

‘Workplace Spirituality Interventions’ in Promoting Workplace Mindfulness and Agile Change in Merger and Acquisition: Structural Equation Modelling Approach

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Abstract

The research aspires to critically review the challenges across post-merger phase of mergers and acquisitions in Indian software exporting organizations, with emphasis on strategic role of human resource derived interventions (mindfulness and resourcefulness promotion) with aid of job resources in shaping employee's work engagement and agile change management behaviors. The research adopts quantitative research approach (n=252) drawing on primary data as well as Indian and global literature on causal relationships between constructs of 'spiritual job resources' and 'agile change' achievement in post-merger stages with case studies from Indian private sector emerging exporting scenario. The structural equation modeling was used to map causal relationships across considered variables. The study underlines the emerging role of human resources policies especially opportunity enhancing policies being implemented with aid of HR interventions seeking promotion of intangible brain power enhancing mindfulness and emotional control as advanced by merger and paving way for talent leverage, in run up to agile change acceptance. Drawing upon self-determination theory, HR signaling theory, human dynamic capabilities theory and techno stress management theory; mindfulness promotion in form of HR interventions can stabilize and formulate strong foundation for post-merger human resource synchronization. The research focuses only on post-merger dynamics and pre-merger stage of human capital, state of affairs regarding prior HR interventions undertaken and role of Lewin's change management framework were not considered. Research outcomes will effectively facilitate precautions and methods selection while undertaking human resource due diligence across stages of merger absorption and activation.

Keywords: Agile Change, Cognitive Job Crafting, HR interventions, HR Signaling, Post-merger challenges, Workplace Spiritual Job Resources.

Introduction

Review of literature cites enhanced need for organizational decision making to comprehend lateral human resource problems across Merger and Acquisition (1). Prior literary works on subject has devoted more emphasis on firm factors yet focused less on intangible aspects. A recent study stated emphasis on CEO related aspects yet ignored intangible human centered knowledge (2). Literary evidence also points towards incidence of misalignment on account of aspects that are not external (3). This paper typically focuses on theoretical fallout of lack of institutionalized mindfulness mechanisms (4).

Though HR interventions are autonomous yet carry immense potential in shaping manner in which employee borne potential is tapped (5). Subsequently routines that HR interventions promote, equally impact effectiveness of employee to act (6, 7). This research hence reflects upon the

ingrained variables that can be promoted as part of HR interventions in workplace and how they owe the probability of transforming into agile work outcomes as mentioned in Figure 1 below.

Despite earlier research efforts to advance resource-based aspects in organizational perspective, loopholes exists and research field is plagued by lack of interpretation of concept (8, 9). Nevertheless, most of literature corresponds to notion that team engagement in software engineering projects is concerned with 'cognitive-attention' resources, which may or may not be case across phases of Merger and Acquisition (10) and points to collective team engagement in software engineering teams (11). Altogether, literature calls for diverse resources as proximal determinants of incumbent's scope for demonstrating agility (12). In view of considerable merits that employer derives from effective team management in

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software engineering in export industries, three views seem to dominate academic debates in literature: (a) job resources and personal resources as promoting work engagement; (b) self-directed behaviors of selection, optimization: allocating personal resources, (c) subjective, process based and situational engagement for meaningful work (9, 13, 14).

These approaches collectively somehow seek to address gravity of problem with 'job resources' in focus. Hence, drawing upon these, scholars continue to debate idea of firm-human resource-employee's work engagement and role of job

resources (15). Indeed, Editorial comments in a review in 2025; commences renewed interest in employer-employee-job resources derived work engagement concept (16). Bakker explored importance of resources for work engagement in JDR theory (17). Despite this shortcomings and loopholes exists with regard to interpretation of phenomenon from Indian context. Literary gaps do exist in terms of construct operationalization and this study especially lays stress on conceptualization of interventions in form of resource access enhancements.

