THE INFLUENCE OF SPIRITUAL LEADERSHIP ON JOB SATISFACTION, ETHICAL BEHAVIOR, AND EMPLOYEE MOTIVATION

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ABSTRACT

The aim of the study is to investigate the influence of Spiritual Leadership on Job Satisfaction, Ethical Behavior, and Employee Motivation. The study's respondents were employees staying in Istanbul, the most populous province of the Marmara Region in Turkey. Data was collected from the survey method. Totally 325 datasets were analyzed. The results showed that three dimensions of spiritual leadership, namely, vision, hope/faith, and altruistic love influence Job Satisfaction, Ethical Behavior, and Employee Motivation. This study offers valuable insights into the suitability of spiritual leadership in Turkey's unique socio-economic environment. This research enhances the understanding of leadership studies and provides practical insights for leadership development and organizational management in Turkish contexts by examining the connections between spiritual leadership and critical organizational outcomes.

Keywords: Spiritual Leadership, Job Satisfaction, Ethical Behavior, Employee Motivation.

SPİRİTÜEL LİDERLİĞİN İŞ TATMİNİ, ETİK DAVRANIŞ VE ÇALIŞAN MOTİVASYONU ÜZERİNDEKİ ETKİSİ

ÖZET

Bu araştırmanın amacı Spiritüel liderliğin İş Tatmini, Etik Davranış ve Çalışan Motivasyonu üzerindeki etkisini araştırmaktır. Araştırmanın katılımcıları Türkiye'nin Marmara Bölgesi'nin en kalabalık ili olan İstanbul'da ikamet eden çalışanlardan oluşmuştur. Veriler anket toplama yöntemiyle toplanmıştır. Toplam

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325 veri seti analiz edilmiştir. Sonuçlar Spiritüel Liderliğin üç boyutunun, yani vizyon, umut/inanç ve fedakar sevginin İş Tatmini, Etik Davranış ve Çalışan Motivasyonunu etkilediğini gösterdi. Bu çalışma, Türkiye'nin benzersiz sosyo-ekonomik ortamında spiritüel liderliğin uygunluğuna ilişkin değerli bilgiler sunmaktadır. Bu araştırma, spiritüel liderlik ile kritik örgütsel sonuçlar arasındaki bağlantıları inceleyerek liderlik çalışmalarının anlaşılmasını geliştirmekte ve Türkiye bağlamında liderlik gelişimi ve örgütsel yönetim için pratik bilgiler sağlamaktadır.

Anahtar Kelimeler: Spiritüel Liderlik, İş Tatmini, Etik Davranış, Çalışan Motivasyonu

1. INTRODUCTION

In today's fast-paced world, the boundaries between work and personal life have become increasingly blurred for many individuals. With modern lifestyles heavily focused on professional commitments and work-related social activities, little time is often left for personal pursuits and spiritual fulfillment. Bauman (2001) argues that the growing bureaucratization of contemporary organizations exacerbates this issue, fostering a sense of exaggerated monotony, neglecting individuals' inner worlds, and disregarding their emotional well-being. Simultaneously, the relentless pace of technological advancement, globalization, and market competitiveness has normalized workplace pressure and anxiety, resulting in heightened fatigue, isolation, and stress among employees. This societal shift has prompted individuals to question the meaning of their existence and seek deeper fulfillment in their personal and professional lives. Furthermore, managers' diminishing display of love, empathy, and understanding toward their employees underscores the crucial need to address individuals' spiritual and emotional needs holistically and compassionately (Cacioppe, 2000). Spirituality remains a prominent topic in management discussions, especially regarding enhancing corporate reputation and competitive advantage (Chattopadhyay, 2010). In 2005, The Leadership Quarterly journal dedicated a special issue to spiritual leadership, aiming to stimulate and enrich conversations about spirituality in the workplace (Fry et al., 2009). The field of spirituality in the workplace, initially explored by Mitroff (2001) as referenced in Ivancevich et al. (2007), has been formally acknowledged by The Academy of Management as a subject of study. Following an analysis of 87 articles, Dent et al. (2005) observed a pattern of consistency in the effectiveness of spiritual values and leadership. Fry and Matherly (2006) propose that organizational transformation and development, aimed at optimizing performance, can lead to enhanced organizational effectiveness, a concept they refer to as spiritual leadership. According to Reave (2005), the prolonged retention of ideals can significantly impact spiritual values.

