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Spiritual Intelligence as a Buffer Against Burnout an Empirical Study Among Indian IT Professionals

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Abstract

The culture of high performance and quick growth in the Indian IT industry has heightened the pressure on the job that have resulted into high rates of burnout and unstable job satisfaction among the India workers. As part of the solution to these problems, the current research paper examines how Spiritual Intelligence (SI) is related to burnout and job satisfaction in 210 IT-based professionals operating in multinationals. Quantitative and cross-sectional type of research design was used with purposive sampling. Validated scales were used to collect the data, such as the Spiritual Intelligence Self-Report Inventory (SISRI-24), the Maslach Burnout Inventory (MBI), and the Job Satisfaction Survey (JSS). The direct links between SI, burnout and job satisfaction were analysed using Structural Equation Modelling (SEM). Cronbach alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) were used to confirm reliability, convergent and discriminant validity. Other precautions like the Single-Factor Test and the Variance Inflation Factor (VIF) of Harman guaranteed that there were no common method bias and multicollinearity. The findings showed that there was a strong positive correlation between SI and job satisfaction meaning that the higher meaning-making, existential reflection, and inner awareness, the more the person will be satisfied at work. There was also a small yet sizable negative correlation between SI and burnout, proving the protective effects of SI as a buffer against emotional exhaustion. The four SI dimensions had very high factor loadings, which confirmed again the multidimensional nature of SI in the context of IT professionals. In general, the research offers empirical data that SI is an important concept to improve well-being, burnout, and job satisfaction. The results emphasize the need to consider the implementation of SI-based interventions and reflection practices in the organizational well-being strategy to develop a healthier and more resilient IT workforce.

Keywords: Spiritual Intelligence, Burnout, Job Satisfaction, IT Professionals.

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Introduction

Indian IT industry, being among the rapidly developing knowledge segments, has experienced growing concerns about the well-being of employees, stress, and psychological pressure. According to recent reports, burnout and lack of engagement have become the new reality, as almost a third of IT professionals report moderate to high burnout rates because of the long working hours, rapid technological changes, and pressure to deliver results (NASSCOM, 2023). National surveys on the workforce also indicate that, as the number of people requiring digital skills increases, employee well-being is decreasing, as a large percentage of IT employees complain of experiencing emotional exhaustion, stress at work, and low job satisfaction (Hart & Hart, 2026). These results are an example of a severe conflict between the IT industry-driven culture of high performance and the psychological capabilities of the employees.

In this regard, Spiritual Intelligence (SI), a construct in the meaning-making, existential reflection, self-awareness, and value-based decision-making, has become eminent in organizational psychology. It has been argued that SI is associated with improved well-being, less stress, and better job satisfaction, as people are able to manage complicated demands and find purpose in their work (King & DeCicco, 2009). Moreover, SI was found as a possible counter to burnout, particularly in highly pressured jobs when cognitive and emotional loads are significant (Afsar & Badir, 2017). In spite of this evidence, little research has been conducted to focus on the role of SI in the Indian IT workforce, in which the effect of the blistering digital transformation and the psychological pressure is especially acute.

Despite the fact that burnout rates in India among IT professionals are increasing, and job satisfaction is moderate despite the attractive payment, empirical information on whether the effect of Spiritual Intelligence can be beneficial in this case is lacking. The current organizational interventions are usually centered around workload management, work-life balance, and skill development, but rarely go into the more psychological and existential aspects of employee experience. There is a significant gap in theory and practice as the research on the influence of SI on burnout and job satisfaction in IT professionals has not been conducted. The present study aims to fill this gap by answering whether SI is a protective psychological resource that decreases burnout and increases job satisfaction in IT professionals.

The research is much needed as the IT business still functions with high levels of stress, active technological changes, and enhanced mental load. The higher the burnout and disengagement, the more organizations need holistic and psychologically-based approaches to the well-being of employees. SI provides a distinctive model of resilience building, encourages reflective cognition, and improves the work attitude based on the purpose. The awareness of how SI affects burnout and job satisfaction may enable HR leaders to develop interventions that would promote inner stability, value commitment, and emotional equilibrium. Moreover, with the modern labor market seeking more and more meaning and individual satisfaction in employment, exploring SI is essential to create healthier and more sustainable working conditions (Afsar & Badir, 2017).

There are five main sections of this paper. Section 1, the introduction, provides the background, statement of the problem, and necessity of examining Spiritual Intelligence (SI) in connection with burnout and job satisfaction among IT professionals. Section 2 does a comprehensive literature review as it identifies theoretical background and gaps that guide the research. Section 3 describes the research methodology, such as the sampling design, measurement tools, data collection process, and data analysis, such as the Exploratory Factor Analysis (EFA) and Structural Equation Modeling (SEM). Section 4 gives the results, and it details the descriptive statistics, validity tests, the results of factor analysis, and the hypothesis test. Section 5, all these are followed by the discussion, implications, conclusion, and future research directions that can be used to point out the contribution of SI to well-being and organizational performance in the IT sector.

Review of Literature

Measurement and Conceptualisation of Spiritual Intelligence

Spiritual Intelligence (SI) has become a significant psychological construct in organizational studies. According to the first scholars, the idea of SI was the ability to apply spiritual resources in order to find solutions and achieve some meaning in life (Emmons, 2000). SI as a human characteristic, which is the ability to comprehend existential questions and also to justify behavior according to higher values. Extended this framework by formulating the Spiritual Intelligence Self-Report Inventory (SISRI-24), which operationalizes SI on four dimensions, namely Critical Existential Thinking (CET), Personal Meaning Production (PMP), Transcendental Awareness (TA), and Conscious State Expansion (CSE). This scale has been proven to be reliable and multidimensional, as King & DeCicco, (2009) validated it in various populations.

