

Mediating Role of Proactive Work Behavior in Enhancing Employee Effectiveness: The Influence of Workplace Spirituality and Ethical Leadership

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Abstract. This research aimed to examine the relationship between workplace spirituality, ethical leadership, proactive work behavior (PWB), and employee work effectiveness. Data were collected from 417 employees in private company across six provinces in Indonesia. The results from structural equation modeling (SEM) showed that workplace spirituality and ethical leadership positively influenced work effectiveness directly and indirectly through enhancing PWB. Furthermore, PWB had a stronger direct influence on work effectiveness than workplace spirituality and ethical leadership. PWB is an important mediator in translating workplace spirituality and ethical leadership into heightened employee effectiveness. This research contributed to the mechanism through which workplace spirituality and leadership style influenced work effectiveness. Managers needed to foster workplace spirituality and ethical leadership in tandem by implementing the right policies to support. In addition, further research needs to be carried out across more diverse organizations and sectors.

Keywords: ethical leadership, proactive work behavior, work effectiveness, workplace spirituality.

1. Introduction

Work effectiveness is essential for organizational success, as it significantly influences performance of various entities, including commercial company (Alkaf et al., 2021; Apriyani et al., 2023). The truth is that numerous employees, specifically those employed by Indonesian company, in the following sectors banking, commerce, services, and investment, still need assistance to excel in the roles.

According to Mathis et al. (2017), effectiveness is the capacity to produce the intended outcome or result, including the realization of achievements through planning, assessing policy influence, and managing operational activities (Schermehorn & Bachrach, 2020). In the context of work, it is the process by which individuals or groups perform certain duties to realize the intended objectives (Ibrahim & Daniel, 2019). Work effectiveness can also be viewed as the successful completion of tasks in an allotted timeframe (Satriadi et al., 2023). Work effectiveness refers to the ability of human resources to accomplish organizational objectives by successfully carrying out tasks and adhering to established strategies (Febryanti & Amirulmukminin, 2023).

Work effectiveness is tied to the strategic use of general resources, including people, buildings, and infrastructure, to facilitate the achievement of objectives (Kusnadi & Prijono, 2023). According to Apriyani et al. (2023), it is also described as how effective managerial decisions and actions succeed in accomplishing objectives related to output quantity, quality, and timeliness. This focuses on the significance of maximizing work effectiveness through the efficient use of available resources (Chandra & Bulan, 2023). Numerous variables, including empowerment, efficacy, development potential, ability to collaborate, coordination, integration, obedience, validation, and reliability, can be used to assess work effectiveness (Mathis et al., 2017; Mustafa et al., 2017; Alkaf et al., 2021; Meianto et al., 2022).

Prior research reported the influence of workplace spirituality (Kusnadi & Prijono, 2020), ethical leadership (Zaim et al., 2021; Adeoye, 2021; Aubé, 2021), and proactive work behavior (PWB) (Smithikrai, 2022; Pratama et al., 2023) on work effectiveness. Further investigation also reported that ethical leadership (Khan, 2021; Gul et al., 2021; Zheng, 2022) and workplace spirituality (Kovianto & Syahrizal, 2020) had an influence on PWB. In this context, workplace spirituality is defined as a reflection of divine or transcendental principles in organizational culture. It fosters both individual and organizational experiences, comprising elements such as togetherness, ensuring personal values are in line with company, and work meaningfulness. Meanwhile, ethical leadership reflects the behavior of leaders who upholds organizational values, beliefs, and principles. It inspires, influences, and motivates followers or staff toward achieving set objectives. Finally, PWB is an action based on individual initiative to solve and complete tasks to realize optimal outcomes to accomplish both personal and organizational objectives.

Conflicting results were also reported in other research, such as the lack of appreciable influence of ethical leadership on effectiveness (Hamoudah et al., 2021). Similarly, ethical leadership did not influence effectiveness as performance criterion (Sari et al., 2022). Several research stated that transformational leadership did not influence innovation in the context of PWB (Setiawan et al., 2021; Usman et al., 2022; Wibowo et al., 2023). Hu et al. (2018) further reported that authentic leadership had no discernible influence on employee PWB.