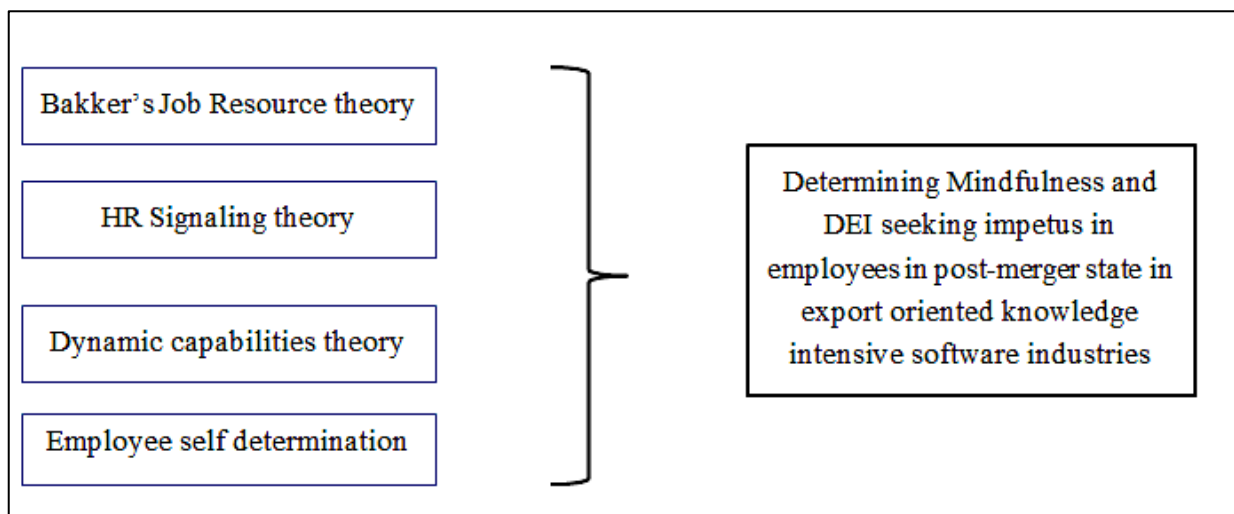


Figure 1: Amalgam of Theoretical Mix

Research Question 1: What is the role of 'spirituality promoting' job resources in agile change management in Merger and Acquisition in exporting industries?

Research Question 2: To explore causal relationships between workplace spirituality promoting job resources and agile change behaviors in exporting industries

Research Question 3: How mid-age women programmers in organizations undergoing Merger and Acquisition could leverage workplace spirituality for attaining agility?

The consideration of 'spiritual' job resources as part of human resources (HR) practices and policies seem to possess consequences for the resource concentration and resource flexibility as well as cross departmental resource mobilization in knowledge intensive organizations (18). Especially with regard to women employees in mid-life stage, employee yearning for personal development seem to increase vis a vis liking for job resources (15, 19). HR practices that advocate

spiritual growth derived job resource; figure prominently across the dynamic capability perspective of preparing the workforce for organizational resilience (20). HR interventions and their subsequent implementation in such fragile, distributed and geographically dispersed work environments seem to depend upon aspect that is being sought to be worked upon (21). Review of literature calls for more emphasis on practice rather than knowledge in complex organizational work (22, 23). Two contrasting viewpoints with regard to target area of HR interventions with regard to spiritual job resources exist: (a) techno-rational 'managing knowledge' viewpoint that calls for focus on employee skills and attributes by underlining maximization of value that incumbent employer gains from employee's possession of knowledge resources; whereas other (b) 'knowing the practice' view concentrates on targeting knowledge of organizational members as implicated in the work practices (24, 25). Especially in

software engineering environments, opportunity enhancing HR policies have a long history which owes preference to maximizing employee's performance (26, 27). Mindfulness promoting HR policies, diversity recognition signaling, equity enhancement and inclusion enhancement HR measures seem to work in same direction of promoting employee skills (28-31).

Review of literature suggests prominence of HR interventions in form of opportunity enhancing practices; as effective in shaping job crafting abilities (32, 33). In export-oriented software sector, mindfulness as well as emotional detachment with corporate values is more than desired (34-36). Nestled in self-determination theory, the variable pertains to task accomplishment, proactive career development, sense making, provision of meaning and personal support (37, 38). The factor guided self-exploration of employee to connect with resources, in an altogether new manner that is meaningful (39-45). Hence the hypothesis

H1: There is significant impact of Workplace spirituality on Agility of working women in mid-life at workplace

H2: There is significant impact of sense of community on Agility of working women in mid-life at workplace

H3: There is significant impact of meaningful work on Agility of working women in mid-life at workplace

H4: There is significant impact of alignment of values on Agility of working women in mid-life at workplace.

Methodology

Instrumentation

Without any doubt, HR interventions (in form of job resource provision) lead to significant transformation in agile work practices and scope

for work engagement and thriving yet construct operationalization is a challenge (19). Self-regulation and socio-emotional detachment-based job resources are essentially in need across knowledge intensive intellectual resource derived software coding economic activities (46). Self-regulation and mindfulness enhancement hence has been worked with a number of aspects and contexts (47). The research construct has been sought to be operationalized in unidimensional aspect collectively or as comprising sub dimensions like meaningful work, sense of community, alignment of values, personal growth, alignment with organizational goals and values, compassion and spirituality to mention the few. Initial studies in 1990s suggested the emphasis on oneness of life and objective perception of reality (48), which evolved to include the aspects of meaningful work and sense of community (49). Subsequent transformations involved the emphasis on belongings to community, sense of interconnectedness, which later was complimented with notions of inner life, meaningful work (50) and sense of community (31). Subsequent focus in improvisation of scales has been on inclusion of aspects of sharing and sense of corporate togetherness, meaningful work and sense of community, achieving transcendence with aid of work process, purposeful work, connectedness and wholeness aspects; inner power, resolve to cope, interconnectedness, sense of purpose in life; spiritual connection, meaning and purpose in life and work, sense of community, mystical work experiences; oneness with all other beings; to mention dew of the tangible improvements in research construct quantification (5, 15, 34, 38, 51-54) as mentioned in Table 1 below. The respective sources along with their major source of reference given below helped in selecting, refining and explaining the variables mentioned in the table.