Modern research still advocates the model by King, highlighting SI as a reflective and existential cognitive resource as opposed to a religious one (Chin et al., 2011). SI is also gaining acceptance in promoting psychological health, resilience, and moral judgment. SI is effective in promoting emotional regulation and mental health in the workplace. Moreover, SI as a decisive factor of value-driven behavior in the complicated workplace. These conceptualizations make SI a valid construct to study employee behavior in high-stress industries such as those in the IT sector.

Job Satisfaction and Positive Work Outcomes, Spiritual Intelligence

A lot of research has been conducted to prove SI as a predictor of job satisfaction and other positive attitudes towards the organization. According to the early results of King & DeCicco, (2009), SI was a significant source of life satisfaction and positive affect. Sharifnia et al., (2022) discovered that SI is a major contributor to improved job satisfaction in healthcare workers, whereby it is associated with increased meaning-making and emotional balance (Tran & Ngoc, 2024).

According to recent reports, SI is still relevant today in the workplace. According to Vem et al., (2024), SI explained more than half of the variance in job satisfaction among the employees of the service sector. In the same way, Afsar & Badir, (2017 also affirmed that SI leads to long-term engagement and motivates employees by providing meaningful work experiences. Baykal et al., (2024) has found that employees who have greater SI are more satisfied with their jobs and experience greater organizational commitment.

Kaur et al., (2026) established that SI enhances performance by employees, but it strengthens the psychological capital, whereas established that meaning-making skills incorporated in SI increase job satisfaction and resilience in companies. Recently came to a similar conclusion and suggested that SI helps to improve the positive working environment by enhancing integrity and human relationships. These results indicate that SI may be the source of enhanced well-being and satisfaction in challenging environments like the IT industry.

Spiritual Intelligence, Spirituality and Burnout at Work

Emotional exhaustion, cynicism, and lower achievement, which are all signs of burnout, have been well researched as far as SI and work-related spirituality are concerned. The research on spirituality at work always indicates that meaningfulness, relatedness, and internal awareness decrease the risk of burnout (Syahir et al., 2025). Workplace spirituality has proven to be a major way of reducing burnout among teachers by making them feel a sense of purpose.

Certain studies conducted on SI show it to offer a psychological buffer against stress. Kaur et al., (2026) have recorded that SI decreases burnout through improved emotional regulation and coping mechanisms. There is a negative correlation between SI and burnout among corporate professionals because people with high SI are able to cope with stressors in a more constructive manner. It was also shown that SI decreases emotional exhaustion in service workers, as demonstrated by Baykal et al., (2024).

Concurrent evaluation established that emotional and spiritual intelligence had significant predictive power of low burnout rates in technology employees. SI has the potential to reduce burnout by encouraging reflective coping, value congruence and existential clarity, which is confirmed by reviews. Combined, these results highlight the usefulness of SI in the prevention of burnout in complex professional settings.

Job Satisfaction and Burnout in IT Professionals

There is no secret that the IT industry is known as a highly work-stressful environment. Research has shown that burnout is increasing because of the extended working hours, constant connectivity, and job insecurity. In the study by Shekhar & Saurombe, (2026), the level of emotional exhaustion among Indian software engineers was directly related to poor job satisfaction and high turnover intention.

Work environments that are technologically driven also pose special mental health issues. The prevalence of burnout was high in IT employees who work remotely and that it was higher in women. Sohal et al. (2025) noted that IT workers are under a lot of stress compared to other industries because of the continuous technological change. Similar fears are reflected in international studies: That burnout has a negative impact on job satisfaction and productivity in digital companies, stated that psychological resource-based interventions are necessary in IT organizations.

Although much research has been conducted on burnout, little has been done to investigate SI as a modulating or protective factor in IT environments. The majority of IT-based research underwent an organizational stressor, work-life balance, and workload with emphasis without looking at existential or spiritual aspects of employee experience. The gap makes it clear that it is necessary to analyze the possibility of SI decreasing burnout and improving the satisfaction of the Indian IT workforce.

Research Gap

Despite the wide coverage of SI in the sphere of education, health care, and in general company life, the number of empirical studies that consider SI in the Indian IT industry is scarce. The previous studies focus mainly on burnout, work-life balance, job stress, and satisfaction in IT workers, yet do not tend to consider SI as one of the factors that predict well-being (Shekhar & Saurombe, 2026). The limited available SI research has been carried out in non-technical industries, and the question remains whether SI would also work in this case in high-pressure technology organizations.

