

ENHANCING MEANINGFUL WORK: THE ROLES OF SPIRITUAL LEADERSHIP, INTRINSIC MOTIVATION, AND EMPLOYEES' GENDER

Fidelis F. Udahemuka¹

Strathmore Business School, Strathmore University, Nairobi, Kenya

Fred O. Walumbwa

Florida International University, College of Business, USA

Ben Ngoye

Strathmore Business School, Strathmore University, Nairobi, Kenya

ABSTRACT

In today's workplace, employees grapple with finding meaningful work amidst the complexities of a dynamic business landscape shaped by rapid technological advances, uncertainties, intensified customer demands, and the impacts of events like the COVID-19 pandemic. These challenges induce emotional and physical strains, leading to a sense of anomie, resulting in reduced productivity, performance, job satisfaction, and heightened turnover intentions. Holistic leadership is crucial to addressing these issues, focusing on enhancing intrinsic motivation and cultivating a deeper sense of meaningful work. Based on self-determination theory and spiritual leadership framework, this study suggests positive correlations between spiritual leadership and employees' perception of meaningful work, with intrinsic motivation partially mediating the relationship and gender moderating it. Findings from 448 employees in Kenyan commercial banks reveal intrinsic motivation partially mediates, and gender moderates, the relationship between spiritual leadership and employees' perception of meaningful work. The study's implications and recommendations for future research are provided.

Keywords: Spiritual leadership, intrinsic motivation, meaningful work, gender differences

Received: 11th November 2023

Accepted: 18th June 2024

<https://doi.org/10.33736/ijbs.7624.2024>

1. INTRODUCTION

In today's modern work environment, employees face complex and contrasting challenges. They grapple with the quest for meaningful work—a perception of fulfillment, personal growth, and connection with one's broader values and goals that transcends the conventional transaction of labor for wages and incentives (Frémeaux & Pavageau, 2020; Hunsaker, 2017; Kubiak, 2022).

¹ Corresponding Author: Fidelis F. Udahemuka, PhD Candidate, Strathmore Business School, Nairobi, Kenya. Cellphone +254704153473. Email: udafidelis@gmail.com

Simultaneously, they navigate a dynamic business environment characterized by rapid technological advancement, uncertainties, heightened customer demands, intense competition, and the impact of events like the Covid-19 pandemic on business operations (Baykal, 2019; Karakas, 2010; Kouzes & Posner, 2023; Supriyanto et al., 2020).

These challenges expose employees to physical, emotional, and psychological strains, contributing to burnout and a prevailing sense of anomies (Allan et al., 2019; Steger & Dik, 2010). In the context of the banking sector, for instance, studies report increased employee work-related maladies such as chronic fatigue, headaches, anxiety, depression, and, subsequently, job burnout (Giorgi et al., 2017; Hunsakar, 2020). Consequently, this leads to reduced motivation, productivity, suboptimal performance, diminished job satisfaction, and intensified employee turnover intention (Allan et al., 2019; Haque et al., 2022; Tabor et al., 2020). The need to address this lack of motivation and enhance the level of meaningful work among employees in the banking industry, particularly within the context of Kenyan bankers, is imperative, given the sector's significant contribution to economic advancement (Central Bank of Kenya [CBK], 2022).

Existing literature underscores the perception of meaningful work as a job resource that individuals leverage to buffer against adverse outcomes such as stress, burnout, and disengagement. It has also been associated with a range of important outcomes, including greater life satisfaction, enhanced efficiency and performance, increased productivity, increased organizational citizenship behavior, improved mental well-being, cultivation of an entrepreneurial mindset, and a decrease in withdrawal intention and absenteeism rate (Allan et al., 2019; Arslan et al., 2022; Hunsaker, 2022; Kubiak, 2022).

To adeptly navigate the intricate challenges of the modern workplace and instill a more profound sense of meaningful work, this study contends that organizations should adopt a holistic, employee-centric, and supportive leadership approach tailored to each individual's intrinsic sense of purpose. This premise aligns with the existing literature, emphasizing spiritual leadership as a pivotal predictor of employee meaningful work (Baykal, 2019; Hunsaker, 2019; Widodo & Suryosukmono, 2021; Wu & Lee, 2020). Spiritual leadership embodies leaders' values, attitudes, and behaviors that are crucial for nurturing intrinsic motivation and fostering a sense of calling and belonging for oneself and others (Fry et al., 2017; Fry & Cohen, 2009).

Although the existing research indicates a positive and significant impact of spiritual leadership on employees' perception of meaningful work, there is a dearth of knowledge regarding the mechanism and conditions through which spiritual leadership shapes employees' meaningful work (Bailey et al., 2019; Jeon & Choi, 2020; Widodo & Suryosukmono, 2021). This dearth of knowledge poses a significant research gap, given an increasing shift in how work is viewed, with many employees seeing their work not just as a means of livelihood but also as a source of personal fulfillment and purpose in today's dynamic and challenging business landscape (Haque et al., 2022; Hunsaker, 2017; 2019; Kubiak, 2022).

Based on spiritual leadership framework and self-determination theory (Fry, 2003; Gagné & Deci, 2005; Ryan & Deci, 2000) this study addresses this gap in the current literature. The study explores the mediating role of intrinsic motivation—encompassing autonomy, competence, and relatedness (Deci & Ryan, 1985; Ryan & Deci, 2000). It also explores the moderating effect of gender on the association between spiritual leadership and employees' perception of meaningful work. By so

doing, the study broadens the understanding of how and when spiritual leadership enhances employee meaningful work.

In this context, intrinsic motivation is a theoretical mechanism connecting spiritual leadership to meaningful work. Acting as a personal, internal drive that transcends external demands, intrinsic motivation empowers employees to derive inherent satisfaction from their tasks (Deci & Ryan, 1985; Sugiardi, 2021). This offers a profound resolution to the tension between external demands and the intrinsic pursuit of meaningful work, particularly under the influence of spiritual leadership.

Moreover, gender assumes a significant role in shaping how individuals interpret and respond to leadership styles (Dastane, 2020). By acknowledging gender as a moderating variable, this study recognizes the possibility of gender diverse responses to spiritual leadership, gaining insights into potential variations in its impact on meaningful work between genders. This recognition contributes to a more comprehensive and context-sensitive understanding of how spiritual leadership molds the meaningful work experience for individuals across diverse gender identities. As such, this understanding is likely to enable leaders to address individualized gender-based needs when practicing leadership.

The scope of this study is the banking sector, drawing data from the Kenyan context. The unit of analysis is the individual employees working in public and private commercial banks in Kenya. Although the organizations were selected for participation, the survey was specifically conducted among their individual employees. The sector is undergoing rapid technological advancement and grappling with the imperative to continuously innovate amidst intense market competition. Moreover, existing literature highlights the banking sector's distinctive features, marked by prolonged working hours and work-related health concerns among employees (Hunsaker, 2021; Iqbal & Zaidi, 2021). Focusing on the banking sector in the context of Kenya expands the scope and generalizability of spiritual leadership. This expansion is rooted in the acknowledgment of factors influencing cross-cultural contexts and specific sectors, particularly those that have been comparatively understudied (Fry et al., 2017; Haque et al., 2022; Mohammed & Elashram, 2022; Oh & Wang, 2020; Widodo & Suryosukmono, 2021; Yasin et al., 2022).

2. LITERATURE REVIEW

2.1 Theoretical Foundations

This study is anchored on self-determination theory (Deci & Ryan, 1985) and Fry's (2003) spiritual leadership framework. Central to self-determination theory is the distinction between autonomous motivation, where individuals act with a sense of volition and enjoyment, and controlled motivation, where individuals feel pressured or externally compelled to act (Deci & Ryan, 2008, 2012; Gagné & Deci, 2005; Ryan & Deci, 2000). Self-determination theory identifies three fundamental psychological needs: autonomy, competence, and relatedness (Ryan & Deci, 2000; Yang et al., 2022). Autonomy refers to choosing activities voluntarily and determining one's behavior (Yang et al., 2022). Competence refers to the feeling of confidence and mastery about one's role, signifying the need to effectively achieve valued outcomes through accomplishing challenging and meaningful tasks (Deci & Ryan, 1985; Kubiak, 2022). Finally, relatedness pertains

to a perception of a mutually supportive relationship with others and a feeling of belonging (Deci & Ryan, 1985; Kubiak, 2022; Ryan & Deci, 2000; Yang et al., 2022).

