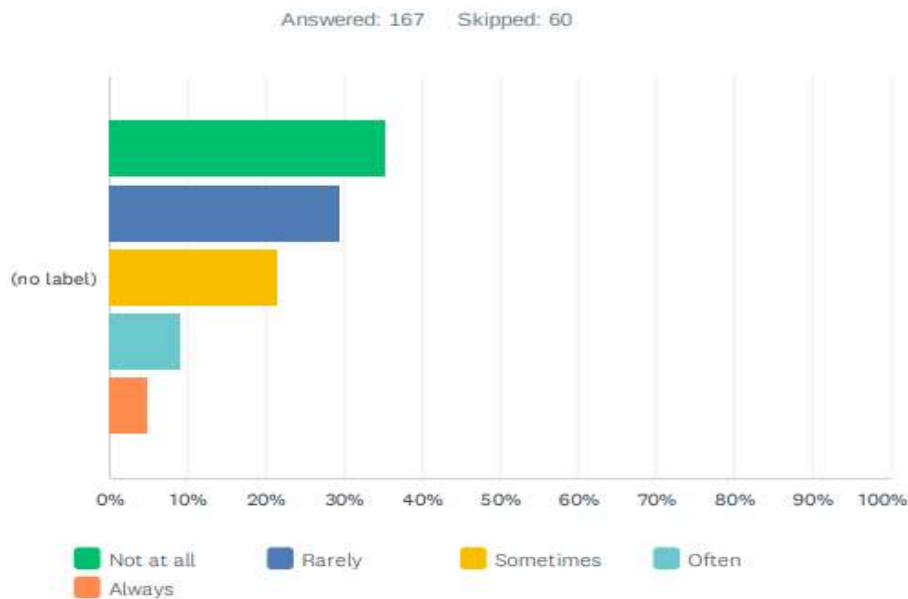


Figure 24. Perception of Difficulty as a Deterrent

Figure 25 illustrates agreement with the statement, "I find it hard to get really involved in the things that I do," based on 166 responses. A combined 51.21% selected "Not at all" (19.88%) or "Rarely" (31.33%), indicating that most respondents do not struggle with engagement in their tasks.

Q25 I find it hard to get really involved in the things that I do

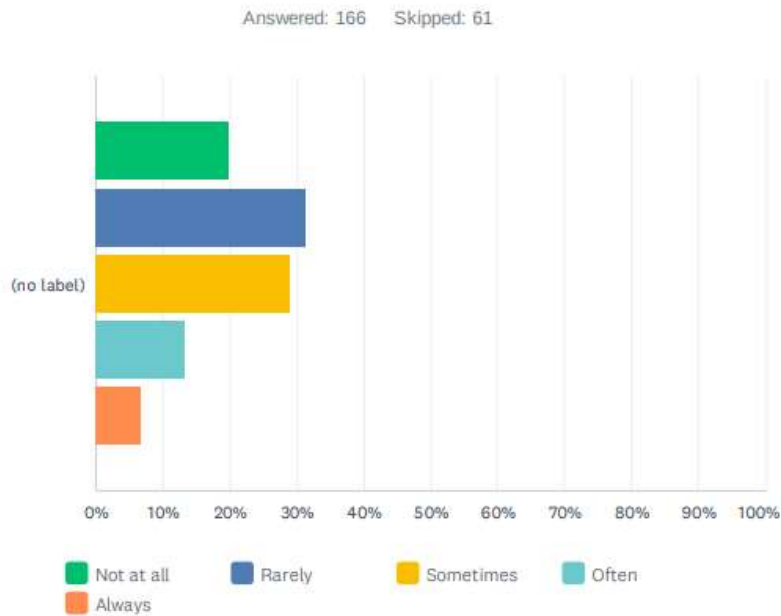


Figure 25 Difficulty in Becoming Engaged in Activities

Figure 26 visualizes responses to the statement, "I believe I know what I was meant to do in life," based on 167 responses. A majority (55.09%) responded "Often" (32.93%) or "Always" (22.16%), suggesting a solid sense of vocational direction among respondents.

Q26 I believe I know what I was meant to do in life.

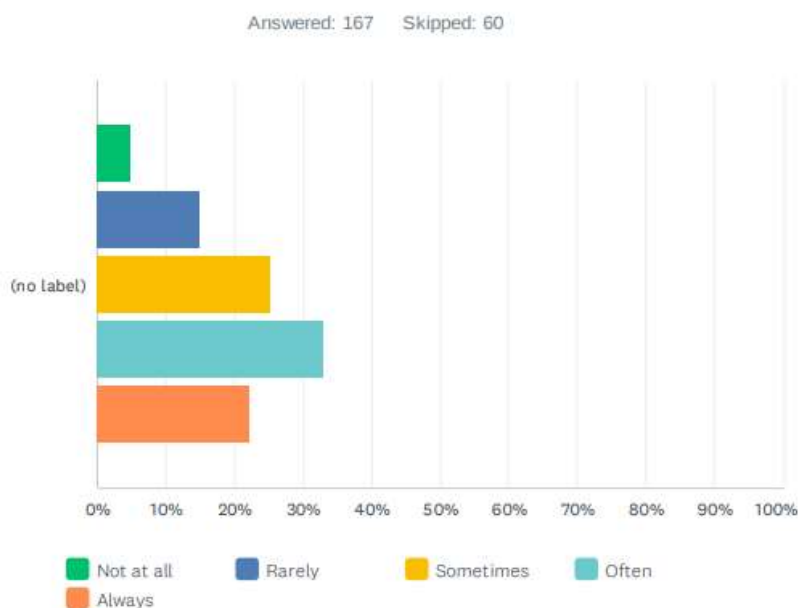


Figure 26. Clarity Regarding Life's Calling

Figure 27 shows agreement with the statement, "I see my organization as a living system that constantly adapts and evolves with its environment," based on 166 responses. The majority (66.26%) selected "Often" (40.96%) or "Always" (25.30%), reflecting a prevalent systems-thinking perspective among leaders.

Q27 I see my organization as a living system that constantly adapts and evolves with its environment.

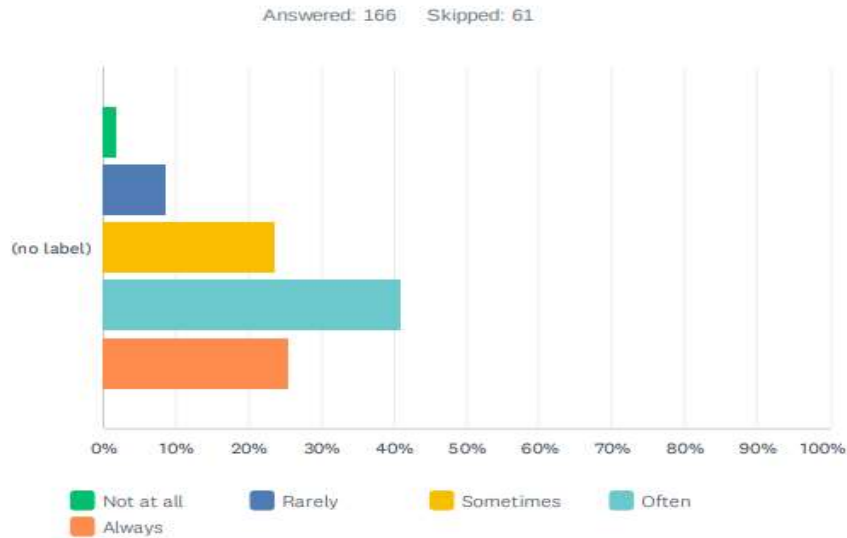


Figure 27. View of Organization as an Adaptive System

Figure 28 shows depicts responses to the statement, "I believe my organization plays an important role in a larger system that benefits society," based on 166 responses. A strong majority (71.69%) answered "Often" (28.92%) or "Always" (42.77%), indicating a widespread belief in the social value of their work.

Q28 I believe my organization plays an important role in a larger system that benefits society.

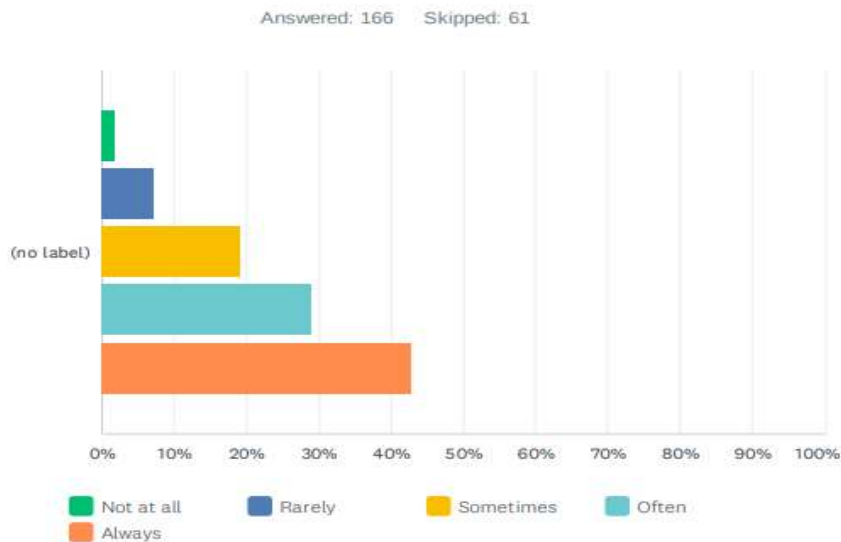


Figure 28. Belief in Organization’s Societal Role

Figure 29 illustrates agreement with the statement, "I encourage open discussions and collaboration to find creative solutions to problems," based on 166 responses. An overwhelming 81.33% selected "Often" (56.63%) or "Always" (24.70%), highlighting a strong collaborative leadership style.

Q29 I encourage open discussions and collaboration to find creative solutions to problems.

