Developing and Validating a Model of How Spiritual Intelligence and Emotional Intelligence Mediate the Relationships Among Psychosocial Safety Climate, Job Demands & Resources, and Health Outcomes in the Workplace.

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ABSTRACT

This conceptual paper proposes and validates a theoretical model explaining how Spiritual Intelligence (SI) and Emotional Intelligence (EI) mediate the relationships among Psychosocial Safety Climate (PSC), Job Demands and Resources (JD-R), and employee health outcomes. Drawing on organizational psychology and occupational health literature, we argue that PSC serves as a foundational driver of psychologically safe work environments that shape employees' perceptions of job demands and resources. High job demands are theorized to increase strain and adverse health outcomes, while job resources enhance engagement and well-being. Importantly, SI and EI are conceptualized as key personal resources that influence how employees interpret, cope, and adapt to workplace stressors. SI contributes meaning, purpose, and resilience, whereas EI supports emotional regulation, social connectedness, and effective stress management. Our model posits that both SI and EI buffer the negative impacts of high job demands and low PSC on health outcomes, and strengthen the benefits of job resources. We outline hypotheses linking these constructs and propose empirical strategies for validation across diverse organizational contexts. The framework offers theoretical advancement by integrating cognitive, emotional, and spiritual dimensions of employee experience, and practical guidance for interventions aimed at improving well-being through targeted development of SI and EI.

Keywords: Spiritual Intelligence, Emotional Intelligence, Psychosocial safety climate, Job Demand, Job Resources, Health Outcomes

INTRODUCTION

Creating a positive work environment that safeguards employee well-being is essential for organizational sustainability and long-term competitiveness. Workplaces with weak Psychosocial Safety Climate (PSC) and limited investment in employee well-being often experience higher psychological strain, reduced productivity, and increasing healthcare costs (Shiri, Nikunlaakso & Laitinen, 2023). PSC, defined as employees shared perceptions of organizational policies, practices, and procedures that protect psychological health, is consistently associated with reduced job demands (JD), enhanced job resources (JR), and improved health outcomes (HO). High-PSC environments promote open communication, provide supportive mechanisms, and ensure that employees can raise concerns safely, thereby reducing strain and enhancing overall well-being.

Despite the well-established role of PSC in shaping job conditions, existing research typically examines organizational factors or individual traits in isolation. Limited studies have explored how personal resources specifically Emotional Intelligence (EI) and Spiritual Intelligence (SI) mediate the effects of PSC and JD-R on

employee health outcomes. EI facilitates emotion regulation, interpersonal functioning, and adaptive coping, whereas SI supports meaning-making, inner resilience, and value-driven responses under pressure (Petchsawang & McLean, 2017; Mayer & Caruso, 2025; Lysak et al., 2022). Integrating these intelligences within the JD–R framework offers a more holistic understanding of how organizational climates interact with personal capacities to shape health outcomes.

This gap is particularly salient in the Malaysian workplace context, where employees frequently encounter high job demands, tight deadlines, shift work, limited social interaction, and psychological strain (Chen et al., 2020; Rajandiran et al., 2022). Middle management employees, who bridge operational and strategic roles, face dual pressures of performance expectations and people management. National statistics further indicate increasing workplace risks, with occupational accidents rising by 58.9% in 2022. Post-pandemic challenges including job insecurity and rapid technological change continue to heighten psychological demands, reinforcing the need for preventive strategies grounded in PSC and the development of personal resources (Lin et al., 2022; Halbusi et al., 2021; Weiss, 2012).

PSC plays a foundational role in shaping job design within the JD-R model, where job demands represent the psychological or physical efforts required, and job resources represent supports that buffer strain and promote engagement (Demerouti et al., 2001; Bakker & Demerouti, 2017). However, cultural norms in Malaysia influence emotional expression and coping behaviours, suggesting that the operation of EI and SI may differ across cultural contexts (Yulita et al., 2016; Ibrahim et al., 2021). Empirical evidence shows that supportive PSC environments foster the development of EI and SI, which subsequently influence JD and JR, indicating a multilevel mechanism through which organizational climates shape employee health outcomes.