Spiritual leadership, as a value-based leadership paradigm, emphasizes the leader's values, attitude, and behaviors that intrinsically motivate oneself and others towards a meaningful future through calling and membership; both the leader and his/her followers have a sense of spiritual well-being (Fry, 2003; Fry & Cohen, 2009; Tabor et al., 2020). Spiritual leadership (Fry, 2003; Jeon & Choi, 2020) comprises three core elements. (1) Vision (aspiration for a meaningful future), (2) hope/faith (the leader's confidence and conviction in achieving the meaningful vision in a way that encourages the pursuit of the vision), and (3) Altruistic love (employee-centered leader's behavior characterized by genuine care for employees' well-being and success and provides compassionate support).

When employees are volitionally motivated, they tend to perceive their work as meaningful, interesting, and purposeful (Yang et al., 2022). Through an altruistic relationship, spiritual leaders inspire employees' confidence in the organization's vision (Fry, 2003). By demonstrating spiritual leadership behavior, such as caring and providing inspirational relationships, leaders can enhance employees' autonomy and, in return, increase their sense of work meaningfulness (Wang & Walumbwa, 2007; Zhang & Yang, 2020).

2.2 Spiritual Leadership and Employees' Meaningful Work

Meaningful work has been among the cherished aspects of work by employees across diverse organizational levels (Arslan et al., 2022). The concept of "meaningful work" is distinct from the term "meaning," which pertains to how individuals interpret and contextualize their experiences in a given time and space (Arslan et al., 2022; Lysova et al., 2019). Conversely, "meaningful work" connotes the satisfaction and sense of accomplishment individuals derive from executing and completing their work (Jeon & Choi, 2020; Thory, 2016). It also encompasses the belief that their work has a purpose, brings personal importance, and makes a difference in the lives of others (Frémeaux & Pavageau, 2020; Lysova et al., 2019).

Literature suggests that people can derive a sense of meaningful work both from the nature of work itself (meaningfulness in work) and the work environment (meaningfulness at work) (Thory, 2016; Widodo & Suryosukmono, 2021). Meaningfulness at work denotes individuals' experience of meaningfulness from the work environment, such as the chance to contribute to achieving the organization's goals and expanding their knowledge and sense of belonging through interactions with other stakeholders (Widodo & Suryosukmono, 2021; You et al., 2021). The realization of meaningfulness at work and meaningfulness in work can occur at different levels. For instance, (a) the work itself, when individuals perceive it as meaningful and significant; (b) task significance, which refers to what work means in the life of the worker; and (c) it can occur at the level which work is perceived to impact overall humanity positively.

Work meaningfulness has received a significant appraisal in the existing literature. It provides a balance of life in fulfilling one's physical, emotional, and psychological needs, particularly in a busy work environment (Widodo & Suryosukmono, 2021). It has been associated with a high level of engagement, job satisfaction, intrinsic motivation, self-efficacy, and organizational commitment, and experience of lower anxiety, stress, and hostility (Geldenhuis et al., 2014; Steger & Dik, 2009;

You et al., 2021). Additionally, work meaningfulness has been correlated with job performance and productivity (Allan et al., 2020), lower withdrawal intention, lower rates of absenteeism (Steger et al., 2012), and perception of one's job calling (Allan et al., 2020; Fry et al., 2007).

Questions in the literature have been raised about the antecedents of employees' work meaningfulness, specifically, the types of leadership and supervisory styles that can enhance meaningful work (Steger & Dik, 2009). This study proposes that spiritual leadership provides a potential response to these questions. Fry (2003) conceptualized spiritual leadership as a combination of leaders' attitudes, behaviors, and values to fulfill their own and others' spiritual needs based on calling and membership through intrinsic motivation. One key characteristic of spiritual leadership is a focus on holistic leadership, which pays attention to the leader's own behavior, the organization's values, and the needs of employees (Hunsaker, 2020).

Spiritual leadership, through its visionary, hope/faith, and altruistic dimensions, has the potential to foster an environment conducive to employee's experience of meaningful work. By articulating and endorsing the organization's vision, spiritual leaders are likely to instill a sense of purpose and direction among employees, inspiring them to connect their work to a broader and inspiring organizational goal (Fry, 2003; Fry et al., 2017). The dimension of hope/faith, representing a spiritual leader's confidence in realizing a meaningful vision, is likely to cultivate a positive mindset and confidence in employees, fostering their belief in the meaningfulness of their contributions to achieving the envisioned goal (Fry et al., 2005; Fry & Slocum, 2008). Spiritual leaders' altruistic love, marked by genuine care and support, will likely create a nurturing environment where employees feel esteemed and supported in their professional growth. This, in turn, contributes to a sense of fulfillment, personal growth, and purpose in their work (Fry, 2003; Hunsaker, 2019; Zhang & Yang, 2020).

The above premises gain empirical support from a study conducted with 150 employees of the Bengkulu City Government in Indonesia. The findings revealed a significant positive effect of spiritual leadership on employees' meaningful work (Widodo & Suryosukmono, 2021). Moreover, another research involving 190 Turkish academicians underscored the role of spiritual leadership in fostering a sense of meaning, which, in turn, significantly influences organizational members' attitudes, particularly their organizational commitment (Baykal, 2019). Based on the preceding discussion and supported by empirical studies, the first hypothesis of this study posits:

Hypothesis 1: Spiritual leadership positively relates to employees' perception of meaningful work.

2.3 Spiritual Leadership and Employees' Intrinsic Motivation

Intrinsic motivation refers to the inclination to engage in an activity driven by personal interests or enjoyment purely for its inherent values and without dependence on external incentives (Deci & Ryan, 1985; Sugiardi, 2021). It refers to the sense of autonomy, personal growth, competence, and accomplishment derived from engaging in purpose-driven work independent of external control or desires. Anchored on self-determination theory (Deci & Ryan, 2008), this study posits that spiritual leaders can serve as intrinsic motivators by fostering and fulfilling employees' autonomy, growth, competence, and accomplishment, which are the dimensions of intrinsic motivation. Through communicating a clear and value-driven compelling vision, spiritual leaders will likely establish a work environment that fosters autonomy. In such a setting, employees are likely to perceive an

alignment between their values and the organization's vision (Deci & Ryan, 2000; Fry, 2003) and, thus, work toward realizing the vision. Moreover, spiritual leaders can influence employees' sense of personal growth through altruistic love, characterized by caring support and constructive feedback (Fry et al., 2017). By so doing, create a workplace atmosphere that intrinsically motivates employees, fostering significant personal and professional advancement (Deci & Ryan, 2008; Fishbach & Woolley, 2022; Fry et al., 2017).

Furthermore, spiritual leaders' faith/ hope outlook can bolster employees' confidence and resilience amidst professional challenges. This sense will likely catalyze professional advancement, encouraging individuals to persist in the face of setbacks (Hunsaker, 2019; Wu & Lee, 2020). Also, spiritual leaders' expression of hope/faith and optimism in achieving goals will likely foster employees' perception of personal growth. The optimistic encouragement of spiritual leaders will likely prompt employees to engage in activities that contribute to their ongoing development (Fry, 2003; Fry & Slocum, 2008).

