

The Effect of Spiritual Leadership on Employees' Performance and Job Satisfaction: The Mediating Role of Job Satisfaction

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ABSTRACT In today's highly competitive business environment, exploring leadership strategies that enhance employee performance and satisfaction is critical. The objective of this study is to examine that how spiritual leadership traits influence employee performance and job satisfaction, focusing on its mediating role. Spiritual leadership emphasises qualities such as vision, hope/faith, inner life, and altruistic love, which foster a deeper psychological connection between employees and their organisation. This research uses a quantitative approach, collecting data from a sample of 326 employees working in various businesses across Delhi. A structured questionnaire was employed to gather data on employee perceptions, and structural equation modeling (SEM) was used to analyse the relationships between variables. Spiritual leadership fosters trust, compassion, and integrity, enhancing job satisfaction and employee performance across all organizational levels. This study is significant in finding if spiritual leadership helps in creating a supportive and meaningful workplace that boosts employee morale, satisfaction and their overall productivity or not. Spiritual leadership positively influences employee satisfaction and performance by fostering values like trust, motivation, compassion, and integrity, which enhance productivity and collaboration in the workplace.

INTRODUCTION

The concept of leadership has intrigued people for centuries, but it was not until the 20th century that a structured analysis of different leadership styles began. Today, leaders are increasingly expected to embody spiritual strength, honesty, and universal values that inspire their teams to reach their full potential. Spiritual leadership, with its emphasis on mutual care, compassion, and ethical conduct, plays a vital role in sustaining motivation within organisations. Companies are constantly seeking innovative leadership styles to improve morale and productivity in a highly competitive environment. Among these, spiritual leadership stands out as a holistic approach that integrates an organisation's mission with employees' emotional and mental well-being, fostering a more supportive and meaningful workplace.

Spiritual leadership operates on the principle that when leaders embody compassion, integrity, and a compelling vision, their followers are more likely to find meaning and fulfillment in their work. This sense of fulfillment significantly correlates with employee job satisfaction, which, in turn, affects their overall performance. By creating an environment where employees feel valued and connected to a larger purpose, spiritual leadership enhances both job satisfaction and workplace productivity. Studies have demonstrated that organisations that prioritise spiritual leadership often experience higher employee engagement, reduced turnover, and a more positive work environment. Spiritual leadership encompasses the attributes, viewpoints, and practices essential for fostering intrinsic motivation in oneself and others, aiming to cultivate a sense of profound well-being (Fry 2003).

Spiritual leaders furnish their subordinates with spiritual resources by imparting a vision, hope, and beliefs that facilitate the attainment of long-term objectives. A sustained vision empowers employees to engage deeply in their work and fosters continuous self-improvement. Concurrently, robust beliefs instill confidence in subordinates regarding their future endeavours, thereby augmenting their vitality (Hildenbrand et al. 2018).

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This approach is not only beneficial for motivating teams, but it also helps employees adapt during times of organisational transition. Improvements in job satisfaction and performance are achieved through open communication, fostering strong employer-employee relationships, and aligning employee goals with the overall objectives of the organisation. Furthermore, spiritual leadership promotes empathy, ethical behaviour, and a sense of purpose, which are essential qualities for leaders at all organisational levels. These qualities have been shown to have a positive impact on work outcomes, with job satisfaction often acting as a mediating factor.

This study explores the relationship between spiritual leadership and employee performance, focusing on the mediating role of job satisfaction. It examines how leadership traits such as integrity, compassion, and vision positively influence job satisfaction, which in turn enhances employee performance. By fostering a supportive and values-driven workplace, spiritual leadership contributes to both higher job satisfaction and improved performance outcomes, highlighting the interconnectedness of these variables.

Spiritual leadership differs from traditional leadership models by focusing on the integration of personal values, ethics, and beliefs into the workplace. It prioritises connecting with employees on a deeper level, emphasising purpose, meaning, and transcendence over simply achieving goals or motivating workers through rewards (Gibson et al. 1992). Scholars such as Mitroff and Denton (1999) argue that spirituality offers the highest competitive advantage for modern organisations. According to some thinkers, the most successful corporate leaders of the 21st century will be spiritual leaders, with large organisations becoming the new centres of spiritual practice (Hendricks and Ludeman 1996).

Spiritual leadership fosters a sense of community and purpose, motivating both leaders and followers to persevere with a higher sense of responsibility. This leadership style centres around two main aspects of creating a vision that inspires purpose and cultivating a culture of altruistic love within the organisation. This nurturing environment promotes mutual understanding, gratitude, and collective responsibility.

By grounding organisational goals and actions in spiritual principles, leaders can enhance

employee productivity and overall effectiveness. Studies conducted by Fry and Nisiewicz (2013) also support the notion that spiritual leadership positively impacts both individual and group performance. Moreover, spiritual leadership has been shown to improve the mental and physical well-being of employees by fostering a shared vision and encouraging a faith-based approach to cultural growth. According to Usman and Danish (2010), workplace spirituality has emerged as a crucial component of organizational culture in many businesses today. The principles of spirituality significantly boost employees' sense of fulfillment, which in turn positively influences the overall productivity and growth of the organizations.

Schaffer et al. (2024) explore the implications of workplace spirituality for team outcomes and individual differences in their article published in the *Journal of Business Management*. The study employs a mixed-methods approach, combining quantitative surveys with qualitative interviews to assess how individual differences in workplace spirituality affect team dynamics and outcomes.

