

Organizational Change in Lebanese Charitable Organizations: From Reflection to Effective Response Mediated by Spiritual Intelligence

التغيير التنظيمي في الجمعيات الخيرية اللبنانية: من التأمل إلى الاستجابة الفعّالة بوساطة الذكاء الروحي

علي محسن فضل الله (*) Ali Mohsen Fadlallah

Supervisor: Professor Saher Hassan El Annan (***) ساهر حسن العنان

تاريخ القبول: 2026-2-3

تاريخ الإرسال: 2026-1-23

Abstract

turnitin: 5%

This study examines the role of spiritual intelligence in supporting organizational change in Lebanese charitable organizations by modeling a pathway from reflection and meaning-making to readiness for change and, ultimately, effective response during transition. An explanatory sequential mixed-methods design was used. Quantitatively, data were collected from 300 employees using a structured questionnaire that assessed spiritual intelligence (cognitive, affective, behavioral dimensions), change readiness (psychological readiness and active participation), and effective response to change (sustained adaptation and performance during transition). Analyses using SPSS/AMOS indicated acceptable internal consistency for the main scales ($\alpha = .81-.88$) and supported the measurement structure through factor-analytic procedures. Regression analyses showed that overall spiritual intelligence significantly predicted change readiness ($\beta = .436, R^2 = .190, p < .001$). At the component level, cognitive spiritual intelligence predicted psychological readiness ($\beta = .409, R^2 = .168, p < .001$), while affective spiritual intelligence emerged as the strongest predictor of active participation ($\beta = .497, R^2 = .247, p < .001$). The behavioral dimension was statistically significant but comparatively weaker in its association with readiness ($\beta = .154, R^2 = .024, p = .008$). Overall spiritual intelligence also predicted effective response (β

* PhD student at Islamic Azad University - Science and Research Branch, Tehran - Department of Human Resource Management. Email: azad.alifadlallah@hotmail.com

طالب دكتوراه في جامعة آزاد الإسلامية - فرع العلوم والابحاث طهران - قسم ادارة الموارد البشرية
** An academic and researcher in the field of management and business, a faculty member in graduate programs, and teaches at a number of private Lebanese universities and abroad. Email: saherelannan@gmail.com

أكاديمي وباحث في مجال الادارة والاعمال، وعضو هيئة التدريس في برامج الدراسات العليا، ويدرس في عدد من الجامعات اللبنانية الخاصة والخارج.

=.252, $R^2 = .064$, $p < .001$). Structural equation modeling further supported the proposed pathway in which spiritual intelligence enhances readiness, which in turn contributes to effective response, with model fit indices in acceptable-to-excellent ranges. Qualitative interviews ($n = 10$) reinforced these patterns, highlighting meaning-making, self-awareness, emotional regulation, empathy, and values-based conduct

أظهرت النتائج الكمية مستوى ثبات مقبولاً إلى مرتفع لأداة القياس (بلغ معامل كرونباخ ألفا 0.81 لمقياس الذكاء الروحي و0.88 لمقياس الاستعداد للتغيير، كما دعمت التحليلات العامليّة الاستكشافية والتوكيدية ملائمة البناء المفاهيمي للمقاييس. وبيّنت نماذج الانحدار أن الذكاء الروحي الكلي يرتبط ارتباطاً إيجابياً دالاً بالاستعداد لقبول التغيير، ($R^2, \beta = 0.436$)، وعلى مستوى الأبعاد، ($p < 0.001$)، كان البعد المعرفي أكثر ارتباطاً بالاستعداد النفسي للتغيير، ($R^2 = 0.168$, $\beta = 0.409$)، فيما برز البعد العاطفي بوصفه الأقوى في تفسير المشاركة الفعلية في التغيير ($\beta = 0.497$, $R^2 = 0.247$)، أما البعد السلوكي فقد ظهر تأثيره دالاً إحصائياً لكنه أضعف نسبياً مقارنة ببقية الأبعاد ($\beta = 0.154$, $R^2 = 0.024$)، كما دعمت نمذجة المعادلات الهيكلية وجود مسار تفسيري عام، يُظهر أنّ الذكاء الروحي

as mechanisms that reduce resistance and facilitate constructive engagement. The study concludes that spiritual intelligence functions as an internal capability that helps translate reflection into readiness and effective response in the Lebanese nonprofit sector.

