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## Workplace Spirituality as Mediator the Influence of Leadership Style on Employee Performance

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### ABSTRACT

This study aims to know the direct effect of leadership style on employee performance and test and analyze workplace spirituality's role as a mediator influencing leadership style to performance of employees. The target population of this study was employees of Indonesian Islamic banks in Malang Raya, totaling 310 employees. Sampling was done by proportional random sampling, using Slovin formula with a tolerable error rate of 10 percent, then obtained a total sample of 76 employees. Data were collected directly from respondents using a questionnaire instrument. The data analysis technique used is Path Analysis. The results of the study prove that leadership style has a significant effect on employee performance. Workplace spirituality mediates influence leadership style on employee performance.

**Keywords:** Workplace Spirituality, Employee Performance, Leadership Style, Spiritual Leadership

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| Received February 2022 | Accepted April 2022 | Available online April 2022 |  
| DOI: <http://dx.doi.org/10.18860/mec-j.v6i1.15628>

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### INTRODUCTION

In a global economy with competition in all industries, it is important to have the right skills in an organization. This is evidenced by most companies investing in leadership programs due to various challenges at their leadership level (Olutade *et al.*, 2015). Gentry *et al.* (2014) identified six possible leadership challenges: developing managerial effectiveness, inspiring others, developing employees, leading the team, guiding change, and managing internal and political stakeholders. The practice of leadership has continued to develop from the past until today and will certainly continue to develop in the future. Yunus *et al.* (2010) revealed that competition in organizations, especially in the banking sector, is a trend development that needs to be strategically addressed by players in the industry. The role of banks is not only to recruit but also to train employees to have a competitive advantage. In other words, human resources have the competence to support competitive advantage in the industry.

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Strengthening spiritual values in management source power human (HR) has become a trending conversation in the study business. This is caused by various practice companies or financial institutions that do not commendable and cause impact negative, no miss from remote HR management from spiritual values. Even performance employees are only driven by achievement indicator economy without spiritual values (Sulistyo, 2009).

Leadership is considered a very important factor success of something organization. Good leadership can improve the performance of employees. Mainstream leadership's transactional and transformational emphasize aspects of character and behavior. Research results about the theory leadership behavior could conclude that no leadership theory guarantees possibility of success as a leader. This thing caused because During These are the existing leadership models still looking at that the essence of leadership is mandated from humans and not a mandate from God and humans. Member in an organization pushed with material and power pull altruistic with ignoring values exemplary. Consequently, the performance achieved solely aims for achievement of destination organization and not quite enough answer man to God ( Sulistyo, 2009).

Spiritual leadership which is adaptive universal leadership for answering the challenges of the times in the 21<sup>st</sup>-century era with change, which is not answered by leadership organizations moment this ( Sureskiarti, 2015). Spiritual leadership helps employees face the future by generating confidence in the organization's vision. Spiritual leadership focuses on the value of altruistic love incorporated into organizational culture. Attitudes and behaviors Leaders will express altruistic love towards their employees, which gives a sense of belonging to the organization ( Supriyanto et al., 2020 ).

According to Rahmawaty (2016), the concept of leadership is spiritually believed to be a solution to the current leadership crisis due to the decline in human values as a result of ethical malaise and ethical crisis. Condition it illustrates that the problem spirituality is increasingly accepted in the 21st century, that spirituality has proved to be a tremendous power to create individuals who have integrity and morality Karima who can build an Islamic society to achieve the pinnacle of civilization and achieve the title of khaira ummah (Rahmawati, 2016). Therefore, applying leadership spirituality in an organization/company will inspire and motivate human resources to increase employee performance.

Spirituality in the workplace is a framework of organizational values that shows organizational culture, marked by increasing employee performance by fostering communication and understanding each other. Ashmos and Duchon (2000) recognize that organizations that promote spiritual culture recognize that the people seek to find meaning and purpose in life in their work, connect with other human beings, and want to be part of society.