According to Samul (2024), like other leadership styles, spiritual leadership plays a key role in boosting employee engagement. Interestingly, its impact isn't limited by cultural differences, whether in Asia, America, or Europe, spiritual leaders consistently inspire and engage their teams.

Job satisfaction is a crucial mediator between spiritual leadership and performance outcomes (Mark 1999). It is influenced by factors such as decision-making autonomy, work-life balance, and alignment with personal values (Sewang 2012). Spirituality in the workplace, across sectors such as healthcare, social work, and business, has been associated with enhanced performance, ethical behaviour, conscientiousness, and job satisfaction (Wahyono et al. 2020). For instance, spiritual leadership encourages employees to go beyond their formal job duties, thereby positively impacting organisational success (Tombaugh et al. 2011). Furthermore, research by Wagner and Hollenbeck (2010) underscores the role of spiritual leadership in boosting employee engagement, happiness, and success, particularly when employees feel their work is meaningful and aligned with the organisation's values.

The findings indicate that spiritual leadership plays a crucial role in enhancing employee performance, with job satisfaction serving as a significant mediating factor. The results suggest that both direct and indirect effects of spiritual leadership contribute to overall employee performance, emphasising the importance of work satisfaction in this relationship. The mediation role of job happiness further supports the positive connection between spiritual leadership and employee outcomes.

The findings also indicate that employees' job satisfaction serves as a mediator between their intrinsic motivation and job performance. Motivation positively influences both job satisfaction and performance. Additionally, spiritual leadership significantly affects organisational motivation. The results emphasise the important roles of spiritual leadership and motivation in enhancing employee performance, with job satisfaction partially mediating the relationship between motivation and performance.

Zoghbi-Manrique-de-Lara et al. (2024) suggested that spiritual leadership creates a compassionate work environment where employees feel encouraged to share knowledge. By fostering this sense of support and connection, spiritual leadership helps reduce individualistic tendencies, making employees less likely to withhold knowledge for personal gain and more willing to contribute to the collective success of the organization.

Smith and Thompson (2024) explore the role of spirituality in leadership development in their study published in the *Leadership & Organization Development Journal*. They argue that integrating spirituality into leadership development programs can enhance leaders' emotional intelligence, ethical decision-making, and overall effectiveness. The study involved a comprehensive literature review and qualitative interviews with leaders from various industries. Findings indicate that leaders who embrace spiritual practices tend to exhibit greater empathy, resilience, and a commitment to fostering inclusive and supportive workplace environments. The authors suggest that organizations should incorporate spiritual principles into their leadership training to cultivate leaders who are not only effective but also compassionate and ethically grounded. The study's implications high-

light the need for a holistic approach to leadership development that includes spiritual growth as a core component.

Objectives of the Study

The objective of this study is to explore how spiritual leadership traits like integrity, compassion, and vision directly impact job satisfaction, employee performance, and workplace engagement.

Theoretical Framework and Propose the Mediating Role of Work Satisfaction

According to Oshagbemi (2000), what makes a worker happy on the job is "an emotional response resulting from the interaction between a worker's values regarding their job and the benefits they derive from it". When an employee is happy with their work and the experiences it provides, they are said to be satisfied (Tantiverdi 2008). Employee performance is greatly influenced by their level of work satisfaction, according to Whitman et al. (2010). The underlying assumption of this study is that spiritual leadership practices have a positive effect on employee job satisfaction, which in turn influences their performance on the job (Werner and DeSimone 2009; Suwardi 2011). The term "work gratification" refers to the overall sense of contentment and joy that people feel while they are working (Tobroni 2010).

The model states that spiritual leadership practices create a work environment that supports workers' sense of purpose, autonomy, meaningful relationships, and integrity with their own values (Hall and Goodale 1986). High levels of work satisfaction are a result of several factors (Crossman 2010). On the other side, when employees are happy in their jobs, they are more invested, dedicated, and driven, which leads to better performance outcomes including efficiency, effectiveness, and corporate generosity (Khan and Sheikh 2012). Finding job satisfaction as a mediating factor, the study reveals that spiritual leadership's effect on employee happiness at work helps to explain the correlation between spiritual leadership and worker performance (Robbins and Timothy 2009). Nasir (2010) states that assuming employees are more happy

with their jobs can diminish the valuable relationship between spiritual leadership and powerful outcomes.

In order to validate this conceptual framework, this study will collect observational data using surveys and do statistical analyses to look at the links between spiritual leadership, employee happiness on the job, and productivity in the workplace (Hart 1994). This study's findings will supplement what is already known about spiritual leadership and its effects on employee outcomes, with a focus on the mediating role of work satisfaction (Fry 2008).

Spiritual leadership has emerged as a distinct and powerful paradigm in recent years, complementing the work of more established theories of leadership that have focused on transactional and transformational methods. Integrating one's own principles, ethics, and beliefs into one's work environment is an example of spiritual leadership (Robbins 2003), which goes beyond the typical emphasis on duties and motivating followers. Employees' deeper desires and demands for transcendence, meaning and purpose are met by this method, which strikes a chord with them. Employee engagement, happiness, and performance are all positively impacted by spiritual leaders that create an atmosphere that prioritises these factors (Yang and Hwang 2014). Employees are motivated and inspired to work harder and smarter when their own beliefs are more closely aligned with the organisation's objectives. According to Yousep (1998), spiritual leadership has a vital role in creating a positive and productive work environment, which in turn affects individual and group results.