These inconsistencies in results led to gaps that require scientific investigation. Therefore, this research aims to explain the role of PWB in mediating the influence of workplace spirituality and ethical leadership on employee work effectiveness. The research questions addressed three critical issues first, how does workplace spirituality, ethical leadership, and PWB influence employee work effectiveness? Second, how do workplace spirituality and ethical leadership influence PWB? Third, how does PWB mediate the influence of workplace spirituality and ethical leadership on work effectiveness?

2. Literature Review and Hypothesis Development

2.1. Workplace Spirituality and Work Effectiveness

The rising popularity of workplace spirituality is attributed to the significant contributions to both individuals and organization. It has been the subject of empirical research, which stated the cultivation of workplace spirituality correlates with heightened employee happiness and contentment (Krishnani, 2023; Wahib & Machfud, 2023). There is a relationship between workplace spirituality and employee performance (Margareta & Sari, 2023; Alqhaiwi & Luu, 2023). Moreover, it also influences organizational citizenship (Alqhaiwi & Luu, 2023) and innovative work behavior (Kim & Song, 2023; Garg & Saini, 2023). According to Nourafkan et al. (2023), there is a correlation between workplace spirituality green prohibitive, and promotive voice behaviors in environmentally conscious settings.

Workplace spirituality should not be about religion or persuading people to adopt certain viewpoints. According to Sulastini et al. (2023), the primary contrast between the two is that religion is focused on sacred laws and specific beliefs that must be obeyed. It creates an experiential dimension in workplace, focusing on purpose, cohesion, and self-transcendence in diverse organizational structures (Pawar, 2008). Milliman et al. (2003) defined workplace spirituality with respect to three main indicators, namely meaningful work, a sense of community, and consistency with organizational values. Meanwhile, factors such as togetherness or collaboration, conformity of personal values with organization, and engaging in high-value work contribute to this spiritually enriched environment. Daniel (2010), Kusnadi, and Prijono (2020) stated that a well-cultivated work spirituality can substantially predict work effectiveness. Therefore, it tends to support the first hypothesis:

H₁: Workplace spirituality has a positive and direct influence on work effectiveness.

2.2. Ethical Leadership and Work Effectiveness

Ethical leadership refers to leaders who uphold values, beliefs, and principles in line with proper organizational conduct aimed at motivating and inspiring staff toward optimal objective attainment (Al-Sharafi & Rajani, 2013). However, due to its normative implications, ethical leadership promotes employee behavior that enhances company success (Adnan et al., 2020). It promotes employees to follow moral cues independently, prioritizing ethical behavior to incite workplace outcomes (Sharma et al., 2019). Integral to moral leadership are outcomes such as integrity, justice, and employee empowerment, upheld and promoted by ethical leaders. Distinctive traits include accountability for moral and immoral behavior, faith, justice, dependability, encouragement of moral behavior in subordinates, offering ethical guidance, and effective communication of ethical standards (Brown et al., 2005; Munandar, 2017). Ethical leadership qualities, including strength, foster discretionary conduct, such as organizational citizenship behavior (Fu et al., 2020). Additionally, this variable significantly influences employee motivation, inventiveness, and trust (Amirudin & Nugroho, 2022; Esguerra, 2022; Eluwole et al., 2022). The research conducted by Saeed et al. (2022), Agarwal et al. (2022), Guo (2022), Oniku et al. (2022), and Abdullah et al. (2022), stated that ethical leadership influenced information sharing, job happiness, and performance. According to Gonçalves and Curado (2023), ethical leadership positively impacts social networks, job satisfaction, and the quality of care. Alabdullah and Al-Qallaf (2023) and Siregar et al. (2023) stated that it had an influence on diverse employee attitudes and behavior, as well as individual, team, and organizational outcomes (Hoang et al., 2023). According to Ahmad et al. (2023), Tran Pham, and Nguyen Le (2023), ethical leadership impacts decision-making and project success. Loghman et al. (2023), Cheng et al. (2022), and Asif et al. (2023) stated that it influenced a range of factors, including employee attitudes, voice behavior, affective commitment, and innovative work. According to the research conducted by Athanasiadou et al. (2023), ethical leadership is also associated with a reduced turnover intention. Zhang et al. (2023) stated that ethical environment of the academic team and students moral effectiveness significantly reduced the possibility that students would condone misconduct in an educational setting. Therefore, ethical leadership focuses on the

importance of oriented conduct and uphold values, beliefs, and principles that define organizational behavior, inspiring and motivating subordinates (staff) to achieve organizational objectives. In the context of this research, the main focus is on the relationship between ethical leadership and work effectiveness. Although prior investigations on this specific topic are limited, existing research (Theriou et al., 2020; Işık, 2020; Zaim et al., 2021; Adeoye, 2021; Aubé, 2021) focused on the significant influence of ethical leadership on effectiveness at both individual and organizational levels. This focused on the need for a thorough examination of this topic, thereby supporting the second hypothesis:

H₂: Ethical leadership has a positive and direct influence on work effectiveness.