Various empirical studies have established the influence of spiritual leadership on employees' intrinsic motivation. For example, in a survey involving 260 participants from state-owned and private organizations in China, Yang et al. (2022) discovered a positive correlation between spiritual leadership and the satisfaction of basic psychological needs (autonomy, competence, and relatedness). Similarly, a study involving 317 full-time employees of a service sector in India found that spiritual leadership satisfied work-based basic psychological needs, contributing to organizational unit productivity (Haque et al., 2022). Building on self-determination theory and the existing literature, the study proposes the following hypothesis:

Hypothesis 2: Spiritual leadership is positively related to employees' intrinsic motivation.

2.4 Intrinsic Motivation and Employees' Meaningful Work

This study posits that employees' intrinsic motivation, encompassing autonomy, personal growth, and development, serves as a robust predictor of their experience of meaningful work—judging significance, fulfillment, and purpose (Deci & Ryan, 1985; Lysova et al., 2019). Autonomy influences employees' perception of work significance, fulfillment, and purpose by providing them with a sense of independence and control over their work-related decisions and actions (Deci & Ryan, 2008). In essence, when employees have autonomy, they are likely to feel empowered to make choices, set goals, and determine methods for task accomplishment (Maran et al., 2022). This perceived control will likely cultivate a profound connection to their work, as they would view their contribution as self-driven and aligned with personal values (Deci & Ryan, 1985). Consequently, autonomy spurs the meaningfulness of their work, contributing to an enhanced sense of significance, fulfillment, and purpose (Fry et al., 2017; Gagné & Deci, 2005; You et al., 2021).

Additionally, this study contends that individuals' sense of personal growth and personal development, as aspects of intrinsic motivation, significantly influence their perception of work significance, fulfillment, and purpose. The pursuit of personal growth and development involves setting specific goals, acquiring necessary skills, and advancing knowledge, contributing to continuous improvement in abilities (Deci & Ryan, 1985). As individuals progress in their work or professions, they will likely perceive their work as more significant, recognizing ongoing skill

enhancement (Bawuro et al., 2019). Personal growth and development, therefore, are likely to contribute to a greater sense of fulfillment derived from overcoming challenges and witnessing tangible progress (Lysova et al., 2019). This fulfillment aligns with a sense of purpose, as individuals understand their efforts contribute to both personal growth and development and the overall objectives of their work and organization or make a positive impact in the world (Deci & Ryan, 1985; Fry, 2003).

While research on the relationship between intrinsic motivation and meaningful work remains limited, there is a growing body of empirical evidence supporting the idea that intrinsic motivation serves as a predictor of meaningful work. For instance, a study with 309 teachers in public schools in Northeast Nigeria found that intrinsic motivation significantly and positively influenced meaningful work, highlighting the role of intrinsic motivation in predicting individuals' perception of meaningful work (Bawuro et al., 2019). Drawing from the preceding discussion and empirical research evidence, this study puts forward the following hypothesis:

Hypothesis 3: Intrinsic motivation is positively related to employees' meaningful work.

2.5 The Mediating Role of Intrinsic Motivation

This research postulates that spiritual leadership influences employees' perception of meaningful work through the intervening mechanism of intrinsic motivation, as explicated by self-determination theory (Deci & Ryan, 1985). The visionary aspect of spiritual leadership, emphasizing a purposeful future, inspires hope and faith in employees regarding the organization's trajectory (Fry, 2003). Moreover, the altruism exhibited by spiritual leaders, reflecting genuine concern for employees' well-being, is likely to cultivate a supportive environment that nurtures intrinsic motivation (Fry et al., 2005). Intrinsic motivation, as delineated by self-determination theory, impacts autonomy and personal growth and development (Deci & Ryan, 1985, 2000; Wang et al., 2019). Autonomy, a central aspect of intrinsic motivation, aligns with a sense of choice and control (Deci & Ryan, 2000), while personal growth and development resonate with the pursuit of mastery and purpose (Deci & Ryan, 2008). This heightened intrinsic motivation, in turn, leads employees to perceive their work as more meaningful (Fry et al., 2017; Hunsaker, 2022; Steger & Dik, 2010), suggesting that intrinsic motivation serves as the driving force through which spiritual leaders influence employees' meaningful work. However, recognizing other factors, such as self-transcendence (Widodo & Suryosukmono, 2021), impact the relationship between spiritual leadership and meaningful work, and considering the direct influence posited in Hypothesis 1, this study proposes a partial mediation instead of full mediation. Therefore, the following hypothesis is suggested:

Hypothesis 4: Intrinsic motivation partially mediates the relationship between spiritual leadership and employees' perception of meaningful work.

2.5 The Moderating Role of Gender Differences

In the present dynamic and competitive business environment marked by a significant shift in employees' perception of work from a conventional exchange of labor for payment to a pursuit of more profound meaning and purpose (Bailey et al., 2019; Kubiak, 2022), acknowledging the influence of gender on leadership styles is crucial. Recognizing the construct of gender is

particularly pertinent for personalizing leadership strategies to meet the unique needs and expectations of individuals within the workforce (Dastane, 2020). Understanding the role of gender is an imperative tool for leaders to adapt and tailor their approaches, creating leadership paradigms that resonate with the diverse aspirations of diverse team members (Ali et al., 2013).

Building upon the shifting dynamics of the contemporary workplace and the recognition of gender's influence on leadership styles, this study posits that gender is an important boundary condition with the relationship between spiritual leadership and the perception of meaningful work. Particularly, the study postulates that spiritual leadership practices may be experienced differently based on gender, ultimately shaping individuals of meaningful work in distinctive ways.

This assertion aligns with the existing research. For example, in a study involving 480 participants from the banking sector in Bahawalpur and Multan cities in Pakistan, findings indicated that female employees tended to highly rate visionary and altruistic love behaviors demonstrated by spiritual leaders. At the same time, male followers showed lower ratings for these behaviors (Ali et al., 2013). The study further suggested that female followers perceived a strong connection between performance and rewards, motivating effective performance and belief that their duties had a meaningful impact on the lives of others (Ali et al., 2013).

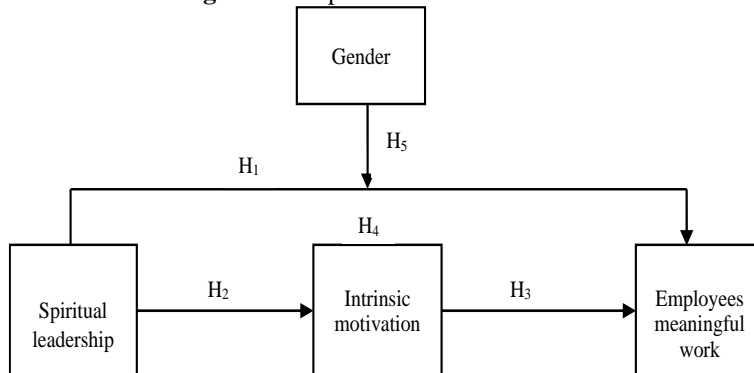
Another study explored the moderating influence of gender on the relationship between transformational leadership and the quality of work life, studying a sample of 443 hotel employees in Turkey (Kara et al., 2018). The results indicated a statistically significant moderating effect of gender on the relationship between transformational leadership and quality of work-life. In contrast, this effect was not observed between transactional leadership and quality-of-life leadership. Moreover, a study examining the moderating effect of gender on various leadership styles (transformational, laissez-faire, democratic, and autocratic paradigms) on employees' performance within a multinational corporation in Malaysia involving 211 participants, showed that the impact of transformational leadership on employees was more pronounced among male compared to females (Dastane, 2020). Conversely, the effects of laissez-faire leadership on employee performance was more pronounced in female than in male (Dastane, 2020), highlighting the need for tailored leadership strategies to optimize workforce outcomes within diverse organizational settings.

In accordance with the existing literature, this study posits that employees' gender significantly moderates the relationship between spiritual leadership and employees' perception of meaningful work. Therefore, the study proposes the following hypothesis:

Hypothesis 5: Employees' gender significantly moderates the relationship between spiritual leadership and employees' meaningful work, such that being female strengthens the relationship while being male dampens the relationship.

Figure 1 presents the proposed study's model.