Conventional leadership theories emphasize the intellectual and emotional dimensions of a leader's characteristics and actions (Chen & Li, 2013). In contrast, spiritual leadership emphasizes the spiritual facets of leadership by emphasizing the importance of thoughts, values, and well-being (Fry et al., 2005). Fry's (2003) findings underscore this sentiment, revealing that managers and leaders prioritize deeper meaning and fulfillment in their professional environments over mere monetary compensation and leisure pursuits. According to Fry (2003), spiritual leadership is based on an intrinsic motivation model that combines "altruistic love," "vision," and "hope/faith" to depict an effective leader. Fairholm (1996) argues that spiritual leaders play a crucial role in guiding followers to create compelling visions and missions, thereby enhancing organizational dedication and performance. While considerable research has investigated the positive impacts of spiritual leadership on organizational outcomes, a significant gap persists in its examination within the Turkish context. Considering Turkey's unique cultural and socio-economic dynamics shaping workplace environments, there exists a compelling need for empirical studies to explore the role of spiritual leadership in this setting. Consequently, this study aimed to fill this gap by examining the influence of spiritual leadership on job satisfaction, ethical behavior, and employee motivation within Turkish organizations. Specifically, the focus was on understanding how spiritual leadership practices contribute to fostering healthier and more sustainable work environments in Turkey.

2. LITERATURE REVIEW

2.1. Spiritual Leadership

"Spiritual" is derived from the Latin word " spiritus," meaning "spirit" or "breath" (Spirit, 2011). This word expresses the vitality or life force of a being (Anderson, 2000). The term "spiritual," as a derived form of this root word, is generally used as an adjective associated with spiritual, metaphysical, or ethereal matters (Sheldrake, 2012). Additionally, this term expresses abstract concepts such as one's inner world, spiritual experiences, or connection with universal energy (Fairholm, 1996). Como (2007) states, "Spirituality is the effort to explore the meaning and purpose of life and the quest to reach one's inner essence. Furthermore, Fry suggests that a spiritual leader can respond to their followers' quest for meaning in life and address their needs for acceptance and recognition. Employees who embrace this leadership approach perceive their work as significant and believe that their work adds meaning to others' lives (Baykal, 2018). This leadership approach emphasizes the individual's spiritual development and expects leaders to be sensitive to work-related needs and individuals' emotional, social, and spiritual needs. From this perspective, the spiritual leadership approach aims to complement missing elements by combining motivation, religious, ethical, and

value-focused perspectives while also striving to respond to followers' goals in the work environment (Chen & Yang, 2012).

Spiritual leadership is based on an intrinsic motivation model that combines "altruistic love," "vision," and "hope/faith" to depict an effective leader (Fry, 2003; Fry, Vitucci, & Cedillo, 2005). Vision is a powerful depiction of the future destination an organization or individual aspires to reach. A compelling vision resonates with many, sets the course and purpose for the team, embodies lofty aspirations, imbues work with significance, and fosters hope and faith (Daft & Lengel 1998; Nanus, 1992).

Hope/faith refers to the certainty of achieving desired outcomes and the belief that the organization's goal, vision, and purpose will be accomplished (Fry, 2003, Fry & Cohen, 2009). Hope and faith serve as cornerstones for the conviction that all organizational objectives, including the organizational vision and mission, will come to fruition (Fry, 2003). People who harbor hope or faith exhibit a clear understanding of their objectives, and the path to attain them, and demonstrate readiness to confront obstacles and persevere through challenges to accomplish their aims (MacArthur, 1998).