Although theoretical foundations support the integration of PSC, JD-R, EI, and SI, few studies have combined these constructs into a unified conceptual framework, particularly in Malaysian organizational contexts. This limitation constrains theoretical understanding of organizational and personal resource interactions and restricts practical efforts to design interventions that enhance employee well-being. Therefore, this conceptual paper proposes a model in which EI and SI operate strictly as mediators that explain how PSC influences job demands, job resources, and subsequent health outcomes. This approach provides a theoretically refined and empirically testable pathway that addresses inconsistencies in prior literature.

In summary, this study contributes to the occupational health literature by integrating PSC, JD-R, EI, and SI into a coherent conceptual framework. The paper clarifies the mechanisms through which organizational climate and personal intelligences jointly influence employee well-being, offering a foundation for future empirical validation and practical strategies to strengthen PSC and cultivate EI and SI within Malaysian workplaces.

LITERATURE REVIEW

A systematic review examined how psychosocial safety climate (PSC) shapes job conditions and employees' health outcomes (HO), positioning emotional intelligence (EI) and spiritual intelligence (SI) as key personal resources underpinning the study's theoretical framework and hypotheses. Employees in organisations often hold demanding boundary-spanning roles, translating strategic priorities into operational implementation while managing workforce performance. These responsibilities expose them to high job demands, role conflict, and emotional labour amid limited buffering resources (Lin et al., 2022; Halbusi et al., 2021). The Job Demands–Resources (JD–R) model offers a robust explanatory framework by differentiating demands that precipitate strain from resources that protect well-being and enhance motivation, which is especially relevant in environments governed by strict production targets and safety regulations. The Transactional Model of Stress and Coping further conceptualise stress as a dynamic person–environment interaction mediated by cognitive appraisal and coping strategies (Lazarus & Folkman, 1984), justifying the inclusion of EI and SI as intrapersonal resources. According to Emotional Intelligence Theory, emotional awareness and regulation facilitate effective responses to work pressure and emotional exhaustion (Goleman, 1996). Spiritual Intelligence Theory likewise emphasises meaning-making, value-based cognition, and compassion as foundations of resilience under stress (Emmons, 2000). Integrating these perspectives, the present study examines how PSC influences job demands and resources, and how EI and SI mediate their effects on health outcomes among middle managers.

Psychosocial Safety climates and Job Demand- Resources

Psychosocial Safety Climate (PSC) refers to organisational policies, practices, and procedures that prioritise employees' psychological health and well-being (Cox & Griffiths, 2010; Dollard & Bakker, 2010). As a climate-level construct, PSC reflects senior management values, priorities, and enacted behaviours concerning mental health and stress prevention (Law et al., 2011; Nielsen & Einarsen, 2018; Farley et al., 2023). Within occupational health scholarship, PSC is regarded as a critical upstream determinant of job conditions and employee outcomes, extending the JD–R model by shaping job demands (JD) and job resources (JR) (Dollard & Bakker, 2010; Goh et al., 2016; Taris, 2017). High PSC environments balance job demands with adequate resources, mitigating strain and promoting well-being (Bakker & de Vries, 2021b). Empirical findings consistently link strong PSC to lower work-related stress, reduced absenteeism, improved performance, and enhanced psychological health (Bailey et al., 2015; Dollard et al., 2011; McLinton et al., 2018). Theoretical dimensions include senior management support, organisational communication, and employee participation, with emphasis on enacted policies rather than espoused values, reinforcing collective responsibility for psychosocial risk management (Dollard & McTernan, 2011a; Berthelsen et al., 2020; Schneider et al., 2017; Pradhan & Hati, 2022).