Purpose

This research paper seeks to evaluate the influence of spiritual leadership on workers' productivity on the job with an emphasis on the mediating function of job satisfaction. The researchers in this study want to learn more about the connection between spiritual leadership practices and happy workers, as well as the link between content workers and productive businesses. By exploring this link and offering practical insights, this research aims to assist leaders and organisations in better comprehending the ways in which spiritual leadership impacts employee performance.

METHODOLOGY

In order to find the relation between spiritual leadership, workplace satisfaction and employees' performance, a quantitative method was used. A structural questionnaire was created to take samples from 326 employees who are working in Delhi. The data collected from the survey was analysed through Structural Equation Modelling (SEM), which helped in examining the mediating role of job satisfaction with employee performance and spiritual leadership. This approach simplified the complex relationship among the three variables.

Research Design

Using structural equation modelling, the illuminating inquiry places an emphasis on the interplay between exogenous, endogenous, and intermediate factors. The efficacy of working is the exogenous variable, whereas spiritual guidance and working motivation are the intermediate variables. Quantitative methods are used in this inquiry. The method chosen in qualitative research emphasises quantitative and empirical data. It advocates for large sample sizes and quantitative methods, prioritising objectivity, realism, and value-neutral investigation. Notwithstanding criticism, its methodology, systematic testing and operationalisation of variables, guarantees strong, generalisable results. Statistical analysis is employed for hypothesis testing and formulation to discern trends. This methodology emphasises stringent, data-driven processes to get dependable insights and develop educated conclusions on the phenomenon being studied, rendering it the best suitable for the research needs.

A strategy based on numerical questionnaires is used for the study design. The data is collected via distributed questionnaires and calculated using five possible choices on a Likert scale. A greatest score of 5 demonstrates an exceptionally certain impression, while a base score of 1 shows an extremely bad introduction. The perspectives and mentalities of the members might be completely figured out utilising this technique.

Variables of the Study

- ♦ Exogenous Variable: Spiritual Leadership
- ♦ Endogenous Variable: Employee Performance

- ♦ Mediating Variable: Job Satisfaction

Study Area

The sample consists of individuals from different organisations in Delhi, representing a wide variety of demographics in terms of gender, age, education level, occupation, and industry. The researchers utilise a technique called Simple Random Sampling for the sampling. This variety aids in investigating the effects of culture and geography on the phenomenon under study.

Sampling and Data Collection

A numerical questionnaire was designed to collect data from 326 participants working in various businesses across Delhi. The data were gathered using a five-point Likert scale, where a score of 5 indicates a highly positive response and a score of 1 reflects a highly negative perception. Participants' views and attitudes were fully captured using this approach. To reflect the diverse demographic landscape of the working population, the study utilised a random sampling method. This ensures equal representation across various demographic factors such as age, gender, educational background, job roles, and industry sectors. The total sample size of 326 participants was calculated using Slovin's formula for determining the required sample size with an acceptable error margin of 5 percent.

The sample size was calculated as 180 participants from the 326 valid responses. The survey distribution occurred over a one-month period, and 180 individuals fully participated in the study. The final data analysis employed correlation approaches and path analysis to interpret the relationships between the variables using SEM.

Suitability of the Tools

The quantitative method is appropriate for this study as it aims to establish measurable relationships among the variables like spiritual leadership, workplace satisfaction, and employees' performance. Quantitative methods also offer structured ways to ensure reliability and validity. With a sample size of 326 employees, the findings can be generalized to a larger pop-

ulation, especially for the context of Delhi-based employees. Also, structured questionnaire ensures uniformity in data collection, which is essential when dealing with a sizable sample. The questionnaire is designed on the basis of theoretical frameworks and existing literature, ensuring it is aligned with the constructs being measured. This tool allows for large-scale data collection efficiently within a specific population in Delhi, whereas, structured responses are ideal for statistical tools like SEM as they allow for easier coding and quantification of data. SEM is a powerful statistical technique for examining complex relationships between multiple variables, including mediating effects like job satisfaction and it is particularly suitable for investigating the mediating role of workplace satisfaction in the relationship between spiritual leadership and employee performance, as it allows simultaneous testing of direct and indirect effects. The sample size of 326 is sufficient for SEM analysis, which generally requires a minimum of 200 respondents to produce reliable results. Also, the sample drawn from Delhi employees is appropriate for studying workplace dynamics in an urban, diverse professional environment.

Profile of the Sample

The respondents came from a variety of industries, including manufacturing, IT, services, and education. The demographic profile of the sample included the following:

- ♦ Gender: 54 percent male and 46 percent female
- ♦ Age Range: 25 to 50 years old
- ♦ Educational Background: 65 percent held graduate degrees, and 35 percent held post-graduate or higher qualifications
- ♦ Job Roles: Mid-level managers, team leaders, and general employees

Instrumentation

Staff morale, work satisfaction, and productivity may be evaluated using the measures that are detailed below. One notable and broadly acknowledged apparatus for assessing spiritual leadership is Fry's Spiritual Leadership Scale.

Research Hypothesis

The study aimed to answer the following research hypotheses.

