The Influence of Spiritual Leadership on Employee Well-being with Work Engagement as a Mediating Variable

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Abstract.*This study aims to analyze the effect of spiritual leadership on employee welfare with work engagement as a mediating variable in Cirebon Police personnel. Spiritual leadership, which emphasizes values such as vision, hope/faith, altruistic love, meaning, and membership, is believed to be able to create a harmonious work environment and support employee welfare. This study also examines the extent to which work engagement consisting of enthusiasm, dedication, absorption, and emotional, cognitive, and physical involvement is able to mediate in this relationship. This study uses a quantitative approach with an explanatory research method. The population consists of all 201 Cirebon Police personnel, all of whom were sampled using the census method. Data were collected through closed questionnaires and analyzed using the Partial Least Square (PLS) method. The results of the study indicate that spiritual leadership has a positive and significant effect on employee welfare, both directly and through the mediation of work engagement. In addition, work engagement also has a significant effect on employee welfare. The high R-square value indicates that this research model has strong explanatory power on employee welfare variables. These findings confirm that leadership practices based on spiritual values and support for employee emotional and professional engagement can be effective strategies in improving employee well-being and productivity in public organizations such as the police. Therefore, developing the quality of spiritual leadership and increasing the level of work engagement need to be a managerial concern.*

Keywords: *Cirebon Police; Employee Welfare; Job Engagement; PLS; Spiritual Leadership.*

1. Introduction

The Republic of Indonesia Police has a role as a public service provider, which requires them to provide the best service to citizens.(Ulil Anshar & Setiyono, 2020). This requires them to

demonstrate superior, professional, and reliable performance in their field of duty. Therefore, the work of a police officer must be carried out with the principle of professionalism which is highly valued. A police officer should have clear qualifications, competence, certification, and also achieve good performance and achievements.(Ulil Anshar & Setiyono, 2020). The revitalization of the Indonesian National Police is a special strategy aimed at ensuring that the performance of human resources (HR) and services to the community are effective, efficient, and in accordance with the objectives set. This revitalization is part of the National Police bureaucratic reform effort, which can be analyzed using the theory of bureaucratic reform, including changes in mindset, attitude patterns, and action patterns.Employee wellbeing has become one of the important issues in human resource management in the modern era. Challenging working conditions, high stress levels, and demands to achieve optimal results often impact the physical, mental, and emotional balance of employees. Therefore, organizations are increasingly aware of the importance of creating a work environment that supports employee wellbeing to encourage sustainable productivity and performance.

Spiritual leadership has emerged as an approach that can have a positive impact on employee well-being.(Diana & Maridi M. Dirdjo, 2022). Leaders who practice spiritual values tend to foster a strong sense of purpose, justice, and emotional connection in the work environment.(Hunsaker, 2021). By providing inspiration and moral support, spiritual leadership is able to create a more harmonious working atmosphere and motivate employees to reach their full potential. Spiritual leadership are two potential factors to reduce the effects of emotional exhaustion and become coping to overcome stress.(Lambert et al., 2016; Yang & Fry, 2018). Spiritual leadership refers to the ability of leaders to increase awareness and a sense of meaning among employees through their own spiritual practices and values.(Meng, 2016).Spiritual leaders foster an environment where team members can incorporate their religious beliefs and practices as a source of strength and calm, not only in their personal lives, but also in facing work challenges.(Sandra & Nandram, 2020).

The results of research on the role of spiritual leadership in wellbeing still leave controversy. Among them:(Chang & Arisanti, 2022)shows that spiritual leadership has an influence on employee well-being. Other findings also reveal that spiritual leadership has a positive impact on spiritual well-being.(Wu & Lee, 2020). Meanwhile,(Zou et al., 2020)states differently that the influence of spiritual leadership on employee well-being can vary for each individual, depending on the level of spirituality in the workplace (workplace spirituality) and the level of spirituality of each individual. To describe the gap, employee engagement is proposed as a mediator.

On the other hand, work engagement or work involvement is also key in supporting employee welfare.(Baquero, 2023). Employees who are fully engaged in their work tend to have a high

sense of responsibility, energy, and enthusiasm, which has a positive impact on the quality of work and interpersonal relationships in the organization.(Abun et al., 2020). However, this work engagement does not always stand alone, but is influenced by various factors, including leadership style and work environment. Then, happiness at work or happiness in the workplace plays an important role in strengthening the relationship between spiritual leadership, work engagement, and employee well-being.(Bajaj et al., 2018). Employees who feel happy at work will be better able to cope with pressure, increase work enthusiasm, and create a collaborative atmosphere that supports organizational growth.(Kun & Gadanecz, 2022).