Keywords: Spiritual intelligence; organizational change; change readiness; nonprofit organizations; Lebanon; mixed methods; SEM.

ملخص الدراسة

هدفت هذه الدراسة إلى تفسير الكيفية التي يمكن من خلالها أن يُسهم الذكاء الروحي في دعم التغيير التنظيمي داخل الجمعيات الخيرية اللبنانية، عبر تتبع مسار يمتد من "التأمل وإضفاء المعنى" إلى "الاستجابة الفعّالة" لمتطلبات التغيير. اعتمدت الدراسة تصميمًا مختلطًا يجمع بين المنهجين الكمي والتّوعي؛ إذ جمعت البيانات الكميّة من 300 موظف وموظفة باستخدام استبانة تقيس أبعاد الذكاء الروحي (المعرفي، العاطفي، السلوكي) وأبعاد جاهزية التغيير (الاستعداد النفسي، المشاركة الفعلية)، وتقيس الاستجابة الفعّالة للتغيير بوصفها مخرجًا لاحقًا يعكس التكيف المستمر والأداء أثناء التحول، كما أُجريت 10 مقابلات شبه مهيكلة لتعميق فهم الآليات النفسيّة والسلوكية المرتبطة بالتغيير في بيئة العمل غير الربحيّة.



التحوّل. وتخلص الدراسة إلى أن الذكاء الروحي لا يعمل كصفة فردية معزولة، بل كقدرة داخلية تُحوّل التأمّل والغاية إلى سلوكيات داعمة للتغيير، بما يقدّم دلالات تطبيقية لإدارة التغيير القائمة على القيم داخل القطاع غير الربحي اللبناني.

الكلمات المفتاحية: الذكاء الروحي؛ التغيير التنظيمي؛ الاستعداد للتغيير؛ الجمعيات الخيرية؛ لبنان؛ المنهج المختلط؛ نمذجة المعادلات الهيكلية.

1. Introduction

Lebanese charitable organizations operate under recurring economic, social, and institutional pressures that make organizational change a continuing operational necessity rather than an occasional managerial choice (UNDP, 2022; World Bank, 2022; Carpi et al., 2021). In such contexts, the success of change efforts often hinges less on formal plans and more on how employees interpret change, manage uncertainty, and translate intentions into supportive action (Armenakis et al., 1999; Oreg et al., 2011). Accordingly, change readiness remains a central concept in change research, commonly capturing employees' openness and preparedness to engage with change processes (Armenakis et al., 1999; Vakola & Nikolaou, 2005).

يعزّز مكونات الاستعداد والتي تنعكس لاحقًا على الاستجابة الفعّالة للتغيير، مع مؤشرات مطابقة جيدة للنموذج.

أما النتائج النوعية فسُلّطت الضوء على آليات تفسيرية تتكرر في خبرات العاملين، أبرزها: إضفاء المعنى على العمل الخيري بوصفه رسالة، والوعي الذاتي وضبط الانفعال، والتعاطف والتسامح بوصفهما رافعة للتعاون، إضافة إلى تجسيد القيم الأخلاقية عند اتخاذ القرارات في حَقَب

This article investigates spiritual intelligence as a potentially important internal capability in mission-driven settings. Spiritual intelligence is conceptualized as a multidimensional capacity that shapes how individuals construct meaning, regulate emotions, relate to others, and act consistently with values (King & DeCicco, 2009; Vaughan, 2002; Zohar & Marshall, 2000). These capacities are likely salient in charitable organizations where work is anchored in humanitarian purpose and moral commitment, and where change may become more acceptable when framed as aligned with shared mission and values (Fry, 2003; Benefiel, 2005).