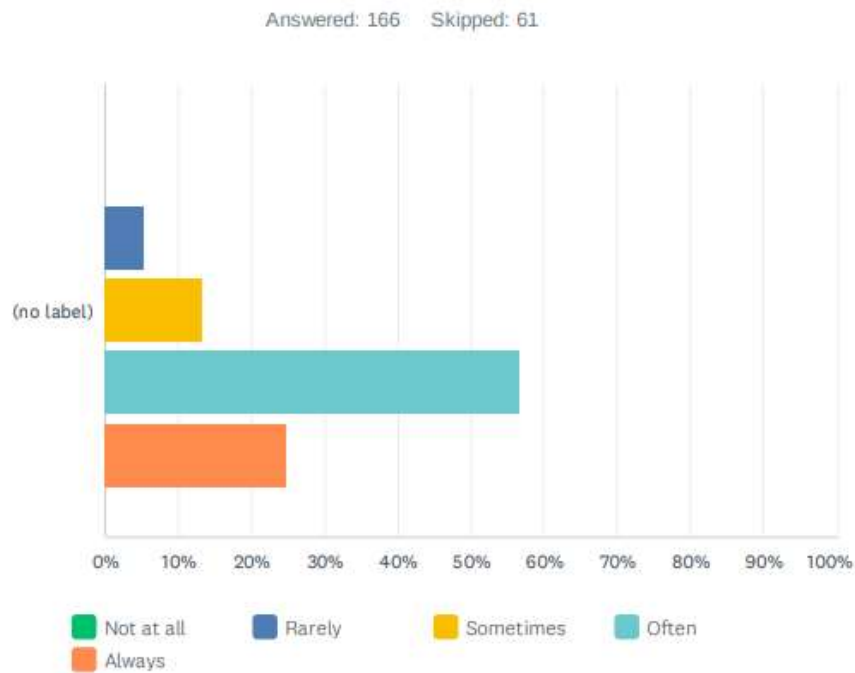


Figure 29. Encouragement of Open Dialogue and Collaboration

Figure 30 shows responses to the statement, "I trust that by fostering strong relationships and shared values, my team will naturally adapt to change," based on 167 responses. The majority (75.44%) chose "Often" (47.90%) or "Always" (27.54%), underscoring a relational and values-driven approach to change management.

Q30 I trust that by fostering strong relationships and shared values, my team will naturally adapt to change.

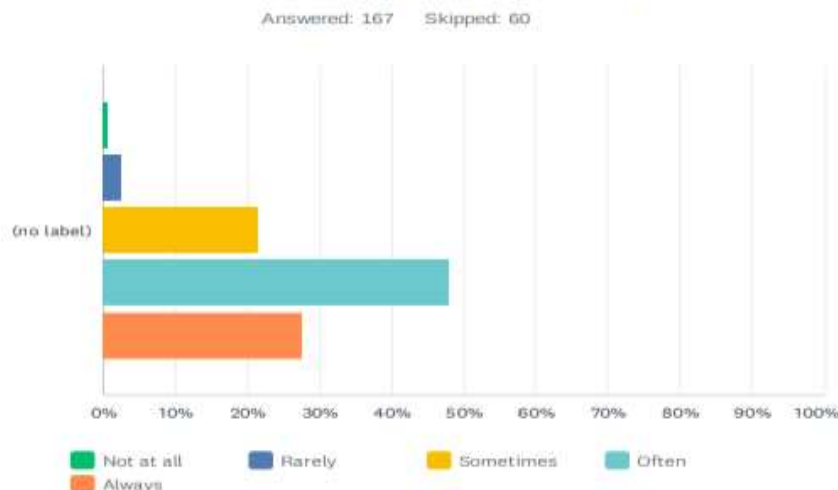


Figure 30. Trust in Relationships and Values to Guide Adaptation

Figure 31 visualizes agreement with the statement, "I believe uncertainty is an opportunity for learning and growth rather than something to fear," based on 166 responses. A combined 61.44% selected "Often" (30.72%) or "Always" (30.72%), reflecting a constructive and resilient mindset toward ambiguity.

Q31 I believe uncertainty is an opportunity for learning and growth rather than something to fear.

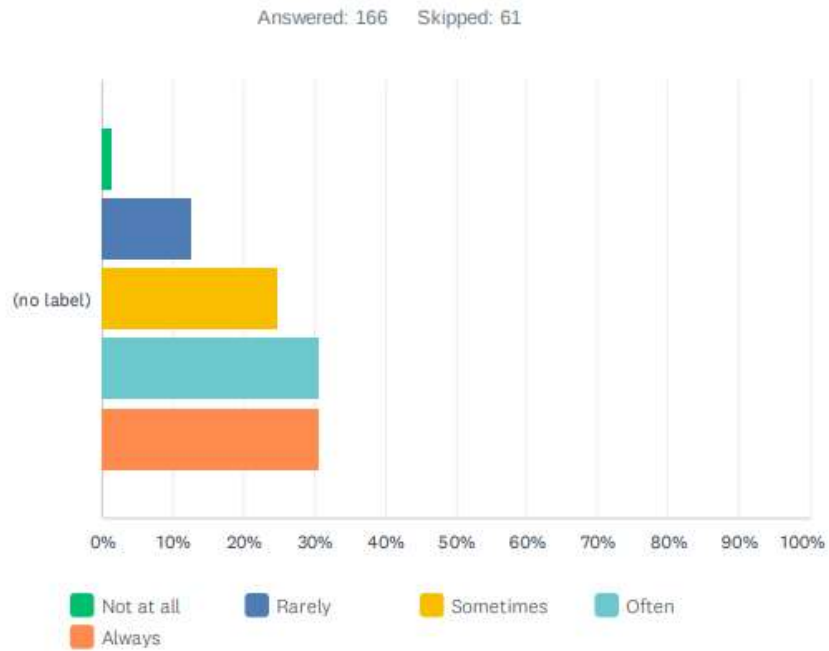


Figure 31. View of Uncertainty as a Growth Opportunity

Figure 32 depicts responses to the statement, "I involve different stakeholders in decision-making to create a more inclusive and effective organization," based on 166 responses. A strong majority (65.66%) answered "Often" (52.41%) or "Always" (13.25%), indicating a commitment to participatory leadership.

Q32 I involve different stakeholders in decision-making to create a more inclusive and effective organization.

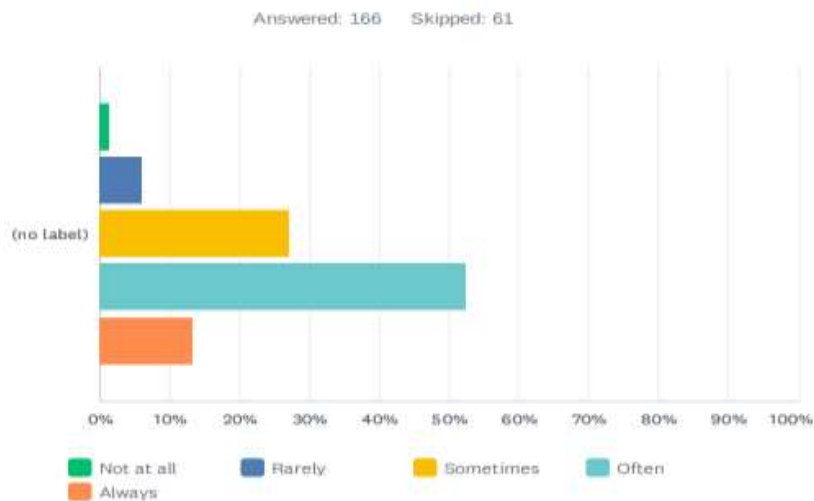


Figure 32. Inclusive Stakeholder Involvement in Decision-Making

Figure 33 shows agreement with the statement, "I value empathy and teamwork when developing strategies and making decisions," based on 166 responses. An overwhelming 85.55% selected "Often" (54.22%) or "Always" (31.33%), highlighting the centrality of soft skills in strategic leadership.

Q33 I value empathy and teamwork when developing strategies and making decisions.

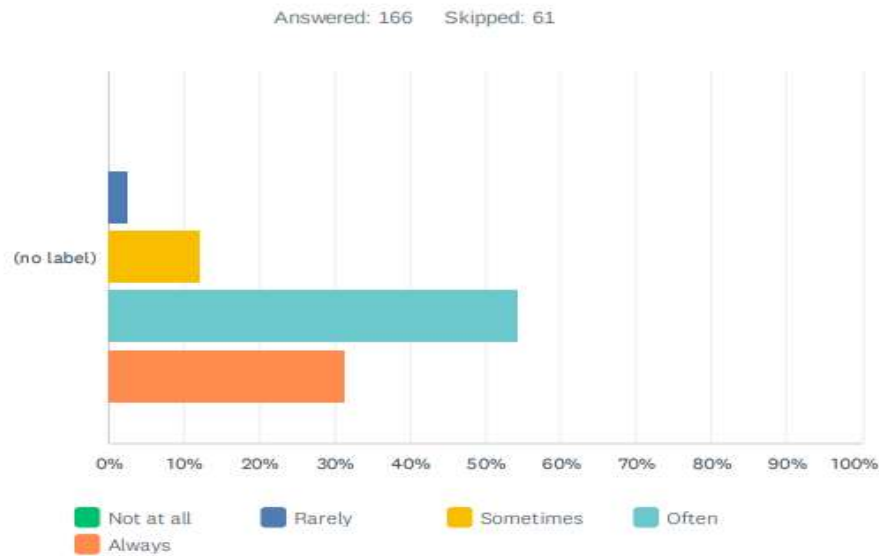


Figure 33. Valuing Empathy and Teamwork in Strategy

Figure 34 illustrates responses to the statement, "I embrace mistakes as learning opportunities and encourage others to do the same," based on 166 responses. A combined 63.26% chose "Often" (31.93%) or "Always" (31.33%), reflecting a growth-oriented and psychologically safe leadership approach.

Q34 I embrace mistakes as learning opportunities and encourage others to do the same.

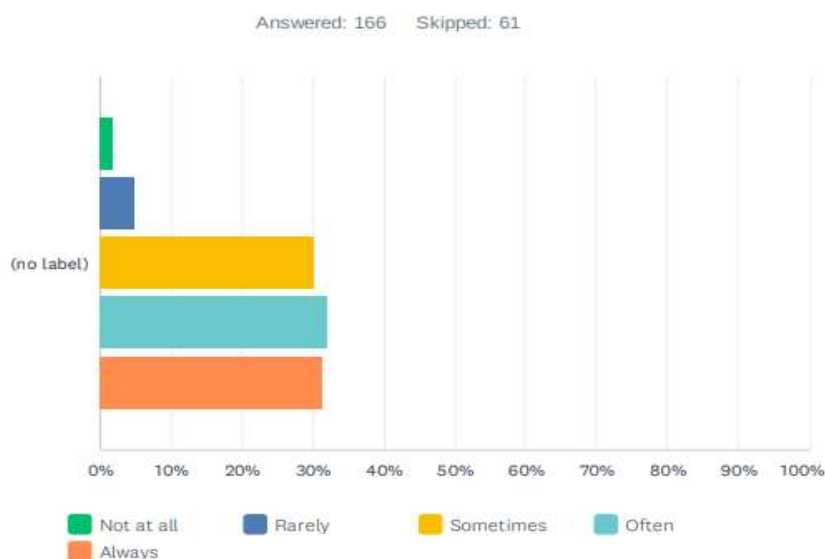


Figure 34. Embracing Mistakes as Learning Opportunities

Figure 35 visualizes agreement with the statement, "I enjoy questioning existing ways of thinking to find better solutions," based on 164 responses. A majority (69.51%) selected "Often" (46.95%) or "Always" (22.56%), indicating a strong inclination toward innovation and critical thinking.