Table 1: Summarizing the Variables Considered and Associated Scales

Variable	Variable explanation	References
Sense of Community	The factor corresponds to understanding how the incumbent employee in mid age seeks to define his/her community, develop a sense of belongingness despite spatial boundaries. Membership, influence, integration and emotional connection define the mid age workforce's resolve to stay committed to corporate interest. Factor has been interpreted as the extent to which the employee in question feels part of community at their workplace and experience constructive and positive atmosphere at workplace and secures cooperation across co-workers	(55)
Meaningful Work	The factor pertains to an experience that is sought to have positive meaning for individual about aspects of job design, organizational commitment, meaningful leadership, work and life balance and respective social impact. Nestled in self-determination theory, the variable pertains to task accomplishment, proactive career development, sense making, provision	(56)

	of meaning and personal support. The self-exploration of one's purpose in life propels the incumbent employee to connect with resources, employees, customers, clients and stakeholders in an altogether new manner that is meaningful and bidirectional	
Alignment of Values	The factor reflects upon the incumbent employee's connection and identification with the goals, mission, vision and values of the organization in more fruitful manner. The matter of achievement of congruence across personal and organizational value systems is core driving element	(57)
Agility (Agile work practices)	The factor corresponds to cluster or amalgam of team planning routines (organizational chores) that aim to breed and facilitate change oriented employee behavior at place of work. Such work practices identify as repetitive, recognizable patterns of interdependent actions and skill usage norms that involve multiple actors, notions of organizational support, job resources and assess mechanisms devoid of intersectionality	(58)

Sample Frame and Approach

Sampling frame (n=252) pertains to set of elements from which an academic researcher usually selects a sample of the target population. As a researcher in focus rarely has direct reach to the entire population under preview (mid age employees in software engineering organizations in export orientation in NCR), the researcher usually resorts to rely upon a sampling frame to represent all of the aspects and attributes of the population of interest in empirical manner. Purposive sampling was relied upon for the collection of primary data. The researcher paid attention to the choice of respondents who possess elementary association with software engineering industry in one capacity or other. The research data collection was undertaken in online format and participation consent was sought from the participants. Organizational access was sought through the HR departments and cross references workout

method. The response rate calculation was ascertained as per Crohn's formula.

Research Tools

The factor structure was examined with aid of factor analysis and subsequent tests like variance examination, Scree plot analysis and pattern matrix determination (59). Data was analyzed using IBM SPSS Statistics for Windows, Version 24.0 and AMOS version 22.0 (IBM Corp., Armonk, NY, USA). It is used for the evaluation of cross factor impact, path-based influence and respective assessment of the structural relationships (54).

Results

Reliability Assessment

The respective Cronbach's alpha measures were observed as satisfactory which signals the effective quantification of phenomenon as mentioned in Table 2 below.

Table 2: Reliability as Observed

Variable	Cronbach's Alpha	Loading Items	Outcome
Sense of Community	.807	5	Significant
Meaningful Work	.805	5	Significant
Alignment of Values	.875	5	Significant
Workplace Agility	.799	7	Significant

These are being observed in line with prior studies on spiritual resources operationalization in corporate perspective. The Cronbach's alpha values ranged from .799 to .875 as mentioned in Table 2, all above the suggested onset of .7. KMO test outcomes shown in Table 3 vindicate the suitability of data for factor analysis. Exploratory factor analysis (EFA) was undertaken to assess the appropriateness of the considered sub scale items for explaining the dimensions of perceived

workplace agility. Principal component analysis with varimax rotation was used and primary data was analyzed using IBM SPSS Statistics for Windows, Version 24.0 (IBM Corp., Armonk, NY, USA) (59). An Eigen value one was set to a minimum cut off. Consistent with the anticipations the analysis emerged with nine extracted dimensions. Items possessing a loading below .5 and the items that cross-loaded on two or more variables were removed.

Table 3: KMO Outcomes as Observed

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.821
Bartlett's Test of Sphericity Approx. Chi-Square	5513.058
df	231
Sig.	.000

Common Bias Method

The results assessed with Podsakoff method of common bias assessment are presented in the table below. The mentioned results depict the effective and statistically significant model fit indices for the baseline structural equation model as achieved: $\chi^2=43.18$, CFI, SRMR and RMSEA were observed as .903, .064, .074 respectively, the values as pointing towards the incidence of effective and acceptable data-model fit with further scope for statistical improvisation. After the subsequent inclusion of latent CMV factor

analysis, the respective model fit indices sought to improve to $\chi^2=42.19$, CFI, SRMR and RMSEA were observed as .912, .054, .056 respectively as mentioned in Table 4 below.