Conceptual Framework

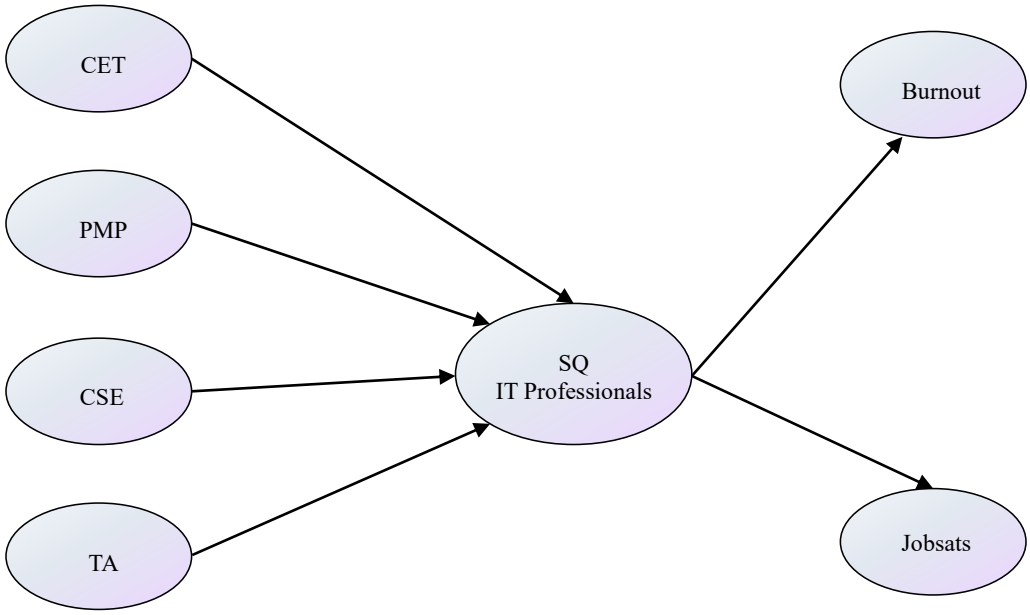


Fig. 1: Conceptual Framework

Spiritual Intelligence (SI) and multidimensional psychological resources serve as the foundation of the conceptual model of the study, based on participants, which has an effect on the occurrence of critical outcomes at the workplace. Based on the four-factor framework used, SI is theorized with Critical Existential Thinking, Personal Meaning Production, Transcendent Awareness, and Conscious State Expansion, all leading to the capacity of a person to produce meaning, control emotions, and behave in terms that are value-aligned (King & DeCicco, 2009). Previous studies are indicative of the fact that SI improves such positive attitudes as job satisfaction (Afsar & Badir, 2017) and reduces negative experiences, including burnout. According to these relations, the model classifies SI as an exogenous construct predicted by two endogenous variables, which are burnout and job satisfaction, which portray both protective and promotive elements. The model is in line with modern organizational behavior theories that emphasize internal psychological competencies as the key factors of employee well-being in high-stress workplaces like IT. In line with this, the conceptual framework incorporates SI as a central antecedent affecting emotional exhaustion and satisfaction and develops the structural analysis and hypothesis development (Fig.1).

Research Methodology

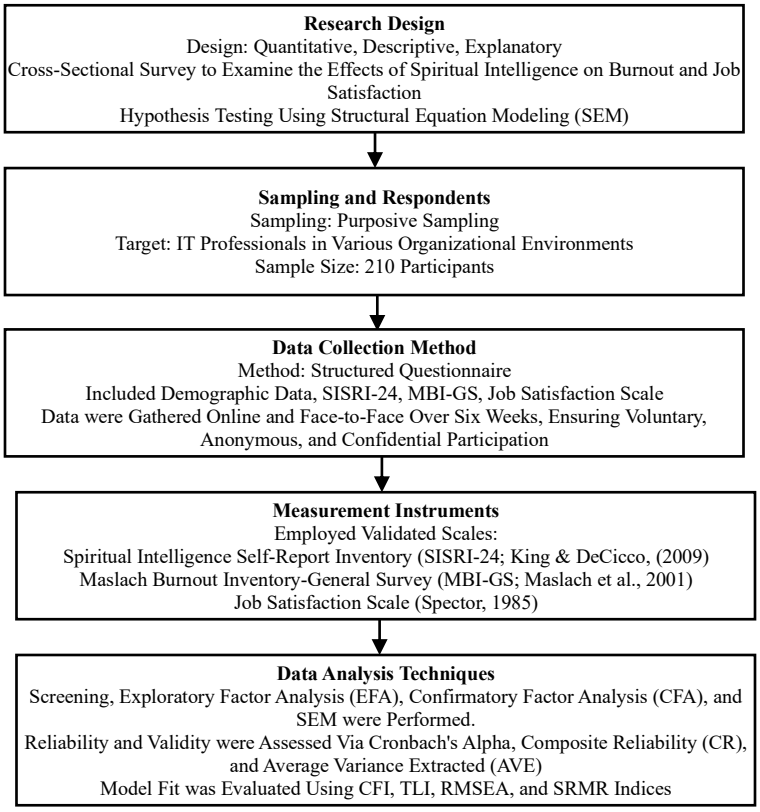


Fig. 2: Research Design for the Study

Research Design

The research design used in this study was a quantitative, descriptive, and explanatory research design to examine the relationship between Spiritual Intelligence (SI) and burnout and job satisfaction among IT professionals (Fig. 3). As the study aimed to examine the correlations between several latent psychological constructs and test hypothesized causal relationships, the cross-sectional survey design was deemed to be suitable. The cross-sectional studies are very popular in behavioral and organizational studies since the researcher can gather data from the respondents within a single time and analyze the existing attitudes, perceptions, and experiences. The research also used Structural Equation Modeling (SEM) as the main method of analysis since it allows simultaneous measurement and structural analysis of constructs. SEM was especially appropriate since the model entailed a large number of latent variables and mediation of SI, burnout, and job satisfaction. SEM helps in a study that has multiple interrelated dependence relationships between observed and latent variables. Correspondingly, the authors of Hair et al., (2025) stressed that SEM is one of the most effective multivariate methods to study complicated theoretical models. The study was conducted in a step-by-step manner. First, a literature review was conducted in order to determine the key constructs and dimensions, as well as theoretical relationships. The conceptual framework and research hypotheses were formulated based on what has been written in the literature review. Measurement scales were then chosen based on prior studies that had been tested, and then a questionnaire was designed, pilot-reviewed, data were collected, reliability and validity were tested, and finally, SEM-based hypothesis testing was conducted.