Bank Syariah Indonesia (BSI) received an award for innovation, adaptation, and transformation during the Covid-19 pandemic. The institution maintained its peak

performance in 2020, which according to Abeng (2021), was a tough time for the Indonesian economy. BSI has successfully implemented strategic steps and can still maintain a promising performance during a crisis. This State-Owned Enterprise (BUMN) is expected to increase awareness of Islamic Banks that are inclusive, digital, and universal. According to Sharia principles, those who have superior products and services must also be part of this crucial step. The success, of course, is just not free from support from BSI leaders for the sake of achievement.

Tobroni (2015) stated that spiritual leadership could inspire, evoke, influence, and move through exemplary service, compassion, and the implementation of values and other divine attributes in goals, processes, culture, and leadership behavior. In other words, Spiritual leadership is leadership that makes spiritual values core beliefs, core values, and philosophy in leadership behavior. Herawati (2015) provides recommendations that need to be further developed to optimize organizational performance through consistency, generalization, and applying quality of work-life in leadership styles.

Several studies support the claim that spiritual leadership has an impact on personal attitudes and plays a major role in overcoming problems faced by many organizations, such as performance (Udin, 2019) and organizational environment (Afsar, Badir, & Kiani, 2016; Low & Ayoko, 2018). On the other hand, in terms of effectiveness, organizations also need to consider the concept of spiritual leadership in order to improve organizational performance. Baykal and Zehir (2018); Haensel and Garcia-Zamor (2019); Hassani (2018); found that spiritual leadership will be able to foster positive human values, psychological and spiritual conditions that lead to overall organizational performance. One side of Al-Sakinah et al. (2020) reveals that spiritual leadership does not affect the performance of employees. It is still their contradiction research, so the motive of this research is to investigate the influence between spiritual leadership and performance employee, investigate the influence between spiritual leadership and workplace spirituality, and investigate the role of workplace spirituality mediation.

From some of the descriptions above, it can be seen how important spiritual leadership is for a company in order to gain a competitive advantage, so this study aims to propose a theoretical framework for spiritual leadership, enrich the understanding of spirituality in work phenomena and determine its contribution to the overall output of the organization.

## **LITERATURE REVIEW**

### ***Spiritual Leadership and Employee Performance***

According to the Islamic perspective, spiritual leadership is leadership based on the concept of the Prophet Muhammad. This leadership offers a leadership model that seeks to formulate a balanced strategy for achieving success in business, family, social and spiritual terms, based on the leadership and management examples of the Prophet Muhammad and the spirit of Asmaul Husna. The leadership pattern is considered

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successful when guided by the company culture, which includes the five akhlaqul Karima attitudes. So that the application of the most ideal and appropriate Islamic leadership style is a leadership style that includes akhlaqul karimah attitudes, in the form of shidiq, istiqamah, fathonah, amanah, and tabligh (Maharani, 2017). Spiritual leadership is a leadership model that uses a model of intrinsic motivation by combining the existence of a vision (vision), hope/belief (hope/faith), the value of altruism (altruistic love) and spiritual well-being/spiritual survival (Fry et al. (2011).

The concept of spiritual leadership is very important in facing the challenges of the organizational environment in the 21st century, which is full of change. Spiritual leadership is the combination of values, attitudes, and behaviors needed to intrinsically motivate oneself and others to have a sense of spiritual defense through the calling of duty and membership (Afsar et al., 2016; Tkaczynski & Arli, 2018). Yang et al. (2019) and Udin (2019) asserts that spiritual leadership is a type of leadership that focuses on the meaning of the organization. Another study revealed a positive and significant relationship between spiritual leadership and several unit-level outcomes, including four performance measures (Yang & Fry, 2018).

Robbins (2006) states that performance is defined as the result of the abilities possessed by an employee so that in achieving maximum performance, guidelines are needed in order to achieve better performance. To achieve an optimal result, it needs to be supported by appropriate environmental conditions (Sedarmayanti, 2011). The work environment can be anything that is around employees and can affect how they carry out their duties. Sani and Troena (2012) revealed 6 indicators performance employees: transaction management, administration management, customer focus, quality orientation, cooperation, and internalization of sharia values.