2. Research Methods

The type of research used in this study is an associative explanatory research type, which aims to determine the relationship between two or more variables (Sugiyono, 2012). This study aims to explain hypothesis testing with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory used as a basis. In this case, it is to test the influencespiritual leadership, work engagement, happiness at work and employee wellbeing.

3. Results and Discussion

3.1. Personnel Performance

According to Yu et al. (2021), employee well-being refers to the idea that a person's quality of life improves through the health, happiness, comfort, and tranquility felt during work. Aboobaker et al. (2019) argue that employee well-being is a balance between individual resources and challenges faced. Pawar (2016) defines employee well-being as a positive emotional state that reflects mental well-being, job satisfaction, and happiness in life related to the overall experience and role as an employee. Rizky and Sadida (2019) state that employee well-being is the well-being of individuals at work that is influenced by the work environment.

According to Purba (2019), employee welfare is the right of employees or groups of employees to receive indirect rewards as part of their membership in the organization. Employee welfare can be seen as a balance between the efforts made and the compensation received; an imbalance between the two can lead to low employee welfare (Sadida & Fitria, 2018).

It can be concluded that Employee well-being is a concept that includes the physical, mental, and emotional well-being of employees at work. This study uses indicators from Hasibuan

(2016) who developed three indicators of employee well-being: economic well-being, supportive well-being such as worship facilities, leave, and permits, and well-being in the form of services such as health insurance and home credit.

3.2. Spiritual Leadership

Spiritual Leadership is a leadership approach that emphasizes the dimensions of spirituality and moral values in an organizational context.(Egel & Fry, 2017). This model was proposed by J. Oswald Sanders in 1967 and was later expanded by several researchers, including(Burkhart et al., 2008; Fairholm, 1996; LW Fry, 2003a). Spiritual Leadership involves influencing others with a high level of spirituality that involves a deep understanding of values, ethics, and life purpose that transcends material interests.(Sanders, 2007).

Spiritual Leadership offers a unique approach to leadership development, emphasizing moral values, service, and psychological balance.(Sanders, 2007). Spiritual Leadership can be interpreted as a form of leadership that prioritizes spiritual intelligence, which involves the spiritual dimension, soul, conscience, and inner being. Fry describes that spiritual leadership involves the task of creating a vision in which members of the organization feel a calling in their lives, find meaning, and contribute to creating positive change.(Fry, 2003b; Fry & Ph, 2006).

Spiritual leaders seek to build a social or organizational culture based on altruistic love, in which the relationship between leader and followers is characterized by mutual attention, concern, and appreciation.(Yang & Fry, 2018). Thus, members of the organization feel involvement, understanding, and appreciation.

Overall, Spiritual Leadership can be concluded as a leadership style in which spiritual values are integrated into everyday leadership practices. Fry(Fry, 2003b)mention some of the main characteristics of Spiritual Leadership, Vision; Hope / Faith; Altruistic love; Meaning; Membership. Thus, Spiritual Leadership creates an environment where spiritual values become the main foundation in guiding and motivating members of the organization.

Table 3.1 Respondents' Responses to Spiritual Leadership

Code	Descriptive Variables						
	Frequency of Answers						
	Indicator	STS	TS	N	S	SS	Mean	Information
Sl 1	Vision; Hope / Faith	9	6	42	67	77	3,980	Tall

SI 2	Altruistic love	7	8	32	77	77	4,040	Tall
SI 3	Meaning	9	6	32	83	71	4,000	Tall
SI 4	Membership	6	7	34	88	66	4,000	Tall
Average							4.005	Tall

Source: Processed primary data, 2025

Based on Table 3.2, the survey data on Cirebon Police personnel regarding their responses to spiritual leadership, the average value (mean) obtained was 4.005 which is included in the High category. This result shows that in general, the respondents felt the implementation of spiritual leadership was quite strong in their work environment. The spiritual leadership in question includes several main indicators such as vision; hope/faith, altruistic love, meaning, and membership.

If reviewed further, the indicator that received the highest score was altruistic love with a mean of 4,040. This indicates that leaders in the Cirebon Police environment are considered to have genuine concern and affection for their members, which is shown through an attitude of mutual respect and attention to the welfare of subordinates both emotionally and socially. Furthermore, the vision and meaning indicators each obtained a mean value of 3,980 and 4,000, which reflects that leaders are able to provide clear direction and goals, while helping employees find deeper meaning in their work. Clarity of vision and creation of work meaning are very important in encouraging intrinsic motivation of organizational members.