Despite growing interest in spirituality-related resources at work, limited evidence exists on how



spiritual intelligence—particularly at the dimension level—relates to readiness dynamics and to employees' effective response during change in Lebanese nonprofit settings (Anwar & Osman-Gani, 2015; Sulastini et al., 2023). Using a mixed-methods design, this study models a pathway in which spiritual intelligence strengthens readiness (psychological readiness and active participation), which in turn contributes to effective response during transition. The study aims to offer theoretically grounded and practically relevant insights for values-based change leadership and capacity-building in Lebanese charitable organizations (Engida et al., 2022; Fry, 2003).

2. Conceptual Model

The study adopts a pathway logic in which spiritual intelligence functions as an internal resource that influences (a) psychological readiness (openness and flexibility toward change) and (b) active participation (engagement and initiative in change-related activities). These readiness components are then expected to predict effective response—defined here as the employee's sustained adaptation and performance during change implementation. This structure aligns with change-recipient perspectives

emphasizing that the enactment of change depends on cognitive and emotional appraisal, willingness to engage, and the capacity to maintain functioning under pressure (Armenakis et al., 1999; Oreg et al., 2011).

3. Problem Statement and Hypotheses

3.1 Problem Statement

Lebanese charitable organizations increasingly need to implement change to sustain service delivery and respond to repeated crises and institutional constraints (UNDP, 2022; World Bank, 2022; Carpi et al., 2021). However, change initiatives in nonprofit contexts often face resistance, uneven engagement, and inconsistent follow-through—not only because of structural limitations (e.g., resource scarcity, governance challenges), but also because change is enacted through employees' psychological and behavioral responses (Coch & French, 1948; Oreg et al., 2011). Therefore, employees' readiness—especially openness to change and willingness to participate—becomes a decisive condition for implementation quality (Armenakis et al., 1999; Armenakis & Harris, 2009).

While readiness for change has been widely examined in other sectors, the Lebanese nonprofit context

remains comparatively underexplored regarding internal psychological capabilities that may help convert “acceptance” into sustained change-supportive behavior (Engida et al., 2022; Oreg et al., 2011). Spiritual intelligence is a plausible candidate because it integrates meaning-making, emotional regulation, empathy, and values-consistent conduct—capacities that may be particularly relevant in mission-based environments (King & DeCicco, 2009; Emmons, 2000; Vaughan, 2002). Yet limited evidence clarifies whether spiritual intelligence predicts readiness and effective response in Lebanese charitable organizations, which dimensions matter most, and how these capacities operate during change (Anwar & Osman-Gani, 2015; Sulastini et al., 2023; McGhee & Grant, 2017). Accordingly, this study addresses: How does spiritual intelligence—overall and by its dimensions—support change readiness and effective response among employees in Lebanese charitable organizations? Quantitative testing is complemented by qualitative evidence to clarify mechanisms such as meaning-making, self-awareness, emotional regulation, empathy, and values-based conduct (Braun & Clarke, 2006; Creswell & Plano Clark, 2017).

3.2 Hypotheses

Consistent with change-readiness research emphasizing psychological resources as antecedents of change-related responses (Armenakis et al., 1999; Oreg et al., 2011), and aligned with the proposed pathway (spiritual intelligence → readiness → effective response), the following hypotheses were tested:

- **H1:** Overall spiritual intelligence is positively associated with employees’ change readiness.
- **H2a:** The cognitive dimension of spiritual intelligence is positively associated with psychological readiness.
- **H2b:** The affective dimension of spiritual intelligence is positively associated with active participation in organizational change.
- **H2c:** The behavioral dimension of spiritual intelligence is positively associated with overall change readiness.
- **H3:** Change readiness is positively associated with employees’ effective response to organizational change.
- **H4 (Indirect effect / Mediation):** Spiritual intelligence is positively associated with effective response indirectly through change readiness.
- **H5 (Direct effect):** Spiritual intelligence is positively associated

with employees' effective response over and above the effect transmitted through change readiness.