### ***Spiritual Leadership and workplace spirituality***

Spirituality at work will be created without pressure from people, spirituality is not to be spoken, but spirituality at work will be created when people's behavior can practice spirituality in every action and deed (Reave, 2005). Workplace Spirituality places employees as spiritual beings who need mental care in the workplace, have a sense of purpose and meaning in their work, and connectedness to one another (Ashmos and Dunchon, 2000;). Ashmos and Duchon (2000) divide Workplace Spirituality into three main dimensions, namely: inner life, meaningful work community

Spiritual leadership also positively influences workplace spirituality, increasing environmental morale and intrinsic motivation (Afsar et al., 2016; Wang et al., 2018). So the hypothesis study are :

H1: Spiritual leadership has a significant effect on employee performance

H2: Spiritual leadership has a significant effect on workplace spirituality

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H 3: workplace spirituality mediates the influence of spiritual leadership on the performance of employee

## **METHODOLOGY**

Based on the type and purpose of the research, this research approach is explanatory research. The location is carried out at an Indonesian Islamic bank in Malang Raya, where the population is about 310 employees with a sample of 76 employees. The sampling technique used in this study is the proportional random sampling technique, which is a sampling technique where all members of the population have the opportunity to be sampled proportionally per part (Sekaran, 2003). The scale used in measuring variables uses a Likert scale where several questions prepared by respondents are on a continuum that is weighted according to the item, and in this study, a weighted score of 1 means strongly disagree/strongly disagree.

Data were collected using a questionnaire with a Likert scale ranging from 1, strongly disagree, to 5, which means strongly agree. This study uses three variables: spiritual leadership, workplace spirituality, and employee performance. Spiritual leadership is measured by five indicators adopting the opinion of Fry et al. (2011), and workplace spirituality is measured by three indicators referring to Ashmos and Duchon (2000). Performance employees are measured by six indicators referring to opinion (Sani and Troena, 2012): transaction management, administration management, customer focus, quality orientation, cooperation, and the internalization of sharia values.

A path analysis test is used to solve problems which are then matched using a hypothesis model; research hypothesis testing uses path analysis techniques (Path Analysis). Path analysis is processed using a computer and the application program SPSS (Statistical Program for Social Sciences Windows); the rules are t-test at a significance level of  $\alpha = 0.05$  or  $p \leq 0.05$  as indicated in the provisions (Sig. t). Testing this hypothesis using path analysis to find out the high causality of various variables and hierarchies as well as direct or indirect relationships and paths.

## **RESULTS**

The results of the questionnaire validity test showed that all spiritual leadership questionnaire items were declared valid. Questionnaire items are declared valid because the Pearson product-moment correlation on each questionnaire item is greater than the correlation coefficient of 0.300. Likewise, the results of testing workplace spirituality items and employee performance are declared valid. Questionnaire items are declared valid because the Pearson product-moment correlation on each questionnaire item is greater than the correlation coefficient of 0.300.

The spiritual leadership reliability test has a Cronbach's Alpha value of 0.961, which is greater than 0.600, so it can be concluded that the spiritual leadership instrument is stated reliable. The reliability test results of employee performance instruments

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obtained Cronbach's Alpha value of 0.935 greater than 0.600 so that it can be concluded that the performance instrument employees are declared reliable. Likewise, the results of the workplace spirituality reliability test were obtained. Mark Cronbach's Alpha 0.933 is greater than 0.600, so it can be concluded that the workplace spirituality instrument is stated reliable.

**Table 1. Results of Spiritual Leadership Regression Analysis on Employee Performance**

Model	Standardized Coefficient Beta	t	Sig.	Information
X	0.496	3.417	0.002	Significant

Dependent Variable : Y  
n : 76  
R Square : 0.435  
F<sub>count</sub> : 11.673  
Sig. F<sub>count</sub> : 0.002

Based on Table 1, it can be seen that spiritual leadership (X) on the employee performance variable (Y) has a positive and significant influence which can be seen from the sig value.  $0.002 < 0.05$ . Moreover, it can also be seen from the value of t count  $3.417 > t$  table 1.96. The coefficient of determination seen in the R square ( $R^2$ ) value is 0.435 or 43.5 %. From these results, it can be shown that spiritual leadership contributes to the performance employee of 43.5%, while the remaining 56.5% is explained by other variables not examined in this study.

Based on Table 2, it can be seen that spiritual leadership (X) on the workplace spirituality (Z) variable has a positive and significant influence which can be seen from the sig value.  $0.010 < 0.05$ . Moreover, it can also be seen from the value of t count  $2.704 > t$  table 1.96.