Respectively, VIF values were calculated to ascertain scope for presence or absence of common method bias with focus on VIF values. There is evident no symptom of such a bias on account of no multicollinearity as respective VIF values are less than 5 as mentioned in Table 5 below.

Table 4: Podsakoff Method of Common Bias Assessment

Model	χ^2	CFI	SRMR	RMSEA	Delta χ^2	Observations
Without CMV	43.18	.903	.064	.074	NA	Fairly achieved
With CMV factor	42.19	.912	.054	.056	.018	Achieved

Note: CFI=Confirmatory fit indices, χ^2 =Chi square value, SRMR=Standardized root mean square residual value, RMSEA= Root mean square error of approximation, Delta χ^2 = Chi square Difference test value

Table 5: VIF Assessment

Variables	Item	VIF
Sense of Community	SC1	1.913
	SC2	1.892
	SC3	1.982
	SC5	1.306
	SC6	2.205
Meaningful Work	MW1	1.683
	MW2	1.784
	MW6	1.049
	MW7	2.043
	MW8	2.931
Alignment of Values	AV1	1.293
	AV2	1.200
	AV3	1.034
	AV4	1.089
	AV5	1.195
Agile Change Management Behaviors	AG1	1.291
	AG2	1.308
	AG3	1.409
	AG4	1.396
	AG5	1.892
	AG6	1.905
	AG7	2.107

Dimensional Validity Assessment

The illustration below presented the communalities assessment outcomes and observed the incidence of all extracted scale items as exhibiting variance as greater than .5 threshold mark. The respective factor variance as ascertained by 'principal component analysis' methodology revealed the extent to which the construct is significantly diverse from the other constructs in

question. The respective threshold $> .5$ and factor loading under same factor exhibited dimensional validity of loading sub scale items as illustrated below in Table 6. The sub scale dimension loadings namely .795, .823, .836, .814 exhibit the sub scale dimensions as loading across factor itself and value as being greater than .5 (threshold as essential in exploratory factor analysis).

Table 6: Dimensional Validity Outcomes

Sub Scale Statements	Item	Com	F1	F2	F3	F4	Mean	SD
I can fulfill my professional needs within this workplace	SC1	.712		.795			2.83	1.359
My workplace community supports me in fulfilling my goals and objectives	SC2	.780		.823			2.68	1.289
I feel like an integral part of this workplace community	SC3	.725		.836			2.94	1.284
I have a voice and influence in decisions made within this workplace community	SC5	.739		.814			2.69	1.297
Coworkers in this workplace effectively influence each other in positive ways	SC6	.723		.815			2.82	1.253
My organization has provided me a meaningful career path	MW1	.748				.854	3.47	1.114
I understand the significance of my work in adding meaning to my life	MW2	.685				.821	3.19	1.088
Organization provides me such work that helps me to understand myself better	MW6	.737				.846	3.18	1.059
My work helps me to gain deeper insights of everything around me in this organization	MW7	.688				.795	3.03	1.069
The work allotted to me is not making any difference in the organization	MW8	.656				.799	3.20	1.110
I have a positive feeling about the values of the organization	AV1	.716			.814		2.84	1.434
I feel a connection with goals of my organization	AV2	.725			.804		2.51	1.454
My organization remains concerned about employee's health	AV3	.712			.817		2.57	1.519
I feel connection with my organization's mission	AV4	.704			.810		2.67	1.412
My organization cares about energizing my spirit	AV5	.708			.800		2.64	1.423
I look for opportunities for improving my work in the organization	AG1	.598	.747				2.76	1.614
I try to find more effective ways to execute work assigned by organization	AG2	.643	.776				2.74	1.552
I let time to take care of things that I must do	AG3	.662	.770				2.65	1.645
I remain stick to what I am told or required to do at work	AG4	.622	.754				2.66	1.606
I find new ways to obtain or utilize resources when resources are not sufficient to do my job	AG5	.568	.716				2.55	1.582
I can change my behavior to work more effectively with other employees	AG6	.657	.779				2.76	1.546
I can accept critical feedback in my work	AG7	.657	.790				2.61	1.582

Table 7: Factor Variance as Observed (Total Variance Explained)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1=Agile	7.517	34.170	34.170	7.517	34.170	34.170	4.418	2.084	2.084
2=Sense of Community	3.016	13.711	47.881	3.016	13.711	47.881	3.644	16.565	36.648
3=Alignment of values	2.477	11.260	59.141	2.477	11.260	59.141	3.583	16.289	52.937
4=Meaningful Work	2.153	9.788	68.929	2.153	9.788	68.929	3.518	15.992	68.929

Note: Extraction Method: Principal Component Analysis.