1. There is a positive relationship between spiritual leadership and employee performance, mediated by job satisfaction.
2. Job satisfaction mediates the relationship between spiritual leadership and employee performance, with both variables showing significant positive relationships.

The quality of leadership has a significant impact on the success of an endeavour (Yukl 2010; Tobroni 2010). An organisation may be guided and propelled towards its intended goals by spiritual leadership. Employee happiness on the job is a key factor in improving productivity in the real world (Armstrong and Baron 1998; Sudarmanto 2009). There seems to be a connection between spiritual leadership and happiness in one's work. If a person wants to be happy at work, they ought to act optimistically (Mark 1999). The employees, however, have a different idea of what a spiritually fulfilling work entails.

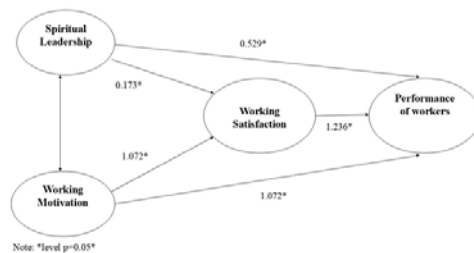


Fig. 1. Coefficient and structural equation modelling

The magnitudes of the coefficients among the different variables are shown in Figure 1. Spiritual leadership, intrinsic motivation, job happiness, and performance on the job are all shown in a Structural Equation Modelling study. With a coefficient of 1.236 ($p = 0.05$) and a direct effect of spiritual leadership on job satisfaction (0.173, $p = 0.05$), the structural model shows that job contentment significantly affects employee performance. In addition, with coefficients of 1.072 ($p = 0.05$) for both job satisfaction and employee performance, it is clear that motivation at work has a favourable impact. With a coefficient of

0.529 ($p = 0.05$), spiritual leadership has a substantial impact on employee motivation, which in turn boosts satisfaction and performance on the job. The strength and relevance of these associations inside the model are highlighted by the coefficients at a significance level of $p = 0.05$.

Inspecting the elements under request uncovers critical relationships. Fulfillment at work essentially affects efficiency, as well as the other way around, and spiritual leadership has areas of strength for satisfied representatives. Worker fulfillment intercedes the relationship, as per the normalised coefficient (0.213). The immediate impact of spiritual leadership on execution is more grounded (normalised coefficient=0.529) than the intervening job of occupation satisfaction in the connection between spiritual leadership and worker execution.

Motivation at work has a similar effect on contentment in one's employment, which has a domino effect on output. Working pleasure acts as a mediator between work drive and employee efficiency, according to the standardised coefficient value of 1.324. Job satisfaction seems to have a substantial moderating effect when considering the direct association between work drive and efficiency (standardised coefficient = 0.884).

There is a more significant route from work motivation to job happiness and performance than there is from spiritual leadership to these results. Work motivation, job happiness, and workplace efficiency have a larger value of 2.208, showing they are more relevant, in comparison to the combined impacts of spiritual leadership, job satisfaction, and workplace productivity (0.742). Additionally, it is seen that spiritual leadership does not indirectly affect staff productivity to the same extent that job satisfaction does. The indirect impact of spiritual leadership, job satisfaction, and productivity in the workplace is 0.213, whereas the effect of work motivation, job satisfaction, and productivity in the workplace is 1.324, much larger.

In order to get the average value for each indication, descriptive analysis uses a Likert scale. Figure 2 displays the loading coefficients of all investigational variables, which demonstrate the corroborative factor analysis. Coefficients of loading show how much each research indicator can assess the dependent variable. It

is clear that the indicators can measure the target variables since none of the loading factors are more than 0.5.

RESULTS

The study examined the impact of spiritual leadership on employee performance with job satisfaction as a mediating factor. The results revealed a strong positive relationship between spiritual leadership and job satisfaction, and a significant positive relationship between job satisfaction and employee performance. Moreover, job satisfaction was found to mediate the relationship between spiritual leadership and employee performance.

The data collected is neatly organised and measured. Survey questions may measure research indicators, and participants understand the survey's relevance, according to the validity examination, which uses the correlation coefficient. The reliability evaluation, which makes use of Cronbach's Alpha, shows that the survey answers are quite consistent with one another. The Chi-square magnitude is 233.93 at the 0.125 level, according to the experiment on the structural equivalency prototype. The author's or researcher's Structure Equation Modelling has satisfied the coefficient values and successfully completed examination if the probability degree is up to 0.05.

Direct and Indirect Impact Displayed in Table 1

Table 1 shows the interrelationships between the study variables, both directly and indirectly. The Table displays the mediation type and standardised regression weights.

Through the medium of work happiness, spiritual leadership and motivation have both direct and indirect impacts on employee performance, as seen in Table 1. With a standardised regression weight of 0.173 ($p < 0.05$), the findings show that spiritual leadership directly impacts work satisfaction in a favourable way. In addition, employee performance is considerably affected by work satisfaction, as shown by a standardised regression weight of 1.236 ($p < 0.05$).

There is a clear correlation between spiritual leadership and employee performance ($r = 0.529$, $p < 0.05$). The effect of spiritual leadership on

work satisfaction (0.173) is multiplied by the effect of job satisfaction on performance (1.236), resulting in an indirect influence of 0.213 ($p < 0.05$). The total effect of spiritual leadership on employee performance is 0.742 ($p < 0.05$), when including both the direct and indirect effects. That job satisfaction moderates the link to some extent is supported by this, which provides support for Hypothesis 1."