The membership indicator also obtained a mean value of 4,000, which is included in the High category. This shows that Polres members feel they are an important part of the organization, and their existence is appreciated. This sense of belonging is one of the important foundations in creating an inclusive work environment and supporting employee psychological growth. Overall, the high scores on all spiritual leadership indicators indicate that leadership practices based on spiritual values have been running quite well at Polres Cirebon. However, in order to obtain a more optimal impact on employee welfare and work engagement, it is important for the organization to continue to strengthen the consistency of the application of these values in daily work life.

3.2.1. The Influence of Spiritual Leadership on Employee Well-Being

Based on the results of the analysis using the Partial Least Square (PLS) method, there is strong evidence that Spiritual Leadership has a positive and significant influence on employee well-being at the Cirebon Police. The original sample value is 0.536 with a T-statistic of 7.219, which is much larger than the T-table of 1.982, and a P-value of 0.000 which is much smaller than

0.05, indicating that the relationship between Spiritual Leadership and Employee well-being is statistically significant.

Spiritual Leadership referred to in this study includes leadership values that focus on a deep understanding of social responsibility, spirituality in work, and self-development. At Polres Cirebon, a leader who implements Spiritual Leadership not only focuses on achieving work results, but also on the mental and emotional well-being of his personnel. This approach has a positive impact on employee welfare, because leaders who implement spiritual values are able to create a meaningful work environment, which in turn helps personnel to better understand the purpose of their work and gain satisfaction in carrying out their duties.

These results are in line with the findings of a study conducted by Mulyadi & Putra (2020), which stated that leadership that integrates spiritual values can improve employee well-being. Their research shows that spiritual values in leadership have a positive impact on the sense of connection with work and coworkers, as well as increasing overall individual satisfaction and well-being. Therefore, police institutions such as the Cirebon Police need to continue to encourage leaders to integrate spiritual aspects into their leadership style. Thus, not only will performance improve, but employee well-being will also be maintained, creating a healthier and more productive work environment.

3.2.2. The Influence of Spiritual Leadership on Work Engagement

Based on the results of the analysis obtained through the Partial Least Square (PLS) method, Spiritual Leadership is proven to have a positive and significant influence on Work Engagement at Polres Cirebon. The original sample value is 0.857, the T-statistic is 29.977 which is much larger than the T-table of 1.982, and the P-value is 0.000 which is very low compared to the significance limit of 0.05, indicating that the relationship between Spiritual Leadership and Work Engagement is very significant.

Spiritual Leadership in the context of this study involves the leader's ability to raise enthusiasm and motivation among personnel, as well as create a work environment that emphasizes deep spiritual values. The effective implementation of Spiritual Leadership can increase the sense of attachment of personnel to their tasks and organizations, thus creating a higher level of work engagement. Personnel who are emotionally and mentally involved in their work will be more motivated to achieve, care more about the results of their work, and have a higher commitment to their tasks.

This is in line with the findings expressed by Avolio and Gardner (2005), which stated that spiritual leadership can encourage higher work engagement by providing clear direction and generating a sense of purpose in every task. In the context of the Cirebon Police, good

Spiritual Leadership can help personnel feel more connected to the basic values of the police and foster a commitment to community service.

Improving Work Engagement through Spiritual Leadership can also enrich the work experience of personnel, which in turn has the potential to improve the quality of their performance. In previous research by Kumar and Mookerjee (2017), it was explained that leadership that pays attention to spiritual aspects can result in higher work engagement, which is related to feelings of empowerment, more responsibility, and more focus on organizational goals. Therefore, the stronger the implementation of Spiritual Leadership, the more likely personnel will be fully involved in their work, which directly contributes to improving the quality and effectiveness of operations at Polres Cirebon.

3.3. Work Engagement

Work engagement is a concept where employees have an emotional and cognitive attachment to their work, so they work with more enthusiasm.(Gorgievski & Bakker, 2010).The Scaffold (2011)defines work engagement as a positive condition related to work behavior, which includes the relationship between employees and their work, characterized by vigor, dedication, and absorption in work. In other words, employees who have a high level of engagement will direct all their energy and thoughts to their work, and work with high enthusiasm.

Albrecht, Green, and Marty (2021)states that engagement means psychological presence when carrying out a role in an organization. Rothbard adds that engagement involves two important components: attention and absorption.(Gorgievski & Bakker, 2010). Attention refers to cognitive ability and the amount of time spent thinking about their role in the organization, while absorption refers to the level of focus a person has on their role. Employees who are actively engaged in their work will have better cognitive abilities and a deeper understanding of their role.(Kaur & Mittal, 2020).