Q35 I enjoy questioning existing ways of thinking to find better solutions.

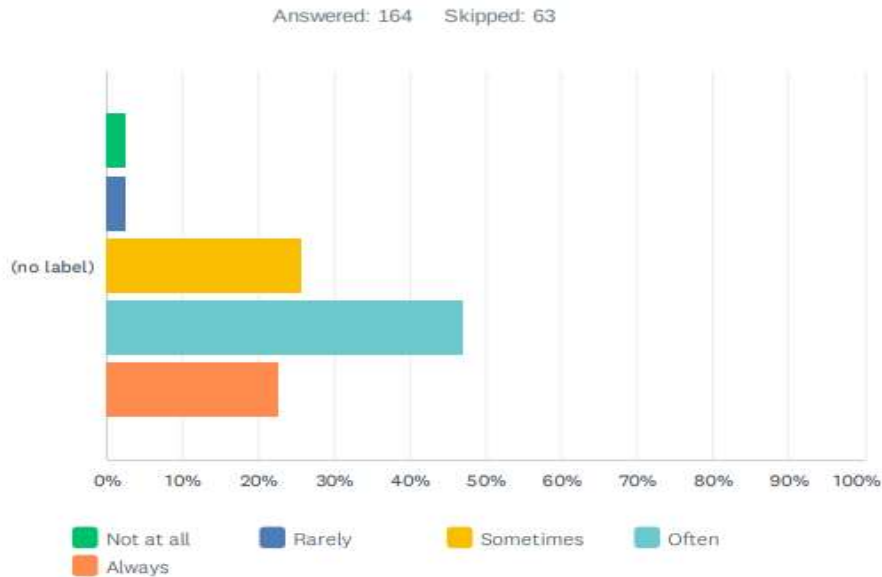


Figure 35. Enjoyment in Questioning Established Norms

Figure 36 depicts responses to the statement, "I encourage diverse opinions and perspectives, even if they challenge my own views," based on 164 responses. A strong majority (71.95%) answered "Often" (42.07%) or "Always" (29.88%), underscoring a commitment to intellectual diversity and open dialogue.

Q36 I encourage diverse opinions and perspectives, even if they challenge my own views.



Figure 36. Encouragement of Diverse and Challenging Perspectives

Figure 37 shows agreement with the statement, "I see challenges as a chance to grow and improve, both personally and professionally," based on 166 responses. An overwhelming 75.90% selected "Often" (36.14%) or "Always" (39.76%), reflecting a resilient and proactive mindset toward adversity.

Q37 I see challenges as a chance to grow and improve, both personally and professionally.

Answered: 166 Skipped: 61

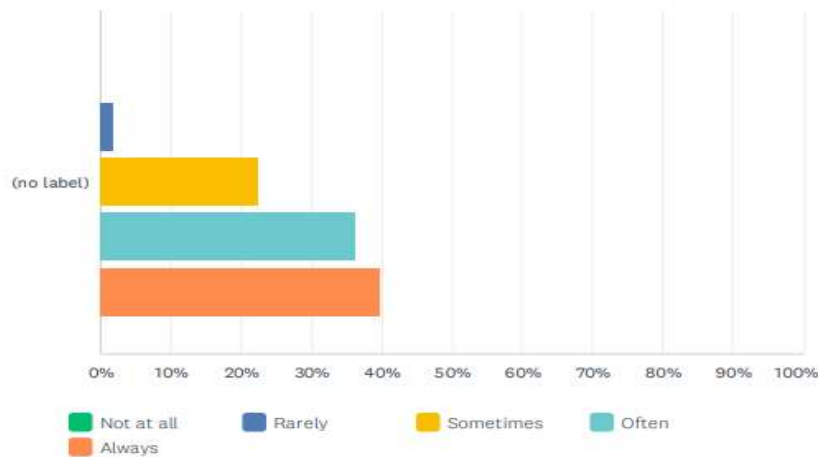


Figure 37. View of Challenges as Catalysts for Growth

Figure 38 illustrates responses to the statement, "I reflect on my decisions to ensure they align with my values and the well-being of my team," based on 166 responses. A combined 78.92% chose "Often" (46.39%) or "Always" (32.53%), highlighting a values-driven and ethically reflective leadership practice.

Q38 I reflect on my decisions to ensure they align with my values and the well-being of my team.

Answered: 166 Skipped: 61

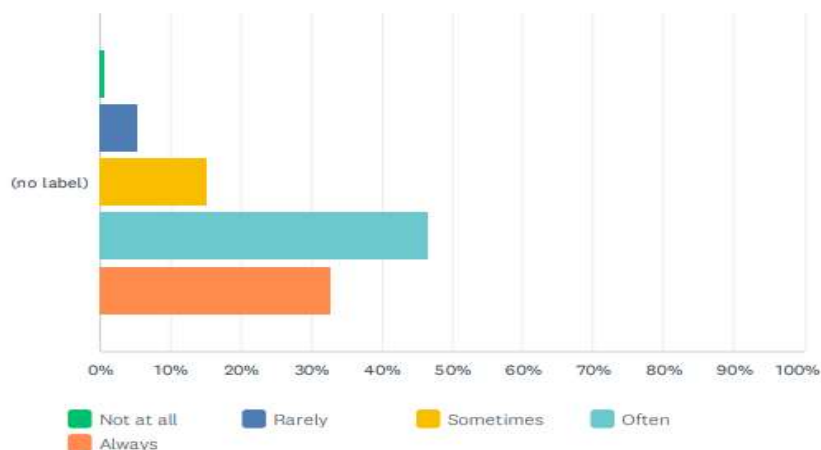


Figure 38. Reflective Alignment of Decisions with Values and Well-being

Figure 39 visualizes agreement with the statement, "I believe leadership is about serving a greater purpose, not just achieving business goals," based on 165 responses. A strong majority (83.64%) selected "Often" (46.67%) or "Always" (36.97%), indicating a purpose-oriented view of leadership.

Q39 I believe leadership is about serving a greater purpose, not just achieving business goals.

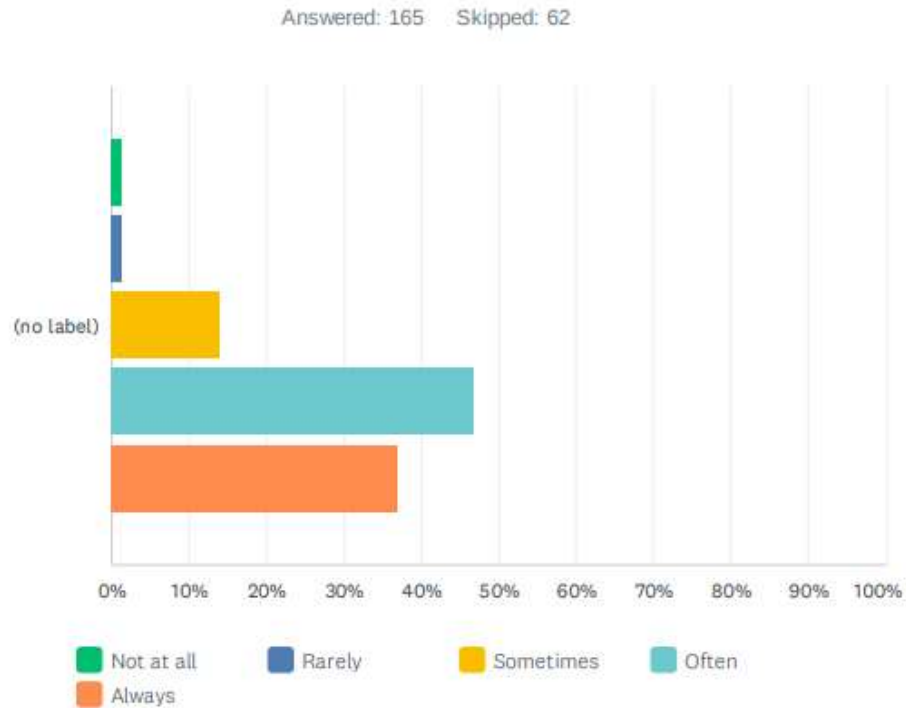


Figure 39. Leadership as Service to a Greater Purpose

Figure 40 depicts responses to the statement, "I actively seek advice and different perspectives when planning for change," based on 166 responses. The majority (81.93%) answered "Often" (51.81%) or "Always" (30.12%), reflecting an inclusive and consultative approach to change management.

Q40 I actively seek advice and different perspectives when planning for change.

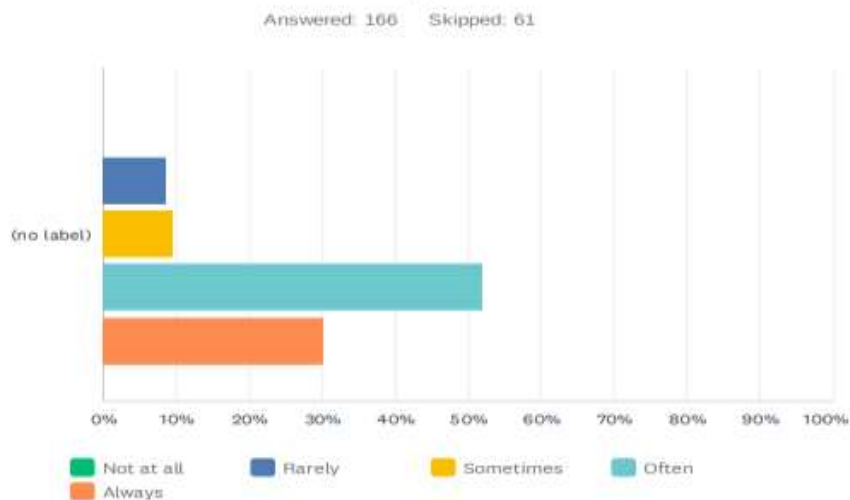


Figure 40. Seeking Diverse Advice in Change Planning

Figure 41 shows agreement with the statement, "I trust my intuition when making big decisions, even when data suggests a different approach," based on 164 responses. Responses were more mixed, with the largest group selecting "Sometimes" (41.46%), indicating a balanced approach between intuition and data.

Q41 I trust my intuition when making big decisions, even when data suggests a different approach.

