EFFECTS OF SPIRITUAL AND RECREATIONAL LEADERSHIP ON EMPLOYEES' BEHAVIORAL OUTCOMES: EXPLORING MODERATING ROLE OF ALTRUISM ON EMPLOYEES SATISFACTION AND PERFORMANCE

Mohammed A. Al Doghan[1], Ahmad Zakariya[2]
[1]Department of Management, College of Business Administration, King Faisal University, Al-Ahsa 31982, Saudi Arabia
Corresponding Autho: Email: mdoghan@kfu.edu.sa
[2]Utrecht University School of Governance, Utrecht University, The Netherlands
Emails: a.zakariya@uu.nl

ABSTRACT: This study seeks to investigate the connection between spiritual and recreational leadership and the performance and contentment of employees. In addition, it examines the moderating function of altruism between spiritual and recreational leadership and its influence on employee performance and satisfaction. The data was gathered from 126 employees of Saudi companies to achieve the objectives and produce effective results. Spiritual leadership (SL) is positively associated with employee satisfaction (ES) and employee performance (EP), according to the study's findings. Moreover, recreational leadership (RL) significantly impacts both ES and EP. In the context of altruism, the relationship between SL and EP is substantially moderated by altruism, whereas the relationship between SL and ES is not positively moderated by altruism. In addition, altruism substantially moderates the relationship between RL and EP and RL and ES. These findings demonstrate the need for programs and policies encouraging organizations to implement SL and RL to maximize employee performance and satisfaction.

Keywords: Spiritual leadership, recreational leadership, employee satisfaction, employee performance, altruism, Saudi firms

1. Introduction

Spirituality is a multifaceted and complex concept comprising inviolable personal and ultimate truths individuals hold (Musaev, 2020). Vasconcelos (2020) demonstrates spirituality as the highest purpose and means to live accordingly. There is a connection between spirituality and leadership that reflects individual significance. According to Chakraborty and Ganguly (2019), employees' attitudes toward their leaders and co-workers are positive if they perceive them as spiritual and involved in recreational activities. In the corporate world of the twenty-first century, leadership is not viewed as a traditional leadership approach and set of practices; rather, it encompasses several additional facets due to the changing times. These include the executives' and employees' emotions, attitudes, behaviors, outcomes, and spirituality. Spiritual and recreational leadership practices influence the performance of employees, which in turn influences the performance of the organization as a whole (Abasilim, Gberevbie, & Osibanjo, 2019; Bharadwaj & Jamal, 2020). Achieving a higher level of organizational and employee performance is one of the primary HRM objectives of a business. According to a study by Masenya (2022), numerous intangible assets include intro leadership practices that positively impact employees and are viewed as a source of motivation, enhancing their performance. As a form of recreation, these intangible assets include competence, skill, culture, motivation, and social interactions between individuals and teams. These practices are evident in businesses that integrate their processes and

people. These combined practices result in increased work engagement that promotes the well-being of employees, improves the quality of work-life, creates a positive and encouraging work environment, empowers employees, and fosters spirituality, transcendence, and ethical behavior development.

According to Ahmed Iqbal et al. (2021), employees can flourish if a positive workplace environment and appropriate and comprehensive leadership exist. Modern workplaces are diverse and constantly evolving, putting more significant strain on employees and leaders than in the past. As a result, complex issues may arise between organizations and employees. This circumstance accentuated motivated employees and a healthy workplace, which not only aids in achieving higher profits and growth but also fosters a more positive outlook on work and life among employees. Leadership significantly impacts employee behavior and performance (Katsaros, Tsirikas, & Kosta, 2020). The literature on spiritual and recreational leadership and employee performance is gaining increasing attention. According to research by Samul (2019), spiritual leadership demonstrates the dimensions of spirituality among employees and helps them recognize the purpose and value of their employment. Spiritual leadership encourages employees' commitment to their jobs, job satisfaction, and motivation (Houge Mackenzie & Hodge, 2020). According to Chohan, Butt, and Chohan (2019), Recreational leadership creates and promotes an enjoyable and relaxed work environment for employees. This allows employees

to work in harmony and fosters a positive workplace. Recreational leadership increases job satisfaction and employee engagement by fostering a stress-free and healthy workplace culture.

Consequently, leaders influence employees on personal and team levels by forming bonds and fostering a sense of belonging with their employment and organization (Margaretha et al., 2021). According to Chan (2019b), being consistent with organizational goals and objectives, employees' motivation and desire to fit in the workplace, and the extent to which a corporation promotes the well-being of its employees and values them may lead to improved performance and positive behavioral outcomes among employees. In addition, it led to increased firm performance and market share. This is because there has been a rise in interest in spiritual and recreational leadership in the workplace. Spiritual leadership is associated with personal beliefs and perceptions regarding incorporating spirituality into their personal and professional lives (Koburtay & Haloub, 2022). According to Saeed et al. (2022), when employees feel valued and their other needs, such as recreational and spiritual, are met by their organizations, they perform positively and contribute to organizational objectives. This also fosters teamwork and collaboration and fosters a supportive and engaging workplace.

The following sections will discuss the literature review, methods and measures, data acquisition, data analysis, results, and discussions in depth.

2. Literature Review
2.1 Spiritual Leadership and Employee Satisfaction
The concept of spiritual leadership was presented by Fry (2003). He says, "Spiritual leadership is a spirit-oriented form of leadership theory." Spiritual leaders promote the spiritual well-being of employees by assisting them in determining the average value of their work; they also satisfy the employees' personal and professional desires for spiritual life (Supriyanto, Ekowati, & Maghfuroh, 2020). These leaders motivate both themselves and their subordinates. Spiritual leadership is directly related to the behavioral outcomes of employees, which has a positive relationship with organizational performance. According to Pio (2021), spiritual leaders create values for the organization and communicate those values to their adherents; therefore, with the assistance of spiritual leaders, the corporation could share the same values. Spiritual leaders rely heavily on an organization's vision, contributing positively to its long-term decision-making and strategic planning (Astrachan et al., 2020).

Moreover, according to Jeon and Choi (2020), spiritual leadership places a strong emphasis on selfless affection. Selfless love is defined by Azazz and Elshaer (2021) as "a sense of belonging and connection among employees through care and love." When employers treat their employees with care and altruistic affection, they may develop a sense of connection and belong with their organization (Hussain & Hussain, 2020; Rezapouraghdam, Karatepe, & Enea, 2022). Spiritual leaders view human resources as an essential organizational asset. When employees are regarded with respect and affection, their job engagement increases; as a result, they are more enthusiastic about their work and satisfied with their positions (Riyanto, Endri, & Herlisha, 2021).

Therefore, it is possible to hypothesize:

H1: Spiritual leadership significantly positively and directly impacts employee satisfaction.

2.2 Spiritual Leadership and Employee Performance
Spiritual leaders contribute significantly to improving and enhancing employee performance (Yang, Huang, & Wu, 2019). Spiritual leaders are viewed as the most influential leaders in any organization, as they are firmly bound by their spiritual sense of being and the organization's objectives and vision. Spiritual leadership is the purest form of leadership because spiritual leaders guide and direct their followers with their emotions based on religious and moral values (Karsono, Suraji, & Sastrodiharjo, 2022). Employee Performance is directly related to the practice of Spiritual leadership, according to Ali et al. (2020). These leaders can even modify and shape their subordinates' attitudes, behaviors, and character because they are viewed as role models and ideals (Sholikhah, Wang, & Li, 2019). Afsar et al. (2020) defined employee performance as the sum of their overall behaviors that influence their performance. The employees' performance depends on their managers, supervisors, or any other individual in a position of authority. In this context, if the leader is spiritual and follows practices based on religious principles, this will give the employees satisfaction and peace of mind. They will work with more outstanding commitment and zeal. Spiritual leaders shape the attitudes and behaviors of employees following the organization's goals and objectives (Pio & Lengkong, 2020). Spiritual leadership promotes employees' mental and physical well-being, thereby enhancing their performance directly or indirectly (Bayighomog & Arasli, 2022).