Altruistic love encompasses "a feeling of completeness, balance, and welfare fostered by care, consideration, and gratitude towards both oneself and others" (Fry, 2003). Numerous researches have highlighted the significance of altruistic affection as a fundamental value within organizational culture (Fry et al., 2011; Aydin & Ceylan, 2009; Fry, 2003).

2.2. Job Satisfaction

Job satisfaction is the level of satisfaction or inner contentment an employee feels towards their job (Yüksel, 2005). In other words, job satisfaction can be explained as people's emotional response to their current work conditions (Porter & Lawler, 1968). Many factors can influence an employee's job satisfaction and the attitude they display as a result of this satisfaction. Therefore, employers must understand these employee differences and adapt the work environment accordingly. Effective alignment between the employee and the work environment is crucial for maximizing job satisfaction (Taris & Feij, 2001). Job satisfaction is a critical factor because it is considered one of the primary reasons for individuals' decisions to leave their jobs (Sturges & Guest, 2001).

2.3. Ethical Behavior

Kaviya (2011) defines ethics as a discipline concerned with right and wrong, moral responsibility, and obligations. DeGeorge (1987) defines ethics as the exploration of rightness and wrongness. Ethical behavior refers to individuals making decisions and acting following fundamental values such as honesty,

respect, justice, and responsibility. It is often defined as acceptable or unacceptable conduct (Beauchamp & Bowie, 2000). Therefore, ethical behavior is guided by rules, standards, codes, or principles that provide guidance for moral correctness and integrity in specific situations (Lewis, 1985). Ethical behavior is also of vital importance within the organization. Particularly, the ethical conduct exhibited by leaders significantly impacts individuals (Posner & Schmidt, 1984). Moreover, ethical behavior fosters positive employee relationships and provides a significant advantage in establishing positive relationships with customers, business partners, and shareholders (Sopo, 2008). Organizations should ensure that employees understand the importance of ethical behavior and take responsibility for their actions; this can lead to a culture of trust that fosters increased productivity, enhanced employee morale, and stronger customer relationships (Shahid, 2020).

2.4. Employee Motivation

Motivation is defined as the force that drives an individual to take action to achieve a specific goal (Genç, 2004). On the other hand, employee motivation expresses the willingness, energy, and effort individuals put into their jobs and tasks. Additionally, employee motivation is a policy applied by leaders in organizations to enhance the effective management of personnel (Abbah, 2014). This is because leaders who foster employee motivation have been found to encounter outcomes such as productivity, performance, and persistence (Grant, 2008). Wiley (1997) emphasized that employers need to understand what motivates their employees to achieve long-term success in a business, as this understanding is crucial for increasing productivity. Consequently, employee motivation is a critical factor that shapes the success of an organization (Suzuki, 2021). It is inevitable for businesses, leaders, and managers to develop effective strategies to motivate employees to gain a competitive advantage and achieve sustainable success (Pfeffer, 1994). Employee motivation not only impacts individual performance but also deeply influences the overall culture and performance of the organization (Egan et al., 2004). In this context, research and developed strategies can contribute to businesses reaching a more effective, fair, and sustainable management approach (Bocken et al., 2014).

3. HYPOTHESES DEVELOPMENT

3.1. The Relationship Between Spiritual Leadership and Job Satisfaction

According to Yusof (2011), leaders can emphasize the importance of finding meaning and purpose in one's occupation. By establishing a connection between employees and a broader purpose or goal, they facilitate the development of a profound feeling of fulfillment and happiness in their respective positions

(Yusof, 2011). Spiritual leaders advocate for virtues such as honesty, understanding, and kindness. The feeling of belongingness nurtures job happiness by cultivating favorable connections and camaraderie among colleagues (Djaelani et al., 2021). According to Yusof and Mohamad (2014), spiritual leaders place high importance on fostering their employees' growth and promoting their professional advancement and personal development (Indrajaya et al., 2019). Job satisfaction is enhanced when individual values coincide with those of the business and is more likely to be experienced by employees who perceive alignment between their views and their organization's purpose, vision, and values (Indrajaya et al., 2019). Spiritual leaders can assist employees in attaining enhanced equilibrium and contentment in both their work and personal lives (Indrajaya et al., 2019).