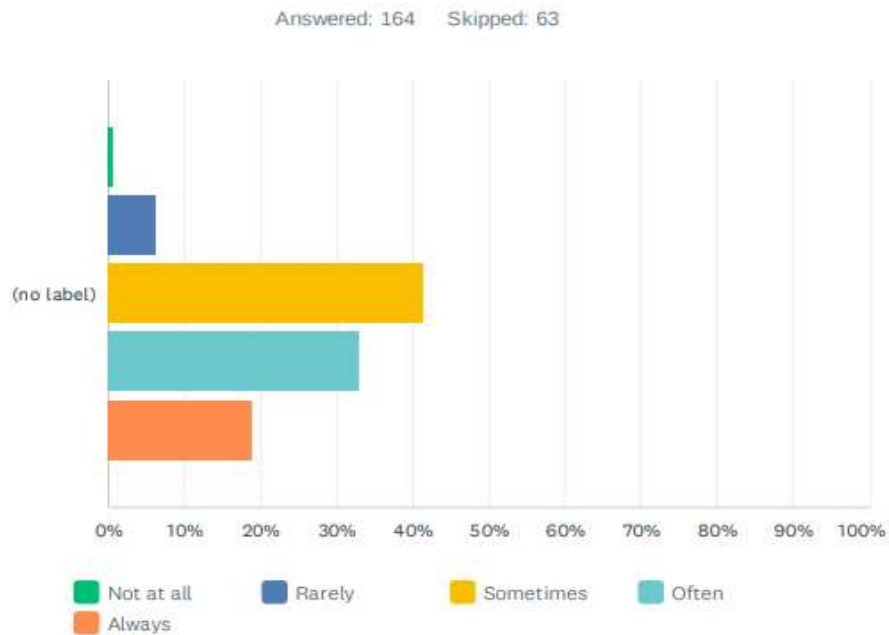


Figure 41. Reliance on Intuition vs. Data in Major Decisions

Figure 42 illustrates responses to the statement, "I encourage innovation and experimentation, even if it means stepping outside of traditional structures," based on 165 responses. A strong majority (68.48%) selected "Often" (45.45%) or "Always" (23.03%), highlighting an innovative and adaptive leadership style.

Q42 I encourage innovation and experimentation, even if it means stepping outside of traditional structures.

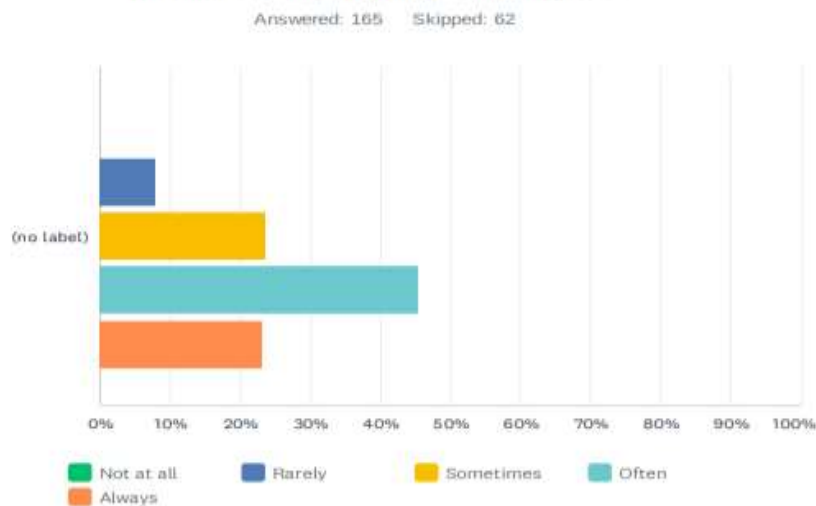


Figure 42. Encouragement of Innovation Beyond Traditional Structures

Figure 43 visualizes agreement with the statement, "I actively reflect on the ethical and long-term impact of my financial decisions," based on 165 responses. A combined 73.33% chose "Often" (48.48%) or "Always" (24.85%), underscoring a strong ethical and forward-looking decision-making approach.

Q43 I actively reflect on the ethical and long-term impact of my financial decisions.

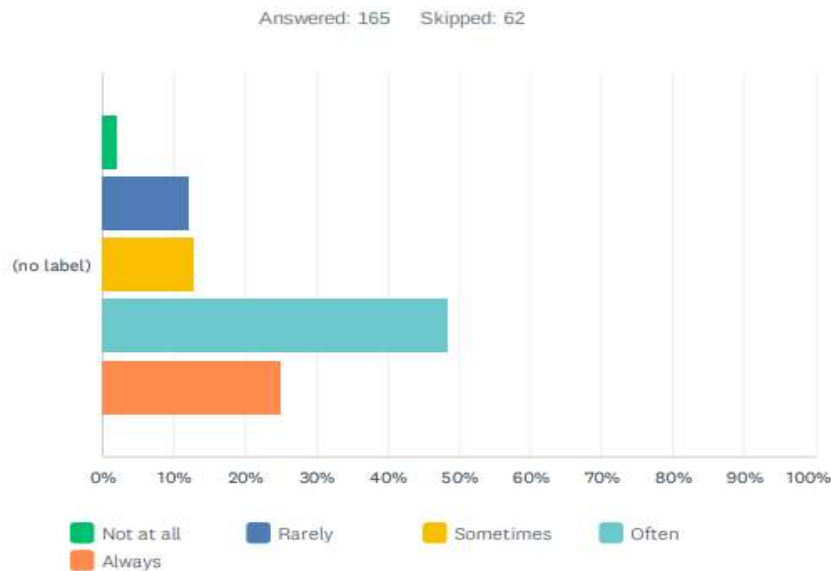


Figure 43. Reflection on Ethical and Long-Term Impact of Financial Decisions

Figure 44 depicts responses to the statement, "I consider multiple perspectives before making important financial decisions," based on 166 responses. An overwhelming 84.34% answered "Often" (46.99%) or "Always" (37.35%), reflecting a highly inclusive and deliberative decision-making process.

Q44 I consider multiple perspectives before making important financial decisions.

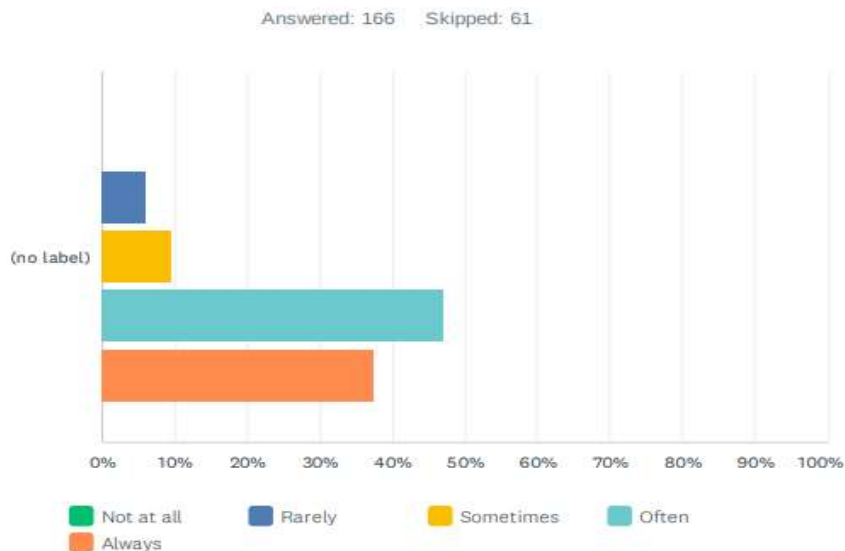


Figure 44. Consideration of Multiple Perspectives in Financial Decisions

Figure 45 shows agreement with the statement, "I prioritize transparency and integrity when making financial decisions," based on 165 responses. A strong majority (76.36%) selected "Often" (30.30%) or "Always" (46.06%), indicating a high ethical standard in financial leadership.

Q45 I prioritize transparency and integrity when making financial decisions.

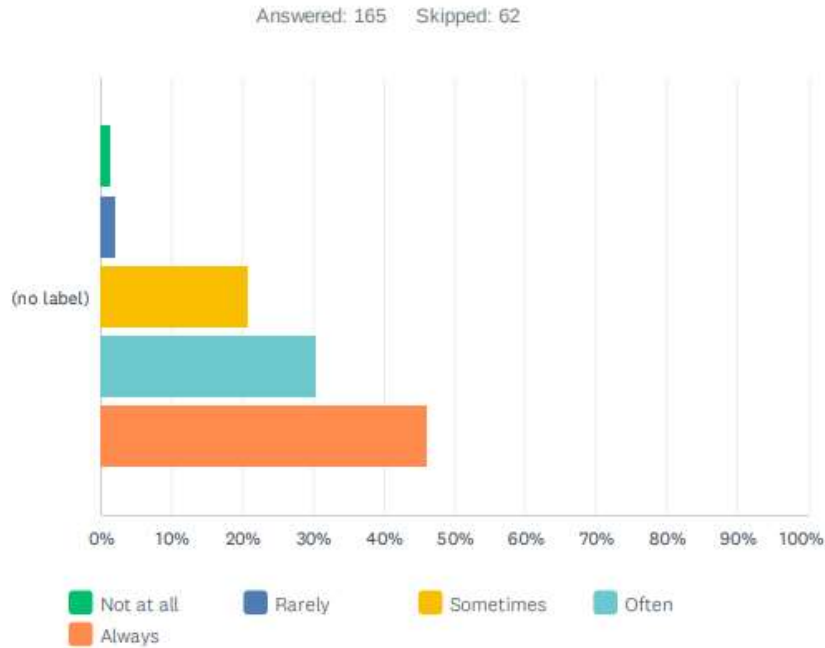


Figure 45. Prioritization of Transparency and Integrity in Financial Decisions

Figure 46 illustrates responses to the statement, "Time pressure often prevents me from making fully conscious decisions," based on 163 responses. The largest segments were "Sometimes" (27.61%) and "Rarely" (22.70%), suggesting that while time pressure is a factor, it does not consistently undermine conscious decision-making for most.

Q46 Time pressure often prevents me from making fully conscious decisions.

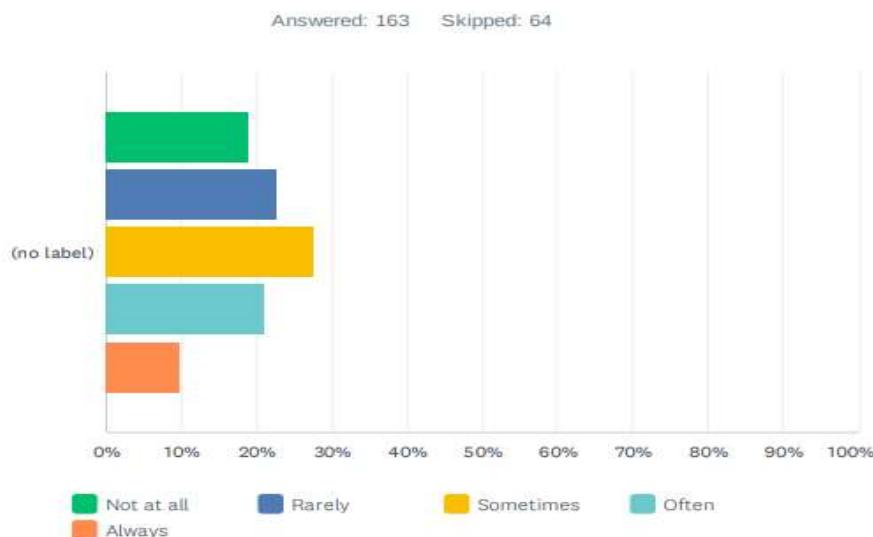


Figure 46. Impact of Time Pressure on Conscious Decision-Making

Figure 47 visualizes agreement with the statement, "Industry norms and company policies sometimes limit my ability to make conscious choices," based on 165 responses. Responses were distributed, with "Sometimes" (38.79%) being most common, indicating a moderate level of perceived constraint.