4. Literature Review and Theoretical Background

4.1 Spiritual Intelligence in Organizations

Spiritual intelligence is increasingly discussed as an integrative capability that supports meaning construction, inner regulation, and values-aligned behavior in organizational settings (Vaughan, 2002; Emmons, 2000; King & DeCicco, 2009). In many conceptualizations, SI involves reflective awareness and purpose-based interpretation, along with ethical consistency that guides behavior under pressure (Zohar & Marshall, 2000; Wigglesworth, 2012). This study frames SI through three complementary dimensions: cognitive (reflection, self-awareness, meaning-making), affective (empathy, tolerance, relational sensitivity), and behavioral (integrity, responsibility, ethical consistency) (King, 2008; Zohar, 2012). These dimensions may be particularly relevant in charitable organizations where mission and moral commitment shape daily work and influence how employees interpret organizational demands (Fry, 2003; Benefiel, 2005; Paloutzian et al., 2010).

4.2 Readiness for Change and Effective Response

Readiness for organizational change is commonly conceptualized as a multidimensional state that captures employees' preparedness and willingness to accept change and become constructively involved (Armenakis et al., 1999; Armenakis & Harris, 2009). Research on change recipients emphasizes that readiness is influenced by psychological appraisal, trust, and coping resources, not only by structural plans (Oreg et al., 2011). In this study, readiness is represented through psychological readiness and active participation, while effective response is treated as a downstream outcome reflecting sustained adaptation and performance during implementation. Classic change perspectives similarly highlight the importance of preparing individuals for new interpretations and stabilizing new practices once change is enacted (Lewin, 1951; Schein, 1999).

4.3 Linking SI to Change: From Reflection to Effective Response

Spiritual intelligence provides a plausible lens for explaining how internal resources shape change dynamics in mission-driven environments. The cognitive dimension

can support psychological readiness by helping employees reframe change as meaningful and mission-consistent, thus reducing perceived threat and improving flexibility (King, 2008; Vaughan, 2002). The affective dimension may promote participation by supporting empathy and emotion regulation that sustain cooperation under uncertainty (Anwar & Osman-Gani, 2015; Sulastini et al., 2023). The behavioral dimension may stabilize implementation through values-consistent conduct, supporting credibility and trust during transition (McGhee & Grant, 2017; Reave, 2005). In resource-constrained nonprofit contexts, however, behavioral consistency may show weaker direct associations when organizational pressures restrict employees' ability to translate values into action (UNDP, 2022; World Bank, 2022). Overall, the literature supports a pathway in which SI strengthens readiness (openness and participation), which then shapes effective response during change. The present study tests this pathway using regression and SEM, complemented by qualitative evidence (Creswell & Plano Clark, 2017).

5. Methodology

5.1 Design

An explanatory sequential mixed-methods design was employed. First, a quantitative cross-sectional survey

tested the hypothesized relationships among spiritual intelligence, change readiness, and effective response. Second, semi-structured interviews were conducted to deepen interpretation by exploring employees' lived experiences of change and the mechanisms connecting reflection to change-supportive behavior (Creswell & Plano Clark, 2017). Integration occurred at the interpretation stage by comparing statistical patterns with qualitative themes.

5.2 Sample and Setting

Quantitative data were collected from 300 employees working in Lebanese charitable organizations across different regions and functional roles. Participation was based on **non-probability** sampling, using organizational networks and voluntary response to reach geographically dispersed staff under time and access constraints typical of crisis-affected nonprofit settings. Eligible participants were adults currently employed in a charitable organization and able to report on their experience with organizational change (e.g., policy, procedural, or structural changes).

Regarding sample size adequacy, the target of approximately 300 cases was considered appropriate for the study's analytic requirements.

First, it exceeds commonly cited minimum thresholds for structural equation modeling and factor-analytic procedures in applied organizational research, where samples around 200+ are frequently treated as acceptable depending on model complexity and indicator quality. Second, the sample-to-parameter ratio was sufficient for the parsimonious pathway model tested (spiritual intelligence → readiness → effective response), and the measurement models demonstrated satisfactory reliability and fit indices, supporting the stability of estimation.