Figure 1: Proposed Theoretical Model



3. METHODOLOGY

3.1 Sample and Data Collection

Data were collected from employees of commercial banks in Kenya through a survey developed using KoBoToolBox, an online survey tool. The survey was distributed via email and WhatsApp. To facilitate this distribution, relationship and branch managers of the selected banks were contacted to seek their support in sharing the survey link with their respective units through email and internal social media communication channels.

The banking sector was deemed appropriate as a focal population for this study due to several factors. The banking sector is among the major employers, with about 34,674 individuals (CBK, 2022), making it a pertinent locus for studying the factors influencing meaningful work among a substantive portion of the Kenyan workforce. Additionally, the sector plays a pivotal role in contributing to the national revenue, channeling an impressive contribution of KES. 58.2 billion—approximately USD 526.2 Million—to the government revenue (CBK, 2020). The contemporary landscape of commercial banks, both in Kenya and globally, is marked by a proactive stance towards automation and the assimilation of Artificial intelligence (AI) and Machine Learning Technologies (MLT). As these banks grapple with the pervasive influence of such technologies locally and globally, studying how spiritual leadership, intrinsic motivation, and gender dynamics shape the perception of meaningful work in this context is imperative (CBK, 2022).

The study employed a stratified sampling technique (Kumar, 2011) to determine the proportion of the banks based on their categories, classified by their weighted composite index (WCI). This index encompasses net assets, customer deposits, capital, and reserves, as well as the deposit and loan accounts (CBK, 2022). Banks were specifically categorized into three tiers based on their WCI values: Large (aka tier 1) consisted of those with a WCI above 5%, medium (aka tier 2) consisted of those with a WCI ranging between 1% and 5%, and small size (aka tier 3) encompassed those with a WCI lower than 1% (CBK, 2022). Within each tier, a simple random sampling technique was used to provide an equal chance for all employees of the banks to participate (Kerlinger, 2007).

The survey link, distributed over 11 weeks, included a cover letter explaining the study's purpose, assuring confidentiality, and providing respondents the option to decline participation without penalization.

3.2 Measurement Instruments

A 6-point Likert-type scale (1 = Strongly disagree to 6 = Strongly agree) was used to measure the variables. Spiritual leadership, comprising dimensions of vision, hope/faith, and altruistic love, was assessed using a 14-item scale adapted from Fry et al. (2008). Sample statements, such as "My leader understands and is committed to his/her vision" and "I have faith in my leader, and I am willing to do what it takes to ensure the accomplishment of his/her mission," were employed. Intrinsic motivation was assessed using three items from Grant's (2008), with a sample item being "I enjoy the work I do because it is fun." Employees' perception of meaningful work utilized scales from Fry (2008) and Lips-Wiersma and Wright (2012), consisting of six statements, including "My job activities are personally meaningful to me" and "The work I do makes a difference in people's lives."

4. RESULTS

4.1 Sample and Respondents' Profile

A total of 532 questionnaires were distributed using emails and WhatsApp, and 448 valid responses were received, accounting for an 84.2% response rate. This response was fostered by regular friendly reminders addressed to target respondents during the data collection period.

Out of 448 respondents, the survey revealed 52% (233) were male. Most respondents fell within the 35 and 40 (25.4%) age bracket. In terms of education, 62.3% (279) held bachelor's degrees, and in terms of roles, 46.2% (207) held managerial positions. Additionally, 33.7% (151) had a professional tenure of five years or less, while 33.5% (150) had been employed in their respective banks for 5-10 years. Table 1 provides a comprehensive breakdown of the respondents' demographics.

Table I: Descriptive Statistics (N=448)

| Demographic Characteristics | Frequency | Percentage |
|------------------------------------|------------------|-------------------|
| Gender | | |
| Male | 233 | 52 |
| Female | 215 | 48 |
| Total | 448 | 100 |
| Age | | |
| < 20 years | 2 | 0.4 |
| 20-25 Years | 32 | 7.1 |
| 25-30 Years | 79 | 17.6 |
| 30-35 Yeas | 96 | 21.4 |
| 35-40 Years | 114 | 25.4 |
| 40-45 Years | 76 | 17 |
| 45< Years | 49 | 10.9 |
| Total | 448 | 100 |
| Education level | | |
| Postgraduate | 139 | 31 |
| Undergraduate | 279 | 62.3 |
| College certificate/Diploma | 27 | 6 |
| Secondary school level | 3 | 0.7 |
| Total | 448 | 100 |
| Role | | |
| Management | 207 | 46.2 |
| Supervisory | 81 | 18.1 |
| Clerical | 95 | 21.2 |
| Other | 65 | 14.5 |
| Total | 448 | 100 |
| Tenure | | |
| Less than 5 years | 151 | 33.7 |
| 5-10 years | 150 | 33.5 |
| 10-15 years | 108 | 24.1 |
| 15-20 years | 24 | 5.4 |
| Above 20 years | 15 | 3.3 |
| Total | 448 | 100 |

4.2 Measurement model

A confirmatory factor analysis (CFA) was conducted using SmartPLS 4.0 to evaluate the model's measurements' validity, reliability, and collinearity. Convergent reliability was established, with Cronbach's alpha and composite reliability values exceeding 0.70 (Sheko Spaho, 2018). Similarly, convergent validity was confirmed, as factor loadings were greater than 0.708 and statistically significant. Discriminant validity was achieved, as the Average Variance Extracted (AVE) values exceeded 0.5 (Hair, 2014). To determine the significance of the indicator loadings, a bootstrapping resampling procedure was employed with 5000 subsamples of the original sample. The results of the measurement model, including cross-loadings of the items and findings from discriminant and convergent analyses, are presented in Table 2.

Table 2: Discriminant and Convergent Validity (N=448)

| Construct | Factor loading | Cronbach α | Average Variance Extracted (AVE) | Composite Reliability (CR) |
|---|----------------|-------------------|----------------------------------|----------------------------|
| Employees' Meaningful Work (EMW) | | 0.951 | 0.765 | 0.952 |
| EMW01 | 0.876 | | | |
| EMW02 | 0.847 | | | |
| EMW03 | 0.919 | | | |
| EMW04 | 0.843 | | | |
| EMW05 | 0.835 | | | |
| EMW06 | 0.924 | | | |
| Intrinsic Motivation (IM) | | 0.932 | 0.776 | 0.934 |
| IM01 | 0.907 | | | |
| IM02 | 0.826 | | | |
| IM03 | 0.889 | | | |
| IM04 | 0.901 | | | |
| Spiritual Leadership (SL) | | 0.970 | 0.694 | 0.970 |
| SL01 | 0.808 | | | |
| SL02 | 0.773 | | | |
| SL03 | 0.821 | | | |
| SL04 | 0.787 | | | |
| SL05 | 0.834 | | | |
| SL06 | 0.884 | | | |
| SL07 | 0.899 | | | |
| SL08 | 0.903 | | | |
| SL09 | 0.871 | | | |
| SL10 | 0.758 | | | |
| SL11 | 0.829 | | | |
| SL12 | 0.880 | | | |
| SL13 | 0.784 | | | |
| SL14 | 0.815 | | | |

Table 3 shows a positive and statistically significant correlation between gender and employees' meaningful work ($r = 0.054$, $p < 0.01$) and intrinsic motivation ($r = 0.016$, $p < 0.01$). Furthermore, age, education, spiritual leadership (SL), and organizational tenure are positively and significantly associated with employees' perception of meaningful work.