As illustrated above, variable 'agile change management' exhibits maximum observed variance of 34.1 % followed by variables: sense of community (13%), alignment of value (11%),

meaningful work (9%) as demonstrated in Table 7. This shows that respondents accorded more weightage to agile change management as considerable aspect as illustrated in Figure 2.

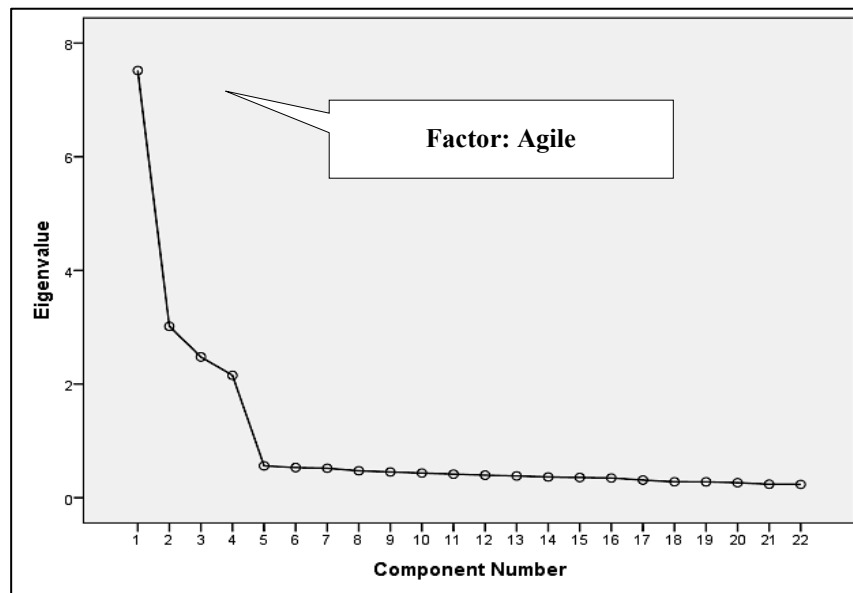


Figure 2: Scree Plot-exhibiting Factor Variance

Convergent and Discriminant Validity Assessment

The study observed the AVE measures as falling in statistically significant range [.5-.75], along with CR measures in standardized acceptable range [.85-.95] as part of convergent validity assessment.

In line with scale development and validation assessment practices, AVE measure outcome was observed as greater than MSV outcome which subsequently was observed as greater than subsequent ASV measure, as illustrated below in Table 8.

Table 8: Convergent and Discriminant Validity Assessment

	CR	AVE	MSV	MaxR(H)	AGILE	SENCOM	ALIGNVAL	MEANWORK
AGILEW	.900	.564	.213	.902	.751			
SENCOM	.908	.664	.213	.911	.461	.815		
ALIGNVAL	.898	.638	.210	.898	.423	.458	.799	
MEANWORK	.892	.624	.084	.895	.290	.229	.219	.790

Reflective Modeling

Figure below exhibits the reflective structural equation model and the lateral causal inter-relationships of the exogenous variables: sense of community, meaningful work, alignment of values,

agile change management. The models were systematically formulated and conceptualized based on the evident model fit indices and were assessed to decide whether to adopt the aforesaid research model as mentioned in Table 9 and subsequent Figures 3 and 4.

Table 9: Reflective Modeling Outcomes

Path Relationships	B	S.E.	C.R.	Beta	p
AGILEW <--- SENCOM	.337	.028	1.802	.114	***
AGILEW <--- MEANWORK	.183	.036	1.906	.231	***
AGILEW <--- ALIGNVAL	.269	.051	1.382	.118	***

Note: Probability Level=.000, Degree of freedom=141, Chi-Square=247.346, p-value range=***(statistically relevant), B value range >.1.