Spiritual leadership can be characterized by its dimensions of vision, hope/faith, and altruistic love, which enhances employee job satisfaction through several mechanisms (Chen &Yang, 2012; Yang et al., 2019). This meaningful work environment cultivates feelings of value and purpose among employees, leading to increased job satisfaction (Lavy & Bocker, 2018; Lee & Lee, 2019). Secondly, the supportive behaviors and guidance provided by spiritual leaders create a caring workplace atmosphere, boosting employees' self-efficacy and satisfaction (Chen & Li, 2013; Rigotti et al., 2020). Asrun, Salim, and Thoyip (2012) surveyed 152 municipal officials in Kendari, Indonesia, to explore the relationship between spiritual leadership and job satisfaction. The research revealed that spiritual leadership has a positive effect on job satisfaction. Masouleh et al. (2013) conducted a survey study with 234 employees to determine this relationship, and their research revealed a positive and significant relationship between spiritual leadership and job satisfaction. Based on this information, our hypotheses are as follows:

H1a: The vision dimension of spiritual leadership is positively related to employee job satisfaction.

H1b: The hope dimension of spiritual leadership is positively related to employee job satisfaction.

H1c: The altruistic love dimension of spiritual leadership is positively related to employee job satisfaction.

3.2. The Relationship Between Spiritual Leadership and Ethical Behavior

Previous studies have demonstrated leaders' critical role in establishing an ethical environment (Dickson et al., 2001; Schminke et al., 2005; Mayer et al., 2009). According to Pio and Lengkong (2020), there is a relationship between spiritual leadership and ethical conduct, as spiritual leadership prioritizes core values such as integrity, compassion, empathy, and service to others, which provide the basis for ethical behavior (Pio & Lengkong, 2020). Spiritual leaders also give priority to ideals that are by ethical standards, including honesty, justice, and respect for others. Exemplifying these principles via their actions and choices

provides a distinct model for their followers to emulate (Pio & Lengkong, 2020). According to Zhu et al. (2022), spiritual leadership motivates and directs their adherents to behave morally by exemplifying moral fortitude and steadfastness in their conduct, which encourages team members to contemplate the ethical ramifications of their acts and make decisions that follow their principles. This emphasis leads individuals to contemplate the ethical ramifications of their actions on others and make choices that emphasize the collective benefit over personal gain and facilitate the personal maturation and advancement of their adherents, encompassing the cultivation of ethical principles (Pio et al., 2020). For example, Pio and Lengkong (2020) conducted with 150 employees working in a private hospital to investigate the impact of spiritual leadership on ethical behavior. The results revealed that spiritual leadership has a significant influence on ethical behavior. The dimensions of spiritual leadership - vision, hope/faith, and altruistic love - exert significant influence on the ethical behavior of employees within organizations. Firstly, the dimension of vision involves leaders articulating a compelling and meaningful direction for the organization, grounded in ethical principles (Grandy & Sliwa, 2017). When leaders effectively communicate a vision that aligns with ethical values, it provides employees with a clear understanding of the organization's purpose and fosters a sense of commitment to ethical conduct in achieving shared goals (Grojean et al., 2004). Secondly, hope and faith, as dimensions of spiritual leadership, play a crucial role in sustaining ethical behavior (Samul, 2019). Finally, altruistic love is another dimension of spiritual leadership that significantly influences ethical behavior (Chen & Yang, 2012). Leaders who demonstrate genuine care and concern for the well-being of their employees create a supportive and compassionate organizational culture (Arghode et al., 2022). These dimensions of spiritual leadership collectively contribute to the cultivation of an ethical organizational climate characterized by shared purpose, resilience, and compassion (Fry, 2003).