The JD–R model explains burnout through two processes: the health-impairment process, where prolonged demands lead to exhaustion, and the motivational process, where insufficient resources lead to disengagement (Idris et al., 2011; Taris, 2017; Meirun et al., 2020). Studies consistently show that JD correlate with exhaustion, inadequate JR contribute to disengagement, and JR buffer the detrimental effects of JD, findings replicated across diverse organisational settings (Rattrie et al., 2020; Bakker et al., 2023). The revised JD–R model integrates work engagement with burnout, positioning both as mediators linking JD to health impairment and JR to motivation-related outcomes (Taris et al., 2015; Demerouti et al., 2019). PSC functions as an upstream antecedent shaping JD and JR, while personal resources such as EI and SI enhance coping, resource utilisation, and the explanatory power of employee health outcomes (McLinton et al., 2018; Meirun et al., 2020). This integrated framework highlights multilevel pathways through which organisational climate, job characteristics, and individual resources jointly determine employee well-being.

Emotional Intelligence and Spiritual Intelligence

Emotional intelligence (EI) has drawn sustained scholarly and popular interest, often overshadowing traditional constructs such as personality and cognitive intelligence (Drigas et al., 2020; Goleman, 2020a). This diffusion reflects growing recognition of emotions as determinants of work performance and well-being, situating EI as a practical framework in organisational and educational contexts (Drigas et al., 2020). However, rapid popularisation has also contributed to conceptual oversimplification and inflated expectations relative to empirical evidence (MacCann et al., 2019). Nonetheless, EI is grounded in a substantive scientific lineage, including Wechsler's early work on the affective dimensions of intelligence (1943, 1958), Thorndike's concept of social intelligence (Thorndike & Stein, 1937), and Gardner's multiple intelligences (Gardner, 2015). Organisational research, particularly leadership and assessment centre studies, further underscored the value of emotional and social competencies (Yadav & Punia, 2016). Collectively, these foundations support EI as a personal resource influencing stress appraisal, interpersonal functioning, and adaptive behaviour at work (Goleman, 1996; Payne, 2020).

Spiritual intelligence (SI) extends this non-cognitive tradition by incorporating spiritual capacities into adaptive functioning. Empirical research links spirituality to psychological well-being, physical health, relationship quality, and prosocial behaviour (Papaleontiou-Louca, 2021). SI is conceptually distinct from religion, emphasising meaning-making, transcendence, and value-based cognition rather than institutional belief systems (Wigglesworth, 2014). Definitions converge on SI as the capacity to draw on spiritual resources such as transcendence, sacred meaning, and heightened awareness to solve problems and enhance adaptation (MacCann et al., 2019). Although its classification as an "intelligence" remains debated (Zohar, 2014), SI is increasingly recognised as a developmental resource associated with resilience and well-being (Rattrie et al., 2020; Oyewunmi et al., 2024). Accordingly, the present study positions EI and SI as personal resources mediating relationships among PSC, JD-R, and health outcomes.

Health Outcome

Health outcomes (HO) encompass multidimensional indicators of employees' physical, mental, and emotional well-being, including physical health status, stress, burnout, absenteeism, job satisfaction, and quality of life (Smith et al., 2017). Prior studies identify job demands, work-related stress, leadership support, work–life balance, and access to wellness programmes as critical determinants of well-being, with implications for engagement and productivity (Tan et al., 2020). Evidence suggests that middle managers are particularly vulnerable due to elevated responsibility demands and role pressures. Lee et al. (2017) documented high levels of stress, burnout, and anxiety among middle managers, highlighting the need for targeted organisational interventions. Similarly, Wang et al. (2018) found that excessive job demands such as tight deadlines, production pressures, and accountability burdens were positively associated with stress, fatigue, and physical health complaints. Leadership support serves as a protective factor, with Chen et al. (2020) demonstrating that empathetic communication, recognition, and supportive leadership practices significantly improve well-being and job satisfaction. Complementary findings by Ismail and Qi (2025) indicate that comprehensive wellness programmes incorporating physical activity, mental health support, and stress management interventions are associated with higher engagement, lower absenteeism, and improved HO among middle managers. Collectively, these findings underscore the pivotal role of organisational conditions and resources in shaping employee health outcomes.