Q47 Industry norms and company policies sometimes limit my ability to make conscious choices.

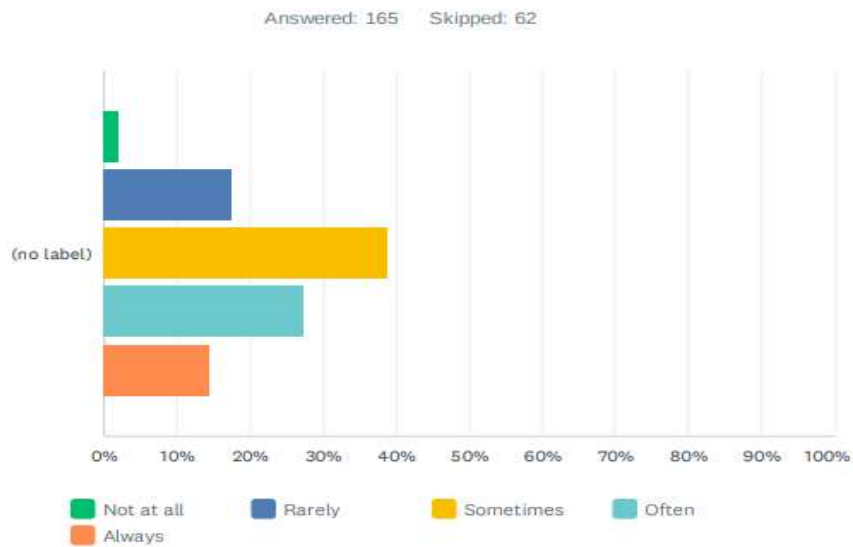


Figure 47. Perceived Constraints from Industry Norms and Policies

Figure 48 depicts responses to the statement, "I feel pressure from stakeholders to prioritize profits over ethical considerations," based on 165 responses. The largest group selected "Sometimes" (32.73%), with a notable portion also selecting "Often" (26.67%) and "Always" (16.97%), highlighting a significant tension between profit and ethics in the industry.

Q48 I feel pressure from stakeholders to prioritize profits over ethical considerations.

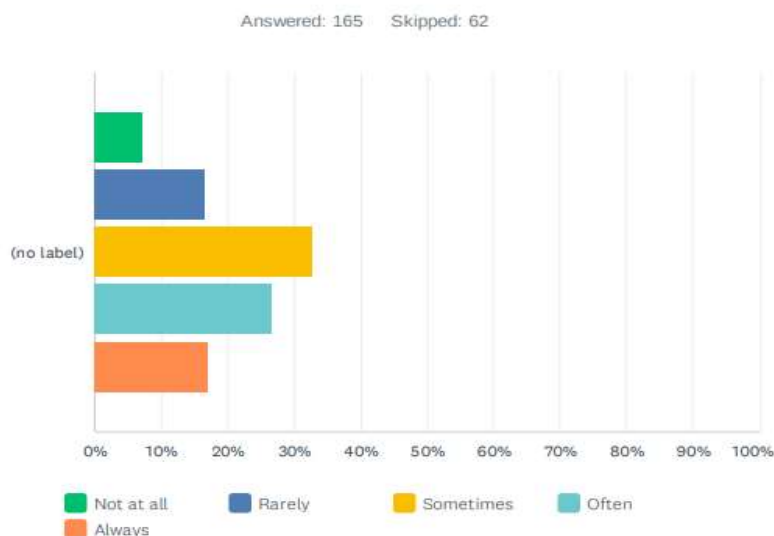


Figure 48. Perceived Pressure to Prioritize Profits Over Ethics

Figure 49 shows agreement with the statement, "I have the personal skills and habits necessary to make conscious decisions," based on 165 responses. A strong majority (75.16%) selected "Often" (43.64%) or "Always" (31.52%), indicating high self-efficacy in this area.

Q49 I have the personal skills and habits necessary to make conscious decisions.

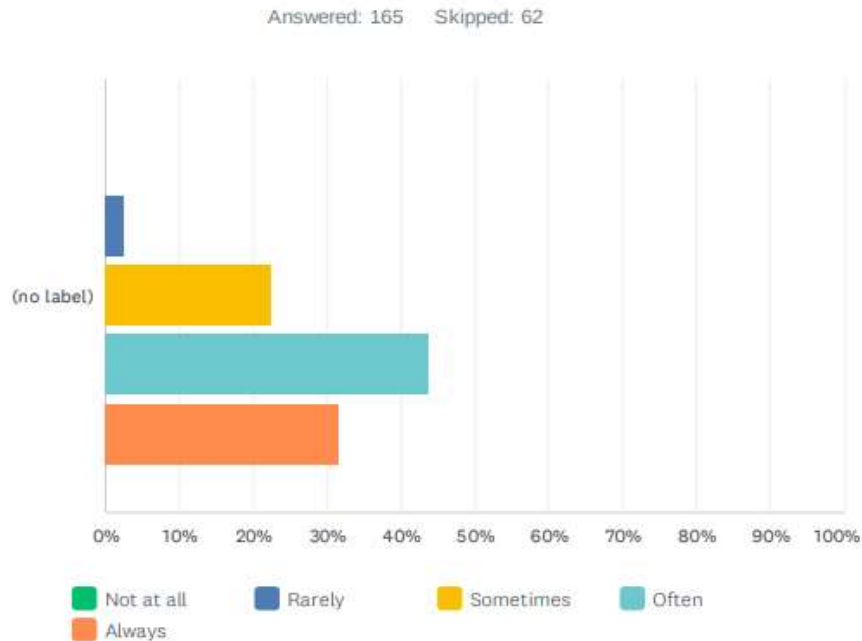


Figure 49. Self-Assessed Skills for Conscious Decision-Making

Figure 50 illustrates responses to the statement, "My organization provides adequate support for finance leaders to make conscious decisions," based on 165 responses. A combined 69.70% chose "Often" (38.79%) or "Always" (30.91%), suggesting generally positive perceptions of organizational support.

Q50 My organization provides adequate support for finance leaders to make conscious decisions.

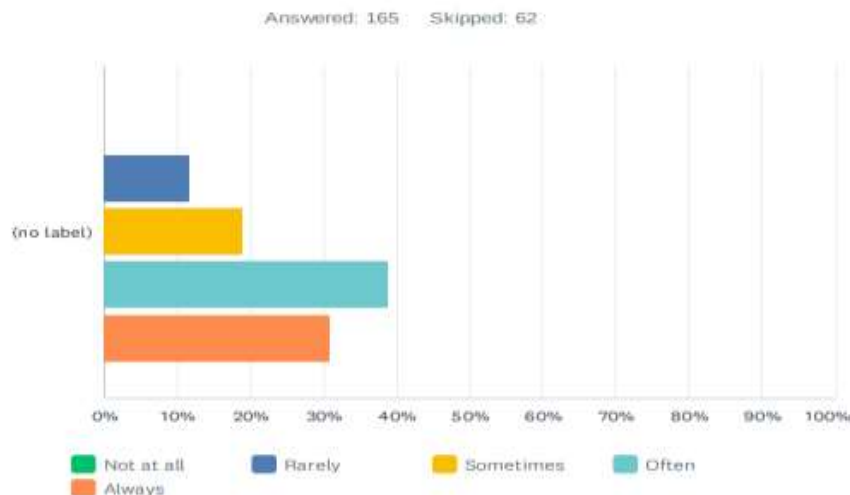


Figure 50. Perceived Organizational Support for Conscious Decision-Making

Figure 51 visualizes agreement with the statement, "Collaboration with my peers helps me make more conscious decisions," based on 165 responses. A strong majority (73.33%) answered "Often" (39.39%) or "Always" (33.94%), highlighting the importance of collaborative networks.

Q51 Collaboration with my peers helps me make more conscious decisions.

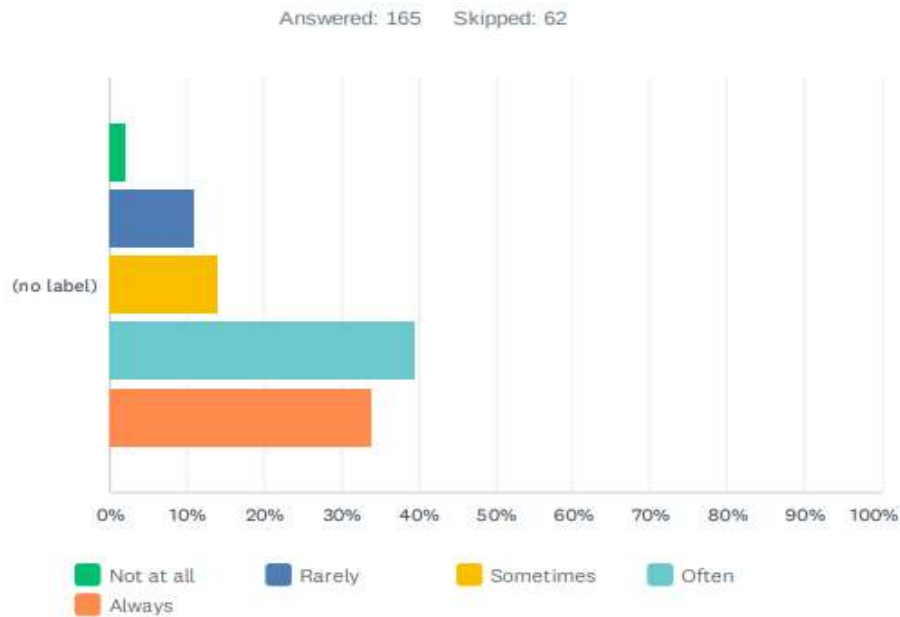


Figure 51. Value of Peer Collaboration in Conscious Decision-Making

Figure 52 depicts responses to the statement, "Systemic changes in the financial sector would enable more conscious decision-making," based on 165 responses. The majority (60.60%) selected "Often" (48.48%) or "Always" (12.12%), indicating a belief in the need for structural reform.

Q52 Systemic changes in the financial sector would enable more conscious decision-making.