A standardised regression weight of 1.072 ($p < 0.05$) indicates that drive to work directly impacts job satisfaction positively. Job happiness has a substantial impact on employee performance, as shown by a regression weight of 1.236 ($p < 0.05$). An impact size of 0.884 ($p < 0.05$) indicates that motivation directly influences employee performance. The indirect impact, which is moderated by work satisfaction, is 1.324 ($p < 0.05$), which is calculated by multiplying 1.072 (effect of motivation on job satisfaction) by 1.236 (effect of job satisfaction on performance). Therefore, with a total impact of 2.208 ($p < 0.05$) on employee performance, the results confirm Hypothesis 2, and partial mediation by work satisfaction is also shown.

Job happiness is a key mediator between spiritual leadership and motivation and improved employee performance, as shown by these results. The significance of creating a nurturing workplace that resonates with workers' beliefs and gives them a feeling of belonging and fulfilment is highlighted by the mediation effects that have been identified. This, in turn, leads to better performance results.

Value of Perception and Loading Factor Displayed in Table 2

In Table 2, one can see the factor loadings and perception values for many variables that have to do with spiritual leadership, motivation to work, job satisfaction, and employee performance.

Table 2's factor loadings show that the indicators have substantial correlations with their corresponding variables. The indication "trustworthy" has the greatest factor loading of 0.915 under spiritual leadership, indicating that it is a substantial component of that leadership style. This significant loading suggests that trustworthiness plays a crucial role in shaping the perception and implementation of spiritual leadership in the workplace.

Table 1: Influence among research variables

S.No.	Variable		Koeff. standardized regression weight		Hypothesis	Types of Mediation
	Exogenous	Mediation	Endogenous	Direct	Indirect	Total amount
1.	Spiritual leadership	Satisfaction of working	-	0.173*	-	-
2.	-	Satisfaction of working	Performance of workers	1.236*	-	-
3.	Spiritual leadership	-	Performance of workers	0.529*	0.173* x 1.236* = 0.213*	-
4.	Spiritual leadership	Satisfaction of working	Performance of workers	-	-	0.529* + 0.213* = 0.742*
5.	Motivation of working	Satisfaction of working	-	1.072*	-	-
6.	-	Satisfaction of working	Performance of workers	1.236*	-	-
7.	Motivation of working	-	Performance of workers	0.884*	1.072* x 1.236* = 1.324*	-
8.	Motivation of working	Satisfaction of working	Performance of workers	-	-	0.884* + 1.324* = 2.208*

Source: Author/s only
(Data Collection: May, 2024)

Table 2: Value of perception and loading factor

S. No.	Variables	Indicators	Factor loading	Value of perception
1.	<i>Spiritual Leadership</i>	True	0.884	4.00
		Trustworthy	0.915	4.01
		Fatanah	0.877	4.03
		Intelligent	0.866	3.99
2.	<i>Motivation of Working</i>	Motivating states	0.827	3.92
		Motivating behavior	0.799	3.90
		Goals or ends user behavior	0.603	3.99
3.	<i>Satisfaction of Working</i>	Wage	0.768	3.62
		Promotion	0.760	3.60
		Supervision	0.684	3.63
		Benefit	0.636	3.85
		Contingent	0.682	4.01
		Operating procedures	0.780	3.70
		Colleague	0.606	3.99
		Nature of work	0.705	3.95
		Communication	0.834	3.79
4.	<i>Performance of Workers</i>	Understanding and skill	0.732	3.84
		Carefulness	0.722	3.71
		On target	0.700	3.71
		Efficiency	0.750	3.83
		Diligent	0.695	4.07
		Initiatives	0.452	3.89
		Attitude	0.638	4.06
		Cooperative	0.666	4.13
		Self-autonomy	0.622	3.90
		Discipline	0.714	3.75

Source: Author/s only
(Data Collection: May 2024)

In a similar vein, the indicator “Fatanah”, which stands for knowledge or brilliance, is very significant within the framework of spiritual leadership (factor loading = 0.877). A perceived rating of 4.03 for “Fatanah” indicates that workers place a premium on the leaders’ intellect.

Factor loadings for “motivating states” are 0.827 and for “motivating behaviour” they are 0.799 when applied to the context of work motivation. The significance of these indicators as drivers of employee motivation is shown by their values. Staff members who report high levels of satisfaction with their motivational states and actions, as measured by perception values around 4.00, are more likely to be in sync with the organisation’s objectives.

Factor loadings of 0.768, 0.760, and 0.684 for the indicators “wage”, “promotion” and “supervision” pertain to the degree to which workers report being satisfied with their jobs. These loadings show how these factors greatly affect workers’ happiness in the workplace. Employees are generally pleased with their jobs, although there may be

room for improvement based on the perception values, which range from 3.60 to 4.01.

Several indicators are used to assess workers’ performance. These include “understanding and skill”, “carefulness”, and “efficiency”, which have factor loadings of 0.732, 0.722, and 0.750, respectively. These components of employee performance are highly loaded, suggesting their criticality. The perception values range from 3.71 to 4.13, indicating that employees generally feel positively about their performance in the assessed areas. The indicators “attitude” and “cooperative” stand out with perception values of 4.06 and 4.13 respectively, showing that employees believe they excel in these aspects of their performance.