Therefore, it is possible to hypothesize:

H2: Spiritual leadership significantly positively and directly impacts employee performance.

2.3 Recreational Leadership and Employee Satisfaction
Employees are essential to any organization (Kalogiannidis, 2020). They play a crucial function in constructing a positive business image. According to Jumady and Lilla (2021), recreational leaders collaborate with employees within an organization to complete duties and participate in activities. These recreational activities are held to produce a fun and laid-back work environment. Globally, the recreational leadership style is adopted by nearly every organization (Kara, 2017). Numerous business leaders recommend recreational activities such as corporate meals, dinner parties, indoor and outdoor activities, social events, birthday celebrations, and special event parties (Lam et al., 2021). In addition, organizations engage in wellness-related recreational activities, such as weight loss activities, therapy sessions, cancer testing, sugar level and blood pressure testing, subsidized psychotherapy treatments, etc., to promote their employees' physical and mental health (Johnson et al., 2020). Kelly et al. (2020) state that an organization's recreational activities are managed by the recreational leader with the assistance of the Human Resources department because HRM should ensure a higher level of organizational and employee performance. The recreational duties and activities aim to foster a cordial relationship between the leader and subordinates. The contribution of recreational leadership to employee contentment at work is crucial. This promotes employee engagement by enhancing their health. When employees are satisfied with their employment, they strive for their improvement and that of the organization.

Therefore, it is possible to hypothesize:

H3: Recreational leadership significantly positively and directly impacts employee satisfaction.

2.4 Recreational Leadership and Employee Performance
By incorporating recreational and leisure activities and hosting social and corporate events, recreational leaders create an engaging and positive work environment for employees (Chon & Zoltan, 2019). According to a study (Hurd, Anderson, & Mainieri, 2021), employee performance is affected by leisure and recreational activities. These activities help them reduce work-related tension and promote a positive work environment and culture. Encourage positive personal and professional relationships between subordinates (Gratton, 2021). Multiple studies have demonstrated that recreational leadership practices substantially impact employee performance (Kent & Chelladurai, 2003). This leadership style results in employees' dedication, engagement, and motivation. According to Miao, Rhee, and Jun (2020), positive and motivated employees tend to be more engaged in their jobs. Employees who are satisfied with their duties and work environment produce more significant results and have enhanced performance. Additionally, recreational leadership benefits organizations by reducing employee turnover and increasing employee commitment and loyalty. According to Chelladurai and Kim (2022), recreational activities facilitate team building and boost individual and group morale.

Based on the above literature review, it is logically possible to hypothesize that:

H4: Recreational leadership significantly positively and directly impacts employee performance.

2.5 The moderating impact of altruism on the association between Spiritual Leadership and Employee Satisfaction
Spiritual leadership and altruism are concerned with workers' welfare (Jeon & Choi, 2020). Spiritual leaders empower and serve their subordinates; they are not autocratic and do not impose their authority on others. According to Raj et al. (2020), altruism is the promotion of the health and happiness of others. Altruistic individuals are concerned with the welfare of others and provide for their welfare at their own expense. Spiritual leaders who are altruistic by nature also service their employees and encourage them to do a good job (Anser et al., 2021). They guide them in a very spiritual and positive manner. As a result, employees tend to be optimistic and motivated at work; with the assistance of their leaders, they strive to accomplish their personal and organizational goals by maximizing their potential. Altruism practices in the workplace include teamwork, support of others, the assistance of others, volunteer work, etc. (Cahigas et al., 2023; Kurtenbach & Strong, 2022). According to Bui et al. (2021), employees who labor in a charitable work environment are more satisfied with their jobs than those who do not. When employees feel care and kindness from their colleagues and especially their leaders, they feel valued and deserving, which increases their job satisfaction.

Therefore, it is reasonable to hypothesize that:

H5: Altruism moderates the association between Spiritual Leadership and Employee Satisfaction.

2.6 The moderating impact of altruism on the association between Spiritual Leadership and Employee Performance

(Oh & Wang, 2020) Spiritual leaders influence their adherents positively by guiding them through religious values and beliefs. Spiritual leaders who are motivated by altruism prioritize the well-being of their employees over their own. Spiritual leaders change the personalities and attitudes of employees, and these leaders are regarded as the most influential in an organization (Supriyanto et al., 2020). Altruism emphasizes teamwork and the welfare of every individual (Pfattheicher, Nielsen, & Thielmann, 2022). These practices, namely spirituality and altruism, promote a positive, considerate, and supportive workplace. According to Paais and Pattiruhu (2020), employee satisfaction and performance will continue to increase and improve. Employees treated with kindness and concern and who receive the support of their leaders are more motivated and engaged in their work.

Based on the above literature review, it is logically possible to hypothesize that:

H6: Altruism moderates the association between Spiritual Leadership and Employee Performance.

2.7 The moderating impact of altruism on the association between Recreational leadership and Employee Satisfaction

Recreational leaders organize and promote recreational and leisure activities and programs for the workforce (Webb & Karlis, 2019). These executives initiate such programs to alleviate employees' work-life stress and make them feel energized, relaxed, and motivated. The influence of altruism and recreational leadership correlates positively with employees' performance and work engagement (Demirdağ, 2022; Rohman et al., 2022). When employees engage in and participate in the recreational activities conducted by their organizations, they tend to be more contented with their jobs because it gives them a sense of belonging and appreciation from their leaders (Chan, 2019a).

Based on the above literature review, it is logically possible to hypothesize that:

H7: Altruism moderates the association between Recreational Leadership and Employee Satisfaction.

2.8 Moderating Impact of Altruism on the association between Recreational Leadership and Employee Performance

The efficacy of employees is one of the most critical determinants of an organization's success Ali and Anwar (2021). Therefore, organizations are continuously pursuing and identifying methods to enhance the performance and engagement of their employees and reduce their intentions to leave. According to Ibrahim et al. (2020), many organizations actively engage in recreational activities for their employees' mental and physical health. Recreational leaders encourage employees to participate actively in these activities. According to a study, recreational activities and altruism influence employee motivation and engagement at work (Ibrahim et al., 2020). According to Song and Kim (2019), altruism is "the act of performing good deeds and assisting others without regard for oneself." Selfless leaders are committed to providing their employees with the finest. The practice of altruism enhances both the organization's performance and the individual performance of the employee (Mokhtar et al., 2020). Therefore, altruism has a positive effect on employee satisfaction and performance.

Based on the above literature review, it is logically possible to hypothesize that:

H8: Altruism moderates the association between Recreational Leadership and Employee Performance.

2.9 Theoretical Approach

This investigation utilized a theoretical approach based on the "Theory of Planned Behavior." According to Bosnjak, Ajzen, and Schmidt (2020), the "Theory of planned behavior" assumes that people act rationally following their attitudes, subjective norms, and perceived behavioral control. These factors are not necessarily actively or consciously considered during the decision-making process, but they provide the context for the decision-making procedure. According to Van Der Lippe and Lippényi (2020), employee behavior is influenced by several variables that affect their performance and motivation at work. The performance of employees is not a random occurrence; instead, it is the result of previous stimuli or events, such as the conduct of leaders, the work environment, etc. According to Prasetyo et al. (2020), employee performance is a cause-and-effect relationship that does not occur by chance. According to a study by Obrenovic et al. (2020), the theory of planned behavior influences the performance of employees through the influence of altruism, which states that altruistic behaviors tend to increase employees' performance and satisfaction.
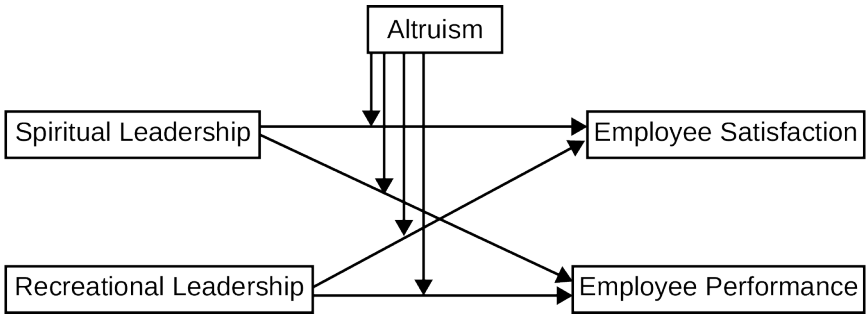

Figure 1. Conceptual Framework

3. Research Methodology
3.1 Population and Sample

Quantitative methods are employed to collect data from the intended population. The study employed a survey approach to distributing questionnaires to Saudi Arabian employees. The target audience consists of personnel of Saudi Arabian businesses of various ages, genders, and educational backgrounds. Two sections make up the questionnaire. The first section is based on respondents' education, gender, and age. The second section of the questionnaire contains different questions for each research variable. 400 questionnaires were distributed to employees, of which 126 were collected and utilized for data analysis. The quantity of returned questionnaires represents a response rate of 31.5% among the sampled respondents. The analysis includes discriminant and convergent validity, confirmatory factor analysis, and structural equation modeling for each study variable.