Theory and Proposed Model

The Psychosocial Safety Climate (PSC) theory provides the foundational framework for this study, explaining how job demands such as workload and time pressure contribute to strain and adverse health outcomes, while job resources (JR), including PSC itself, buffer these effects and promote well-being (Dollard & Bakker, 2010; Law et al., 2011). PSC is conceptualised as a higher-level job resource that shapes organisational support, influencing how JD are perceived and JR are utilised. The JD-R model situates PSC within a broader structure of workplace stress, linking JD, JR, and HO while incorporating personal resources such as EI and SI as internal capacities that enhance coping and optimise resource utilisation (Taris et al., 2015; Demerouti et al., 2019; Meirun et al., 2020). In this context, EI and SI serve as mediators explaining individual differences in responses to organisational stressors.

The Transactional Model of Stress and Coping further elucidate the mechanisms underlying these relationships, emphasising cognitive appraisal and coping strategies (Lazarus & Folkman, 1984). EI, as articulated in Emotional Intelligence Theory, enables employees to regulate emotions, navigate work pressure, and leverage JR in response to PSC, thereby enhancing HO (Goleman, 1996). Spiritual Intelligence Theory similarly positions SI as a resource facilitating meaning-making, resilience, and self-transcendence amid workplace challenges (Emmons, 2000). SI mediates the effects of PSC and JD on HO through existential coping, value-driven decision-making, and inner balance.

The current study proposes a conceptual framework integrating PSC, JD–R, EI, SI, and HO (Dollard & Bakker, 2010; Taris, 2017). PSC is conceptualised as an upstream organisational resource reflecting management commitment to psychological safety, shaping both JD and JR. High PSC fosters supportive environments, mitigates excessive JD, and supplies adequate JR to prevent strain, whereas low PSC contributes to poor job design and adverse health outcomes (Idris et al., 2015). Within the JD-R model, EI and SI enhance employees' capacity to cope with demands and utilise resources effectively (Taris et al., 2015; Demerouti et al., 2019; Meirun et al., 2020). Selected mediating pathways:

$$PSC \rightarrow SI \rightarrow JD$$

$$PSC \rightarrow SI \rightarrow JR$$

$$PSC \rightarrow EI \rightarrow JD$$

$$PSC \rightarrow EI \rightarrow JR$$

ensure theoretical coherence and minimise Type I error, enabling focused investigation of how personal intelligences explain PSC's influence on job conditions.

Integrating EI and SI within the JD-R model provides a multilevel explanation of how organisational characteristics and intrapersonal resources interact to influence HO. EI enhances employees' appraisal of JD and perception of PSC, facilitating adaptive coping and reducing stress (Goleman, 1995). SI enables employees to interpret stressors through a meaning-oriented lens, fostering resilience, values-based behaviour, and existential balance under high-demand conditions (Emmons, 2000; Rattrie et al., 2020). By mediating relationships among PSC, JD, JR, and HO, EI and SI offer explanatory depth for differential responses to identical work environments. These constructs extend the JD-R framework by incorporating internal capabilities that influence stress appraisal, resource utilisation, and work engagement (Schaufeli & Bakker, 2004; Dollard & Bakker, 2010).

The literature establishes PSC as a critical organisational antecedent influencing job demands, job resources, and employee well-being. Middle managers in Malaysia face heightened stress due to their unique role pressures and environmental demands. Personal resources, specifically EI and SI, play pivotal mediating roles in shaping the relationships among organisational climate, job conditions, and health outcomes. However, empirical integration of these constructs remains limited, particularly in Malaysian contexts. This conceptual paper therefore advances a theoretically coherent model positioning EI and SI strictly as mediators within the PSC-JD-R-HO relationships, offering a foundation for future empirical investigation and practical interventions aimed at strengthening employee well-being (Schaufeli & Bakker, 2004; Dollard & Bakker, 2010).