Table 3: Descriptive Statistics and Correlations ($N=448$)

| | Mean | SD | Age | EMW | Educ | Gender | IM | SL | Tenure |
|--------|-------|-------|----------|----------|----------|----------|----------|----------|--------|
| Age | 36.19 | 7.462 | 1 | | | | | | |
| EMW | 5.28 | 1.109 | 0.038*** | 1 | | | | | |
| Educ | 1.76 | 0.584 | 0.197** | 0.038*** | 1 | | | | |
| Gender | 0.48 | 0.5 | 0.086** | 0.054*** | 0.062*** | 1 | | | |
| IM | 5.01 | 1.265 | 0.016*** | 0.888 | 0.061*** | 0.032* | 1 | | |
| SL | 4.93 | 1.113 | 0.040*** | 0.731* | 0.033*** | 0.035* | 0.765*** | 1 | |
| Tenure | 8.56 | 5.713 | 0.711* | 0.023** | 0.083*** | 0.014*** | 0.020*** | 0.029*** | 1 |

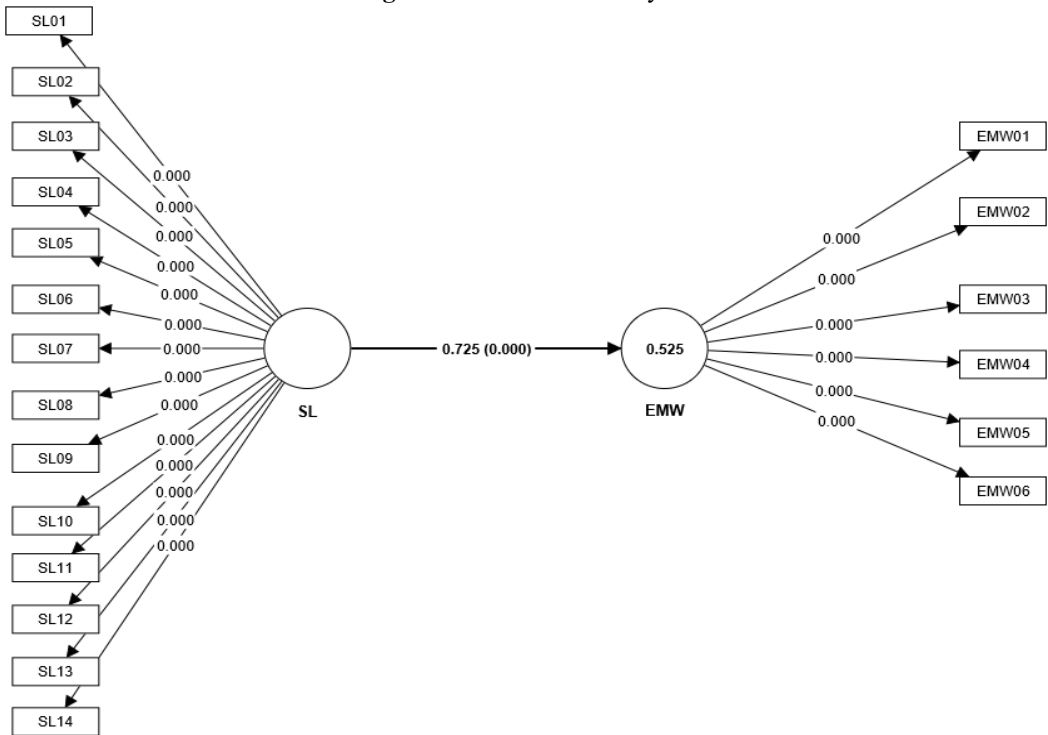
*, ** and *** denotes Confidence Level of 10%, 5%, and 1%, respectively.

4.3 Hypothesis Testing

Having confirmed the reliability and validity of the measurement model, the study proceeded to estimate the structural model. The significance of the path coefficients was tested using a bootstrapping procedure involving 5,000 subsamples from the original data. For more path analysis details, please, see Figures 2 and 3 and Tables 4-5.

Tests of direct paths. Hypothesis 1 predicted a positive association between spiritual leadership and employees' perception of meaningful work. As illustrated in Figure 2, the findings reveal a positive and significant direct relationship between spiritual leadership and employees' perception of meaningful work ($\beta = 0.725$, $p < 0.01$). Thus, these findings provide support for hypothesis 1.

Figure 2: Direct Path Analyses



Hypothesis 2 proposed a positive correlation between spiritual leadership and employees' intrinsic motivation. The outcomes presented in Table 4, column A, affirm a positive and significant direct relationship between spiritual leadership and employees' intrinsic motivation ($\beta=0.756, p < 0.01$). Consequently, these outcomes provide support for Hypothesis 2.

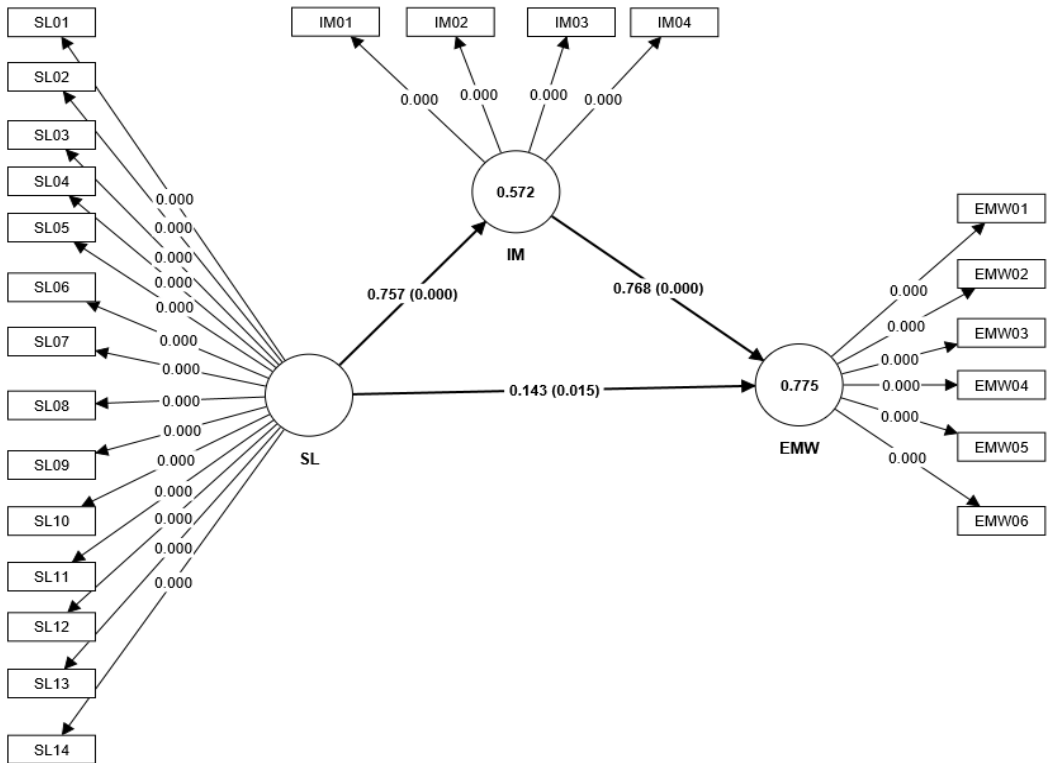
Further, hypothesis 3 postulated that intrinsic motivation would positively relate to employees' perception of meaningful work. The results in Table 4, column A, confirm a significant positive relationship between intrinsic motivation and employees' sense of meaningful work ($\beta=0.876, p < 0.01$), thereby supporting hypothesis 3.

Table 4: Mediation Test

| Hypothesis | Path coefficient | | Decision |
|--------------------------------|---------------------------|--------------------------------|-------------------|
| | Column A | Column B | |
| | Direct without a mediator | Direct with IM as the mediator | |
| H ₁ : SL -> EMW | 0.725*** (0.043) | 0.143** (0.065) | Supported |
| H ₂ : SL -> IM | 0.756*** (0.036) | 0.757*** (0.036) | Supported |
| H ₃ : IM -> EMW | 0.876*** (0.021) | 0.768*** (0.059) | Supported |
| H ₄ SL -> IM -> EMW | | 0.581*** (0.052) | Partial Mediation |

Test of mediation. Hypothesis 4 predicted a partial mediation of intrinsic motivation in the relationship between spiritual leadership and employees' perception of meaningful work. As depicted in Table 4, column B, and Figure 3, the results indicate a significant direct effect of spiritual leadership on employee perception of meaningful work ($\beta=0.143$, $p < 0.05$). Upon introducing intrinsic motivation as an intervening mechanism within the model, the association between spiritual leadership and employees' perception of meaningful work remained positive and significant ($\beta=0.581$, $p < 0.01$), indicating a partial mediation of intrinsic motivation in the relationship (Aguinis et al., 2017). Consequently, Hypothesis 4 finds support from the data.