The cumulative percentages indicate that, in terms of gender, 100 percent of females and 54.6% of males are represented. In contrast, the percentages for bachelor's degrees, master's degrees, and other degrees are 22.4%, 71.2%, and 96.3%, respectively. The respondents range in age from less than 25 to more than 35. The percentage for various age groups ranges from 31.9 percent to 100 percent.

3.2 Measurement scales

The study included spiritual leadership, recreational leadership, altruism, employee satisfaction, and performance.

Spiritual leadership

In this research, spiritual leadership serves as an independent variable. The gauge has been adopted by Ali, Ibrahim, and Diab (2021). The questionnaire for this study included five spiritual leadership items. Responses from participants are measured on a Likert scale ranging from 1 to 6. On the Likert Scale, each item is positioned at number two.

Recreational leadership

The recreational leadership scale has been adopted by Çelik et al. (2017). Four elements are utilized in recreational leadership. Each item on the Likert scale has a unique score. On the Likert scale, recreational leadership corresponds to point 6.

Altruism

In Saudi Arabia, altruism is used as a moderator in the relationship between spiritual leadership and recreational leadership, which influences the performance and satisfaction of employees within an organization. The measurement scale is derived from Rodriguez-Ricardo, Sicilia, and López (2019) study. Four altruism-related questions are included in the questionnaire. Each item is evaluated using the Likert scale, which displays three scores for the impact of altruism over spiritual and recreational leadership.

Employees' satisfaction

In the current investigation, employee satisfaction is the dependent variable. Spiritual and recreational leadership have an impact on the variable. The scale for employee satisfaction is based on Gozükara and Olakolu's (2016) research. The questionnaire contains four numbers of employee satisfaction questions. The score displayed on the Likert scale is four out of six marks. Each item on the Likert scale for the moderation of altruism has a distinct rating.

Employee performance

There is a correlation between spiritual and recreational leadership and employee performance. The questionnaire contains five items used to evaluate employee performance. Koopmans et al. (2014) adopted the employee performance measurement scale. Each aspect of employee performance is evaluated using a five-point Likert scale, with responses ranging from 1 (strongly disagree) to 5 (strongly concur).

Table 1: Review of methods adopted in previous studies

Variables	Method and Analysis	Type of variable	Previous studies
Spiritual leadership	Quantitative survey-based method Convergent validity, discriminant validity, composite reliability, and Cronbach alpha.	Independent	(Sapta et al., 2021)
Recreational leadership	Quantitative, semi-structured interviews analyzed through coding	Independent	(Lundberg, 2020)
Altruism	A quantitative study using descriptive statistics analysis	Moderator	(Gunardi, 2022)
Employees' satisfaction	A quantitative study using Human Resource Satisfaction Index model	Dependent	(Strenitzerová & Achimský, 2019)
Employee performance	A quantitative study using SSPS and CFA for analysis of data	Dependent	(Paais & Pattiruhu, 2020)

4. Results

4.1 Demographic Characteristics of Respondents

Tables 2, 3, and 4 detail the demographic characteristics of the respondents. There were 126 respondents in total. Seventy-eight men participated in the survey, representing a participation rate of 54.6%. Alternatively, 45.4% of participants were female.

Table 2. Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	78	54.6	54.6	54.6
	female	48	45.4	45.4	100.0
	Total	126	100.0	100.0	

Regarding educational background, as shown in Table 2, 3 respondents held an associate's degree, 59 held a bachelor's degree, 52 held a master's degree, and 12 held another degree.

Table 3. Education

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Intermediate	3	2.3	2.3	2.3
	Bachelor	59	46.8	46.8	49.1
	Master	52	41.2	41.2	90.3
	Other	12	9.5	9.5	100.0
	Total	126	100.0	100.0	

According to the data in Table 3, out of 126 participants, 104 are younger than 25 years, 131 are between 26 and 30 years, 76 are between 31 and 35 years, and the remaining 15 are older than 35 years.

4.2 Descriptive Summary

The data were evaluated so that descriptive statistics could be generated. Tabulated in Table 4 are the descriptive statistics for the entire sample. This table contains the means, standard deviations, minimum, maximum, and skewness of the data variables provided. The table reveals that the mean value of SL is extremely low, at 3.1945, while the mean value of ES is the highest, at 3.3773. RL, ALT, and EP have respective means of 3.2293, 3.2324, and 3.3113. SL's standard deviation is-.236, while ES's is-.214. In contrast, the SD for RL, ALT, and EP is-.261,-.191, and-.182, respectively. Based on the skewness values, all measures appear to have a normal distribution since their values lie between-1 and 1. (Bono et al., 2019).

Table 4. Descriptive Statistics

Descriptive Statistics							
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
SL	326	1.00	5.00	3.1945	1.08101	-.236	.135
RL	326	1.00	5.00	3.2293	1.09534	-.261	.135
ALT	326	1.00	5.00	3.2324	1.19722	-.191	.135
EP	326	1.00	5.00	3.3113	.99599	-.182	.135
ES	326	1.00	5.00	3.3773	.89792	-.214	.135

SL=Spiritual leadership, ES=Employee satisfaction, EP=Employee performance, RL=Recreational leadership, ALT=Altruism

4.3 KMO and Bartlett's Test

The KMO and Bartlett's Test findings are shown in Table 5. The data are considered appropriate when the sample adequacy test value is higher than 0.6. Thus 0.961 demonstrates good adequacy.

Table 5. KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.961
Bartlett's Test of Sphericity	Approx. Chi-Square	15169.441
	df	351
	Sig.	.000

4.4 Rotated Component Matrix

Table 6 displays the rotational component matrix, its four underlying components, and the variable elements chosen for this investigation. The standard value for factor loading is 0.4 (Hair et al., 2010). The table shows that the loadings are more significant than 0.4, supporting the claim that each construct is unidimensional. Each object is transferred onto the measuring structure.

Table 6. Rotated Component Matrix

Rotated Component Matrix						
	Component					
	1	2	3	4	5	6
SL1		.710				
SL2		.763				
SL3		.799				
SL4		.714				
SL5		.627				
RL1						.697
RL2						.703
RL3						.842
RL4						.848
ALT1		.853				
ALT2		.421				
ALT3		.788				
ALT4		.779				
EP1			.761			
EP2			.738			
EP3			.820			
EP4			.809			
ES1				.809		
ES2				.833		
ES3				.811		
ES4				.837		
ES5				.894		

SL=Spiritual leadership, ES=Employee satisfaction, EP=Employee performance, RL=Recreational leadership, ALT=Altruism

Additionally, discriminant and convergent validity were examined. The average variance and overall reliability determined the convergence. The standard criteria for CR and AVE are 0.7 and 0.5. AVE must be less than MSV to discriminate, as Fornell-Larcker (Rasoolimanesh, 2022) only validates discriminants when AVE exceeds MSV. Table 7 displays the current dataset's CRs, AVEs, and MSVs. According to Table 8, the CR for ES is less than 0.70, while the AVE for SL, RL, ALT, EP, and ES is more significant than 0.50.