**Table 2. Results of Spiritual Leadership Regression Analysis (X) on workplace spirituality (Z)**

Model	Standardized Coefficient Beta	T	Sig.	Information
X	0.502	2.704	0.010	Significant

Dependent Variable: Z  
n: 76  
R Square: 0.161  
F<sub>count</sub>: 7.309  
Sig. F<sub>count</sub>: 0.010

**Table 3. Results of workplace spirituality regression analysis on employee performance**

Model	Standardized Coefficient Beta	t	Sig.	Information
Z	0.677	4.247	0.000	Significant

Dependent Variable: Y  
n: 76  
R Square: 0.322  
F<sub>count</sub>: 18.040  
Sig. F<sub>count</sub>: 0.000

Based on Table 3, it can be seen that the workplace spirituality variable (Z) on the employee performance variable (Y) has a positive and significant influence which can be seen from the sig value.  $0.000 < 0.05$ . Moreover, it can also be seen from the value of  $t$   $4.247 > t$  table 1.96.

Based on Table 4, it can be seen that spiritual leadership on employee performance (Y) and Workplace spirituality (Z) on employee performance (Y) have a positive and significant influence which can be seen from the sig value.  $0.024$  and  $0.006 < 0.05$ . Moreover, it can also be seen from the calculated  $f$  value  $12.864 > F$  table 3.240. So it can be concluded that  $H_0$  is rejected and  $H_1$  is accepted.

**Table 4. Results of Spiritual Leadership Regression Analysis on Employee Performance through workplace spirituality**

Model	Standardized Coefficient Beta	t	Sig.	Information
Spiritual leadership (X)	0.506	2.204	0.024	Significant
Workplace spirituality (Z)	0.604	3.197	0.006	Significant

Dependent Variable: Y  
n: 76  
R Square: 0.401  
F<sub>count</sub>: 12.86  
Sig. F<sub>count</sub>: 0.000

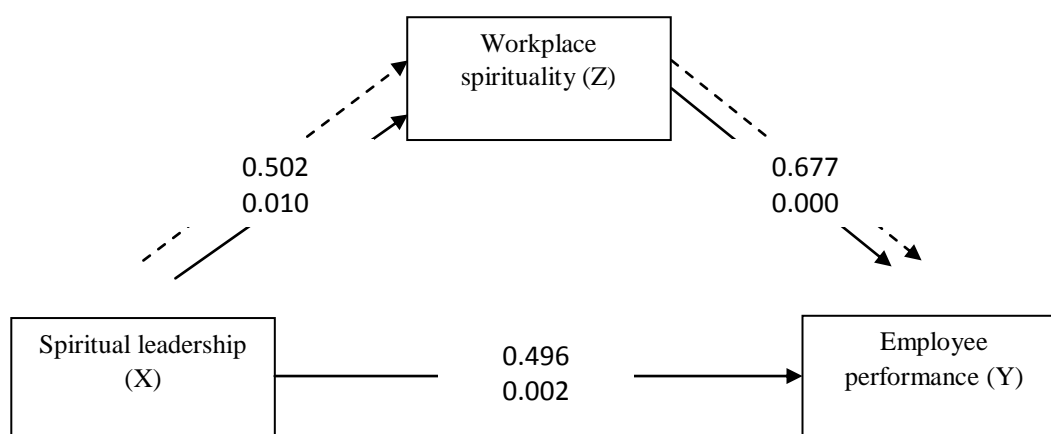


Figure 1. Diagram Path Analysis

Spiritual leadership variable on employee performance, namely 0.496 and an indirect influence Spiritual leadership on employee performance through workplace spirituality of  $0.502 \times 0.677 = 0.339$ . Because the influence of the Spiritual leadership variable (X) on employee performance (Y) is significant, X on Z is significant, and Z on Y is significant, it can be concluded that the workplace spirituality variable is a mediating variable.

## DISCUSSION

### *The Influence of Spiritual Leadership on Employee Performance*

The results of field research and path analysis test results show that the Spiritual leadership variable has a significant influence on employee performance. This result is evidenced by the path coefficient value of 0.496 with a significance value of  $0.002 < 0.05$ . This finding strengthens research (Udin, 2019) that high spiritual leadership is believed to be the main driver of organizational productivity in optimizing performance organizations. Employees who have some kind of emotional attachment to the organization perform better than others.