Sampling Method

The study population included IT professionals working in multinational companies, IT service firms, software development firms, product-based organizations, and start-up environments. The sample was composed of employees of various job categories, software engineers, project managers, system analysts, HR executives, team leaders, consultants, and support staff. The purposive sampling technique was selected due to the nature of the study, which needed the participants to have pertinent work experience in IT organizations and be in a position to respond to the questions on spiritual intelligence, burnout, and job satisfaction in a meaningful way. Purposive sampling is said to be

appropriate where the researcher is interested in the respondents having certain characteristics, experiences, or expertise that are pertinent to the research purposes (Etikan et al., 2016). This methodology guaranteed that only those respondents who were directly exposed to stress at the workplace, organizational culture, as well as employee well-being concerns, were included in the study.

The total number of valid responses collected was 210, and they were analyzed. The sample size was deemed to be appropriate to conduct SEM analysis since it is proposed that a sample size of at least 200 is typically adequate in models with more than one latent construct and a mediation path (Hair et al., 2025; Byrne, 2013). The respondents were a diverse group of demographic factors such as age, gender, years of work experience, type of organization, and level of management, hence enhancing the representativeness of the results.

Data Collection Method

The study used a structured questionnaire that was conducted online and offline to provide primary data for the research. The online responses were received using tools like the Google Forms platform, LinkedIn, emailing, and professional networking groups, whereas the offline ones were gained by handing out questionnaires in specific organizations. The data collection was carried out in six weeks with the aim of getting sufficient participation of the respondents in various organizational contexts. The respondents were informed of the purpose of the study and assured that they would participate in the study as it was voluntary. They were also told that their answers would be anonymous and confidential, and they would be utilized purely for academic purposes.

The questionnaire was divided into four large sections. The demographic section involved the first part that captured demographic data that included age, gender, level of education, work experience, job position, and nature of organization. The second part was a measure of Spiritual Intelligence. The third section was used to measure the level of burnout amongst the employees, and the fourth section evaluated job satisfaction. The questionnaire items were put in straightforward and simple language to reduce bias in the response. The participants were made to respond candidly without the fear of being judged or subjected to organizational consequences by the organization. The screening process eliminated incomplete responses and those questionnaires that had too many missing values. The access of respondents and the diversity of the sample were also enhanced by the use of a variety of channels to distribute the questionnaires.

Measurement Instruments

The measures of the constructs of the study were done via a well-established and previously validated scale based on existing literature.

The Spiritual Intelligence was assessed with the help of the Spiritual Intelligence Self-Report Inventory (SISRI-24), which was created by King & DeCicco, (2009). The SISRI-24 is a set of 24 items categorized under four dimensions: Critical Existential Thinking (CET), Personal Meaning Production (PMP), Transcendental Awareness (TA), and Conscious State Expansion (CSE). The SISRI-24 is reported to have good psychometric characteristics and high internal consistency in varied cultural settings (King & DeCicco, 2009).

Job satisfaction was also assessed with a scale that was evaluate job satisfaction. This scale is used to gauge the employee's perception of the working environment, recognition, rewards, promotion prospects, and their general satisfaction with the organization. The scale has found extensive application in the study of organizational behavior because of its credibility and its applicability to various industries.

Measurement items were all measured on a five-point Likert scale with 1 = Strongly Disagree and 5 = Strongly Agree. The common Likert scale was used to provide the consistency of constructs and to make the responses easier to compare.

Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) were utilized to measure the reliability and validity of the scales. Cronbach's alpha and CR values greater than 0.70 were taken as a result of sufficient internal consistency, whereas AVE values greater than 0.50 established convergent validity (Hair et al., 2025). Factor loadings of more than 0.70 were also considered as an acceptable factor of construct validity.

Data Analysis Techniques

Statistical software (SPSS and AMOS) was used to analyze the collected data. The data were filtered for missing values, outliers, and normality before the actual analysis was carried out. Data that had missing responses or had irregular patterns have been eliminated to enhance the quality of the data.

The demographic profile of respondents and the distribution of responses in each construct were summarized using descriptive statistics like frequency, percentage, mean, and standard deviation. The importance of descriptive statistics is that it gives an overview of the characteristics of the sample and helps to comprehend a general trend of the responses.

Exploratory Factor Analysis (EFA) was first done to establish the factor structure of the items that were used in the measurements. Kaiser-Meyer-Olkin (KMO) value of 0.917 showed that there was an adequate sampling, and Bartlett's Test of Sphericity was observed to be significant, which ensured that the data was suitable to undergo a factor analysis. Kaiser, (1974) says that a value of above 0.90 is excellent, which means that the sample is very fit to be subject to factor analysis.

Measurement model validation was then done using Confirmatory Factor Analysis (CFA). CFA was used to evaluate construct reliability, convergent validity, discriminant validity, and model fit. The goodness of fit was measured using such indicators as Chi-square/df, Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Goodness-of-Fit Index (GFI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR). Hu & Bentler, (1999) suggest that CFI and TLI values should be greater than 0.90, and RMSEA and SRMR should be less than 0.08, which indicates an acceptable model fit.

After checking the validity of the measurement model, the hypothesized relationships between Spiritual Intelligence and burnout and job satisfaction were tested using Structural Equation Modeling (SEM). SEM helped the researcher to test the direct effects of SI on burnout and job satisfaction, and also the indirect and mediating effects between the variables.