Table 7 Discriminant and convergent validity

	CR	AVE	MSV	SL	RL	ALT	EP	ES
SL	0.712	0.598	0.365	0.814				
RL	0.704	0.511	0.541	0.723	0.789			
ALT	0.733	0.521	0.523	0.672	0.753	0.752		
EP	0.713	0.532	0.389	0.613	0.721	0.723	0.678	
ES	0.616	0.545	0.371	0.502	0.645	0.714	0.613	0.641

SL=Spiritual leadership, ES=Employee satisfaction, EP=Employee performance, RL=Recreational leadership, ALT=Altruism

4.5 Confirmatory factor analysis (CFA)
Table 8 displays the CFA for the investigation. CFA is utilized to validate the structural model of a collected data set. Using CFA, the research can test the hypothesis that a relationship exists between the observed variables and the evaluated latent constructs (Husain, Ardhiansyah, & Fathudin, 2021).

Table 8: Confirmatory factor analysis

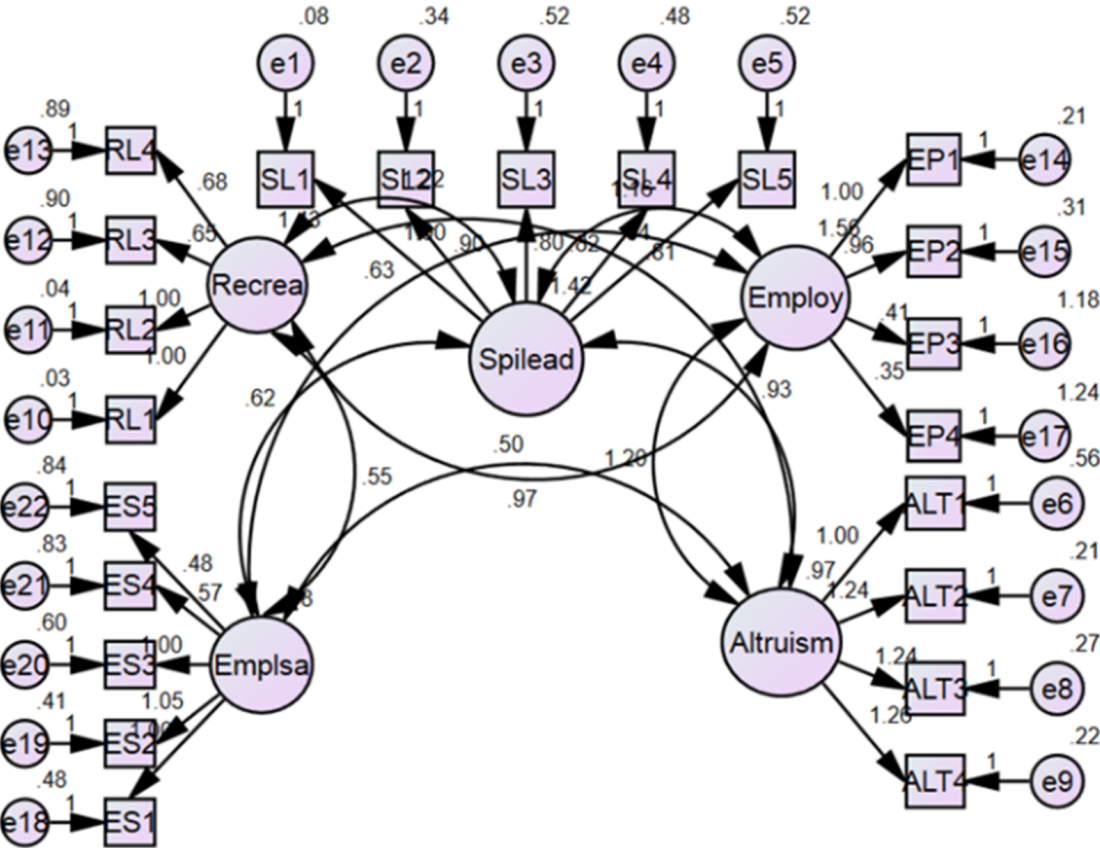| CFA Indicators	CMIN/DF	GFI	IFI	CFI	RMSEA
Threshold Value	≤3	≥0.80	≥0.90	≥0.90	≤0.08
Observed Value	1.623	0.645	0.820	0.737	0.062

Figure 2. Confirmatory factor analysis

4.6 Structural Equation Modelling (SEM)
The hypotheses-suggested causal relationships were investigated using SEM. The association between SL and ES (p=0.02), SL and EO (p=0.01), RL and ES (p=0.00), and RL and EP (p=0.00) has demonstrated a direct and positive effect, thus confirming hypotheses 1,2,3, and 4. As the p-value is more significant than 0.05, it can be concluded that the moderating effect of ALT between SL and ES has a non-significant impact, thus denying hypothesis number 5. While the moderating role of ALT between SL and EP is statistically significant (p 0.05), RL and ES are significant (p 0.05), and RL and EP are significant (p 0.04). Hypothesis 5 is denied because its p-value is more significant than 0.05. The p-values for hypotheses 6, 7, and 8 are less than 0.05. Therefore the hypothesis is accepted.

Table 9: SEM results

Hypothesized Path	B	SE	P value
SL→ES	.15	.045	0.02
SL→EP	.20	.044	0.01
RL→ES	.43	.039	0.00
RL→EP	.57	.040	0.00
SL*ALT→ES	-.03	.002	0.94
SL*ALT→EP	.16	.039	0.02
RL*ALT→ES	.17	.041	0.01
RL*ALT→EP	.16	.043	0.04

SL=Spiritual leadership, ES=Employee satisfaction, EP=Employee performance, RL=Recreational leadership, ALT=Altruism
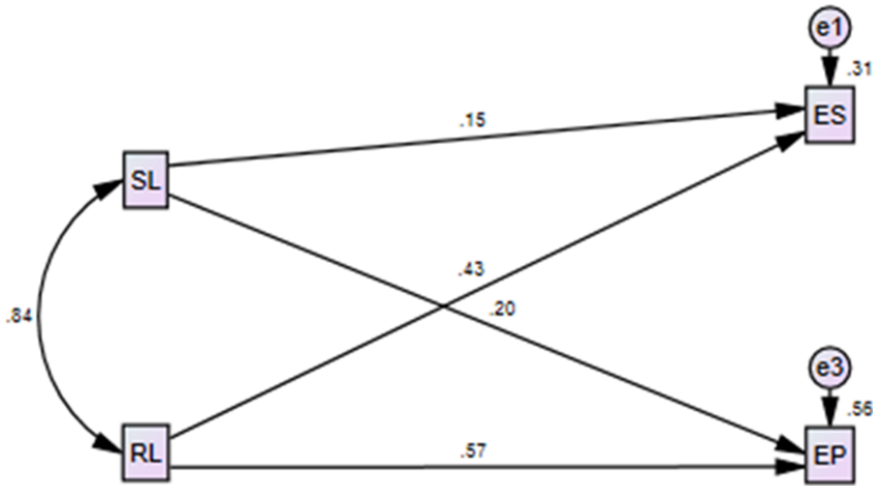

Figure 3: Structural model

The figures below demonstrate the graphical representation of the moderation effect of variables, i.e., RL, ALT, ES, and EP. The figures below demonstrate moderation in RL with ES and EP as the lines in the graph intersect. The B value indicates that the moderation is positive.