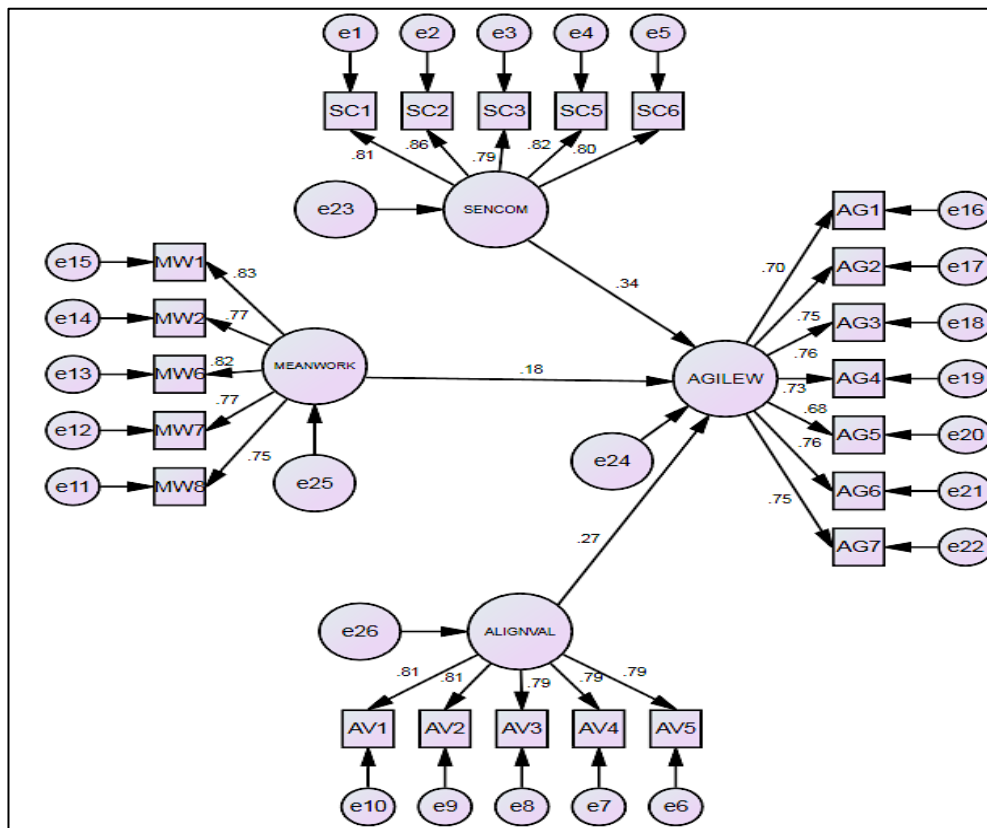


Figure 3: SEM Modeling Causal Relationships Outcome

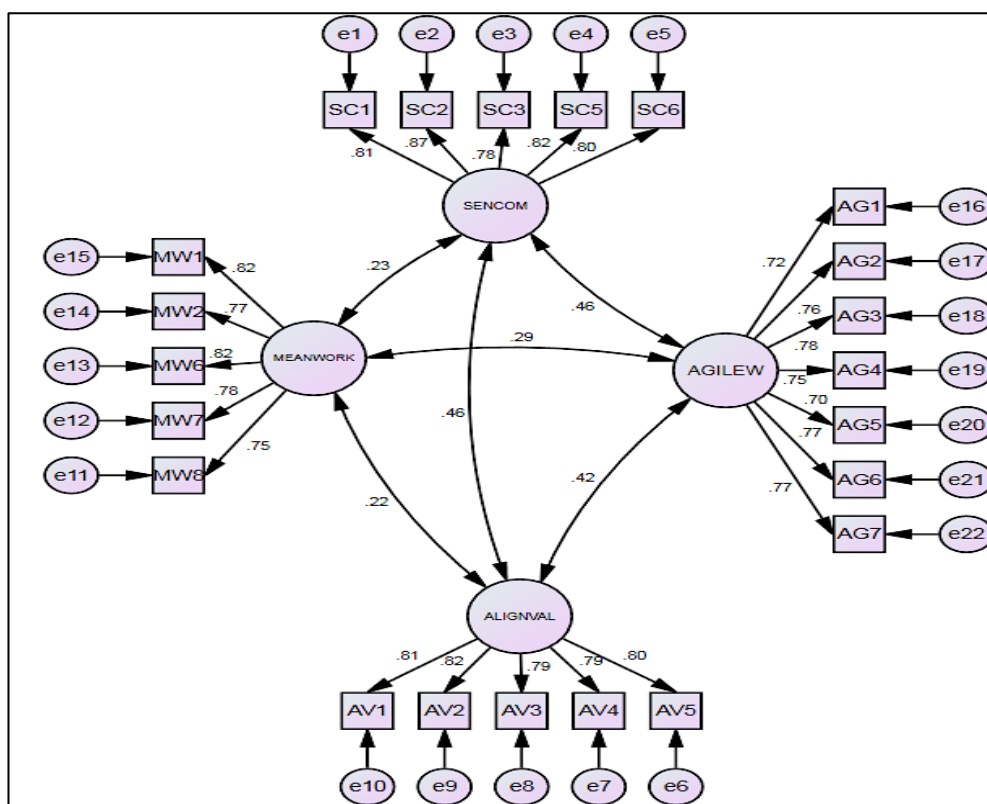


Figure 4: Variance assessment – SEM

Table 10: Standardized Total Effects (Group number 1 - Default model)