Based on this information, our hypotheses are as follows:

H2a: The vision dimension of spiritual leadership is positively related to employee ethical behavior.

H2b: The hope dimension of spiritual leadership is positively related to employee ethical behavior.

H2c: The altruistic love dimension of spiritual leadership is positively related to employee ethical behavior.

3.3. The Relationship Between Spiritual Leadership and Employee Motivation

Spiritual leadership is a management style that incorporates spiritual ideas and concepts into the activities and relationships of an organization (Chen et al., 2019). This approach surpasses conventional leadership techniques by significantly emphasizing cultivating a sense of significance, intention, and interdependence among individuals inside the organizations. According to Wang et al. (2019), Spiritual

leaders motivate and enable their team members to strive for loftier principles and make meaningful contributions, cultivating an environment of confidence, cooperation, and individual growth and placing utmost importance on the welfare and development of their followers, urging them to synchronize their behaviors with fundamental principles such as honesty, understanding, sympathy, and altruism. Spiritual leaders also strive to establish a work atmosphere that nurtures the spirit, boosts employee engagement, and encourages overall success, using their actions and counsel as a model (Chen et al., 2019). Spiritual principles also highlight the significance of a transcendent purpose or significance in one's professional endeavors (Afsar, Badir, & Kiani, 2016). So, when employees have a sense of connection to a cause beyond mere financial compensation, their motivation to exert their utmost efforts to accomplish organizational objectives is heightened (Afsarvet et al., 2016).

When leaders exemplify and advocate for these principles, employees are more inclined to experience a feeling of congruence with their convictions and motivations, resulting in heightened involvement and dedication to their tasks (Afsarvet et al., 2016). According to Krishnakumar et al. (2015), spiritual leaders often establish a motivational and all-encompassing work atmosphere that fosters a sense of worth and recognition among employees as unique persons. This feeling of belonging cultivates trust and cooperation, enhancing motivation and productivity (Krishnakumar et al., 2015). In their study, Shi et al. (2018) asserted that spiritual leadership plays a significant role in employee motivation. Spiritual leadership, consisting of vision, hope/faith, and altruistic love dimensions, plays a crucial role in enhancing employee motivation within organizational contexts. Firstly, vision involves leaders articulating a clear and compelling direction for the organization, which gives employees a sense of purpose and direction in their work (Abbas & Asghar, 2010). Secondly, the hope/faith dimension entails fostering optimism and resilience among employees, even in the face of challenges or setbacks (Sweeney & Fry, 2012). Leaders who instill hope and faith create an environment where employees believe in their ability to overcome obstacles and achieve success (Fullan, 2011). This optimism fuels employee motivation by encouraging them to persist in their efforts and maintain a positive outlook on their work (Locke & Latham, 1990). Lastly, the altruistic love dimension emphasizes leaders' genuine care and concern for the well-being of their employees (Zachary, 2013). When leaders demonstrate compassion and support, employees feel valued and appreciated, leading to increased motivation and engagement (Decuypere & Schaufeli, 2020). This dimension fosters employees' sense of belonging and camaraderie, further enhancing their motivation to contribute to the organization's success (Shahid & Azhar, 2013). These powerful motivators inspire employees to perform at their best and contribute positively to organizational goals.

Based on this information, our hypotheses are as follows:

H3a: The vision dimension of spiritual leadership is positively related to employee motivation.

H3b: The hope dimension of spiritual leadership is positively related to employee motivation.

H3c: The altruistic love dimension of spiritual leadership is positively related to employee motivation.

Based on the hypotheses, our research model is presented in Figure 1.