All things considered, the perception values and factor loadings provide a thorough picture of how different variables affect spiritual leadership, motivation, work satisfaction, and performance on the job. The importance of these concepts in creating a productive and supportive work environment is shown by the substan-

tial correlations between these indicators and the variables that make up their respective sets.

The outcomes show that profound authority emphatically influences work satisfaction, and a standardised regression weight of 0.173 ($p < 0.05$) backs this up. A normalised relapse weight of 1.236 ($p < 0.05$) shows that work bliss significantly affects representative execution. Representative execution is straightforwardly influenced by otherworldly administration to the tune of 0.529 ($p < 0.05$). A circuitous effect of 0.213 ($p < 0.05$) is acquired by increasing the impact of otherworldly initiative on work fulfillment (0.173) by the impact of occupation fulfillment on execution (1.236). Accordingly, considering both the immediate and aberrant effects, the general effect of otherworldly authority on worker execution is 0.742 ($p < 0.05$). This supports Hypothesis 1, which proposes that work satisfaction serves as a medium between the two.

The standardised regression weight of 1.072 ($p < 0.05$) indicates that the drive to work has a direct positive influence on job satisfaction. Job happiness has a substantial impact on employee performance, as shown by a regression weight of 1.236 ($p < 0.05$). An impact size of 0.884 ($p < 0.05$) indicates that motivation directly influences employee performance. The indirect impact, which is moderated by work satisfaction, is 1.324 ($p < 0.05$), which is calculated by multiplying 1.072 (effect of motivation on job satisfaction) by 1.236 (effect of job satisfaction on performance). Therefore, with a total impact of 2.208 ($p < 0.05$) on employee performance, the results confirm Hypothesis 2, and partial mediation by work satisfaction is also shown.

Job happiness is a key mediator between spiritual leadership and motivation and improved employee performance, as shown by these results. The significance of creating a nurturing workplace that resonates with workers' beliefs and gives them a feeling of belonging and fulfillment is highlighted by the mediation effects that have been identified. This, in turn, leads to better performance results.

Furthermore, there are high correlations between the indicators and their corresponding variables, as shown by the factor loadings and perception values, for indicators pertaining to spiritual leadership, motivation of working, satisfaction of working, and worker performance.

The indication "trustworthy" has the greatest factor loading of 0.915 under spiritual leadership, showing that it is a significant part of that leadership style. This proposes that the discernment and execution of spiritual leadership in the working environment are significantly affected by dependability. Similarly, "Fatanah", representing knowledge or brilliance, is an important component of spiritual leadership (factor loading = 0.877). A perceived rating of 4.03 for "Fatanah" indicates that workers place a premium on leaders' intellect.

With factor loadings of 0.827 and 0.799 respectively, "motivating states" and "motivating behaviour" are crucial components of employee motivation within the context of job motivation. Staff members who report high levels of satisfaction with their motivational states and actions, as measured by perception values around 4.00, are more likely to be in sync with the organisation's objectives.

"Wage", "promotion", and "supervision" are three markers that contribute to job satisfaction, as they have factor loadings of 0.768, 0.760, and 0.684, correspondingly. These loadings show how these factors greatly affect workers' happiness in the workplace. Employees are generally pleased with their jobs, although there may be room for improvement based on the perception values, which range from 3.60 to 4.01.

Worker performance is assessed using indicators including "understanding and skill", "carefulness" and "efficiency", which have factor loadings of 0.732, 0.722 and 0.750, respectively. These components of employee performance are highly loaded, suggesting their criticality. With a range of 3.71 to 4.13 for these indicators, workers seem to think they are doing a good job in these areas. "Attitude" and "cooperative" stand out with a 4.06 and 4.13, respectively.

The standardised regression weights for each route in the model are included in the Structural Equation Modelling (SEM) findings, which are shown in Figure 1. The results of the SE analysis demonstrate that spiritual leadership has a beneficial effect on both the incentive to work (0.529) and the contentment with that job (0.173). Both job satisfaction and performance are increased by 1.072 when employees are motivated to work, and performance is further improved by 1.236 when employees are satisfied

with their work. The significance level of all associations is $p = 0.05$. Employee performance, work satisfaction, and motivation are all positively impacted by spiritual leadership, as seen here. Because these associations are statistically significant, one may say that there is a strong link between these components. Coefficients in the figure uncover that spiritual leadership and motivation influence work satisfaction, and that job bliss altogether influences agent performance. The SEM disclosures moreover back up the distorted effects, which are mediated by work satisfaction, hence the proposed intervention model is especially maintained.

The predicted correlations are corroborated by the structural equation modelling (SEM) coefficients shown in Figure 1. The SEM discoveries back up the cases that spiritual leadership and inspiration affect work satisfaction, and that job satisfaction, thus significantly affects representative performance. The SEM discoveries likewise back up the aberrant impacts, which are intervened by work satisfaction, consequently the proposed intercession model is very much upheld. This study's results provide credence to the study's assumptions and show how spiritual leadership and inspiration may boost morale and productivity in the workplace. The intricate web of links between leadership, motivation, work satisfaction, and performance results may be better grasped with the help of Figure 1.