Figure 3: Direct Path Analyses with Intrinsic Motivation as The Mediator



Tests of moderation. Hypothesis 5 predicted that employees' gender would significantly moderate the relationship between spiritual leadership and employees' intrinsic motivation, such that being female would strengthen the relationship while being male would weaken it. The results detailed in Table 5 indicate that Model 1, which includes only the control variables, and Module 2, where spiritual leadership and gender variables are added, both spiritual leadership ($\beta=0.696, p < 0.01$) and gender ($\beta = 0.111, p < 0.05$) positively and significantly influence employees' perception of meaningful work. Additionally, in Module 3, the introduction of the interaction term of spiritual leadership and gender ($\beta = -0.275, p < 0.01$) demonstrated an influence on the relationship between spiritual leadership and employees' perception of meaningful work. These results, therefore, provide support for Hypothesis 5.

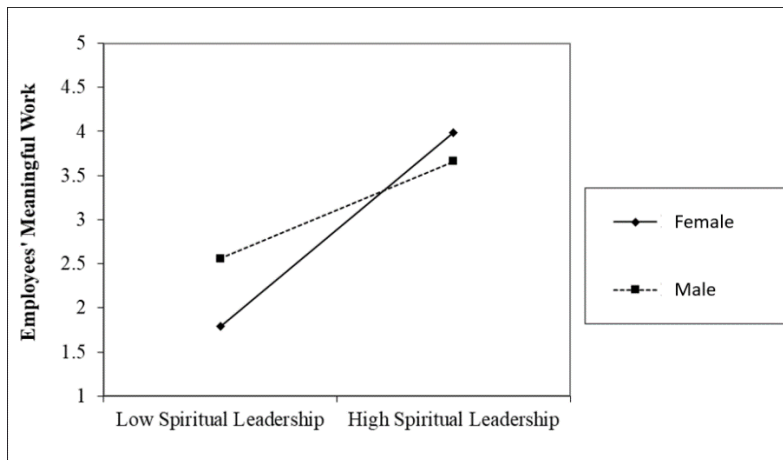
Table 5: Moderating Effects of Employees' Gender

| Variable | Path coefficient | | |
|-------------|-------------------|---------------------|----------------------|
| | Model 1 | Model 2 | Model 3 |
| Age | 0.101 (0.096) | 0.063* (0.050) | 0.062* (0.048) |
| Education | 0.061 (0.051) | 0.043* (0.032) | 0.053** (0.031) |
| Tenure | -0.075 (0.073) | -0.062 (0.053) | -0.057 (0.051) |
| SL | | 0.696*** (0.043) | 0.826*** (0.064) |
| Gender | | 0.111** (0.067) | 0.112** (0.068) |
| SL * Gender | | | -0.275*** (0.119) |

Dependent variable = EMW; * p < 0.1, ** p < 0.05, and *** p < 0.01 denotes confidence levels of 10%, 5%, and 1%, respectively.

To further elucidate the moderation of gender, the process method for simple slope analysis was employed. Figure 4 visually represents the moderating impact of spiritual leadership, indicating that the increase in spiritual leadership has a more pronounced effect on female employees' perception of meaningful work compared to male employees. This observation lends additional support to Hypothesis 5, which postulated that employee gender moderates the relationship between spiritual leadership and employees' perception of meaningful work, with the expectation that the effect of spiritual leadership on the perception of meaningful work intensifies among female employees and diminishes among male employees. In summary, these findings collectively suggest that spiritual leadership is more likely to be effective in enhancing employees' perception of meaningful work among females than males.

Figure 4: Gender Moderation Slope



5. DISCUSSION AND CONCLUSION

5.1. Discussion

This study aimed to investigate the mediating role of intrinsic motivation and the moderating effect of gender in the relationship between spiritual leadership and employees' perception of meaningful work. Previous research has highlighted spiritual leadership as a predictor of various organizational outcomes such as work-unit productivity, organizational commitment and productivity, organizational citizenship behavior, and work-life satisfaction (Fry, 2003; Fry et al., 2017). Consistent with this, the findings of this study confirm that spiritual leadership significantly relates to employees' perception of employees' meaningful work, with intrinsic motivation partially mediating this relationship. This supports Fry's (2003) conceptualization that spiritual leadership addresses the human quest for purpose and well-being. Additionally, gender moderates this relationship, with female employees responding more positively, aligning with existing literature emphasizing the impact of individual characteristics on leadership outcomes (Oh & Wang, 2020).

5.2. Theoretical Implications

This study adds to theory by emphasizing the role of intrinsic motivation in linking spiritual leadership and employees' perception of meaningful work. It underscores the significant moderating effect of employee gender on the impact of spiritual leadership. Furthermore, the research responds to the expressed need to identify other mechanisms through which spiritual leadership impacts individual and organizational outcomes from different contexts—culture and socio-economic strata (Allan et al., 2020; Bailey et al., 2019; Baykal, 2019; Oh & Wang, 2020; Widodo & Suryosukmono, 2021; Wu & Lee, 2020). It extends the generalizability of the spiritual leadership paradigm in the banking sector within the African context, a setting that has received limited attention in the scholarly work on spiritual leadership (Fry et al., 2017; Oh & Wang, 2020).

5.3 Practical Implications

Practically, the findings of this study suggest that managers and practitioners can enhance their employee's sense of meaningfulness by embracing the spiritual leadership perspective, which proves to be a potentially beneficial leadership style. The behaviors associated with spiritual leadership not only complement other leadership styles but also as a valuable addition. Practical strategies include implementing training programs that prioritize the development of a sense of meaning, purpose, autonomy, competence, and positive relationships, recognizing their positive impact on employee well-being and organizational goals. Additionally, managers can use interactive workshop sessions to instill spiritual leadership traits in their followers, emphasizing the significance of altruistic love, autonomy, and competence in effective leadership. To further foster meaningful work, leaders can establish recognition programs celebrating individuals embodying the values associated with spiritual leadership, reinforcing these qualities within the organizational culture.

Limitations And Future Direction

This study's conclusions and validity are circumscribed by the limited scope of factors investigated. Specifically, the investigation focused solely on employees' perception of meaningful work as an outcome of spiritual leadership and explored only intrinsic motivation and gender as the mediating and moderating constructs, respectively. Future research should broaden the scope by exploring alternative outcomes of spiritual leadership and considering additional mediating and moderating variables. Given the cross-sectional nature of this study, potential issues such as rival or inverted relationships may arise (Zhang & Yang, 2020); thus, future studies should extend the findings through longitudinal field surveys.

Moreover, as the study was conducted in the banking sector in Kenya, the generalizability of the results to the broader African continent, with its diverse cultures, values, and economic contexts, warrants cautious consideration (Tan et al., 2021; Widodo & Suryosukmono, 2021). Future investigations should replicate the study in various countries to enrich the literature with a nuanced understanding of the African continent's cultural, socio-economic, and political complexities.