Research results in the field support the opinion Fry et al. (2011) that Spiritual leadership is the combination of values, attitudes, and behaviors necessary to motivate oneself and others intrinsically. Research results support a study previously conducted by Afsar et al. (2016); Tkaczynski & Arli (2018) that spiritual leadership makes leaders have a sense of spiritual defense through the call of duty and membership for achievement destination organization.

Findings in the field are in line with what is revealed by Herawaty (2016), application of leadership spirituality in an organization/company will inspire and motivate human resources to increase employee performance. Likewise, (Yang et al., 2019), Udin (2019), and Yang & Fry (2018) emphasize that spiritual leadership is a type of leadership that focuses on the meaning of the organization.



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***Leadership influences spirituality Against workplace spirituality***

Based on the observations and research results, it was found that leadership spirituality has a significant effect on workplace spirituality. The results of research in the field support the theory that The work environment affects the performance of employees in carrying out their duties (Shalahudin, 2013). If the work environment in a company is optimal and conducive, employees who work will feel happy in completing their duties and feel proud to be able to work in the company and can get what the company dreams of.

Spiritual leaders help employees become fully human and find meaningful work to achieve higher goals (Yang et al., 2019). Spiritual leaders also expand employees to think beyond themselves with more careful considerations. Spiritual leadership can integrate core values, processes, and organizational systems with core values and employee aspirations, so that they are more in line with the organization (Reave, 2005).

Research results align with Supriyanto et al. (2020) that Attitudes and behaviors. Leaders will express altruistic love towards their employees, giving them a sense of belonging to the organization. Research results align with Herawati's (2015) opinion that it is necessary to endorse an environment conducive to work to optimize organizational performance.

***The Effect of Spiritual Leadership on Employee Performance mediated by workplace spirituality***

Based on the results of field research and path analysis testing, it shows that the leadership variable spiritual has a significant influence on employee performance. The results of the path analysis show that there is a direct influence of the Spiritual leadership variable on employee performance, namely 0.496, and an indirect influence of Spiritual leadership on employee performance through workplace spirituality of  $0.502 \times 0.677 = 0.339$ . Because the influence of the Spiritual leadership variable (X) on employee performance (Y) is significant, X on Z is significant, and Z on Y is significant, it can be concluded that the workplace spirituality variable is a mediating variable.

Finding in the field show that Spiritual leadership can improve employee performance by increasing workplace spirituality. Therefore, the party Banks need to provide adequate facilities to support and improve employee performance. Robbins and Judge (2008) revealed that spiritual in place work is the awareness that people have lived a mind that grows and is nourished by meaningful work in a context community.

Research results support research conducted by Afsar et al. (2016) that spiritual leadership can enhance workplace spirituality, improving performance (Wang et al., 2018). Pandey and Gupta (2008) assert that leadership spirituality is capable improve the work environment.

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Spirituality at work will be created without pressure from people, spirituality is not to be spoken, but spirituality at work will be created when people's behavior can practice spirituality in every action and deed (Reave, 2005). Workplace Spirituality places employees as spiritual beings who need spiritual care in the workplace and have a sense of purpose and meaning in their work and connectedness to one another (Ashmos and Dunchon, 2000).

## CONCLUSION

*Spiritual leadership* affects performance. Leadership application of spirituality in an organization/company will be able to inspire and motivate human resources to increase employee performance.

*Spiritual leadership* affects the performance of workplace spirituality. Attitudes and behaviors Leaders will express altruistic love towards their employees, which provides a sense of belonging to the organization, supported by an environment conducive to work.

*Spiritual leadership* affects performance through workplace spirituality. Therefore, the party Banks need to provide adequate facilities to support and improve employee performance.

*Spiritual leadership* can improve employee performance, so this leadership model deserves to be maintained in Islamic banking. It needs to be instilled in employees to support the organization's functions because this behavior makes employees more responsible for increasing performance. Further researchers can develop research models by using add satisfaction variable or committee so that the research conducted becomes more extensive.

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