Figure 4. Moderation Association of RL

While the figures below show the graphical representation of the moderation effect of variables, i.e., SL, ALT, ES, and EP, the below graphs illustrate that moderation is present in SL and EP. In contrast, no moderation is present in SL and ES, as the p-value is 0.94, which means the hypothesis is rejected.
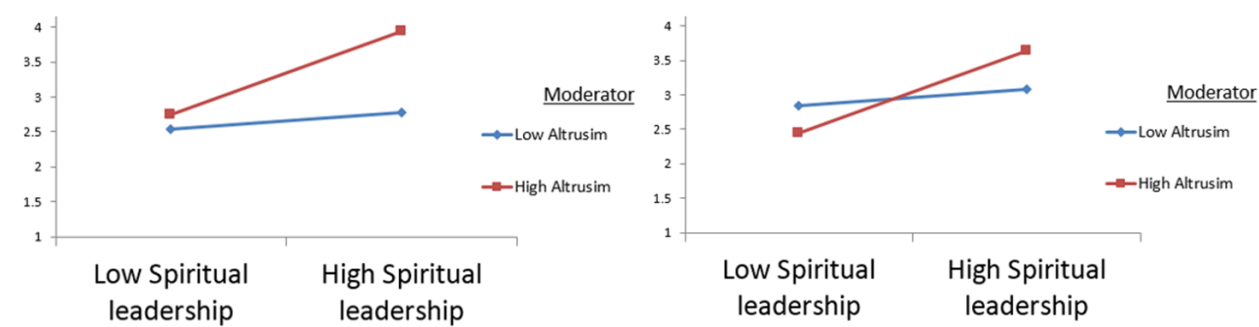

Figure 5. Moderation Association of SL

5. Discussion

In today's dynamic business environment, a vast majority of organizations are concentrating on developing organizational visions and cultures that motivate employees to enhance their organizations' competitive advantage. In this regard, leadership is a practical approach that substantially affects employees' behavior and performance and incorporates optimism, vision, and altruistic affection (Chen, Chen, & Li, 2013). To determine the impact of leadership on employees, this study focuses on the relationship between SL and RL, the behavioral outcome of Saudi employees, and the moderating effect of altruism on employee performance and job satisfaction. The results of this study indicate that spiritual leadership has a significant impact on EP and ES and that recreational RL has a significant impact on the performance and satisfaction of employees. In addition, altruism moderates considerably the relationship between SL and EP but not the relationship between SL and ES. Additionally, altruism moderates the relationship between RL, ES, and EP.

Numerous empirical studies have validated the effect of spiritual leadership on employee performance and job satisfaction in the context of spiritual leadership. According to Wang et al. (2019), SL is positively associated with employees' task performance, knowledge-sharing behavior, and innovative behavior. Zhang and Yang (2021) demonstrate that SL motivates employee productivity and innovative behavior. This bond is strengthened by autonomy motivation, mainly when employee power distance orientation is high. In the employee satisfaction (ES) context, Yang, Yang, and Gao (2020) research demonstrates that SL has a positive relationship with career satisfaction and that satisfying basic needs substantially mediates this relationship.

Additionally, job satisfaction acts as a potent mediator between leadership and EP. According to Yang et al. (2021), SL significantly impacts employees' innovative behavior. Creative role identity and uncertainty avoidance play a mediating role in the process of SL's influence on employees' innovative behavior. The result of this study is validated in light of the findings of these studies, which indicate that SL has a significant association with EP and ES.

Numerous empirical studies have also demonstrated the correlation between recreational leadership and ES and EP. Recent organizations value the planning and administration of employee recreation, per Gupta (2019). The study revealed that it is a significant factor that increases employee commitment and improves employee well-being, thereby influencing employee performance. Arif (2019) concludes that managerial competencies and leisure activities play an important role in employees' job satisfaction. Cerveny et al. (2020) find that the capacity of an organization's leaders to plan recreational activities and tourism management has a significant impact and maximizes efficiency in promoting economic and social sustainability. According to Cheng, Chang, and Lien (2021) research, organizations play a significant role in balancing work pressure and leisure activities for employees to achieve optimal performance. The managerial staff's leisure provision helps employees relieve stress and regain their vitality, enhancing their work performance. According to the findings of these studies, this study's conclusion that RL has a significant effect on employee performance and satisfaction is justified.

This study highlights the positive moderating function of altruism in the relationship between SL and employee performance. Birnie (2019) emphasized that spiritual leadership is founded on altruistic love because it promotes employee retention and psychological well-being. According to the findings of this study, spiritual leadership must be incorporated into the workplace for leaders to foster a healthy organizational culture. Alnajjar and Hashim (2020) establish a positive correlation between altruism and leadership and assert that altruism influences innovative work behavior and employee performance. In addition, their studies demonstrate that the influence of altruism on work behavior and performance is more significant in female employees than in male employees. Although the results of this study indicate that altruism is a significant moderator of the relationship between SL and EP, its influence on the relationship between SL and ES is not significant. Numerous empirical studies have identified the positive impact of altruism on employee satisfaction, refuting this conclusion. Mete (2019) concludes that leaders' and employees' altruistic behavior increases employee commitment and job satisfaction. Therefore, altruistic behavior is essential for the well-being of employees, as it motivates work-related behavior and job satisfaction. According to Álvarez-Pérez, Carballo-Penela, and Rivera-Torres (2020), altruistic behavior fosters effective managerial support, which empowers and influences job satisfaction. Consistent with the findings of the studies mentioned above, a significant moderating effect of altruism on leadership and EP is identified; however, the results of this study contradict those of the studies mentioned above.

This study concludes that altruism substantially moderates the relationship between RL, ES, and EP in the context of RL. The research of Jalilianhasanpour, Asadollahi, and Yousem (2021) demonstrates that recreational activities provided by leaders enhance the work appreciation and well-being of an organization's employees. It is developed and implemented by a competent leadership team. The recreation of employees enhances their productivity of employees. According to De Chiara and Manna (2022), the altruism of employees influences an organization's market competition. Competition level and employee altruism determine the market configuration. The scholar believes that public organizations always employ selfless workers. Averin (2018) identifies a significant correlation between employees observing the behavior of their leaders and their dedication and selfless affection for the organization. Salas-Vallina and Alegre (2018) assert that specific leadership styles and the shared characteristics of altruism affect employee satisfaction and happiness at work (HAW). Subsequently, the findings of the studies discussed validate the results of this study and identify a significant influence of altruism on leadership and employee behavior outcomes.

5.1 Conclusion

The current study investigates the relationship between SL, RL, and behavioral outcomes of employees, taking into account the moderating effect of altruism on employee performance and job satisfaction. The data was organized and collated via surveys distributed to Saudi employees of businesses. 326 respondents have responded. SL has a positive relationship with ES and EP, and so does RL. RL also has a significant relationship with ES and EP. In the context of altruism, it has been discovered that altruism substantially moderates the relationship between SL and EP but does not moderate the relationship between SL and ES. Additionally, altruism positively moderates the relationship between RL and EP and RL and ES.

5.2 Theoretical and practical implications

This study provides significant theoretical implications by extending the literature on leadership strategies of Saudi firms that influence employee performance. In terms of practical implications, this study emphasizes the need for organizational managers to exercise SL and RL to motivate employees and maximize their performance and satisfaction. In this regard, it highlights the importance of leadership during the hiring process and project execution. Consequently, practitioners and policymakers of businesses should organize leadership training programs to motivate employees to achieve organizational objectives. In addition, organizations should enhance the connotations and effects of leadership by evaluating the leaders' behavior and developing competency models. It will enable them to invest in leadership strategies as the organization requires.

5.3 Limitations and future research indications

Despite its limitations, this study makes a substantial contribution to the existing body of knowledge. This study began by examining the impact of SL and RL as independent variables. Therefore, it remains uncertain whether other leadership determinants, such as ethical or moral leadership, can produce the same outcomes. In addition, this study collected data from only Saudi companies, which places contextual constraints on its findings. Future research can address this deficiency by gathering data from multiple nations and industries, enhancing the generalizability of this study's findings. In addition, this study investigated the role of altruism as a moderator but did not investigate the impact of

any prospective mediating variable. Investigating the moderating effect of innovative behavior and task performance on the relationship between ES and EP, and leadership is beneficial. In addition, this investigation does not investigate sub-divisions of SL and RL. Future research can examine the sub-dimensions of leadership, such as motivation, hope, and faith, to expand our knowledge of effective leadership.