Reliability and Validity Assessment

The measurement model was tested to determine the reliability and validity of the constructs in the research. Cronbach's Alpha and Composite Reliability (CR) were used to measure reliability, and the threshold values of both above 0.70 were considered as a satisfactory level of internal consistency (Nunnally, 1975). The convergent validity was measured using the Average Variance Extracted (AVE) and standardized factor loadings. AVE was greater than 0.50, which implied that the constructs explained more than half of the variance of their respective indicators. In the same way, standardized factor loadings of more than 0.70 were used to confirm that the indicators were appropriate measures of what they intended to measure (Fornell & Larcker, 1981).

The Fornell-Larker Criterion was used to test discriminant validity and cross-loadings. The Fornell-Larcker Criterion states that the square root of the AVE of each construct must be larger than its interrelationship with other constructs. This ensured that the constructs were not similar to each other and that they measured different concepts.

Ethical Considerations

Ethical considerations were followed throughout the research process. The purpose and objectives of the study were explained to respondents before they took part in the study. The involvement was voluntary, and the respondents could pull out of the study at any point without repercussions. Anonymity and confidentiality of participants were upheld in the study. No information that would identify any individual was gathered, and all required responses were considered only academically and in the research context. The researcher stored the data collected in a safe place and accessed the data only. All respondents were informed and gave their consent before the data were collected. Caution was observed in order not to put the participants under any psychological stress or strain due to the study. The study was undertaken with fairness, transparency, and integrity according to the accepted research ethics in academia.

Results and Discussion

Demographic Characteristics of the IT Professionals

The sample of the 210 IT professionals surveyed is representative and has a diverse demographic sample of employees in the Indian technology industry. Age-wise, 84 respondents (40%) are between 2530 years, and hence they represent the largest group, representing a youthful workforce. There are 73 other respondents (35) who are mid-career professionals or are between the ages of 31 and 40 years, 38 respondents (18) are 41 to 50 years old, and the remaining 15 respondents (7) are over 50 years old, which is a small number of seniors.

The distribution in terms of gender is slightly skewed, as is characteristic of the IT industry. Out of 210 respondents, 128 (61 %) are male, and 82 (39 %) are female, which indicates the current difficulties in gender diversity in the technical-based jobs. Education levels indicate that 126 respondents (60% of them) have a bachelor's degree in engineering or computer science, and 72 respondents (34% of them) have a post graduate degree of MTech, MCA, or

MBA. A lesser number of 12 respondents (6%) are holders of diplomas or other certifications, who are in specialist technical positions.

In terms of work experience, 69 respondents (33 %) have 1- 5 years' experience, and this depicts early-career professionals. The rest of the respondents with experience of 6-10 years (39% of the total 124) form the strong middle-experience group. Also, 41 respondents (20 %) have 11-15 years of experience, and 18 respondents (8 %) have over 15 years of experience, and this will include senior-level employees responsible for management or leadership roles.

The respondents are a diverse representation of different types of organizations. 94 (45) employees are multinational IT-based companies, 68 (32) employees are Indian IT service organizations, 32 (8) companies are product-based technology-oriented companies, and 16 (8) companies are start-up or emerging technology companies. This distribution is a way of capturing the heterogeneity of environments in the workplace in the IT industry (Packirisamy et al., 2017).

In general, the numeric and percentage-based demographic description of the 210 IT workers represents a balanced sample that can be used to study Spiritual Intelligence, burnout, and job satisfaction in the positions of various professional, experience, and organizational backgrounds.

Descriptive Statistics

The sample of 210 IT professionals has been used to present the descriptive statistics, which give a clear picture of the distribution and central tendencies of the main variables of the study, namely Spiritual Intelligence (SI), burnout, and job satisfaction. The average of the four dimensions of SI was 3.84 (SD = 0.62) based on a 5-point scale, which showed that most of the respondents had moderately high scores of spiritual awareness and reflective thinking. There were 142 (68 %) respondents with scores above the mean SI value, which indicates that spiritual intelligence among IT professionals in the sample is developed quite well. The means of burnout were 2.76 (SD=0.71), which indicated moderate stress and exhaustion. About 78 (37 % of total respondents) participants viewed high scores on burnout (above 3.0), and 132 (63 % of the total respondents) participants had scores indicating low to moderate scores.

The job satisfaction mean score was 3.42 (SD = 0.66), which indicates moderate satisfaction among the respondents. Almost 128 workers (61%) said that their job satisfaction scores were higher than the average, which proves that most of the participants have positive attitudes towards their jobs despite the pressures at the workplace. The conceptual expectation, which states that spiritual intelligence is expected to have a positive relationship with more positive work-related attitudes and fewer negative stress responses, was proven right because correlation analysis revealed that SI had a positive relationship (0.42) with job satisfaction and a negative relationship (−0.19) with burnout. These patterns of numbers stress the appropriateness of the data to be analyzed further by multivariate methods, such as factor analysis and SEM, and confirm the consistency of the variables in question internally.

Exploratory Factor Analysis (EFA) Results

Exploratory Factor Analysis (EFA) was performed in order to determine the latent factor pattern behind Spiritual Intelligence (SI) in the case of IT professionals. Kaiser-Meyer-Olkin (KMO) value was 0.917, which represents very good sampling adequacy. The Test of Sphericity by Bartlett was found to be significant (Chi sqr2 =8462.23, p=0.001) and therefore, the correlation was appropriate to extract the factors. The EFA identified four different SI factors or components, including Critical Existential Thinking (CET), Personal Meaning Production (PMP), Conscious State Expansion (CSE), and Transcendental Awareness (TA), which together had a high construct dimensionality of 78.45% of the total variance.