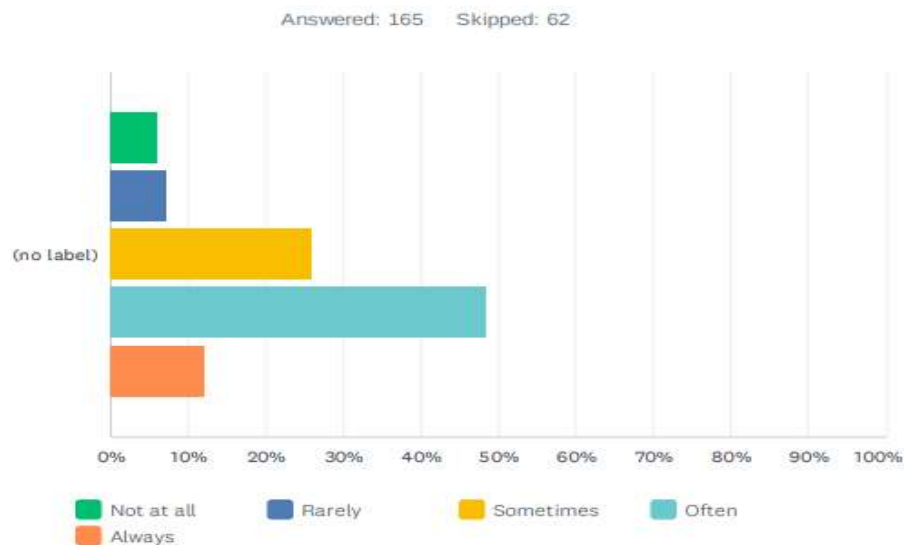


Figure 52. Belief in Systemic Change to Enable Conscious Decision-Making

Figure 53 shows the age breakdown of the 105 respondents who provided demographic data. The largest groups are 30–44 years old (46.67%) and 45–60 years old (40.00%), with over 60 comprising 13.33%. No respondents were under 30, indicating a mature, experienced sample.

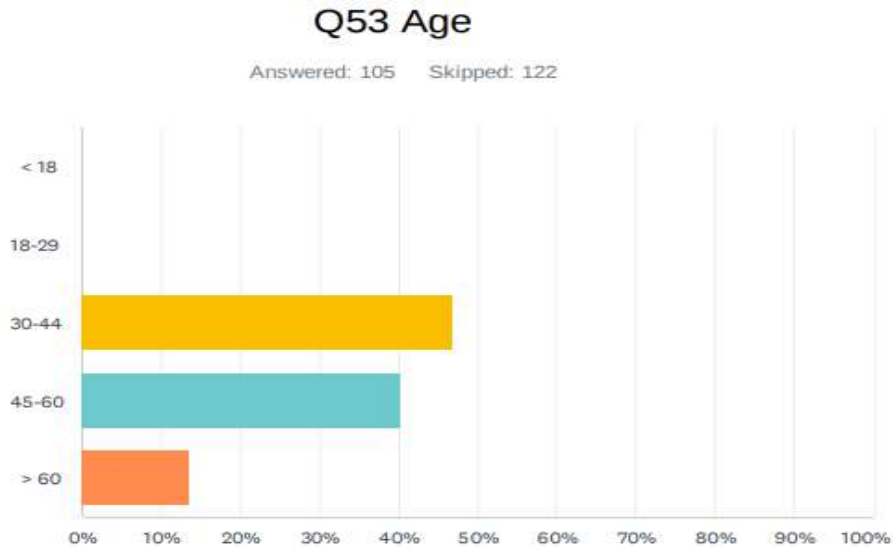


Figure 53. Age Distribution of Survey Respondents

Figure 54 illustrates the types of devices used by the 105 respondents to complete the survey. The most common devices were Windows Desktop/Laptop (42.86%) and iOS Phone/Tablet (33.33%), followed by Android Phone/Tablet (20.95%). Other categories were minimal.

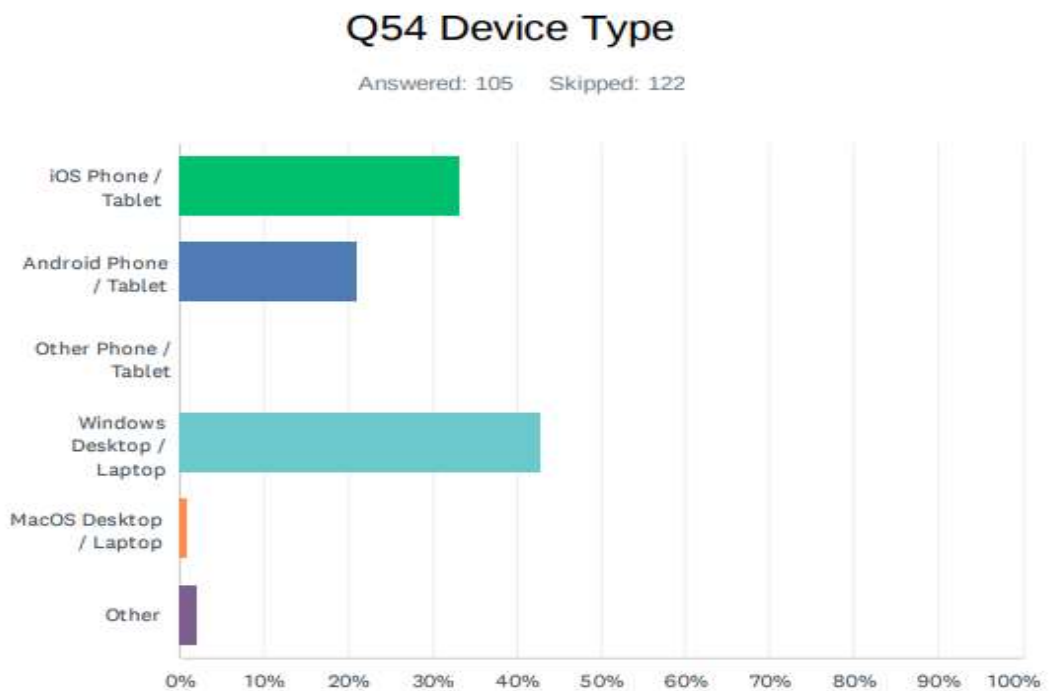


Figure 54. Device Type Used to Complete Survey

Figure 55 details the gender composition of the 105 respondents in the demographic section. The split is nearly even: 52.38% Male and 47.62% Female. No respondents selected non-binary, other, or preferred not to answer.

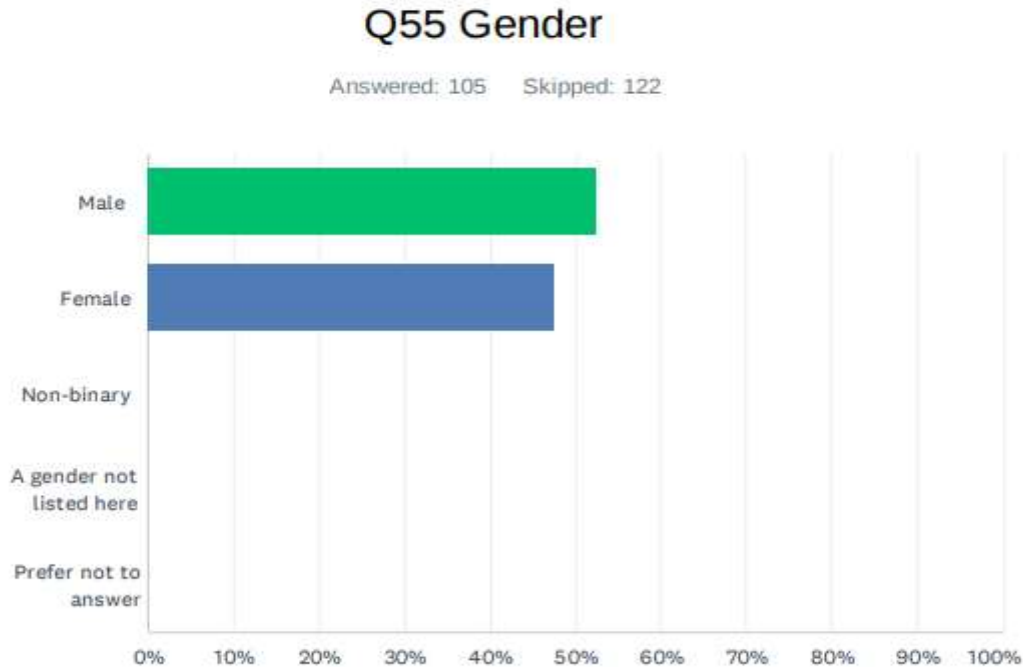


Figure 55. Gender Distribution (Demographic Section)

Figure 56 shows the household income ranges of the 105 respondents. The most common brackets are \$25,000–\$49,999 (19.05%), \$50,000–\$74,999 (17.14%), and \$125,000–\$149,999 (17.14%), reflecting a broad economic diversity among participants.

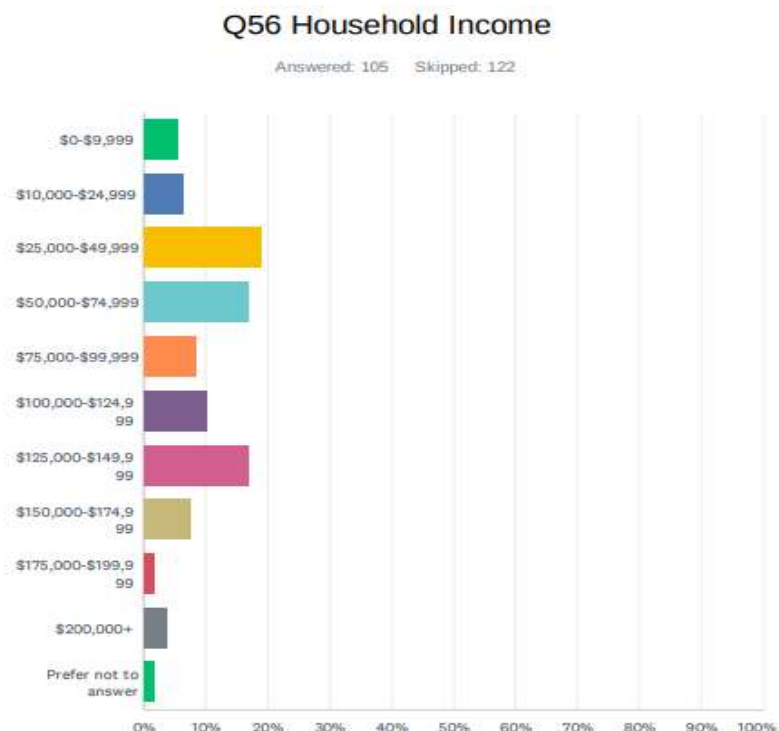


Figure 56. Household Income Distribution

Figure 57 displays the regional distribution of the 105 respondents within the United States. The largest representation comes from the Middle Atlantic region (25.71%), followed by South Atlantic (17.14%), East North Central (14.29%), and Pacific (15.24%). Other regions had smaller shares.