Figure 1. Research Model
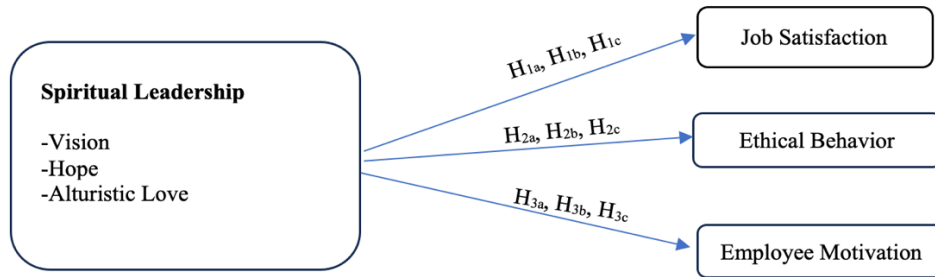
4. METHODOLOGY

4.1. Sampling and Measures

We used multi-item scales from previous studies to test our hypotheses. We used a 5-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5). For the "spiritual leadership", we used Fry et al.'s (2005) scale, which consists of 3 dimensions and a total of 17 questions. For "job satisfaction", we used Schwepker's (2001) one-dimensional scale consisting of 3 questions. For the "employee motivation", we used Kuvaas's (2006) one-dimensional scale consisting of 6 questions. And finally, for the

"ethical behavior", the 10-question "normative ethical behavior" dimension of the scale adapted by Halbusi et al. (2021) was used.

The data was collected from Istanbul, the most populous province of the Marmara Region, where the industry is most developed in Turkey. Data was collected from the survey method. Participants were selected voluntarily. Additionally, participants were informed that there were no right or wrong answers to the questions and that all answers would remain anonymous. There are 325 participants in our study. 58.2% of the participants are men and 41.8% are women. 49.2% of the participants are between the ages of 31-40, and 31.1% are between the ages of 20-30. So, we can say that most of our participants are young people. 51.7% of the participants have a bachelor's degree, 32.3% have a master's degree, 10.8% have an associate degree, and 5.2% have a doctorate degree. It can be stated that the education levels of the participants were mostly high. 77.5% of these people work in the private sector. 41.8% have been working between 0-5 years, and 28% have been working between 6-10 years. 19.4% of the participants work in the procurement department, 12% in the production department, 9.5% in the research & development department, 8.6% in the finance department, and 8.3% in the human resources department. The remaining participants also work in various other departments. Considering the sectors of the organizations where the participants work, 23.1% operate in the manufacturing sector, 10.8% in the education sector, 10.2% in the healthcare sector, 9.8% in the IT sector, and the remaining in various other sectors such as finance, law and consultancy, and sales.

4.2. Measurement reliability and validity

Before testing the hypotheses, validity and reliability analyses of the measurement were performed. We examined the standardized loadings of the question items on the corresponding variables to evaluate the convergent validity. For this, confirmatory factor analysis was carried out via the Smart PLS- 3 statistical software program. We removed from the analysis any questions having a factor loading of less than 0.70 (Hair, 2014). The final factor analysis is presented in Table 1.

Table 1. Factor Analysis Results

Items	Factor Loadings					
	1	2	3	4	5	6
SLA1	.962					
SLA2	.961					
SLA3	.959					
SLA4	.971					
SLA5	.924					
SLA6	.960					

SLA7	.967					
ET1		.868				
ET2		.879				
ET3		.849				
ET4		.898				
ET6		.893				
ET7		.930				
ET8		.935				
ET9		.864				
ET10		.898				
SLH1			.921			
SLH2			.941			
SLH3			.928			
SLH4			.933			
SLH5			.961			
MOT1				.924		
MOT2				.911		
MOT3				.855		
MOT4				.916		
MOT5				.943		
MOT6				.914		
SLV1					.907	
SLV2					.946	
SLV3					.920	
SLV4					.916	
SLV5					.818	
JS1						.932
JS2						.919
JS3						.934

SLA: Spiritual Leadership-Alturistic Love, ET: Ethical Behavior, SLH: Spiritual Leadership-Hope, MOT: Motivation, SLV: Spiritual Leadership-Vision, JS: Job Satisfaction

The square root of AVEs is compared with inter-construct correlations using the Fornell-Larcker (1981) criterion to determine discriminant validity. It was determined that the AVEs' square roots are greater than their corresponding correlations. The results obtained are shown in Table 2.