References
Abasilim, U. D., Gberevbie, D. E., & Osibanjo, O. A. (2019). Leadership styles and employees' commitment: Empirical evidence from Nigeria. *Sage Open, 9*(3). https://doi.org/10.1177/2158244019866287

Ahmed Iqbal, Z., Abid, G., Arshad, M., Ashfaq, F., Athar, M. A., & Hassan, Q. (2021). Impact of authoritative and laissez-faire leadership on thriving at work: The moderating role of conscientiousness. *European journal of investigation in health, psychology and education, 11*(3), 667-685. https://doi.org/10.3390/ejihpe11030048

Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence job satisfaction. *International Journal of Engineering, Business and Management, 5*(2), 21-30. https://doi.org/10.22161/ijebm.5.2.3

Ali, E. S., Ibrahim, M. M., & Diab, G. M. (2021). Spiritual leadership and its relation to organizational trust among nurses at Menoufia University Hospitals. *Menoufia Nursing Journal, 6*(1), 31-50. https://dx.doi.org/10.21608/menj.2021.169050

Ali, M., Aziz, S., Pham, T. N., Babalola, M. T., & Usman, M. (2020). A positive human health perspective on how spiritual leadership weaves its influence on employee safety performance: The role of harmonious safety passion. *Safety science, 131*, 104923. https://doi.org/10.1016/j.ssci.2020.104923

Alnajjar, M., & Hashim, J. (2020). Innovative work behaviour induced by transformational leadership through altruism. *International Journal of Work Innovation, 2*(4), 257-283. https://doi.org/10.1504/IJWI.2020.111758

Álvarez-Pérez, M. D., Carballo-Penela, A., & Rivera-Torres, P. (2020). Work-life balance and corporate social responsibility: The evaluation of gender differences on the relationship between family-friendly psychological climate and altruistic behaviors at work. *Corporate Social Responsibility and Environmental Management, 27*(6), 2777-2792. https://doi.org/10.1002/csr.2001

Anser, M. K., Shafique, S., Usman, M., Akhtar, N., & Ali, M. (2021). Spiritual leadership and organizational citizenship behavior for the environment: an intervening and interactional analysis. *Journal of Environmental Planning and Management, 64*(8), 1496-1514. https://doi.org/10.1080/09640568.2020.1832446

Arif, M. (2019). The Effect of Managerial Competencies, Compesation and Career Planning Toward Employee Performance Through Job Satisfaction at PT. Bank BTPN Tbk Mikro Banking Division (MUR) Pekanbaru Branch. *Journal of Management Info, 6*(1), 17-21. https://doi.org/10.31580/jmi.v6i1.489

Astrachan, J. H., Binz Astrachan, C., Campopiano, G., & Baù, M. (2020). Values, spirituality and religion: Family business and the roots of sustainable ethical behavior. *Journal of Business Ethics, 163*, 637-645. https://doi.org/10.1007/s10551-019-04392-5

Averin, A. (2018). *The relationship between employees' perception of spiritual leadership in their organizational leaders and employees' commitment to stay with the organization.* (Doctoral dissertation). Regent University. https://www.proquest.com/openview/bea2b5bf21b62cb143d9845b27541641

Azazz, A. M. S., & Elshaer, I. A. (2021). The Impact of Spiritual Leadership on Employees'satisfaction: Mediating Role of Employees'commitment. *International Journal of Entrepreneurship, 25*, 1-13. https://www.proquest.com/openview/e0678ec4e48dc90f10b24c5f423afb09

Bayighomog, S. W., & Arasli, H. (2022). Reviving employees' essence of hospitality through spiritual wellbeing, spiritual leadership, and emotional intelligence. *Tourism Management, 89*, 104406. https://doi.org/10.1016/j.tourman.2021.104406

Bharadwaj, S., & Jamal, T. (2020). In Search of Spiritual Workplaces: An Empirical Evidence Of Workplace Spirituality And Employee Performance In The Indian IT Industry. *International Journal of Scientific & Technology Research, 9*(3), 1116-1124. https://www.researchgate.net/publication/341482014

Birnie, E. A. (2019). Spiritual leaders can retain nurses. *Journal of nursing management, 27*(7), 1563-1567. https://doi.org/10.1111/jonm.12843

Bono, R., Arnau, J., Alarcón, R., & Blanca, M. J. (2019). Bias, precision, and accuracy of skewness and kurtosis estimators for frequently used continuous distributions. *Symmetry, 12*(1), 19. https://doi.org/10.3390/sym12010019

Bosnjak, M., Ajzen, I., & Schmidt, P. (2020). The theory of planned behavior: Selected recent advances and applications. *Europe's Journal of Psychology, 16*(3), 352. https://doi.org/10.5964/ejop.v16i3.3107

Bui, H. T., Liu, G., Ko, W. W., & Curtis, A. (2021). Harmonious workplace climate and employee altruistic behavior: from social exchange perspective. *International Journal of Manpower, 42*(1), 95-112. https://doi.org/10.1108/IJM-11-2019-0518

Cahigas, M. M. L., Prasetyo, Y. T., Persada, S. F., & Nadlifatin, R. (2023). Filipinos' intention to participate in 2022 leyte landslide response volunteer opportunities: The role of understanding the 2022 leyte landslide, social capital, altruistic concern, and theory of planned behavior. *International Journal of Disaster Risk Reduction, 84*, 103485. https://doi.org/10.1016/j.ijdrr.2022.103485

Çelik, V., Buyukakgul, U., Engin, S., & Beşler, H. (2017). Recreational Sports Activity Leadership Scale. *Social Sciences Studies Journal, 3*(10), 1461-1469. http://dx.doi.org/10.26449/sssj.195

Cerveny, L. K., Selin, S., Blahna, D. J., Meier, N., Barborak, J. R., & McCool, S. F. (2020). Agency capacity for effective outdoor recreation and tourism management. *Igniting the science of recreation: Linking science, policy, and action*, 23-40. https://www.fs.usda.gov/pnw/pubs/pnw_gtr987_Selin_Chap02.pdf

Chakraborty, T., & Ganguly, M. (2019). Crafting engaged employees through positive work environment: Perspectives of employee engagement. In *Management Techniques for Employee Engagement in Contemporary Organizations* (pp. 180-198). IGI Global. https://doi.org/10.4018/978-1-5225-7799-7.ch011

Chan, S. C. (2019a). Participative leadership and job satisfaction: The mediating role of work engagement and the moderating role of fun experienced at work. *Leadership & Organization Development Journal, 40*(3), 319-333. https://doi.org/10.1108/LODJ-06-2018-0215

Chan, S. C. H. (2019b). The antecedents of workplace fun in the hospitality industry: A qualitative study. *Journal of Human Resources in Hospitality & Tourism, 18*(4), 425-440. https://doi.org/10.1080/15332845.2019.1626794

Chelladurai, P., & Kim, A. C. H. (2022). *Human resource management in sport and recreation*. Human Kinetics. https://us.humankinetics.com/products/human-resource-management-in-sport-and-recreation-4th-edition

Chen, C.-Y., Chen, C.-H. V., & Li, C.-I. (2013). The influence of leader's spiritual values of servant leadership on employee motivational autonomy and eudaemonic well-being. *Journal of religion and health, 52*, 418-438. https://doi.org/10.1007/s10943-011-9479-3

Cheng, T.-M., Chang, S.-Y., & Lien, W.-H. (2021). Work-leisure balance: Perceived organizational leisure support. *Journal of Leisure Research, 52*(2), 202-226. https://doi.org/10.1080/00222216.2020.1762518

Chohan, I. M., Butt, R. S., & Chohan, R. (2019). Here's no fear when you're having fun, evaluating the influence of recreational activities on employees' well-being. *International Journal of Management, Accounting & Economics, 6*(9), 672-685. https://www.ijmae.com/article_114645_90b787ac2ebf3fea1e85f5710b4b3aaf.pdf

Chon, K. K.-S., & Zoltan, J. (2019). Role of servant leadership in contemporary hospitality. *International Journal of Contemporary Hospitality Management, 31*(8), 3371-3394. https://doi.org/10.1108/IJCHM-11-2018-0935