Conceptual Framework

PSC, as an upstream organisational resource, shapes the design and quality of job conditions. High PSC environments signal strong managerial commitment to psychological health, promote safe reporting, and foster organisational trust. These features are theorised to reduce job demands and enhance job resources. EI and SI are incorporated as personal resources that influence how employees interpret work conditions and regulate their emotional and behavioural responses. Individuals with higher EI and SI are expected to utilise resources more effectively, reinterpret stressful situations more constructively, and maintain greater psychological resilience.

Accordingly, the revised model proposes that PSC influences JD and JR both directly and indirectly through SI and EI, and that these job characteristics subsequently affect health outcomes. This integrated approach addresses existing theoretical gaps and offers a more comprehensive explanation of employee well-being (refer to Figure 1).

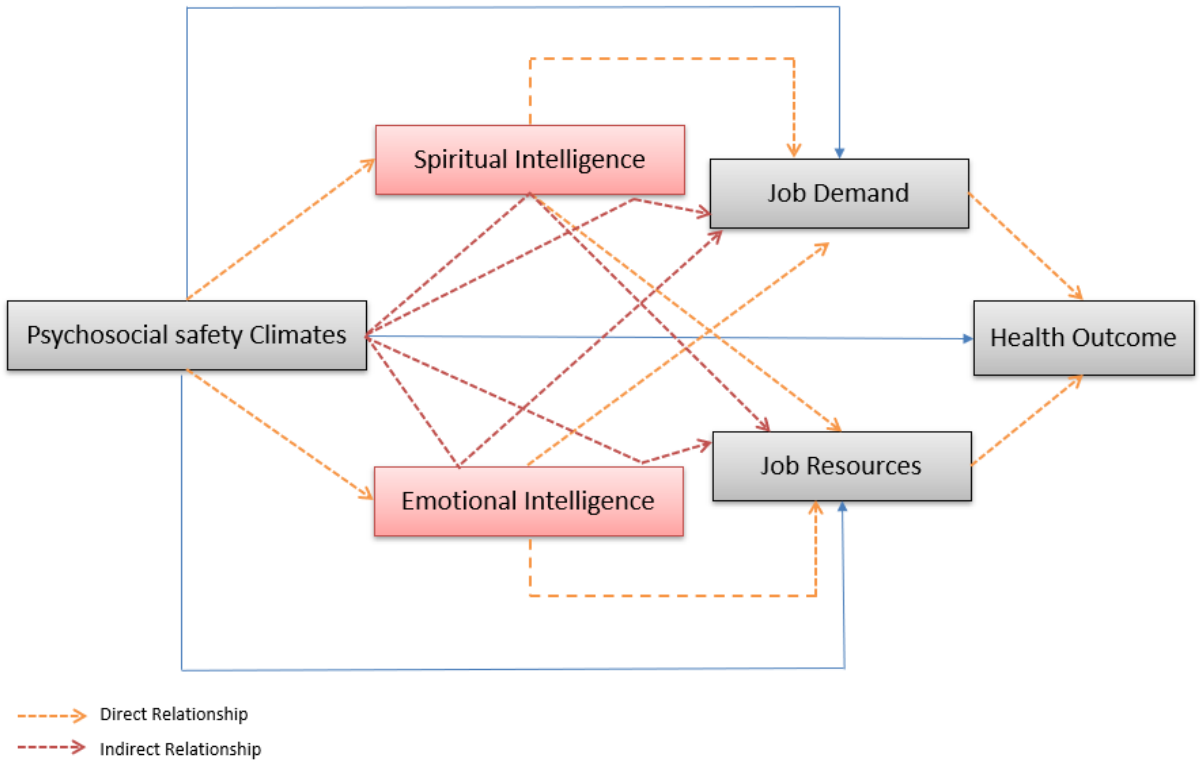

Figure 1. Conceptual framework

Proposed Hypothesis development

The present study proposes an integrated framework examining how Psychosocial Safety Climate (PSC), Job Demands–Resources (JD-R), Emotional Intelligence (EI), and Spiritual Intelligence (SI) influence Health Outcomes (HO) among middle management employees in workplace settings (Taris, 2017). PSC reflects organizational policies, practices, and behaviours that prioritise psychological health, shaping the structure of job demands (JD) and the allocation of job resources (JR). Aligned with the JD-R model, PSC operates as a higher-level organisational resource that fosters supportive environments, mitigates strain, and enhances employees' ability to utilise available resources (Bakker & Demerouti, 2017; Demerouti et al., 2019).

Grounded in established theoretical perspectives including PSC theory (Dollard & Bakker, 2010), the JD-R model (Demerouti et al., 2001), EI theory (Goleman, 1996), and SI theory (Emmons, 2000) the study develops hypotheses to clarify the directional relationships among PSC, EI, SI, JD-R, and HO. A growing body of literature demonstrates that PSC serves as an upstream organisational resource that reduces job demands and enhances job resources, thereby shaping employees' psychological experiences (Shiri et al., 2023). Consistent with this evidence, the first set of hypotheses proposes that

H1: PSC is negatively associated with job demands.
H2: PSC is positively associated with job resources.

PSC is also theorised to facilitate the development of personal resources, as supportive organisational climates strengthen employees' adaptive capacities, including Emotional Intelligence and Spiritual Intelligence (Lysak et al., 2022; Petchsawang & McLean, 2017).

H3: PSC positively associates with EI.
H4: PSC positively associates with SI