DISCUSSION

Spiritual Leadership and Employee Performance

This study emphasises the positive impact of spiritual leadership on employee performance, highlighting traits such as honesty, faithfulness, and wisdom. Employees are more responsive to leaders who inspire a sense of purpose and belonging, aligning with Fry's (2003) findings that spiritual leadership enhances individual well-being and organisational performance through shared values and cultural alignment. By fostering a sense of value among employees, leaders can increase commitment to organisational goals. Fry and Cohen (2009) note that spiritual leadership involves creating a vision and addressing the needs of both leaders and follow-

ers, which correlates with higher levels of trust, engagement, and productivity reported by employees under spiritually guided leaders. In relation to Maslow's hierarchy of needs, spiritual leadership addresses higher-level needs like self-actualisation and esteem, leading to improved job performance (Gibson et al. 1992). The importance of trustworthiness in spiritual leadership is underscored, as employees who trust their leaders tend to experience greater job satisfaction and productivity.

Lat (2024) investigates the impact of spiritual leadership on work satisfaction and employee performance in a banking context, specifically at Global Treasure Bank in Yangon. The study employs a quantitative research methodology, gathering data through surveys distributed among bank employees. The findings indicate that spiritual leadership significantly enhances both work satisfaction and employee performance.

Moreover, Lat's quantitative approach, while robust in scope, may not fully capture the nuanced, lived experiences of employees, which qualitative insights could provide. Future research should aim to triangulate findings using mixed-method designs and longitudinal analysis, thereby exploring how spiritual leadership sustains performance and satisfaction over time.

These findings echo and extend results from Schaffer et al. (2024), who assert that spiritual awareness in leadership promotes team cohesion, especially in diverse and high-stress environments. Similarly, Smith and Thompson (2024) emphasize that leaders who integrate spiritual principles demonstrate enhanced emotional intelligence and ethical judgment, both of which contribute to employee satisfaction and organizational loyalty.

Employees under spiritually driven leaders reported greater job satisfaction and displayed higher performance levels, both individually and collectively. Spiritual leadership in such a context offers emotional anchoring and purpose-driven motivation, enabling employees to find meaning in their work beyond financial metrics. This humanizes the workplace, transforming it from a purely transactional space into one that respects personal values, emotional well-being, and ethical engagement.

Motivation and Job Satisfaction

The results indicate a strong connection between spiritual leadership and work motivation, which in turn affects job satisfaction. A supportive work environment that offers growth, recognition, and emotional support enhances employee performance. Leaders who cultivate mutual respect and trust significantly boost motivation and overall performance. This is corroborated by Prabu (2007) who emphasise that intrinsic motivation, stemming from leadership support, is crucial for improving productivity. Additionally, factors like career advancement opportunities and recognition, along with fostering camaraderie and genuine care for employees, are essential for enhancing job satisfaction. Robbins and Timothy (2009) also note that leaders who value and appreciate their staff promote greater motivation, aligning with the findings of the current study. Research indicates that leadership and a supportive organisational culture are crucial for enhancing employee motivation and performance (Wibowo 2010). Job satisfaction is linked to better performance, as supported by Gil et al. (2005). Employees who see their goals aligned with organisational objectives tend to be more engaged and satisfied, which aligns with Rubel and Kee's (2014) findings of a positive relationship between work satisfaction and performance. Additionally, studies by Irwansyah (2019) and das Padayachee (2009) suggest that satisfied employees not only perform better but also boost overall organisational productivity. This reinforces the conclusion that job satisfaction is vital for sustaining high productivity and engagement levels in the workforce.

According to Yousaf et al. (2024), spiritual leadership promotes workplace spirituality by fostering a sense of brotherhood among employees, motivating them to willingly fulfill their responsibilities despite lower salaries. Also, spiritual leaders support their employees by addressing organizational challenges and improving their overall well-being.

He contributed significantly to the evolving discourse on spiritual leadership by highlighting its profound impact on workplace spirituality, particularly in environments where monetary rewards are limited. His research emphasized that spiritual leadership fosters a sense of brother-

hood among employees, cultivating mutual respect, solidarity, and a collective sense of purpose. This communal ethos, according to the study, serves as a non-material motivator, encouraging employees to willingly fulfill their roles and responsibilities, even when financial compensation may be below market expectations. His findings are particularly relevant in developing economies or non-profit sectors, where resource constraints often make extrinsic motivators, such as high salaries and bonuses, unfeasible. In such contexts, spiritual leadership becomes a critical lever to sustain employee engagement and organizational commitment. By promoting workplace spirituality, leaders imbue work with meaning, thus appealing to intrinsic motivators like purpose, belonging, and service to others. The mechanism through which spiritual leadership operates, as explained by Yousaf et al. (2024), involves supportive leadership behaviors such as compassionate listening, personalized support during challenges, and ethical guidance. These actions humanize leadership, enabling employees to trust their leaders and feel psychologically safe. It further leads to motivation and job satisfaction of the employees. When leaders address organizational challenges collaboratively and care for employee well-being, it enhances organizational citizenship behaviors, that is, employees go beyond their formal duties out of loyalty and moral commitment.