For the qualitative strand, 10 participants were selected using purposive sampling based on direct exposure to organizational change (e.g., implementation involvement, coordination responsibilities, or leadership-related roles), consistent with qualitative principles that prioritize information-rich cases.

5.3 Measures and Instruments

The survey measured:

1. **Spiritual intelligence** through three dimensions (cognitive, affective, behavioral), using 9 items.
2. **Change readiness** as a two-component construct (psychological readiness and active participation), using 6 items.

3. **Effective response** to change as an outcome reflecting sustained adaptation/performance during transition, using 3 items. Items were rated on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Internal consistency for the main scales was acceptable ($\alpha = .81-.88$). The qualitative interview guide explored experiences of change, facilitators and barriers, and the role of meaning, emotions, and values in shaping engagement.

5.4 Data Analysis

Quantitative analyses used SPSS/AMOS. Procedures included descriptive statistics, reliability testing, EFA and CFA to support measurement structure, regression analyses for predictive effects, and SEM to test the pathway from spiritual intelligence to readiness and then to effective response (Byrne, 2016). Qualitative data were transcribed and analyzed using thematic analysis following Braun and Clarke's approach (Braun & Clarke, 2006).

5.5 Ethical Considerations

Participation was voluntary with informed consent and the right to withdraw. No identifying information was collected in the survey. Interview

data were anonymized and stored securely for research purposes.

6. Results

6.1 Reliability and Measurement Structure

Internal consistency was satisfactory ($\alpha = .81$ for spiritual intelligence; $\alpha = .88$ for change readiness). An EFA conducted at the dimension level (principal components extraction) indicated a clear structure: two components exceeded eigenvalues > 1 and explained 69.35% of the variance. Communalities suggested adequate shared variance across dimensions (cognitive = .551, affective = .625, behavioral = .498; psychological readiness = .671, active participation = .650, effective response = .571), with high extraction values for higher-order constructs (spiritual intelligence = .996; readiness for change = .986). CFA/SEM results further supported the measurement adequacy and overall model fit: $\chi^2 = 35.702$, $df = 24$, $\chi^2/df = 1.49$, $RMR = .031$, $GFI = .962$, $AGFI = .921$, $CFI = .978$, $TLI = .964$, $RMSEA = .038$, $AIC = 79.702$, $BIC = 132.578$. Within the structural specification, change readiness was modeled using psychological readiness and active participation, while effective response was treated as a downstream outcome.

6.2 Descriptive Overview of Core Variables

Overall levels of both constructs were relatively high. Spiritual intelligence had $M = 33.73$ ($SD = 3.764$), and readiness for organizational change had $M = 34.55$ ($SD = 3.882$). At the dimension level, cognitive and affective SI showed higher central tendencies (item means ≈ 3.81 – 3.89) compared with the behavioral dimension (≈ 3.54 – 3.56), which also displayed greater dispersion (behavioral $SDs \approx 1.13$ – 1.20 vs. ≈ 0.71 – 0.76 for cognitive/affective). Readiness indicators likewise reflected generally positive orientations toward change (item means ≈ 3.79 – 3.91).

6.3 Predictive Effects: Regression Findings

Regression analyses supported the hypothesized relationships. Overall spiritual intelligence significantly predicted change readiness ($\beta = .436$, $R^2 = .190$, $p < .001$). At the component level, cognitive SI significantly predicted psychological readiness ($\beta = .409$, $R^2 = .168$, $p < .001$), and affective SI was the strongest predictor of active participation ($\beta = .497$, $R^2 = .247$, $p < .001$). Behavioral SI showed a statistically significant but weaker association with readiness ($\beta = .154$, $R^2 = .024$, $p = .008$). In addition, overall

spiritual intelligence significantly predicted effective response ($\beta = .252$, $R^2 = .064$, $p < .001$).