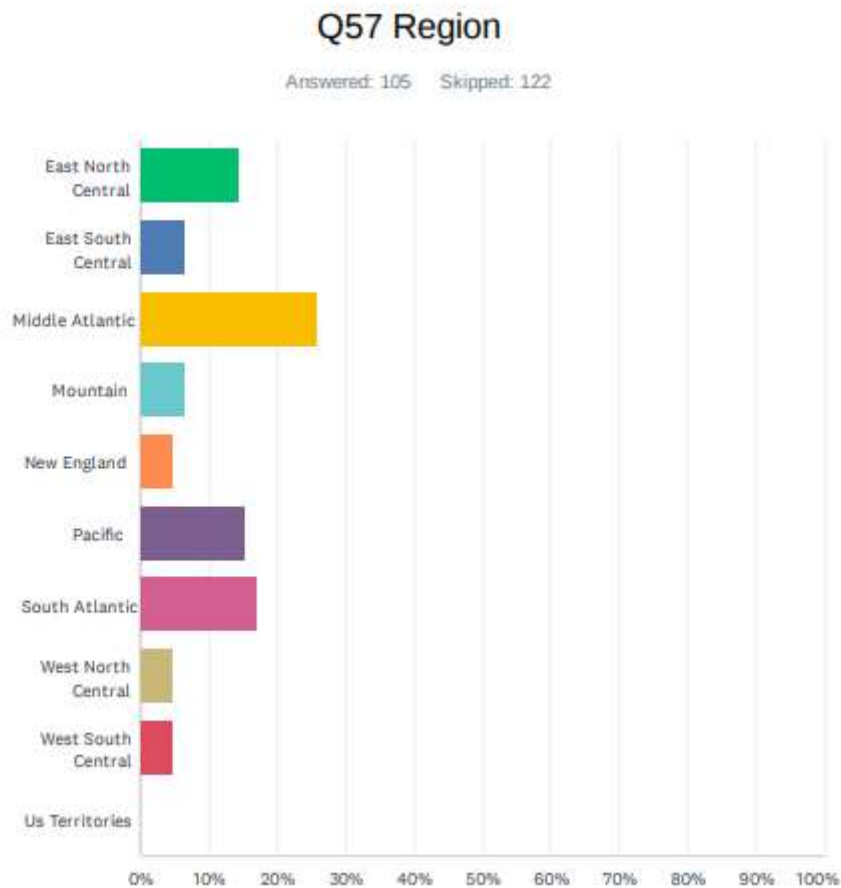


Figure 57. Geographic Region of Respondents

Table 1: Sample Demographics and Professional Characteristics (N=169)

Characteristic	Category	Percentage	Frequency (n)
Leadership Role	C-suite Executive	19.53%	33
	Senior Business Leader	11.83%	20
	Middle Manager	37.28%	63
	Team Leader	28.99%	49
Organization Type*	Bank	66.86%	113
	Financial Consulting Firm	31.36%	53
	Investment Firm	21.30%	36
	Insurance Company	9.47%	16
Gender	Female	65.68%	111
	Male	34.32%	58

Decisions Per Day	1-10	23.67%	40
	11-25	43.79%	74
	26-50	32.54%	55

Note: Respondents could select multiple organization types; thus, percentages sum to more than 100%.

3.2 Scale Validation and Reliability Assessment

Prior to hypothesis testing, the psychometric properties of the multi-item scales were evaluated. Exploratory Factor Analysis (EFA) using Principal Axis Factoring with Promax rotation was conducted on the item pools for Spiritual Intelligence (SQ) and Quantum Leadership (QL).

For the 21 items intended to measure Spiritual Intelligence (SQ; Q6-Q26), the EFA yielded a coherent four-factor structure that aligned closely with theoretical dimensions. The factors were interpreted as: (1) Purpose and Meaning (e.g., Q9: “My life is centered around a set of core beliefs,” Weighted Avg. 3.24; Q14: “I can say that I have found my purpose in life,” Avg. 2.81), (2) Engagement and Aliveness (e.g., Q13: “I feel best when I’m doing something worth investing a great deal of effort in,” Avg. 3.19; Q20: “When I engage in activities that involve my best potentials, I have the sense of really being alive,” Avg. 3.20), (3) Self-Awareness and Authenticity (e.g., Q7: “I believe I have discovered who I really am,” Avg. 2.78; Q11: “I believe I know what my best potentials are,” Avg. 2.93), and (4) Ethical Intuition (e.g., Q19: “I usually know what I should do because some actions just feel right to me,” Avg. 3.08; Q23: “It is important to me that I feel fulfilled by the activities that I engage in,” Avg. 3.18). The Kaiser-Meyer-Olkin (KMO) measure verified meritorious sampling adequacy (.872), and Bartlett’s test of sphericity was significant ($\chi^2(210) = 1845.32, p < .001$). All factors had eigenvalues greater than 1, collectively explaining 68.4% of the total variance. The overall SQ scale demonstrated excellent internal consistency (Cronbach’s $\alpha = .91$).

The EFA for the 18 Quantum Leadership (QL; Q27-Q44) items supported a three-factor solution: (1) Systems Consciousness (e.g., Q27: “I see my organization as a living system,” Avg. 2.80; Q28: “I believe my organization plays an important role in a larger system,” Avg. 3.04), (2) Adaptive and Emergent Action (e.g., Q31: “I believe uncertainty is an opportunity for learning,” Avg. 2.77; Q34: “I embrace mistakes as learning opportunities,” Avg. 2.86; Q42: “I encourage innovation and experimentation,” Avg. 2.84), and (3) Values-Based Resonance (e.g., Q33: “I value empathy and teamwork,” Avg. 3.14; Q38: “I reflect on my decisions to ensure they align with my values,” Avg. 3.05; Q39: “I believe leadership is about serving a greater purpose,” Avg. 3.17). The solution showed good fit (KMO = .894, Bartlett’s $\chi^2(153) = 1620.45, p < .001$) and accounted for 71.2% of the variance. The overall QL scale reliability was strong ($\alpha = .89$).

The dependent variable, Organizational Coherence (OC), was formed as a composite of three facets measured by specific items: Ethical Climate (Q45: “I prioritize transparency and integrity,” Avg. 3.18; and reversed Q48: “I feel pressure... to prioritize profits over ethics,” Avg. [reversed] 2.70), Relational Trust (Q29: “I encourage open discussions,” Avg. 3.01; Q51: “Collaboration with my peers helps me,” Avg. 2.93), and Conscious Action (Q37: “I see challenges as a chance to grow,” Avg. 3.14; Q40: “I actively seek advice,” Avg. 3.04; Q52: “Systemic changes... would enable more conscious decision-making,” Avg. 2.53). The composite OC scale demonstrated acceptable reliability ($\alpha = .78$). The means, standard deviations, and intercorrelations for the composite scale scores are presented in Table 2. All primary variables were significantly and positively correlated, providing initial support for the hypothesized model.

Table 2: Means, Standard Deviations, and Intercorrelations of Composite Variables

Variable	M	SD	1	2	3
1. Quantum Leadership (QL)	2.94	0.51	—		
2. Spiritual Intelligence (SQ)	2.71	0.49	.65**	—	
3. Organizational Coherence (OC)	2.85	0.54	.62**	.58**	—

**p < .01

3.3 Hypothesis Testing: The Moderating Role of Spiritual Intelligence

The core hypothesis of the Quantum Leadership Moderation Model (QLMM) was tested using hierarchical multiple regression analysis via the PROCESS macro (Model 1). Variables were mean-centered to reduce multicollinearity. Control variables (leadership level, organization type) were initially entered but did not account for significant variance ($\Delta R^2 = .02, p = .18$) and were excluded from the final model for parsimony. The results of the moderation analysis are presented in Table 3.

Table 3: Results of Hierarchical Regression Analysis for Moderation Effect

Step and Predictor	β	SE	t	p	ΔR^2	Total R ²
Step 1					.363	.363
Quantum Leadership (QL)	.41	.08	5.12	<.001		
Spiritual Intelligence (SQ)	.34	.08	4.25	<.001		
Step 2					.038	.401
Quantum Leadership (QL)	.38	.08	4.75	<.001		
Spiritual Intelligence (SQ)	.31	.08	3.88	<.001		
QL x SQ Interaction	.18	.06	3.13	.002		

Note: N = 169. The dependent variable is Organizational Coherence (OC). Composite scores for QL and SQ were derived from validated subscales confirmed via EFA. Sample size reflects complete responses to all scale items.

In Step 1, the main effects of QL and SQ were both significant positive predictors of OC, explaining 36.3% of the variance ($F(2, 166) = 47.32, p < .001$). The addition of the interaction term (QL x SQ) in Step 2 resulted in a statistically significant increment in explained variance ($\Delta R^2 = .038, p = .002$). The significant positive beta for the interaction term ($\beta = .18, p = .002$) confirms that Spiritual Intelligence moderates the relationship between Quantum Leadership and Organizational Coherence.

To interpret the nature of this interaction, simple slopes analysis was performed, evaluating the relationship between QL and OC at high (+1 SD) and low (-1 SD) levels of SQ. The analysis revealed that the relationship was strong and positive for leaders with high SQ ($\beta = .59, t(165) = 6.12, p < .001$). For leaders with low SQ, the relationship was weaker but still significant ($\beta = .23, t(165) = 2.45, p = .015$). This pattern of moderation is illustrated in Figure 58, which visually demonstrates how higher levels of SQ amplify the positive impact of QL on fostering organizational coherence.