Table 2. Discriminant Validity Results

	SLA	ET	SLH	JS	MOT	SLV
SLA	**0.958**					
ET	0.747	**0.891**				
SLH	0.851	0.749	**0.937**			
JS	0.830	0.772	0.829	**0.928**		
MOT	0.735	0.687	0.762	0.863	**0.911**	
SLV	0.859	0.757	0.914	0.820	0.751	**0.903**

SLA: Spiritual Leadership-Alturistic Love, ET: Ethical Behavior, SLH: Spiritual Leadership-Hope, MOT: Motivation, SLV: Spiritual Leadership-Vision, JS: Job Satisfaction

Additionally, we determined that, by Fornell and Larcker's (1981) recommendations, all composite reliability (CR) and average variance extracted (AVE) values in our research were higher than the cutoffs of 0.70 and 0.50, respectively. Also, we confirmed that all of the variables' Cronbach alpha values are acceptable and in excess of the suggested value of 0.70 (Nunnaly, 1978). Reliability results are presented in Table 3.

Table 3. Reliability Results

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
SLA	.985	.987	.917
ET	.967	.972	.793
SLH	.965	.973	.878
JS	.920	.949	.862
MOT	.959	.967	.830
SLV	.942	.956	.815

SLA: Spiritual Leadership-Alturistic Love, ET: Ethical Behavior, SLH: Spiritual Leadership-Hope, MOT: Motivation, SLV: Spiritual Leadership-Vision, JS: Job Satisfaction

In Partial Least Squares Structural Equation Modeling (PLS-SEM), the F Square effect size is used to measure the impact of a specific predictor variable on the endogenous (dependent) variable. The value indicates how much the R^2 value of the endogenous latent variable increases when a particular exogenous (independent) variable is included in the model. Table 4 indicates that all the F-squared sizes are more than 0.35 indicating large effects (Cohen, 1988).

Table 4. F Square Values

	Ethical Behavior	Job Satisfaction	Motivation
Altruistic Love	0.361	0.392	0.384
Faith	0.395	0.362	0.351
Vision	0.397	0.386	0.353

Table 5 shows the values for R Square and Q Square. Square statistics explains the variance in the endogenous variable explained by the exogenous variables. According to the results, the Q square values are all above 0 indicating that the model has predictive relevance (Chin, 1998). Moreover, The R Square values are all above 0.75 which is acceptable (Hair, Ringle & Sarstedt, 2013).

Table 5. R Square and Q Square Values

	R Square	Q Square
Ethical Behavior	0.762	0.449
Job Satisfaction	0.785	0.606
Motivation	0.761	0.470

4.3. Hypotheses Testing

Using PLS-SEM, research hypotheses were examined. Hypothesis testing results are presented in Table 4. According to the results, "Spiritual Leadership-Altruistic Love" positively related to "Ethical Behavior" (β=.314; $p<0.05$), "Job Satisfaction" (β=.397; $p<0.05$), and "Motivation" (β=.253; $p<0.05$). Secondly, "Spiritual Leadership-Hope" is positively related to "Ethical Behavior" (β=.220; $p<0.05$), "Job Satisfaction" (β=.322; $p<0.05$) and "Motivation" (β=.354; $p<0.05$). Finally, "Spiritual Leadership-Vision" is positively related to "Ethical Behavior" (β=.287; $p<0.05$), "Job Satisfaction" (β=.185; $p<0.05$), and "Motivation" (β=.209; $p<0.05$). According to these results; H_{1a}, H_{1b}, H_{1c}, H_{2a}, H_{2b}, H_{2c}, H_{3a}, H_{3b}, H_{3c} are **supported.**

Table 4. Hypotheses Testing

Path	Effect	t-value	p-value
SLA → ET	.314	4.481	.000
SLA → JS	.397	5.517	.000
SLA → MOT	.253	2.814	.005
SLH → ET	.220	2.098	.036
SLH → JS	.322	4.252	.000
SLH → MOT	.354	3.666	.000
SLV → ET	.287	2.567	.011
SLV → JS	.185	2.223	.027
SLV → MOT	.209	2.353	.019

Various metrics were investigated for the assessment of the structural model. First, the model's fit was evaluated using the standardized root mean square residual (SRMR). The SRMR value was 0.065, which is less than the PLS path models' cut-off value of 0.080 (Henseler, 2016). This result validated the model fit. The Normed Fit Index (NFI) value was 0.973, representing an acceptable fit (Lohmöller, 1989).