*Engagement*is a positive condition that is the opposite of burnout. Employees who feel engaged with their work will have better morale and relationship with their work.(Sunset, 2008). Unlike workaholics, who see work as a necessity, engaged employees view their work as enjoyable and enjoyable.(Bakker, 2022).

The Scaffold(Bakker & Demerouti, 2008a)believe that engaged employees have self-efficacy that helps them provide positive feedback to themselves, such as self-reward and recognition. Xanthopoulou, et al.(Bakker and Demerouti 2008)also stated that self-efficacy is part of the personal resource that influences employee engagement. Employees with high levels of

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engagement usually have high self-efficacy, which makes them more optimistic and confident in doing their jobs. (Kaur & Mittal, 2020).

Bakker and Schaufeli(Bakker, 2011) explains that work engagement is influenced by two main factors according to the JD-R model theory: job demand and job resources. Job demand includes physical, psychological, and social factors that require physical, cognitive, and emotional effort, which can decrease engagement levels through increased workload. Conversely, job resources help reduce workload, thereby increasing employee engagement. This involves cognitive and psychological processes that can affect employee performance and productivity (Bakker, 2011).

From the various definitions, it can be concluded that work engagement is a condition in which employees have an attachment to their work, characterized by vigor, dedication, and absorption in work. The indicators used in this study are vigor, dedication, and absorption by(Bakker & Demerouti, 2008a)and then added emotional involvement, cognitive involvement and physical involvement(Bakker 2022).

Table 3.2 Respondents' Responses Work Engagement

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
We 1	vigor	11	7	26	99	58	3.925	Tall
We 2	dedication	6	11	40	83	61	3.905	Tall
We 3	absorption	10	10	34	72	75	3.955	Tall
We 4	emotional involvement	7	9	55	80	50	3,781	Tall
We 5	cognitive engagement	10	6	48	70	67	3.886	Tall
We 6	physical involvement	6	9	45	80	61	3.900	Tall
Average							3,892	Tall

Source: Processed primary data, 2025

Based on Table 3.3 Based on data obtained from the survey results of Cirebon Police personnel, respondents' responses to the Work Engagement variable are generally in the High category, with an average value (mean) of 3,892. This shows that the level of employee work engagement in the Cirebon Police environment is quite strong, reflecting high enthusiasm and commitment in carrying out their duties. The high level of Work Engagement indicates that

employees have high energy and work spirit (vigor), feel dedicated to their work (dedication), and are able to be fully involved in work activities (absorption).

If reviewed further based on the indicators, the absorption indicator obtained the highest mean value of 3,955, followed by vigor of 3,925, and physical engagement of 3,900. These values reflect that employees are able to fully focus on their work and show consistent energy while working. Meanwhile, the dedication, cognitive engagement, and emotional engagement indicators are also in the High category, with mean values of 3,905, 3,886, and 3,781, respectively. Although slightly below the other indicators, emotional engagement still shows that employees are quite affectively connected to their work.

The high level of Work Engagement indicates that employees feel their work is meaningful, enjoyable, and challenging, and they feel proud to be part of the institution. This finding is an important indication that in the context of the relationship between spiritual leadership and employee well-being, work engagement can be a strong mediating variable, given its contribution to employee engagement and loyalty to the organization. Therefore, maintaining and increasing the level of Work Engagement through an inspirational leadership approach based on spiritual values is a strategic step in improving employee well-being as a whole.

3.3.1. The Influence of Work Engagement on Employee Well-Being

Based on the results of the analysis obtained through the Partial Least Square (PLS) method, the Work Engagement variable is proven to have a positive and significant influence on Employee well-being in Cirebon Police personnel. The original sample value is 0.336, the T-statistic is 4.666 which is greater than the T-table of 1.982, and the P-value is 0.000 which is far below the significance limit of 0.05, indicating that the relationship between Work Engagement and Employee well-being is statistically significant.

Work Engagement in this study refers to the level of involvement and commitment of personnel in carrying out their duties. High work engagement reflects the enthusiasm, energy, and focus possessed by personnel in carrying out police duties. When personnel feel emotionally and cognitively involved in their work, they are more likely to experience better well-being. This is related to feelings of satisfaction and motivation in carrying out the tasks they face every day, as well as feelings of pride in the work they do.