De Chiara, A., & Manna, E. (2022). Firms' ownership, employees' altruism, and product market competition. *Economic Modelling, 109*, 105774. https://doi.org/10.1016/j.econmod.2022.105774

Demirdağ, Ş. A. (2022). Ranking the Recreational Leadership Factors in the Behavioral Dimension and Selection of the Most Ideal Organizational Citizenship Model. *oresta, 5*(3). https://oresta.org/menu-script/index.php/oresta/article/view/112

Fry, L. W. (2003). Toward a theory of spiritual leadership. *The leadership quarterly, 14*(6), 693-727. https://doi.org/10.1016/j.leaqua.2003.09.001

Gözükara, İ., & Çolakoğlu, N. (2016). The mediating effect of work family conflict on the relationship between job autonomy and job satisfaction. *Procedia-Social and Behavioral Sciences, 229*, 253-266. https://doi.org/10.1016/j.sbspro.2016.07.136

Gratton, L. (2021). Four principles to ensure hybrid work is productive work. *MIT Sloan management review, 62*(2), 11A-16A. https://www.proquest.com/openview/3db08d55624c73da70bf8208bc4a9081

Gunardi, A. (2022). Altruistic Behavior: Comparison of Men and Women in Indonesia. In *Proceedings of the 3rd International Conference on Social Sciences, Laws, Arts and Humanities (BINUS-JIC 2018)* (pp. 11-15). SCITEPRESS – Science and Technology Publications, Lda. https://doi.org/10.5220/0009999100002917

Gupta, B. (2019). The effect of participating in recreational activities on employee's productivity. *IME Journal, 13*(2), 113-120. http://dx.doi.org/10.5958/2582-1245.2019.00003.4

Hair, J., Black, W., Babin, B., & Anderson, R. (2010). *Multivariate Data Analysis* (7th ed.). Upper Saddle River, NJ: Prentice-Hall, Inc.

Houge Mackenzie, S., & Hodge, K. (2020). Adventure recreation and subjective well-being: A conceptual framework. *Leisure Studies, 39*(1), 26-40. https://doi.org/10.1080/02614367.2019.1577478

Hurd, A., Anderson, D. M., & Mainieri, T. (2021). *Kraus' Recreation and Leisure in Modern Society*. Jones & Bartlett Learning. https://www.jblearning.com/catalog/productdetails/9781284205039

Husain, T., Ardhiansyah, M., & Fathudin, D. (2021). Confirmatory factor analysis: Model testing of financial ratio's with decision support systems approach. *International Journal of Advances in Applied Sciences (IJAAS), 10*(2), 115-121. https://doi.org/10.11591/ijaas.v10.i2.pp115-121

Hussain, S., & Hussain, Z. (2020). Workplace Spirituality And Turnover Intentions Among The Doctors Working In Private Hospitals In Karachi, Pakistan: A Cross Sectional Study. *British Journal of Medical & Health Sciences (BJMHS), 2*(8), 402-407. http://www.jmhsci.org/wp-content/uploads/2020/08/BJMHS450137.pdf

Ibrahim, N. F., Said, A.-M. A., Abas, N., & Shahreki, J. (2020). Relationship between well-being perspectives, employee engagement and intrinsic outcomes: A literature review. *Journal of Critical Reviews, 7*(12), 69-74. https://doi.org/10.31838/jcr.07.12.11

Jalilianhasanpour, R., Asadollahi, S., & Yousem, D. M. (2021). Creating joy in the workplace. *European Journal of Radiology, 145*, 110019. https://doi.org/10.1016/j.ejrad.2021.110019

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

Johnson, A., Dey, S., Nguyen, H., Groth, M., Joyce, S., Tan, L., Glozier, N., & Harvey, S. B. (2020). A review and agenda for examining how technology-driven changes at work will impact workplace mental health and employee well-being. *Australian Journal of Management, 45*(3), 402-424. https://doi.org/10.1177/0312896220922292

Jumady, E., & Lilla, L. (2021). Antecedent and Consequence the Human Resources Management Factors on Civil Servant Performance. *Golden Ratio of Human Resource Management, 1*(2), 104-116. https://doi.org/10.52970/grhrm.v1i2.101

Kalogiannidis, S. (2020). Impact of effective business communication on employee performance. *European Journal of Business and Management Research, 5*(6), 1-6. https://doi.org/10.24018/ejbmr.2020.5.6.631

Kara, T. (2017). Recreation leadership. *International Journal of Current Research, 9*(12), 63647-63650. https://www.journalcra.com/sites/default/files/issue-pdf/28123.pdf

Karsono, B., Suraji, R., & Sastrodiharjo, I. (2022). The Influence of Leadership Spirituality to Improving the Quality of Higher Education in Indonesia. *International Journal of Social Sciences and Humanities Invention, 9*(02), 6832-6841. https://doi.org/10.18535/ijsshi/v9i02.06

Katsaros, K. K., Tsirikas, A. N., & Kosta, G. C. (2020). The impact of leadership on firm financial performance: the mediating role of employees' readiness to change. *Leadership & Organization Development Journal, 41*(3), 333-347. https://doi.org/10.1108/LODJ-02-2019-0088

Kelly, C. M., Strauss, K., Arnold, J., & Stride, C. (2020). The relationship between leisure activities and psychological resources that support a sustainable career: The role of leisure seriousness and work-leisure similarity. *Journal of Vocational Behavior, 117*, 103340. https://doi.org/10.1016/j.jvb.2019.103340

Kent, A., & Chelladural, P. (2003). Multiple sources of leadership and employee reactions in a state parks and recreation department. *Journal of Park and Recreation Administration, 21*(1), 38-60. http://js.sagamorepub.com/jpra/article/view/1516

Koburtay, T., & Haloub, R. (2022). Does person–organization spirituality fit stimulate ethical and spiritual leaders: an empirical study in Jordan. *Personnel Review, 51*(1), 317-334. https://doi.org/10.1108/PR-06-2020-0492

Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Van Buuren, S., Van der Beek, A. J., & De Vet, H. (2014). Improving the individual work performance questionnaire using rasch analysis. *Journal of applied measurement, 15*(2), 160-175. https://postprint.nivel.nl/PPpp5641.pdf

Kurtenbach, B., & Strong, J. (2022). Online Reputation Management: A Shark Tale from Instagram. *International Journal of Instructional Cases, 6*. http://www.ijicases.com/search/shark-tale_case

Lam, L., Nguyen, P., Le, N., & Tran, K. (2021). The relation among organizational culture, knowledge management, and innovation capability: Its implication for open innovation. *Journal of Open Innovation: Technology, Market, and Complexity, 7*(1), 66. https://doi.org/10.3390/joitmc7010066

Lundberg, O. (2020). Defining and implementing social integration: a case study of school leaders' and practitioners' work with newly arrived im/migrant and refugee students. *International Journal of Qualitative Studies on Health and Well-being, 15*(sup2), 1783859. https://doi.org/10.1080/17482631.2020.1783859

Margaretha, M., Saragih, S., Zaniarti, S., & Parayow, B. (2021). Workplace spirituality, employee engagement, and professional commitment: A study of lecturers from Indonesian universities. *Problems and Perspectives in Management, 19*(2), 346-356. http://dx.doi.org/10.21511/ppm.19(2).2021.28

Masenya, T. M. (2022). Integrating talent and knowledge management practices in the new normal business environment: developing future leaders in public sector organizations. In *Navigating the New Normal of Business With Enhanced Human Resource Management Strategies* (pp. 113-144). IGI global. https://doi.org/10.4018/978-1-7998-8451-4.ch006

Mete, E. S. (2019). The relationship among altruism, affective commitment, job satisfaction, and turnover intention: A research on boundary spanning positions in hotel enterprises. *Journal of Tourism and Gastronomy Studies, 7*(1), 310-327. https://doi.org/10.21325/jotags.2019.364

Miao, S., Rhee, J., & Jun, I. (2020). How much does extrinsic motivation or intrinsic motivation affect job engagement or turnover intention? A comparison study in China. *Sustainability, 12*(9), 3630. https://doi.org/10.3390/su12093630