6.4 Structural Pathway: SEM Findings

SEM supported the proposed pathway. Spiritual intelligence had a statistically significant direct effect on readiness (standardized $\beta = .450$, $p < .001$), and readiness significantly predicted effective response (standardized $\beta = .311$, $p < .001$). The extended pathway model also supported the dimension-level pattern: cognitive SI related significantly to psychological readiness ($\beta = .153$, $p < .001$), and affective SI related significantly to active participation ($\beta = .129$, $p < .001$).

6.5 Qualitative Themes Supporting the Quantitative Pattern

The thematic analysis of interviews ($n = 10$) converged with quantitative findings by identifying recurring mechanisms: (1) meaning-making and linking work to mission; (2) self-awareness and emotional regulation under uncertainty; (3) empathy and forgiveness as drivers of cooperation and participation; and (4) values-based conduct (integrity, responsibility, transparency) as a stabilizing reference during transition. Together, these

themes illustrate how reflection and purpose can translate into readiness and change-supportive behavior in the Lebanese nonprofit context.

7. Discussion

7.1 Interpreting the Key Findings

The findings indicate that spiritual intelligence is meaningfully associated with how employees prepare for and engage in organizational change within Lebanese charitable organizations. The predictive link between overall SI and readiness ($\beta = .436$, $R^2 = .190$) suggests that meaning-based and values-oriented capacities correspond to greater openness and involvement in change processes. Importantly, the dimension-level analyses reveal a differentiated pattern. Cognitive SI was most closely associated with psychological readiness ($\beta = .409$, $R^2 = .168$), consistent with the idea that reflective awareness and meaning construction support reframing and reduce perceived threat during uncertainty (King, 2008; Vaughan, 2002; Emmons, 2000). Affective SI emerged as the strongest predictor of participation ($\beta = .497$, $R^2 = .247$), implying that empathy, tolerance, and relational sensitivity may be especially central to collaborative involvement in mission-driven settings (Anwar & Osman-Gani, 2015; Sulastini et al.,

2023). Behavioral SI was statistically significant but weaker ($\beta = .154$, $R^2 = .024$), indicating that values-consistent conduct may provide stability but may not, by itself, generate higher readiness without cognitive clarity and relational energy (McGhee & Grant, 2017; Reave, 2005).

7.2 Clarifying the “Reflection → Readiness → Response” Logic

The SEM results reinforce the pathway interpretation: SI predicted readiness ($\beta = .450$), and readiness predicted effective response ($\beta = .311$). This pattern supports the article’s central argument that spiritual intelligence contributes to effective response largely through strengthening readiness components that precede change performance. At the same time, SI also predicted effective response directly in regression ($\beta = .252$, $R^2 = .064$), suggesting that SI may contribute to functioning during change both indirectly (through readiness) and more modestly through individual coping resources such as emotional regulation and values-based stability.

7.3 How the Qualitative Findings Explain the Mechanism

Interview accounts provide mechanism-level support for the quantitative pattern. Participants often

described accepting change more readily when they could integrate it into a mission narrative—an observation aligned with the role of cognitive SI in psychological readiness. They also emphasized self-monitoring and emotional regulation as practical resources for sustaining composure under pressure, consistent with perspectives linking spiritually anchored meaning to coping and adaptive appraisal (Emmons, 2000; Teixeira Pinto et al., 2024). Additionally, participants highlighted empathy and relational support as conditions that lower resistance and enable cooperation, which matches the strong role of affective SI in predicting participation (Anwar & Osman-Gani, 2015; Sulastini et al., 2023). Values-based conduct was frequently described as an anchor that protects trust during transition; however, narratives also suggested that ethical commitment becomes most effective when sustained by shared meaning and relational solidarity—helping interpret the weaker standalone quantitative contribution of behavioral SI (McGhee & Grant, 2017).