This result is in line with research conducted by Bakker et al. (2008), which states that work engagement has a positive impact on individual well-being in the workplace. The study showed that individuals who are fully engaged in their work, both emotionally and cognitively, tend to have higher well-being because they feel more empowered and appreciated for their

contributions. In the context of the Police, high work engagement not only improves individual performance, but also contributes to job satisfaction and mental health of personnel.

Given the significant positive influence between Work Engagement and Employee well-being, it is imperative for police agencies to create a work environment that supports personnel engagement, whether through providing interesting challenges, recognizing contributions, or improving work-life balance. This is expected to improve personnel well-being, which in turn will contribute to better organizational performance in providing services to the community and in law enforcement.

3.4. Happiness at Work

Happiness is defined as a global assessment of one's life, satisfaction with personal life, a predominance of positive moods, and a low level of negative emotions (Kesebir & Diener, 2008). In social sciences, happiness is often associated with well-being, which is considered the core of positive organizational behavior (Seligman, 1999). This theory focuses on the psychological strengths and capacities of human resources that can be measured, developed, and managed to improve performance (Luthans, 2002).

Job demands-resources (JD-R) theory explains that high job demands can lead to negative attitudes, such as burnout, while job resources increase positive attitudes, such as engagement (Schaufeli & Bakker, 2004). Research shows that positive attitudes at work, such as job satisfaction, increase work effectiveness, creativity, and cooperation, and contribute to personal well-being and life success (Fredrickson, 2001; Lyubomirsky et al., 2005).

Happiness at work is a term that describes the condition of a worker who feels happy and satisfied with his work. This condition is usually characterized by stable and positive emotions. The concept of happiness at work can be broken down into four main pillars, namely: Basic happiness, Sense of belonging, Engagement, Well-being.

Table 3.3 Respondents' Responses Employee well-being

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Ewb 1	Economic well-being,	5	12	36	82	66	3.955	Tall

Ewb 2	Supportive well-being	7	9	30	69	86	4.085	Tall
Ewb 3	welfare services	6	8	34	79	74	4.030	Tall
Average							3.423	Tall

Source: Processed primary data, 2025

Based on Table 3.4 data obtained from the survey results of Cirebon Police personnel, respondents' responses to the Employee Well-being variable are generally in the High category, with an average value (mean) of 3.955. This indicates that employees feel a fairly good level of well-being in their work environment. The three main indicators used in measuring employee well-being, namely economic well-being (mean = 3.955), well-being that supports life (mean = 4.085), and well-being in the form of services (mean = 4.030), all show mean values that fall into the High category.

The indicator with the highest average value is life-supporting well-being (Ewb 2), which reflects that employees feel sufficiently fulfilled in terms of organizational support for their life balance, both psychologically and socially. This can include factors such as a healthy work environment, flexible time, and moral support. Meanwhile, service well-being (Ewb 3) and economic well-being (Ewb 1) also received positive responses from employees, indicating that the organization has provided adequate compensation and service facilities.

Overall, these findings reflect that Polres Cirebon has succeeded in creating a work environment that supports the welfare of its employees. However, although all indicators show the High category, ongoing efforts are still needed to maintain and improve the quality of this welfare, considering the importance of the role of employee well-being in increasing productivity, loyalty, and employee engagement in the long term. Moreover, when associated with the variable of work engagement as a mediator, the sustainability of this welfare becomes an important foundation for the effectiveness of the organization as a whole.

4. Conclusion

Spiritual Leadership has been proven to have a positive and significant influence on Employee well-being of Cirebon Police personnel. This shows that good Spiritual Leadership can have a positive impact on the welfare of police personnel, through increasing understanding of the challenges faced and developing relevant skills and knowledge. Increasing Spiritual Leadership in an organization can improve personnel performance and strengthen adaptation to change, which ultimately contributes to improving their well-being. Spiritual Leadership has also been proven to have a positive and significant influence on Work Engagement. This means that good Spiritual Leadership can encourage personnel to be more involved and

committed to their work, because they feel more prepared and capable of facing the tasks given. Increasing aspects of spiritual leadership such as training and experience can strengthen personnel motivation and engagement, which in turn will increase their dedication to their work. Work Engagement has been proven to have a positive and significant influence on Employee well-being of Cirebon Police personnel. High involvement in work, both emotionally and cognitively, contributes to improving the well-being of police personnel. This shows that creating a work environment that supports personnel engagement not only improves their performance, but also improves their satisfaction and mental health. Thus, police organizations need to focus on increasing work engagement to maximize personnel well-being.

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