Mokhtar, M. Y. O., Arifain, S. M. K., Isa, M. F. M., Jailani, A. I., & Othman, W. N. W. (2020). The Concept of Altruism and Ihsan as an Approach towards Achieving Psychological Well-Being at The Workplace: An Observation at The Islamic University College of Melaka. *International Journal of Academic Research in Business and Social Science, 10*(10), 637-648. http://dx.doi.org/10.6007/IJARBSS/v10-i10/7997

Musaev, F. (2020). Ideal and Real Civil Society (On the Example of the Republic of Uzbekistan). *European Journal of Molecular & Clinical Medicine, 7*(2), 578-583. https://www.ejmcm.com/article_2105_0e4b20a9bc580558836942edf65da4fa.pdf

Obrenovic, B., Jianguo, D., Tsoy, D., Obrenovic, S., Khan, M. A. S., & Anwar, F. (2020). The enjoyment of knowledge sharing: impact of altruism on tacit knowledge-sharing behavior. *Frontiers in Psychology, 11*, 1496. https://doi.org/10.3389/fpsyg.2020.01496

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

Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business, 7*(8), 577-588. https://doi.org/10.13106/jafeb.2020.vol7.no8.577

Pfattheicher, S., Nielsen, Y. A., & Thielmann, I. (2022). Prosocial behavior and altruism: A review of concepts and definitions. *Current opinion in psychology, 44*, 124-129. https://doi.org/10.1016/j.copsyc.2021.08.021

Pio, R. J. (2021). The mediation effect of quality of worklife and job satisfaction in the relationship between spiritual leadership to employee performance. *International Journal of Law and Management, 64*(1), 1-17. https://doi.org/10.1108/IJLMA-07-2018-0138

Pio, R. J., & Lengkong, F. D. J. (2020). The relationship between spiritual leadership to quality of work life and ethical behavior and its implication to increasing the organizational citizenship behavior. *Journal of Management Development, 39*(3), 293-305. https://doi.org/10.1108/JMD-07-2018-0186

Prasetyo, Y. T., Castillo, A. M., Salonga, L. J., Sia, J. A., & Seneta, J. A. (2020). Factors affecting perceived effectiveness of COVID-19 prevention measures among Filipinos during enhanced community quarantine in Luzon, Philippines: Integrating Protection Motivation Theory and extended Theory of Planned Behavior. *International journal of infectious diseases, 99*, 312-323. https://doi.org/10.1016/j.ijid.2020.07.074

Raj, M., De Vries, R., Nong, P., Kardia, S. L., & Platt, J. E. (2020). Do people have an ethical obligation to share their health information? Comparing narratives of altruism and health information sharing in a nationally representative sample. *PloS one, 15*(12), e0244767. https://doi.org/10.1371/journal.pone.0244767

Rasoolimanesh, S. M. (2022). Discriminant validity assessment in PLS-SEM: A comprehensive composite-based approach. *Data Analysis Perspectives Journal, 3*(2), 1-8. https://scriptwarp.com/dapj/2022_DAPJ_3_2/Rasoolimanesh_2022_DAPJ_3_2_DiscriminantValidity.pdf

Rezapouraghdam, H., Karatepe, O. M., & Enea, C. (2022). Sustainable recovery for people and the planet through spirituality-induced connectedness in the hospitality and tourism industry. *Journal of Hospitality and Tourism Insights,* (ahead-of-print). https://doi.org/10.1108/JHTI-03-2022-0103

Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management, 19*(3), 162. http://dx.doi.org/10.21511/ppm.19(3).2021.14

Rodriguez-Ricardo, Y., Sicilia, M., & López, M. (2019). Altruism and internal locus of control as determinants of the intention to participate in crowdfunding: the mediating role of trust. *Journal of theoretical and applied electronic commerce research, 14*(3), 1-16. https://doi.org/10.4067/S0718-18762019000300102

Rohman, F., Noermijati, N., Soelton, M., & Mugiono, M. (2022). Model altruism in improving organizational performance in social welfare institutions ministry of social affairs of the republic of Indonesia. *Cogent Business & Management, 9*(1), 2151678. https://doi.org/10.1080/23311975.2022.2151678

Saeed, I., Khan, J., Zada, M., Ullah, R., Vega-Muñoz, A., & Contreras-Barraza, N. (2022). Towards examining the link between workplace spirituality and workforce agility: Exploring higher educational institutions. *Psychology Research and Behavior Management, 15*, 31-49. https://doi.org/10.2147/PRBM.S344651

Salas-Vallina, A., & Alegre, J. (2018). Unselfish leaders? Understanding the role of altruistic leadership and organizational learning on happiness at work (HAW). *Leadership & Organization Development Journal, 39*(5), 633-649. https://doi.org/10.1108/LODJ-11-2017-0345

Samul, J. (2019). Spiritual leadership: Meaning in the sustainable workplace. *Sustainability, 12*(1), 267. https://doi.org/10.3390/su12010267

Sapta, I. K. S., Ni, W. R., Kusuma, I. G. A. E. T., & Astakoni, I. M. P. (2021). Spiritual leadership and organizational commitment: The mediation role of workplace spirituality. *Cogent Business & Management, 8*(1), 1966865. https://doi.org/10.1080/23311975.2021.1966865

Sholikhah, Z., Wang, X., & Li, W. (2019). The role of spiritual leadership in fostering discretionary behaviors: The mediating effect of organization based self-esteem and workplace spirituality. *International Journal of Law and Management, 61*(1), 232-249. https://doi.org/10.1108/IJLMA-04-2018-0081

Song, S. Y., & Kim, Y.-K. (2019). Doing good better: Impure altruism in green apparel advertising. *Sustainability, 11*(20), 5762. https://doi.org/10.3390/su11205762

Strenitzerová, M., & Achimský, K. (2019). Employee satisfaction and loyalty as a part of sustainable human resource management in postal sector. *Sustainability, 11*(17), 4591. https://doi.org/10.3390/su11174591

Supriyanto, A., Ekowati, V., & 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. http://dx.doi.org/10.5267/j.msl.2019.10.031

Van Der Lippe, T., & Lippényi, Z. (2020). Co-workers working from home and individual and team performance. *New technology, work and employment, 35*(1), 60-79. https://doi.org/10.1111/ntwe.12153

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

Webb, E., & Karlis, G. (2019). Youth and staff perceptions of desired outcomes from positive youth development focused recreation organizations: The formation of potential evaluative criteria. *International Journal of the Sociology of Leisure, 2*, 403-420. https://doi.org/10.1007/s41978-019-00043-1

Yang, F., Huang, X., & Wu, L. (2019). Experiencing meaningfulness climate in teams: How spiritual leadership enhances team effectiveness when facing uncertain tasks. *Human Resource Management, 58*(2), 155-168. https://doi.org/10.1002/hrm.21943

Yang, J., Chang, M., Chen, Z., Zhou, L., & Zhang, J. (2021). The chain mediation effect of spiritual leadership on employees' innovative behavior. *Leadership & Organization Development Journal, 42*(1), 114-129. https://doi.org/10.1108/LODJ-10-2019-0442

Yang, J., Yang, F., & Gao, N. (2020). Enhancing career satisfaction: The roles of spiritual leadership, basic need satisfaction, and power distance orientation. *Current Psychology,* 1-12. https://doi.org/10.1007/s12144-020-00712-5

Zhang, Y., & Yang, F. (2021). How and when spiritual leadership enhances employee innovative behavior. *Personnel Review, 50*(2), 596-609. https://doi.org/10.1108/PR-07-2019-0346

About Authors

Mohammed A. Al Doghan
Department of Management, College of Business Administration, King Faisal University, Al-Ahsa 31982, Saudi Arabia.
Corresponding Autho: Email: mdoghan@kfu.edu.sa

Ahmad Zakariya
Utrecht University School of Governance, Utrecht University, The Netherlands.
Emails: a.zakariya@uu.nl