REFERENCE

- Achmad Sani Supriyanto, Vivin Maharani Ekowati, Abd. Haris, Budi Eko Soetjipto, Rudi Harianto, & Muchlis Yahya. (2020). The effect of organizational citizenship behavior on job satisfaction mediated with spiritual leadership. *International Journal of Business and Society*, 21(2), 737–748. <https://doi.org/10.33736/ijbs.3286.2020>
- Aguinis, H., Edwards, J. R., & Bradley, K. J. (2017). Improving our understanding of moderation and mediation in strategic management research. *Organizational Research Methods*, 20(4), 665–685. <https://doi.org/10.1177/1094428115627498>
- Ali, H., Fani, M. I., Ali, H., & Shahab, S. (2013). Impact of Gender Diversity on Spiritual Leadership and Follower's Need for Spiritual Survival/Well-being. *African Journal of Business Management*, 7(39), 4122–4127. <http://www.academicjournals.org/AJBM>
- Allan, B. A., Batz-Barbarich, C., Sterling, H. M., & Tay, L. (2019). Outcomes of meaningful work: A meta-analysis. *Journal of Management Studies*, 56(3), 500–528. <https://doi.org/10.1111/joms.12406>
- Allan, B. A., Rolniak, J. R., & Bouchard, L. (2020). Underemployment and well-being: exploring the dark side of meaningful work. *Journal of Career Development*, 47(1), 111–125. <https://doi.org/10.1177/0894845318819861>
- Arslan, A., Ahokangas, P., Haapanen, L., Golgeci, I., Tarba, S. Y., & Bazel-Shoham, O. (2022). Generational differences in organizational leaders: An interpretive phenomenological analysis of work meaningfulness in the Nordic high-tech organizations. *Technological Forecasting and Social Change*, 180, 121717. <https://doi.org/10.1016/j.techfore.2022.121717>
- Bailey, C., Yeoman, R., Madden, A., Thompson, M., & Kerridge, G. (2019). A review of the empirical literature on meaningful work: progress and research agenda. *Human Resource Development Review*, 18(1), 83–113. <https://doi.org/10.1177/1534484318804653>
- Bawuro, F. A., Shamsuddin, A., Wahab, E., & Usman, H. (2019). Mediating role of meaningful work in the relationship between intrinsic motivation and innovative work behaviour. 8(09), 10. *International Journal of Scientific and Technology Research*, 8(9), 2076-2084.

- Baykal, E. (2019). Creating organizational commitment through spiritual leadership: Mediating effect of meaning at work. *Business & Management Studies: An International Journal*, 7(2), 837–855. <https://doi.org/10.15295/bmij.v7i2.1113>
- CBK. (2022). *Central Bank of Kenya Directory of Licenced Commercial Banks, Mortgage Finance Institutions and Authorized Non-Operating Companies*. <https://www.centralbank.go.ke/wp-content/uploads/2016/06/Directory-of-Licenced-Commercial-Banks-Mortgage-Finance-Institutions-and-NOHCs-1.pdf>
- Central Bank of Kenya. (2020). *Bank Supervision Annual Report 2020* (p. 106) [Annual Report].
- Dastane, O. (2020). Impact of leadership styles on employee performance: A moderating role of gender. *Australian Journal of Business and Management Research*, 5(12), 27–52. <https://doi.org/10.52283/NSWRCA.AJBMR.20210512A03>
- Deci, E. L., & Ryan, R. M. (1985). The general causality orientations scale: Self-determination in personality. *Journal of Research in Personality*, 19(2), 109–134. [https://doi.org/10.1016/0092-6566\(85\)90023-6](https://doi.org/10.1016/0092-6566(85)90023-6)
- Deci, E. L., & Ryan, R. M. (2000). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268. https://doi.org/10.1207/S15327965PLI1104_01
- Deci, E. L., & Ryan, R. M. (2008). Self-determination theory: A macrotheory of human motivation, development, and health. *Canadian Psychology/Psychologie Canadienne*, 49(3), 182–185. <https://doi.org/10.1037/a0012801>
- Deci, E. L., & Ryan, R. M. (2012). Motivation, personality, and development within embedded social contexts: An overview of self-determination theory. In R. M. Ryan (Ed.), *The Oxford Handbook of Human Motivation* (pp. 84–108). Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780195399820.013.0006>
- Fishbach, A., & Woolley, K. (2022). The structure of intrinsic motivation. *Annual Review of Organizational Psychology and Organizational Behavior*, 9(1), 339–363. <https://doi.org/10.1146/annurev-orgpsych-012420-091122>
- Frémeaux, S., & Pavageau, B. (2020). Meaningful leadership: How can leaders contribute to meaningful work? *Journal of Management Inquiry*, 31(1), 54–66. 105649261989712. <https://doi.org/10.1177/1056492619897126>
- Fry, L. W. (2003). Toward a theory of spiritual leadership. *The Leadership Quarterly*, 14(16), 693–727. <https://doi.org/10.1016/j.leaqua.2003.09.001>
- Fry, L. W. (2008). Spiritual leadership: state-of-the-art and future directions for theory, research, and practice. In J. Biberman & L. Tischler (Eds.), *Spirituality in Business* (pp. 106–124). Palgrave Macmillan US. https://doi.org/10.1057/9780230611887_7
- Fry, L. W., & Cohen, M. P. (2009). Spiritual leadership as a paradigm for organizational transformation and recovery from extended work hours cultures. *Journal of Business Ethics*, 84(S2), 265–278. <https://doi.org/10.1007/s10551-008-9695-2>
- Fry, L. W., Latham, J. R., Clinebell, S. K., & Krahnke, K. (2017). Spiritual leadership as a model for performance excellence: A study of Baldrige award recipients. *Journal of Management, Spirituality & Religion*, 14(1), 22–47. <https://doi.org/10.1080/14766086.2016.1202130>
- Fry, L. W., Matherly, L. L., Whittington, J. L., & Winston, B. E. (2007). Spiritual leadership as an integrating paradigm for servant leadership. *Integrating spirituality and organizational leadership*, 70–82. https://scholar.google.com/scholar?hl=en&as_sdt=2007&q=Spiritual+Leadership+as+an+Integrating+Paradigm+for.+Servant+Leadership&btnG=

- Fry, L. W., & Slocum, J. W. (2008). Maximizing the triple bottom line through spiritual leadership. *Organizational Dynamics*, 37(1), 86–96. <https://doi.org/10.1016/j.orgdyn.2007.11.004>
- Fry, L. W., Vitucci, S., & Cedillo, M. (2005). Spiritual leadership and army transformation: Theory, measurement, and establishing a baseline. *The Leadership Quarterly*, 16(5), 835–862. <https://doi.org/10.1016/j.leaqua.2005.07.012>
- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation: Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331–362. <https://doi.org/10.1002/job.322>
- Geldenhuys, M., Taba, K., & Venter, C. M. (2014). Meaningful work, work engagement and organisational commitment. *SA Journal of Industrial Psychology*, 40(1), 1-10. <https://hdl.handle.net/10520/EJC151613>
- Giorgi, G., Arcangeli, G., Perminiene, M., Lorini, C., Ariza-Montes, A., Fiz-Perez, J., Di Fabio, A., & Mucci, N. (2017). Work-related stress in the banking sector: A review of incidence, correlated factors, and major consequences. *Frontiers in Psychology*, 8, 2166. <https://doi.org/10.3389/fpsyg.2017.02166>
- Grant, A. M. (2008). Does intrinsic motivation fuel the prosocial fire? Motivational synergy in predicting persistence, performance, and productivity. *Journal of Applied Psychology*, 93(1), 48–58. <https://doi.org/10.1037/0021-9010.93.1.48>
- Hair, J. F. (Ed.). (2014). *Multivariate data analysis* (7. ed., Pearson new internat. ed). Pearson.
- Haque, M. J., Nawaz, M. Z., Shaikh, H. A., & Tariq, M. Z. (2022). Spiritual Leadership and Unit Productivity: Does Psychological Need Mediate the Relationship between Spiritual Leadership and Unit Productivity? *Public Integrity*, 24 (7), 615-628. <https://doi.org/10.1080/10999922.2021.1957271>
- Hunsaker, W. D. (2017). Spiritual leadership and organizational citizenship behavior: Exploring the conditional effects of self-determination and confucian mindset. *International Journal of Business and Society*, 18(3), 485–502. <https://doi.org/10.33736/ijbs.3141.2017>
- Hunsaker, W. D. (2019). Spiritual leadership and job burnout: Mediating effects of employee well-being and life satisfaction. *Management Science Letters*, 9(8), 1257–1268. <https://doi.org/10.5267/j.msl.2019.4.016>
- Hunsaker, W. D. (2021). Spiritual leadership and work–family conflict: Mediating effects of employee well-being. *Personnel Review*, 50(1), 143–158. <https://doi.org/10.1108/PR-04-2019-0143>
- Hunsaker, W. D. (2022). Spiritual leadership and employee innovation. *Current Psychology*, 41(8), 5048–5057. <https://doi.org/10.1007/s12144-020-01011-9>
- Jeon, K. S., & Choi, B. K. (2020). A multidimensional analysis of spiritual leadership, affective commitment and employees' creativity in South Korea. *Leadership & Organization Development Journal*, 41(8), 1035–1052. <https://doi.org/10.1108/LODJ-08-2019-0352>
- Kara, D., Kim, H. (Lina), Lee, G., & Uysal, M. (2018). The moderating effects of gender and income between leadership and quality of work life (QWL). *International Journal of Contemporary Hospitality Management*, 30(3), 1419–1435. <https://doi.org/10.1108/IJCHM-09-2016-0514>
- Karakas, F. (2010). Spirituality and Performance in Organizations: A Literature Review. *Journal of Business Ethics*, 94(1), 89–106. <https://doi.org/10.1007/s10551-009-0251-5>
- Kerlinger, N. F. (2007). *Foundations of Behavioural Research*. Surjeet.
- Kouzes, J. M., & Posner, B. Z. (2023). *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*. (Seventh). John Wiley & Sons, Inc.