Research further demonstrates that individuals high in EI regulate emotions more effectively, manage interpersonal challenges, and cope better with job pressures (Mayer & Caruso, 2025). Therefore,

H5: EI expected to reduced JD
H6: EI enhances access to JR.

Similarly, SI enables meaning-making, inner resilience, and spiritual reframing of challenges, which can lower perceived demands and improve utilisation of resources (Emmons, 2000; Robinson & Judge, 2023), supporting hypotheses that

H7: SI negatively related to JD
H8: SI positively related to JR.

Within the JD–R model, higher demands are consistently associated with poorer health outcomes, while greater resources contribute to enhanced well-being (Bakker & Demerouti, 2017). Accordingly,

H9: JD negatively associates with HO
H10: JR positively associates with HO

Given PSC's influence on EI and SI, and the subsequent effects of these intelligences on job demands and resources, both EI and SI are.

H11: EI mediates the relationship between PSC and JD.
H12: EI mediates the relationship between PSC and JR.
H13: SI mediates the relationship between PSC and JD.
H14: SI mediates the relationship between PSC and JR.

Finally, based on the sequential mediation logic of the JD–R framework and person-environment interaction theories (Lazarus & Folkman, 1984), EI and SI are proposed to exert indirect effects on health outcomes through job demands and resources. Thus,

H15: EI and JD sequentially mediate the relationship between PSC and HO.
H16: EI and JR sequentially mediate the relationship between PSC and HO.
H17: SI and JD sequentially mediate the relationship between PSC and HO.
H18: SI and JR sequentially mediate the relationship between PSC and HO.

Together, these hypotheses provide a coherent, theoretically meaningful structure for understanding how organisational climate and personal intelligences jointly influence employee well-being.

METHODOLOGY

The proposed methodological approach ensures alignment between theoretical constructs and empirical testing, reducing the risk of overstated contributions and strengthening the credibility of the conceptual framework. A multi-wave, cross-sectional quantitative design is recommended as the primary approach for validating the proposed mediation pathways. Multi-wave designs are widely endorsed in organisational and psychological research because they minimise common method bias by temporally separating the measurement of predictor, mediator, and outcome variables (Podsakoff et al., 2003). This approach strengthens internal validity and reduces inflation of relationships caused by same-source, same-time data collection. If resources permit, a longitudinal design would provide an even stronger methodological foundation, as longitudinal data allow researchers to examine temporal ordering and causal directionality among PSC, SI, EI, JD, JR, and HO, thereby aligning with best practices for studying dynamic workplace phenomena (Ployhart & Vandenberg, 2009).