5. CONCLUSION AND DISCUSSION

5.1. Theoretical Contributions

This study investigated the impact of the Spiritual Leadership approach, emerging as a new leadership model for managers, on job satisfaction, ethical behavior, and employee motivation. The research findings indicate that the sub-dimensions of Spiritual Leadership, namely vision, hope/faith, and altruistic love positively influence job satisfaction. These findings are consistent with studies conducted by Pio (2022) on the nursing staff of a private hospital in North Sulawesi, Indonesia, and by Abdizadeh et al. (2014) in the healthcare sector in Iran, which identified a positive relationship between the dimensions of spiritual leadership and job satisfaction. Another research outcome indicates that the vision, hope/faith, and altruistic love dimensions of spiritual leadership positively influence ethical behavior. The findings of the study are aligned with research conducted by Pio & Lengkong (2020) on employees of private hospitals in Indonesia, and by Ilham et al. (2022) on all faculty members of private Islamic universities in Sulawesi IX region, which found a positive relationship between the dimensions of spiritual leadership and ethical behavior. Studies by Zhu et al. (2022) on manufacturing companies in China and by Iqbal et al. (2021) on employees of private banks in Karachi, Pakistan, demonstrate a positive relationship between the dimensions of spiritual leadership and employee motivation. Additionally, complementing these findings, the study by Utami et al. (2022) revealed that the vision dimension does not significantly impact employee motivation.

5.2. Practical Implications

The results of this study suggest that spiritual leadership has the potential to be involved in the management paradigm in today's environment, particularly for Turkish managers or leadership. First, leaders should recognize the significance of spiritual principles such as vision, hope/faith, and altruistic love in influencing organizational outcomes. These principles can be incorporated into their leadership practices and may enhance job satisfaction, promote ethical behavior, and increase employee motivation.

Second, organizations should cultivate a collective vision aligning with their employees' intrinsic values and aspirations, ensuring congruence with organizational objectives and fostering a heightened sense of purpose and direction. This, in turn, positively influences job satisfaction and commitment. Third, spiritual leadership emphasizes ethical conduct and integrity in all aspects of organizational life. Managers may encourage ethical behavior by setting clear expectations, providing ethics training, and leading by example. Establishing an integrity-driven culture fosters employee engagement, strengthens trust, and contributes to organizational success. Fourth, managers in Turkey should make an effort to create a workplace that allows workers to find meaning and purpose in their jobs. Employee motivation and work happiness may rise when personal development, autonomy, and recognition chances are provided; this could eventually boost job satisfaction.

5.3. Limitations and Future Research Recommendations

Like all research, this study has some limitations. Firstly, the fact that the research was conducted in Istanbul is a limitation. It is possible to obtain different results with studies conducted in various cities or countries. Therefore, future researchers can increase the generalizability of the results of this research by conducting studies in other cities and countries. Another limitation of the study is that it only included white-collar workers. However, these issues may be important to all organizations and employees. So, it may be recommended that these issues be studied on blue-collar employees. The research's reliance on data collected from multiple sectors may pose another limitation. It is possible to obtain different results in studies focusing on a single sector. The utilization of online survey methodology for data collection in this study also constitutes a limitation. Moreover, researchers could explore the enduring effects of spiritual leadership on ethical behavior, employee motivation, and job satisfaction, offering valuable insights into their long-term stability and sustainability by conducting longitudinal studies.

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