7.4 Implications for Theory and Change Leadership in Nonprofit Contexts

Conceptually, these findings support treating spiritual intelligence as a set

of mobilizable capabilities that shape readiness and response, rather than as a static trait. The results resonate with change-recipient research emphasizing that change outcomes are shaped by meaning frameworks, trust, and coping resources, not only by procedural planning (Armenakis & Bedeian, 1999; Oreg et al., 2011). Practically, in Lebanese charitable organizations operating under chronic volatility, meaning-making and relational climate may become particularly consequential for sustaining readiness and translating it into effective response (Fry, 2003; Benefiel, 2005). Nevertheless, explained variance indicates that SI is influential but partial; leadership practices, organizational culture, communication quality, and contextual pressures remain important drivers that likely condition how SI translates into participation and performance (Oreg et al., 2011).

7.5 Practical Implications

The findings suggest that SI can be leveraged as a practical support for change management when linked explicitly to readiness-building. Organizations may benefit from:

1. **Mission-consistent change framing:** linking change goals to social impact and ethical responsibility to support meaning-

making and reduce ambiguity (Fry, 2003; Benefiel, 2005).

2. **Targeted development aligned with effects:** strengthening cognitive SI to support psychological readiness and affective SI to enhance participation, alongside reinforcing behavioral integrity for trust and credibility (King, 2008; Vaughan, 2002; Anwar & Osman-Gani, 2015; McGhee & Grant, 2017).
3. **Participation structures:** creating channels (cross-functional working groups, feedback loops, clear roles) that convert readiness into collective action and sustained response.
4. **System integration:** embedding reflective and relational competencies into HR processes and culture routines to sustain readiness beyond single initiatives.
5. **Monitoring and learning:** periodically tracking readiness indicators to detect areas needing support and evaluate whether interventions are associated with improvements over time.

8. Limitations and Future Research

8.1 Limitations

Several limitations should be considered. First, the cross-sectional design limits causal inference; longitudinal designs are needed to test temporal ordering more

rigorously. Second, reliance on self-report measures may introduce social desirability and common-method variance, especially for value-laden constructs. Third, the Lebanon-specific nonprofit context may limit generalizability to other sectors and institutional environments. Fourth, important organizational and contextual influences (e.g., leadership practices, culture, communication quality, workload, donor pressures) were not explicitly modeled, which likely explains substantial unexplained variance. Fifth, the qualitative strand (n = 10) provided depth but cannot capture the full diversity of experiences across organizations and regions. Finally, measurement breadth was limited by short scales; replication using extended validated instruments would strengthen construct coverage.

8.2 Future Research Directions

Future research may: (1) use longitudinal/panel designs to examine changes across phases (before–during–after); (2) test interventions targeting SI dimensions and assess impacts on readiness and outcomes; (3) expand sampling to comparative settings (Lebanon vs. other Arab contexts; nonprofit vs. public sector); (4) employ multilevel modeling integrating organizational-level predictors; (5)

triangulate outcomes using supervisor ratings, behavioral indicators, or well-being markers; and (6) test mediators/moderators such as spiritual leadership, psychological capital, and perceived organizational support.

9. Conclusion

This study examined how spiritual intelligence supports organizational change in Lebanese charitable organizations by specifying a pathway from reflection and meaning-making to readiness and effective response. Across quantitative and qualitative evidence, spiritual intelligence emerged as a meaningful internal capability associated with higher readiness for change and more constructive response during transitions. Dimension-level results showed that cognitive SI is most closely related to psychological readiness, affective SI is the strongest driver of participation, and behavioral SI—although significant—plays a comparatively weaker standalone role.

The qualitative findings clarified how spiritual intelligence becomes actionable in mission-based work: employees draw on meaning-making, self-awareness, emotional regulation, empathy, and values-based conduct to reduce resistance and engage constructively during change. By integrating dimension-level

effects with a coherent “reflection → readiness → response” model, this study offers evidence that spiritual intelligence functions as a mobilizable set of psychological and moral resources in crisis-exposed nonprofit environments. Practically, Lebanese charitable organizations may strengthen change capacity by investing in reflective practices, relationally supportive climates, and values-consistent leadership that translates purpose into participation and sustained performance.

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