	MEANWORK	ALIGNVAL	SENCOM	AGILEW
AGILEW	.183	.269	.337	.000
AG7	.137	.201	.253	.749
AG6	.138	.203	.255	.756
AG5	.125	.184	.230	.683
AG4	.134	.197	.248	.734
AG3	.140	.205	.258	.765
AG2	.136	.201	.252	.747
AG1	.128	.189	.237	.702
MW1	.827	.000	.000	.000
MW2	.770	.000	.000	.000
MW6	.824	.000	.000	.000
MW7	.775	.000	.000	.000
MW8	.749	.000	.000	.000
AV1	.000	.807	.000	.000
AV2	.000	.815	.000	.000
AV3	.000	.789	.000	.000
AV4	.000	.792	.000	.000
AV5	.000	.792	.000	.000
SC6	.000	.000	.801	.000
SC5	.000	.000	.817	.000
SC3	.000	.000	.785	.000
SC2	.000	.000	.863	.000
SC1	.000	.000	.808	.000

The respective examination revealed:

The standardized direct effect assessment similarly revealed the incidence of significant and statistically valid impact as mentioned in Figure 3 and subsequent Tables 9 and 10 below. Thus, one can summarize that statistical impact of independent variables on dependent variables.

Mid age women software programmers development of perception of 'sense of community' does significantly contributes to 'agile change management' outcomes ($p = .035 < .05$) (H1 stands achieved). Mid age women software programmer's development of perception of 'meaningful work' does significantly contributes to 'agile change management' outcomes ($p = .039 < .05$) (H2 stands achieved). Mid age women software programmer's development of perception of 'alignment of values' does significantly contribute to 'agile change management' outcomes ($p = .042 < .05$) (H3 stands achieved).

Discussion

The research outcomes point towards the incidence of workplace spirituality and mindfulness promotion with aid of job resources in corporate work settings. Published studies and experiential empirical evidence on subject equally support the mindfulness as collaboration across

project-based team mates. The present henceforth aimed to examine the relationships between workplace induced spirituality with aid of sense of community, meaningful work and alignment of values and respectively agile change management work behaviors among the mid age working women in software teams in IT exporters in NCR region. Our findings revealed valuable insights into how the classified variables seem to inter relate with evolving contemporary technology driven work places in export industries, thus offering practical implications for employees, talent pipeline management, organizational renewal and HR due diligence. Consistent with our research hypothesis H1, H2, H3 and H4 we identified and affirmed a positive and statistically significant impact of workplace place spirituality derived job resources operationalized in form of sense of community, meaningful work and alignment of values; and agile practices adoption. This observation reinforces the extant studies that point towards workplace resourcefulness, emotional stabilization with spiritual interventions mindfulness training as impacting employee's sense of engagement, collaborative intensity and propensity to share and mobilize knowledge and leverage human capital, thus translating into agility. Change management

literature also supports the relationship across mindfulness and facilitation of change management-oriented agility. As literature explains that when employees perceive their task and participation in software programming teams as pleasurable and enjoyable with mindfulness training and supportive job resources scope for attaining change is widened (2). The core theoretical contribution of this research is that we theorized and empirically vindicated that diverse mid age women software programmers engage variably in cognitive job crafting vis a vis the spiritual job resources being provided in form of HR interventions. Organizational support to in-house mindfulness promotion is not fairly received yet distributed across three distinct dimensions in varying propositions. Our outcomes hence provide extensive empirical support to earlier studies (1, 24, 41, 60-62) that advocate the critical role of advanced and pro-employee job resources that have a lot to do with thinking correction rather than provision of tangible material aspects. Observations further affirm support for HR signaling theory that job resource signaling in form of spirituality enhancement and respective enrichment of mindfulness does gel well with employee dynamics and dynamizing usage of ingrained human capital in gendered work places (44). The research validates the outcomes as observed in earlier studies and extend the literature and theoretical support. The respective awareness levels seem differential, scattered and diminished yet if worked upon effectively; can translate into employee agile behavior and respective organizational agility across virtually or remotely distributed software coding teams. The cross-geography studies and cross –cadre studies can bring out more differences across perceptions regarding awareness and sensitivity. Overall, these findings exhibit that when mid age women employees are allowed to craft their job by imbibing spiritual job aspects, expanding their work characteristics, seeking more resourceful aspects, or by engaging new connotations of meaningful work, seeking alignment of values and being more sensitive to community; this possess the potential of transforming into better resource allocation, optimization of work processes, overcomes health stress and more fruitfully translates into agile behavior at workplaces. Apart from this, HR due diligence is also essential across

phases of mergers and acquisitions and cannot be ignored altogether. From the lens of organizational provision of spirituality promoting job resources, such a diligence could help understand the loopholes, the loss of linkages and prospective impact on change acceptance in course of seamless merger realization. Infosys Technologies as leading Indian software exporter harps on HALE (Health Assessment and Lifestyle Enrichment) program which includes exclusive focus on provision of resources at job that concentrates extensively on mindfulness promotion, yogic exercises, meditation exposures, and natural living thrust. Wipro Technologies on other hand has experimented with MITR and Holistic wellness for all themed programs for seeking mindfulness. TCS has renewed its faith in FIT4LIFE program that blends yoga, mindfulness promoting Ayurveda and exercises with physical fitness benchmarks. The underlying philosophy is the judicious usage of human brain across employees with inculcating mindfulness initiatives in multiple ways: at work or off work mode.