- Kubiak, E. (2022). Increasing perceived work meaningfulness by implementing psychological need-satisfying performance management practices. *Human Resource Management Review*, 32(3), 100792. <https://doi.org/10.1016/j.hrmr.2020.100792>
- Kumar, R. (2011). *Research methodology: A step-by-step guide for beginners* (3rd ed). SAGE.
- Lips-Wiersma, M., & Wright, S. (2012). Measuring the meaning of meaningful work: Development and validation of the comprehensive meaningful work scale (CMWS). *Sage*, 37(5), 655–685. <https://doi.org/DOI: 10.1177/1059601112461578>
- Lysova, E. I., Allan, B. A., Dik, B. J., Duffy, R. D., & Steger, M. F. (2019). Fostering meaningful work in organizations: A multi-level review and integration. *Journal of Vocational Behavior*, 110, 374–389. <https://doi.org/10.1016/j.jvb.2018.07.004>
- Maran, T. K., Baldegger, U., & Klösel, K. (2022). Turning visions into results: Unraveling the distinctive paths of leading with vision and autonomy to goal achievement. *Leadership & Organization Development Journal*, 43(1), 133–154. <https://doi.org/10.1108/LODJ-06-2021-0268>
- Oh, J., & Wang, J. (2020). Spiritual leadership: Current status and agenda for future research and practice. *Journal of Management, Spirituality & Religion*, 17(3), 223–248. <https://doi.org/10.1080/14766086.2020.1728568>
- Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: classic definitions and new directions. *Contemporary Educational Psychology*, 25(1), 54–67. <https://doi.org/10.1006/ceps.1999.1020>
- Sheko, A., & Spaho, A. B. (2018). Information technology inhibitors and information quality in supply chain management: PLS-SEM analysis. *Academic Journal of Interdisciplinary Studies*, 7(3), 125–138. <https://doi.org/10.2478/ajis-2018-0064>
- Steger, M. F., & Dik, B. J. (2009). If one is looking for meaning in life, does it help to find meaning in work? *Applied Psychology: Health and Well-Being*, 1(3), 303–320. <https://doi.org/10.1111/j.1758-0854.2009.01018.x>
- Steger, M. F., & Dik, B. J. (2010). Work as meaning: Individual and organizational benefits of engaging in meaningful work. In P. A. Linley, S. Harrington, & Garcea (Eds), *Oxford Library of Psychology. Oxford Handbook of positive psychology and work*. (Vol. 53, pp. 131–142). Oxford University Press.
- Steger, M. F., Dik, B. J., & Duffy, R. D. (2012). Measuring meaningful work: The work and meaning inventory (WAMI). *Journal of Career Assessment*, 20(3), 322–337. <https://doi.org/10.1177/1069072711436160>
- Sugiardi, A. (2021). The urgency of the role of spiritual leadership on intrinsic motivation and organizational commitment and their impact on job satisfaction. *Journal Of Islamic Economic Business*, 2(1), 73–96. <https://doi.org/28944/assyarikah.v2i1.714>
- Supriyanto, A. S., Ekowati, V. M., & Maghfuroh, U. (2020). Do organizational citizenship behavior and work satisfaction mediate the relationship between spiritual leadership and employee performance? *Management Science Letters*, 10(5) 1107–1114. <https://doi.org/10.5267/j.msl.2019.10.031>
- Tabor, W., Madison, K., Marler, L. E., & Kellermanns, F. W. (2020). The effects of spiritual leadership in family firms: A conservation of resources perspective. *Journal of Business Ethics*, 163(4), 729–743. <https://doi.org/10.1007/s10551-019-04379-2>
- Tan, K.-L., Lew, T.-Y., & Sim, A. K. S. (2021). Effect of work engagement on meaningful work and psychological capital: Perspectives from social workers in New Zealand. *Employee Relations: The International Journal*, 43(3), 807–826. <https://doi.org/10.1108/ER-11-2019-0433>

- Thory, K. (2016). Developing meaningfulness at work through emotional intelligence training: Developing meaningfulness at work. *International Journal of Training and Development*, 20(1), 58–77. <https://doi.org/10.1111/ijtd.12069>
- Wang, M., Guo, T., Ni, Y., Shang, S., & Tang, Z. (2019). The Effect of spiritual leadership on employee effectiveness: An intrinsic motivation perspective. *Frontiers in Psychology*, 9, 2627. <https://doi.org/10.3389/fpsyg.2018.02627>
- Wang, P., & Walumbwa, F. O. (2007). Family-friendly programs, organizational commitment, and work withdrawal: The moderating role of transformational leadership. *Personnel Psychology*, 60(2), 397–427. <https://doi.org/10.1111/j.1744-6570.2007.00078.x>
- Widodo, S., & Suryosukmono, G. (2021). Spiritual leadership, workplace spirituality and their effects on meaningful work: Self-transcendence as mediator role. *Management Science Letters*, 11(7) 2115–2126. <https://doi.org/10.5267/j.msl.2021.2.016>
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behavior. *Journal of Management*, 17(3), 601–617.
- Wu, W.-L., & Lee, Y.-C. (2020). How spiritual leadership boosts nurses' work engagement: The mediating roles of calling and psychological capital. *International Journal of Environmental Research and Public Health*, 17(17), 6364. <https://doi.org/10.3390/ijerph17176364>
- 23, J., Yang, F., & Gao, N. (2022). Enhancing career satisfaction: The roles of spiritual leadership, basic need satisfaction, and power distance orientation. *Current Psychology*, 41(4), 1856–1867. <https://doi.org/10.1007/s12144-020-00712-5>
- Yasin, R., Yang, S., Huseynova, A., & Atif, M. (2022). Spiritual leadership and intellectual capital: Mediating role of psychological safety and knowledge sharing. *Journal of Intellectual Capital*, 24(4), 1025-1046. <https://doi.org/10.1108/JIC-03-2022-0067>
- You, J., Kim, S., Kim, K., Cho, A., & Chang, W. (2021). Conceptualizing meaningful work and its implications for HRD. *European Journal of Training and Development*, 45(1), 36–52. <https://doi.org/10.1108/EJTD-01-2020-0005>
- Zhang, Y., & Yang, F. (2020). How and when spiritual leadership enhances employee innovative behavior. *Personnel Review*, 50(2), 596–609. <https://doi.org/10.1108/PR-07-2019-0346>