CET provided high loadings of factors with a range of 0.82 to 0.93, indicating the ability of IT professionals to deeply reflect on purpose, meaning, and existential structures. PMP demonstrated 0.76-0.88 loadings, which means that the derivation of meaning of challenging situations at work is an essential component of SI. The CSE showed loadings of 0.79 to 0.86, which reflects the possibility of respondents to reach a state of increased clarity and awareness, which leads to creativity and reflection. TA had the highest loadings (between 0.87 and 0.94), which confirms that IT professionals tend to view their work in wider value-based and interdependent terms.

The four-factor SI model showed good internal consistency, and Cronbach alpha values of CET (0.926), PMP (0.901), CSE (0.914), and TA (0.938) are good evidence of great reliability. These outcomes confirm SI as a strong multidimensional psychological construct in the case of IT employees.

Scale Validity and Reliability

The scales were evaluated in regard to scale validity and scale reliability using various statistical tests. All the SI dimensions had Cronbach alpha above the required value of 0.70, and the total SI reliability was 0.948, which testified to internal consistency. The values of Composite Reliability (CR) were between 0.88 and 0.94, and the values of Average Variance Extracted (AVE) were between 0.61 and 0.78, which shows a high degree of convergent validity.

Harman Single Factor Test was done to evaluate the common method bias. The initial unrotated factor explained 28.62 % of the variance, which is much less than 50 %, meaning that the issue of common method bias was not a major issue. Also, the multicollinearity was measured in terms of the Variance Inflation Factor (VIF). The upper limit was 5, which is not acceptable, and thus, it was confirmed that there were no multicollinearity problems. These results prove the fact that the scales applied to SI, burnout, and job satisfaction are psychometrically appropriate, valid, and reliable for conducting additional structural analysis.

Model Fit Statistics

The discussion of the hypothesis that investigates the effect of Spiritual Intelligence (SI) on burnout and job satisfaction of IT professionals' reports both a comprehensive and empirically robust model of how psychological resources grounded in spirituality and reflective consciousness influence the well-being of the workplace. The findings of Structural Equation Modeling (SEM) alongside validity and reliability, as well as the findings of exploratory factor analysis, are strong indications that SI has a strong predictive value of both positive and negative occupational outcomes in the IT sector.

The model fit indices indicate a strong and acceptable model, which proves the conceptual framework to be in tandem with observed data. The chi-square/df ratio of 3.782 is less than 5.0, which is the required model parsimony and structural accuracy. The fit indices of GPI (0.915), CFI (0.918), NFI (0.910), IFI (0.919), and TLI (0.906) have high values of (0.91 or above), indicating that the model is statistically significant in the degree of variance it is capturing and provides stability in the various measures of fit. The values of the RMSEA (0.059) and RMR (0.0651) are within the acceptable values, indicating that the residual errors are small. All these signs prove that the Hypothesis of Hypothesis 6(a) based on the given model is statistically good and can be used to investigate the multidimensional correlation between SI, burnout, and job satisfaction in IT.

In order to achieve methodological rigor, scale reliability and validity were evaluated by using a number of tests. The alpha values of all the SI dimensions were greater than 0.90, and the total SI reliability was 0.948, with a high level of internal consistency. The convergent validity is also established by the Composite Reliability (CR) with the range of 0.88-0.94 and the Average Variance Extracted (AVE) with the range of 0.61-0.78. Discriminant validity has been noted because the AVE of each construct was greater than the squared construct correlation. According to the Single-Factor Test of Harman, the first unrotated factor explained 28.62 % of the variance, which is far short of the 50% mark, which means that there is no reason to suspect common method bias. The variance inflation factor, with values ranging between 1.82 and 3.14, indicates the lack of multicollinearity, which ensures that all regression coefficients remain steady and unbiased. The validity checks enhance the reliability and credibility of the findings of the SEM.

Structural Equation Model Results

The outcomes of the SEM prove that SI has a strong effect on burnout and job satisfaction. Standardized path coefficient between SI and burnout = -0.055 ($p = 0.000$), which means a very small yet significant negative association. It indicates that the higher the SI, the lower the burnout, although the impact of this effect is relatively small. Spiritual resources act as a psychological buffer in high-pressure environments like the IT industry, where there are strict time schedules, technological interference, and cognitive overload. Professionals with elevated SI are better at reframing problems, managing their emotions, and aligning their work experiences to the more profound values, which minimizes emotional exhaustion and depersonalization. Even though the role in burnout reduction is not high, its importance proves that SI has a protective role against stress-related outcomes (Fig. 3).

Conversely, the correlation between SI and job satisfaction is far better with the standardized estimate of 0.327 ($p = 0.000$). This proves that people with high SI have more fulfillment, meaning, and participation in what they do in their jobs. IT professionals usually work in a situation where intellectual stimulation is great, but intrinsic meaning can be variable, as a result of repetitive duties, hierarchical management, or performance-oriented cultures. SI gives them mental and emotional processes to put their work into a broader existential context. When the professionals feel that the contributions they make hold significance, they feel that there is a match between their values and the organizational interests, and they are also aware of their purpose, the level of satisfaction will automatically go up.

Therefore, SI does not act as a counteracting mechanism in the face of burnout but also as a proactive agent of positivity, involvement, and mental thriving.