The suggestion as observed from the aforesaid research for diligence mechanisms could thus be summarized as:

Understand the focus on the lateral linkages between mid-age gender specific job resource requirements, extent of their current provision and extent of leverage being achieved with regard to introduction of mindfulness and spirituality for achieving change management.

Never ever underscore and assume that mid age women programmers or managerial class will accept changes and merger decision as such. Rather mindfulness and workplace spirituality can be included in change management programs to ease the burden and overcome inertia to change. Engage proactively with the affected managerial class with mindfulness initiatives and job resources exclusively catering to enrichment of emotional stability, emotional intelligence increase, self-regulation and cutting the chaos with material gains promotion.

If we talk about the limitations, the research suffers in terms of generalizability, cross cultural clashes, challenges of employee acculturation in case of mergers and challenges of HR due diligence completion. First and foremost, limitation is in form of sample categorization as entire sample was from NCR region-based IT companies, IT

clusters and special economic zones (SEZ). Mid age women employee responses may vary considerably across other software hubs in STPI parks in Pune, Mumbai, Hyderabad, Chennai and Kolkata and Mohali. For subsequent studies, cross cultural samples are advised. In association, none of the respondents were chosen in form of cluster sampling. Respectively self-reporting was exercised without the involvement of HR department as this could have facilitated more mature insights.

Conclusion

The study-based outcomes reconcile the literature's prevalent inconsistent theory and findings on decreasing work and technology induced stress and mismatch between job demands and job resources by offering interventions in form of spiritual resources that could ultimately craft better job aspects and occupational outcomes. The research-based outcomes argued the scope for addressing the mismatch between job demands and job resources with spiritual and intangible resource basis and job-based interventions that promote mindfulness, intellectual propensity to think differently and inculcate measures to relieve stress. The results further supported our argument that job crafting needs to undergo active change and that new age job resources need to emerge. The study developed the growing relevance of human resources interventions in cross border and cross-national mergers and acquisitions activity in software exporting industry. The research developed a guiding research framework to provide a concise and clear view of role of HR interventions in form of workplace spirituality promoting job resources (ingrained support for mindfulness enhancement) and consequences for agile change management attributes across employees of merged corporate entity. The results echo the earlier studies and reflect the limitations as explored in extant literature with regard to Indian corporations in IT sector. The results indicated extensive theoretical support to dominant theories yet a lot needs to be accomplished in this niche research field. Post-merger dynamics are often hard to understand and predict yet with effective advancement of sequential and causal empirical research on

subject, many lateral relationships and consequences can be understood prior to threats to corporate survival in post-merger stages. Further research can be conducted with regard to role of employee borne attributes, inclination and mindset towards change, overcoming inertia to change and possible employee motivation mechanisms. Research is called for in areas of antecedents of human motivation, cross cultural acculturation and human aspects of change management. Further research can be carried out across aspects of knowledge intensive industries and setups involving remote working arrangement and geographically dispersed teams and their coordination aspects and likewise implications for job resources harnessing. As the AI is suspected to pose challenges for human employability and workplace relationships, further research can be advised with regard to comprehensiveness exploration of job resources in order to mitigate the risks from AI in human-human relationships at workplace. Further research is advocated regarding the embedment of spirituality and mindfulness in novel means that could really encourage and empower the employees to contribute more wholesomely towards the work at workplaces in IT sector and non-IT sectors alike. Further avenues of research could be incorporation of ways and means to encourage individual practicing of mindfulness and spirituality with minimal interventions from employer in form of HR policies and automation of agility harnessing with spirituality resources. Subsequently, the areas of consciousness enrichment, soul derived experiences and conversion of individualistic spiritual influences and experiences into meaningful work can be explored.

Abbreviations

CEO: Chief Executive Officer, EFA: Extractive Factor Analysis, HR: Human resources, IT: Information Technology, KMO: Kaiser Meyer Olkin Test, M&A: Merger and Acquisition, NCR: National Capital Region, OD: Organizational Development, STPI: Software Technology Parks of India, WPS: Workplace spirituality.

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Author Contributions

The authors have equally contributed to the conceptualization, data collection and data analysis.

Conflict of interest

The authors reported no conflict of interest.

Data availability

Primary data was sourced after consent form the participating respondents. Data can be made available on genuine request from corresponding author.

Declaration of Artificial Intelligence (AI) Assistance

AI guidance only for grammar correction was undertaken. The authors take full responsibility for the originality, interpretation and accuracy of the content.

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