The sampling strategy for future empirical validation should focus on middle management employees across Malaysian industrial and service organisations, reflecting the conceptual model's contextual grounding. A stratified random sampling technique is recommended, ensuring adequate representation from key economic regions such as Selangor, Kuala Lumpur, Putrajaya, and Negeri Sembilan. To ensure sufficient statistical power for structural equation modelling (SEM), a sample size of 400 to 600 respondents is advisable, consistent with established recommendations for complex mediation models (Kline, 2023).

Empirical testing should rely on validated measurement instruments, aligning each construct with its established scale. PSC should be assessed using the Psychosocial Safety Climate Scale (PSC-12), a widely validated instrument capturing management commitment and organisational climate (Dollard & Bakker, 2010). Job Demands and Job Resources may be measured using the JD-R Questionnaire (Demerouti et al., 2001). Emotional Intelligence should be captured using the Wong and Law Emotional Intelligence Scale (WLEIS) or the Mayer Salovey Caruso model, while Spiritual Intelligence can be assessed using the SISRI-24 (King, 2012) or comparable SI scales. Health outcomes should be measured using validated well-being tools such as the GHQ-12 or the WHO-5 Well-being Index. Employing these robust scales enhances reliability, construct validity, and comparability with prior studies.

Data collection should occur across three separate waves, consistent with recommended temporal separation practices (Podsakoff et al., 2003). In Time one, PSC and demographic information should be collected. In Time two, EI and SI should be measured, allowing proper temporal spacing between predictors and mediators. Time three should capture JD, JR, and HO. A two to three week interval between waves is suggested to minimise recall bias while maintaining conceptual relevance across constructs. All participants must provide informed consent, and the study should be approved by relevant ethics committees to ensure confidentiality, anonymity, and voluntary participation in accordance with ethical research standards (APA, 2017).

For data analysis, Structural Equation Modelling (SEM) using platforms such as AMOS, SmartPLS, or Mplus is recommended because SEM allows simultaneous testing of complex mediation pathways. The first analytic stage should involve measurement model validation, including Confirmatory Factor Analysis (CFA), testing for convergent and discriminant validity, and evaluating composite reliability and Cronbach's alpha (Hair et al., 2019). The second stage should test the structural relationships within the model, including direct effects (PSC

→ JD or JR; PSC → EI or SI; JD or JR → HO), indirect mediation pathways (EI or SI → JD or JR), and sequential mediation chains (PSC → EI or SI → JD or JR → HO). Bootstrapping with 5,000 resamples is recommended to obtain robust confidence intervals for mediation effects (Preacher & Hayes, 2008).

Future empirical studies should also adhere to strict ethical standards, ensuring confidentiality, anonymity, voluntary participation, and compliance with institutional ethics review requirements. Such safeguards help protect participant welfare and uphold the integrity of psychological research.

DISCUSSION AND IMPLICATIONS

This conceptual paper advances understanding of occupational well-being by integrating Psychosocial Safety Climate (PSC), the Job Demands–Resources (JD–R) model, Emotional Intelligence (EI), and Spiritual Intelligence (SI) into a unified theoretical framework. PSC has long been recognised as an upstream organisational resource shaping working conditions (Dollard & Bakker, 2010), while the JD–R model explains how job demands and resources jointly influence employee health outcomes (Demerouti et al., 2001). Building on these foundations, the framework positions EI and SI strictly as mediators, addressing previous conceptual inconsistencies and providing a clearer mechanism through which organisational climate translates into health outcomes. EI theory (Goleman, 1996; Mayer & Caruso, 2025) and SI theory (Emmons, 2000) support the inclusion of these intelligences as personal resources that shape employees' interpretation of job experiences.