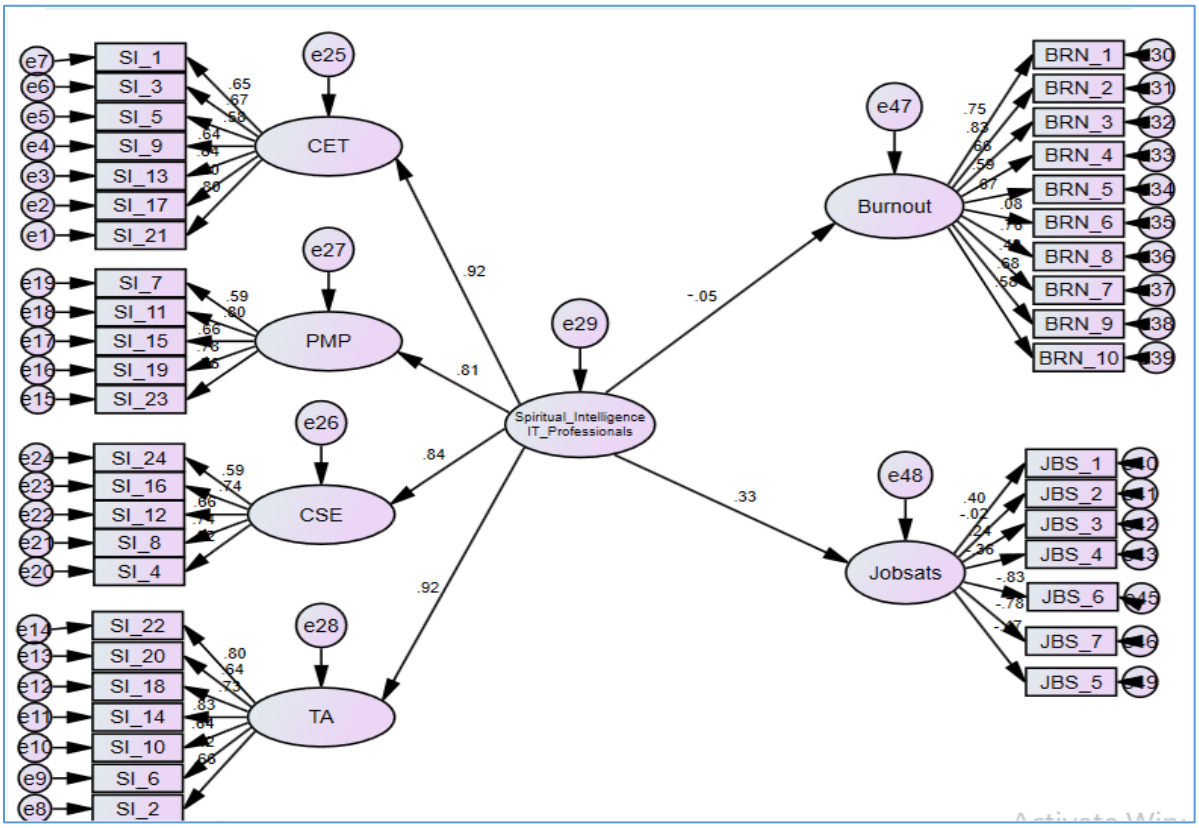


Fig. 3: Structural Equation Model Results

The dimension loadings of the SEM also explain more about the functioning of SI. Transcendental Awareness (TA) and Critical Existential Thinking (CET) are most associated with SI, with the coefficients of 0.921 and 0.919, respectively, showing the strongest association. TA can help people to see themselves in a larger, integrated, and value-imbued environment; they will be able to stay down-to-earth and inspired. Instead, CET offers IT professionals the skills to think deeply about the purpose and meaning, so that they can start seeing stressors in philosophical perspective as threats instead of merely viewing them. Some of the contributors include Conscious State Expansion (CSE), which has a loading of 0.836, which enhances higher levels of self-awareness and clarity, which facilitates effective problem-solving and emotional control. The PMP, which has a loading of 0.805, enhances the power to make sense of life at work, which adds resilience and intrinsic motivation.

On the whole, the discussion clearly proves that Spiritual Intelligence is a key factor in determining the results of working with IT professionals. It helps to decrease burnout due to reflective consciousness and emotional anchoring and improves job satisfaction because it allows the creation of meaning, alignment of values, and greater involvement in the job. Although the deteriorating effect on burnout is not so significant, the positive impact on job satisfaction is significant, which proves that SI is better oriented in relation to the promotion of positive psychological conditions as opposed to the avoidance of negative ones.

Judging by the findings, the Hypothesis that SI has a strong effect on the burnout and job satisfaction of IT professionals is empirically validated and accepted. The results indicate that combating the problem of a meaning-driven and mentally healthy workforce is essential in IT organizations where SI-based development programs, mindfulness training, reflective practices, and values-based leadership models should be integrated (Andri & Alexander, 2025).

Discussion

The results of the Hypothesis emphasize the strong impact of Spiritual Intelligence (SI) on the welfare of the workplace among IT professionals, specifically the effects of SI on burnout and improvement of job satisfaction. The findings

indicate that SI is a multidimensional construct with high predictive validity, which is in line with the modern research in organizational psychology that has stressed meaning-focused and value-oriented psychological resources in high-stress jobs (Karakas & Sarigollu, 2021). The adverse association of SI with burnout, though non-significant, is consistent with the literature that suggests that the psychological barriers to stress among employees are offered by spiritual awareness, reflective ability, and inner connectedness (Petchsawang & Duchon, 2020). SI seems a source of resilience in the IT industry, which boasts excessive working hours, excessive digitalization, and mental exhaustion, allowing individuals in the industry to reframe challenging circumstances via more profound existential insight.