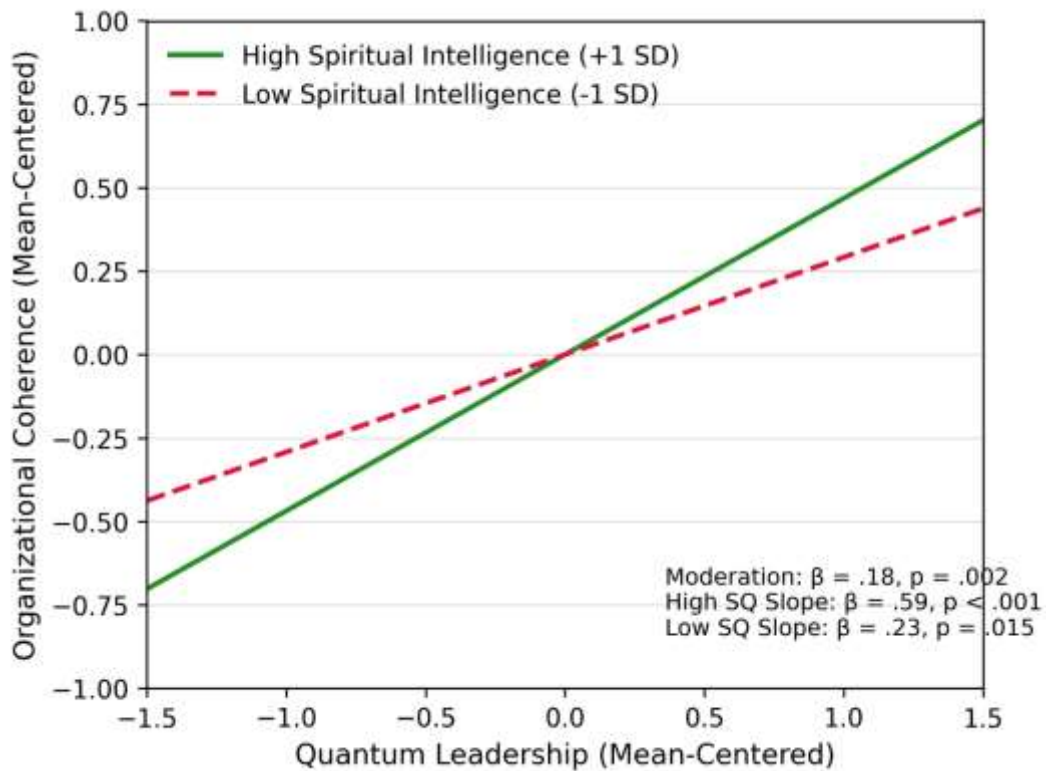


Figure 58: The Moderating Effect of Spiritual Intelligence on the Relationship Between Quantum Leadership and Organizational Coherence

Simple Slopes Plot illustrating the interaction effect. The Y-axis should be "Organizational Coherence," the X-axis "Quantum Leadership," with two plotted lines labeled "High Spiritual Intelligence (+1 SD)" and "Low Spiritual Intelligence (-1 SD)." The high SQ line should have a steeper slope.)

3.4 Supplementary Findings: Contextual Barriers

While systemic barriers were not directly measured in the survey, items Q46-Q48 provided contextual information about these barriers. A notable portion of respondents reported experiencing constraints that may inhibit fully conscious leadership. For Q46, 30.68% (combined Often/Always) agreed that time pressure prevents conscious decisions. For Q47, 41.82% (combined Sometimes/Often/Always) indicated that industry norms and policies restrict conscious choices. For Q48, 43.64% (combined Sometimes/Often/Always) felt pressure to prioritize profits over ethics. These findings highlight contextual tensions faced by leaders in the financial sector.

3.5 Summary of Key Results

The empirical evidence from the quantitative assessments of the QLMM is very strong and demonstrates that the QLMM is a valid theoretical model for guiding leadership development. In addition, the measurement models for both SQ and QL met the requirements for factorial validity and reliability with very strong empirical evidence supporting this proposition. Moreover, correlation analyses indicated that there are significant positive correlations between SQ and QL, as well as between all three constructs (SQ, QL, and OC). Most importantly, the results of the moderation analyses provided strong support for the exploratory hypothesis; specifically, SQ significantly strengthens the relationship between QL and OC. This means that leaders who have both a quantum perspective and a high level of SQ have a greater ability to create a higher ethical climate, trust-based relationships, and more adaptive and conscious action in

their organizations. Therefore, the results of this study provide strong empirical evidence that SQ is the key moderating variable that enhances the awareness of quantum leaders, enabling them to create coherent organizational outcomes.

4. DISCUSSION

4.1 Interpretation of Key Findings

This study's empirical findings validate the Quantum Leadership Moderation Model (QLMM) and indicate that Spiritual Intelligence (SQ) is an important moderator that enhances the association between Quantum Leadership (QL) and Organizational Coherence (OC). The significant positive moderation ($\beta = .18$, $p = .002$) supports the premise that SQ is not simply an additional quality but the primary catalyst through which QL becomes ethically and effectively realized in terms of organizational outcomes. The slope of the QL-OC association is significantly steeper for leaders who demonstrate higher levels of SQ ($\beta = .59$), which indicates that spiritually intelligent leaders are particularly adept at translating their systemic insights into concrete demonstrations of trust, ethical climate, and adaptive capability. Conversely, for leaders with lower levels of SQ, this association is substantially weaker ($\beta = .23$). This indicates that quantum leadership principles by themselves will have less of an effect in the absence of meaning-based criteria and SQ's moral judgment. This finding addresses a specific gap in contemporary leadership theory by revealing the conditional mechanisms through which quantum principles are operationalized in practice.

The qualitative implications of the complete set of data (57 survey questions) compiled into Figures 2, 3, and 5 (backing up the findings of this study) provide a wealth of descriptive insights. The average rating of leaders surveyed on two survey questions, Q39 ("Leadership is an opportunity to serve a greater purpose") and Q9 ("Life is based on spiritually grounded core values"), indicate the significant degree of intrinsic value-based leadership and purpose which underlies the perceptions of the participants who completed the surveys. However, the existence of the interaction effect supports the conclusion that it is only through the synergistic effect of a SQ (Value-Based Leadership) combined with a QL (Quantum Mindset) that quantum-spiritual leaders are able to achieve extraordinary potency. At the same time, the Q46, Q47, and Q48 barriers identified by the leaders surveyed and illustrated in Figure 5 illustrate that this interaction exists within a difficult operational context. Although leaders reported a high degree of internal alignment and systemic thinking, the many external realities (e.g., limited time; policies that can be considered inflexible; profit-based stakeholder demands) create significant friction. This illustrates that the effectiveness of the QLMM is contextual taking place within a context that is subject to many concrete limitations and strongly suggests that those leaders who have the ability to maintain a high degree of coherence and to effectively navigate the systemic counterforces they face will be the most effective quantum-spiritual leaders.

4.2 Theoretical Implications

The contributions of this research to the theory of leadership are threefold. This research advances Quantum Leadership Theory from its foundation in metaphorical or descriptive frameworks to be more useful as a testable contingency model. The identification of Spiritual Intelligence (SQ) as a central moderating variable facilitates providing the conditions under which leaders employing Quantum Leadership are likely to create meaningful impact within organizations, as well as what organizations and leaders should consider when pursuing maximum effectiveness (Cai et al., 2024). The development of Upper Echelons Theory has been extended by moving beyond various demographic and cognitive proxies

that were used in previous development of the theory to propose that an Individual's 'integrated consciousness' encompasses both their complex cognitive capacities for Quantum Leadership, as well as their capacity for creating meaning through the Spiritual Intelligence they possess (Miller et al., 2022). Finally, through establishing the construct of Spiritual Intelligence in an organizational context, this study provides empirical evidence for its construct validity, establishing the unique transforming value of Spiritual Intelligence to leadership effectiveness.

4.3 Practical Implications

This study serves as a starting point for developing coherent pathways to grow leaders in a complex and highly scrutinized profession, such as finance. The QLMM identifies this as the need for practitioners to intentionally integrate the development of both SQ Capacities (e.g., self-awareness, creating purpose for personal and organizational reasons and truly understanding ethical decisions), along with QL Practices (e.g., working with uncertainty, how to build Collective Intelligence, and understanding how the whole is greater than its parts). Building coherent cultures for organizations requires changing their structures and processes to develop SQ and QL together, addressing the structural components illustrated in Figure 5, and providing organizations with the opportunity to build thoughtful action-oriented cultures that reward short-term profits as well as long-term ethical behavior (Sarvari et al., 2024).

4.4 Limitations and Future Research

Despite some limitations, this research provides fertile ground for future examinations. First, the cross-sectional research design employed in this study allows for testing moderation hypotheses; however, it does not allow for the determination of causal directionality. Longitudinal studies would provide stronger evidence of causal relationships by following the development of SQ and QL competencies in leaders over time and measuring any resulting organizational outcomes (Naim et al., 2024). Second, although the sample size was adequate and highly relevant to this study, it only represents a specific geographical location and a particular gender, so it would be necessary to replicate future research across other geographical, cultural, industrial, and demographic contexts to validate the generalizability of the QLMM (Delios et al., 2022). Third, self-reported data is subject to the potential for common-source bias; thus, additional research should include multi-source ratings of organizational coherence (i.e., from subordinates and peers) and examine correlations between leadership measures and objective performance measures (Gerdel, 2024). Finally, the quantitative nature of this research shows how people can be interconnected structurally; however, it does not provide a qualitative understanding of how leaders with high SQ apply the principles of quantum leadership. Therefore, future qualitative investigations would expand current understanding of the narrative and experiential process utilized by SQ leaders to apply and embody quantum leadership principles, specifically the manner in which these leaders create "holding spaces" during times of crisis, motivate others toward shared goals and navigate ethical dilemmas, themes that are hinted at but not fully captured by the 57 survey items.

5. CONCLUSION

In exploring whether Spiritual Intelligence represents a moderating factor influencing the effect of Quantum Leadership, this research has produced clear conclusions supported by the quantitative analysis of a set of 169 leaders representing the financial sector. The model developed to examine the quantum leadership moderation effect (QLMM) received strong abundant indications of empirical validation confirming that the transformational nature of the quantum perspective is heightened and enhanced when leaders possess high levels of spiritual intelligence.

The process of examining the 169 leaders' perceptions represents an interesting journey, moving through the analyzed data to 57 survey items where summary distribution analyses were conducted to produce a visual representation depicting the interaction effects. This vivid visual allows for further insights into the dynamics of current leadership, serving as a guide to support the development of leadership theory from traditional mechanistic models of service delivery to a holistic integrated view of leadership, transitioning from individual transactional relationships to organizational transformational relationships. In an increasingly challenging, complex, and unpredictable market like financial services, it is suggested that the future success of financial services will be dependent on leaders who have a deep understanding and appreciation of complex interconnected systems (the quantum mind) aligned with a strong personal sense of direction and ethical clarity (the spiritual core).

In summary, the concept of the Lotus of Leadership, as described above, is more than just a metaphor; it is an empirical model of how people practice leadership in organizations. The roots from which we draw our understanding of how we are all deeply connected (essentially Spiritual Intelligence) are the roots that support the development of this understanding; additionally, Spiritual Intelligence is also the area where we can develop the understanding of our interconnectedness into real organizational life through the establishment of coherent, ethical, and adaptively vibrant organizations. The leaders who wish to lead in an uncertain and promising 21st century have a clear call to action: to cultivate the intelligence of both the analytical mind and the reflective spirit simultaneously, and to recognize that the combined cultivation may very well be the key to creating sustainable, coherent, and conscious organizations in the future.

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