Performance of Workers

The study highlights that spiritual leadership positively influences performance indicators such as efficiency, focus, teamwork, and self-discipline. Employees under spiritually guided leaders exhibit higher initiative and responsibility levels. However, while "efficiency" and "understanding and skill" are perceived positively, "initiatives" require improvement, indicating that spiritual leadership enhances many performance aspects but needs to encourage more proactive behaviour. Previous research by Baykal and Zehir (2018) and Fry and Slocum Jr. (2008) supports the notion that spiritual leadership fosters a deep connection to work, enhancing loyalty and productivity. Udin (2019) also found that spiritual leadership, particularly in vision, hope/faith, and selfless love, improves employee output.

Binu Raj et al. (2024) suggested that when educational institutions embrace spiritual leadership, they create an environment where faculty members feel more psychologically and emotionally engaged in their work.

He highlighted a critical link between spiritual leadership and enhanced performance via psychological and emotional engagement and mentioned that when workers feel connected to a purposeful mission, supported by empathetic leadership, and recognized for their contributions, they are more likely to excel. As organizations seek sustainable ways to boost performance, spiritual leadership offers a holistic and human-centered approach that aligns personal fulfillment with professional achievement.

In contexts like academia, where intellectual labour and emotional investment are key to performance engagement is a crucial factor in determining the quality of teaching, research output, and institutional growth. The findings extend beyond the academic world, underscoring a broader trend, where spiritual leadership is linked to heightened employee performance through mechanisms that tap into intrinsic motivation and personal meaning at work. Spiritual leadership, involves the articulation of a compelling vision, fostering a sense of calling and membership, and leading with integrity and compassion. These qualities contribute to a supportive organizational climate where employees feel valued, respected, and connected to a higher purpose.

Correlation Between Spiritual Leadership, Motivation, Job Satisfaction and Performance

The present study finds a clear correlation between spiritual leadership, motivation, job satisfaction, and employee performance. The combination of these factors creates a positive work environment that encourages employees to put forth their best effort. When leaders exhibit sincerity, compassion, and reliability, employees are more likely to feel engaged and motivated. This is consistent with the work of Khuan et al. (2023), who observed an increasing trend toward spirituality in modern workplaces, as well as Fry (2008), who demonstrated that spiritual leadership positively affects both productivity and employee well-being.

Guo (2025) in his comprehensive review of spiritual leadership literature from 2000 to 2024, spanning databases like Web of Science and CNKI, reveals that spiritual leadership significantly boosts employee performance by inspiring a shared vision, fostering hope, and demonstrating altruistic care. The findings also highlight those psychological capitals such as resilience, optimism, and self-efficacy plays a key mediating role in this relationship. Interestingly, employees' personality traits influence how they respond to spiritual leadership, with different traits shaping varied levels of engagement and impact, underscoring the importance of personalized leadership approaches in the workplace. In addition, spiritual leadership fosters an environment where employees find meaning and purpose in their work, which enhances intrinsic motivation. This heightened motivation leads to greater job satisfaction, as employees feel valued and aligned with organizational goals. Consequently, satisfied and motivated employees are more likely to exhibit higher performance levels.

Research Implications

Spiritual leadership practices that highlight honesty and morality should be a top priority for organisations. Since spiritual leadership significantly affects employee happiness, this will help increase both satisfaction and performance. Workers are happier and more productive when they are led by trustworthy spiritual leaders who encourage them to do their best and take pride in what they do. According to the research, promoting spiritual leadership practices across an organisation may boost productivity and efficiency.

CONCLUSION

To enhance morale and productivity, firms should prioritise spiritual leadership strategies that emphasise honesty and integrity. Effective leadership significantly impacts employee satisfaction, with trustworthy and honest spiritual leadership motivating followers to excel, leading to increased job satisfaction. Factors such as productive work, technical proficiency, and collaboration contribute to employee perfor-

mance, which can be significantly enhanced by spiritual leadership and motivation. Importantly, spiritual leadership is essential at all organisational levels, fostering a culture of compassion, integrity, and collective purpose. When leaders are reliable, employees experience increased satisfaction and productivity, resulting in enhanced job performance. The promotion of altruistic characteristics and compassion within the organisation indicates that spiritual leadership research shows work satisfaction affects employee performance, influencing values, motivation, and trust in the workplace, which in turn impacts performance.

RECOMMENDATIONS

Encouraging individuals to excel can be accomplished by establishing a work environment that provides stimulating conditions and opportunities for career advancement. Enhancing workplace satisfaction and performance can be achieved by prioritising clear and consistent communication, fostering robust relationships between employers and employees, aligning employee objectives with organisational goals, and offering opportunities for continuous development. Organisations can enhance employee satisfaction and job performance, hence contributing to overall success, by adopting these recommendations for a more unified, motivating, and supportive work environment.

RECOMMENDATIONS FOR FUTURE RESEARCH

Research in the future might focus on studying the long-term effects of spiritual leadership on productivity and morale in the workplace so that one can better understand its longevity and impact. It is possible that broader organisational outcomes and employee engagement might be better understood by investigating the effect of spiritual leadership on company culture and employee welfare. Researching the effectiveness and relevance of spiritual leadership practices in different cultural and professional contexts by analysing their effects in different industries. The results could inform suggestions for how businesses can use spiritual leadership to boost morale and productivity across the board. Work-

shops on ethics and values, leadership development programs, and policies to foster a spiritually supportive workplace are all possibilities. The study will offer useful insights and practical recommendations for executing effective leadership practices in different organisations across Delhi by addressing these areas. It will also give a thorough analysis of how spiritual leadership affects job satisfaction and employee performance.

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