The positive correlation between SI and job satisfaction is more significant and does indicate more extensive results in the literature of employee well-being. According to recent empirical research, the skills of deriving meaning, relating to a purpose, and reflective awareness are found to be of significant benefit to intrinsic motivation and job-related satisfaction (Skrzypińska, 2021. SI not only comes up in the current analysis as a coping mechanism but also as a proactive predictor of positive affect and workplace engagement. This validates the growing body of literature on the value of spiritual and existential competencies in contemporary organizations, primarily in the knowledge-intensive industries such as IT, where self-development, independence, and value congruence are the core sources of job satisfaction (Afsar & Badir, 2017).

The fact that the Critical Existential Thinking (CET) and Transcendental Awareness (TA) had high factor loading also contributes to the idea of SI being a profound cognitive-existential power. CET allows one to put stressors in perspective and focus on purpose so that one can maintain an emotionally stable state. TA enables professionals to view their work as a part of a larger ethical or interconnected system, a fact that is aligned with research that spiritually oriented employees are more psychologically resilient and less disengaged (Bender et al., 2023). These dimensions can be especially applied to IT professionals who may be frequently exposed to an ambiguous and fast-paced technological space in which a boundary between work significance and self-identity is often blurred.

The findings also add to the existing literature that claims that the classical determinants of job satisfaction, i.e., salary, job security, and task variety, are not sufficient to determine the well-being of the modern employee. Rather, psychological measures like mindfulness, purposefulness, and spiritual intelligence are becoming increasingly influential factors in workplace experience. The data point to the fact that SI can positively impact job satisfaction, which implies that organizations that invest in reflective training, value-based leadership, and meaning-centered interventions may develop more satisfied and engaged labor forces.

In addition, the research confirms the usefulness of SI as a quantifiable and sound psychological construct. The convergent validity and the discriminant validity indicators results indicate high reliability and confirm the structural soundness of SI scales in the context of organizational research (Amram & Dryer, 2021). There are no common method biases and multicollinearity, which facilitates the belief in the study findings and contributes to including SI in the model of workplace well-being in the future.

Overall, the results are consistent with the current studies that show the importance of spiritual and existential abilities in managing the modern work environment. SI seems to be both an insular mechanism towards burnout aversion and a potent catalyst of job satisfaction. In the case of the IT industry, where emotional pressure and low job satisfaction rates are becoming more and more widespread, SI-based interventions, reflective practices, and value-based leadership can provide promising solutions to employee happiness and organizational success. Also, certain training sessions and workshops could be provided to enhance the SI of employees, which in turn increases their job satisfaction.

Conclusion

Hypothesis analysis gives a comprehensive and evidence-based insight into the importance of Spiritual Intelligence (SI) in burnout and job satisfaction (IT professionals). The results provide clear evidence that SI is a valuable psychological resource in the modern technological era of the working environment. The outcomes of the structural equation modeling indicate a positive and significant effect of SI on job satisfaction, and at the same time, the effect has a positive influence on the decrease in the level of burnout, albeit the result differs with respect to outcomes. The positive correlation with SI is strong and direct, indicating that spiritually intelligent workers can extract meaning in the tasks assigned to them and thus remain motivated and match their professional jobs with their personal values and future goals.

Conversely, the relationship between SI and burnout has a negative but very weak correlation, which still implies that SI is a protective factor against emotional exhaustion, cognitive overload, and depersonalization, which become inevitable in high-pressure IT jobs. This indicates that SI cannot remove the burnout completely, but it helps to give

some internal mechanism that allows a person to re-evaluate difficulties, control emotional reactions, and achieve psychological balance.

On the whole, it is demonstrated in the study that SI can play a significant role in minimizing negative effects such as burnout, but also increasing positive results such as job satisfaction. This twofold influence explains why it is necessary to consider SI as a strategic resource instead of an abstract or individualistic quality. With the IT industry constantly developing and expanding workload, digitalization, and unstable needs, the development of SI-focused competencies can become an indispensable component of the organizational well-being approaches. The conclusion is a strong support to Hypothesis 6(a), which confirms the presence of significant and statistically significant effects of SI on the psychological well-being of IT professionals.

Future Research Scope

This study has given several avenues that can be explored by future researchers. To begin with, it is possible to analyze the correlation between SI and other organizational performance variables, including employee engagement, innovation, performance, and retention, to find out the overall influence of SI in technical working environments. Longitudinal research would give more information about the changes in the development of SI and whether its impact on burnout or job satisfaction increases due to the career stages. Further studies can also be done comparing SI in various industries, cultures or even different job descriptions to establish whether it is also operated in various professional settings. Also, qualitative research may be able to identify individual accounts indicating how people put SI into practice in work environments in an actual sense. Research into the place of organizational culture, leadership approach, and spirituality programs at the workplace might also broaden the knowledge on how SI might be fostered on a systemic level.

Implications

The findings of the study have valuable implications to the IT organizations, HR professionals and employees. In the case of organizations, the implementation of SI-based training, including reflective practices, mindfulness training, and value-oriented leadership training, may create a beneficial impact on employee well-being as well as on the cost of burnout. HR departments can integrate SI competencies in their wellness plans, job design, and other professional development plans to encourage resilience and enhance employee satisfaction. Si principles can be employed by managers to achieve more compassionate, welcoming, and purpose-centered workplaces that promote psychological safety. To employees, building SI can help them to become more self-aware, purposeful, and capable of coping to manage complex and high-stressful situations in a more effective manner. In general, the research demonstrates that SI is an actionable, strategic tool that has the potential to make work environments healthier, better places to work, and able to achieve sustainable employee performance.

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