The conceptual relationships suggest that PSC operates as a critical antecedent influencing both job demands and resources. Organisations that prioritise psychological safety enable employees to perceive lower work pressure and access greater support (Shiri et al., 2023). Supportive climates also facilitate the development of personal resources such as EI and SI, which allow employees to reinterpret stressors constructively and regulate emotional and cognitive responses (Lysak et al., 2022; Petchsawang & McLean, 2017). Positioning EI and SI as mediators refines understanding of how organisational support is internalised: EI enhances emotional regulation, motivation, and interpersonal effectiveness (Mayer & Caruso, 2025), while SI fosters meaning-making, inner stability, and value-driven decision-making (Emmons, 2000; Robinson & Judge, 2023). Together, these intelligences explain the effects of PSC on job demands and resources beyond the traditional PSC → JD–R → health pathway.

The model makes several theoretical contributions. First, it extends PSC and JD-R scholarship by explicitly incorporating personal intelligences as mechanisms linking organisational climate to well-being. Second, it clarifies mediation pathways by consistently defining EI and SI as mediators, resolving ambiguity in prior research. Third, it adopts a multi-level perspective, integrating climate-level constructs with employee-level psychological processes, consistent with person environment interaction theories (Lazarus & Folkman, 1984). Finally, the framework has contextual relevance for Malaysia, where cultural norms emphasise emotional harmony, spirituality, and relational interconnectedness, making EI and SI theoretically and culturally appropriate constructs for understanding well-being in collectivist, multi-religious workplaces.

From a practical perspective, the model is particularly relevant in Malaysian organisations, where rapid technological change, heightened performance expectations, and post-pandemic restructuring have intensified psychosocial risks. Middle managers, occupying boundary-spanning roles, face unique stressors that increase vulnerability to burnout. Strengthening PSC can reduce avoidable job demands and improve access to supportive resources. Managers can reinforce PSC by implementing clear mental health policies, modelling supportive leadership, integrating psychosocial risk assessments, and providing confidential reporting channels (Achtziger et al., 2022; Shiri et al., 2023).

Beyond organisational climate, the model highlights the importance of cultivating personal resources. Developing EI through targeted training, leadership programmes, and assessment integration enhances emotional regulation, conflict management, and resilience (Mayer & Caruso, 2025). SI development through mindfulness, reflective workshops, and values-based leadership initiatives supports meaning-making, inner stability, and value-driven decision-making (Emmons, 2000; Petchsawang & McLean, 2017). Integrating these interventions ensures alignment across organisational climate, job design, and personal capacities, creating sustainable improvements in employee well-being (Nielsen & Noblet, 2022).

The framework provides practical pathways for Malaysian organisations to enhance workforce resilience, communication, and teamwork in multicultural contexts, while mitigating psychological strain. By embedding PSC, EI, and SI into organisational practices, managers can cultivate healthier, more resilient, and more effective workforces. Finally, although theoretically robust, the model remains conceptual. No empirical claims are made; instead, a methodological plan outlines how future research can validate the mediation pathways using multi-wave or longitudinal designs and structural equation modelling (Podsakoff et al., 2003; Ployhart & Vandenberg, 2010). This ensures rigorous empirical testing and relevance for future studies.

In summary, this paper contributes to occupational health literature by providing a coherent, culturally relevant framework that integrates organisational climate, job characteristics, and personal intelligences to explain employee health outcomes. It offers both theoretical advancement and practical guidance for organisations seeking to enhance well-being, resilience, and overall workforce effectiveness.

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Conflict of Interest

The authors declare that there are no conflicts of interest related to the research titled “Developing and Validating a Model of How Spiritual Intelligence and Emotional Intelligence Mediate the Relationships Among Psychosocial Safety Climate, Job Demands & Resources, and Health Outcomes in the Workplace.” The study was conducted independently, without any financial, institutional, or personal relationships that could be perceived as influencing the research design and interpretation.

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