2.3. PWB and Work Effectiveness

Although proactive behavior is interpreted differently by experts, its fundamental essence remained unchanged. According to Grant and Ashford (2008), proactive is a self-regulation process comprising planning, enactment, reflection, and visualization. In workplace, proactive behavior is characterized by employee self-initiative, future-focused, and change-oriented behavior (Parker et al., 2006; Parker & Collins, 2010). It also refers to the actions of employees concerning creating or controlling a situation by acting independently and making predictions about future developments (Grant et al., 2008). According to Li (2020), being proactive is a dynamic process that requires forethought, preparation, and focused effort to predict the future. Hou and Huang (2021) defined proactive behavior as workplace efforts of an individual, adopted by other staff members to navigate obstacles and achieve objectives. Despite these varied perspectives, proactive behavior is consistently associated with intentional anticipatory actions that originate from individuals, comprising activities such as organizing, designing, developing, and implementing new concepts or methods to enhance working conditions.

Cai et al. (2019) stated that PWB is when an individual initiates positive changes at workplace. According to Boonyarit (2023), PWB is a multifaceted phenomenon in which employees showed self-initiative, anticipate certain needs, and adopt proactive measures, such as taking the lead, speaking up, independent innovation, and problem prevention. This proactive approach includes actions taken in workplace to enhance or create new opportunities (Zheng et al., 2020). Boonyarit (2023) stated that PWB is the result of the self-initiated actions of employees predicted to make adjustments as a group in organizational settings. According to Anderson et al. (2014), proactive behavior includes having a strong inner motivation and taking personal initiatives to achieve future-oriented objectives that are in line with company objectives. Recognizing the unpredictable and ever-changing nature of the corporate environment, proactive behavior becomes necessary at work (Jia et al., 2020; Strauss et al., 2015). PWB at both the individual and organizational levels was reported to positively correlate with successful performance (Parker & Liao, 2016; Yang & Chau, 2016). Additionally, Thomas et al. (2010) and Tornau and Frese (2015) focused on the influence on career performance and success. Despite these positive associations, the perception of proactive behavior as having potential negative impacts has led to doubts among many leaders and colleagues (Cangiano et al., 2020; Zhang et al., 2020). This misunderstanding adds to the challenges and focuses on the need for further investigations into innovative behavior research.

Proactive behavior manifests through four distinct signs, first, taking charge - self-initiated voluntary actions aimed at development and transformation. The second aspect is voice, where individuals contribute creative solutions and express ideas to improve working conditions. The third is problem prevention, characterized by actions that avoid potential personal or professional issues. Finally, individual innovation pertains to generating and implementing original concepts (Parker & Collins, 2010). Li (2020) provided additional insight into proactive behavior, identifying two main traits, namely the conscious alteration of surroundings by employees and deliberate action planning, which includes decision-making, adjustments, and the pursuit of intended outcomes. This proactive approach comprised risk avoidance and prevention, fostering opportunities for staff and organization to lead,

adapt to change, ensure staff participate in decision-making, and create a positive and innovative work environment that inspires diligence and a positive attitude (Ali & Muhammad, 2021). In essence, PWB reflects self-initiated work activities to solve routine or new tasks to achieve personal and organizational goals optimally. This includes taking over tasks from problematic colleagues, proposing creative solutions, preventing new problems, or innovating to overcome complex challenges. Therefore, job-related outcomes, such as work effectiveness, are determined by PWB (Smithikrai, 2022; Pratama et al., 2023). Job-related outcomes, such as work effectiveness, are determined by PWB (Febriana et al., 2019). It implied that PWB is a possible predictor of work effectiveness, meaning people can improve performance at work when PWB circumstances are stable. This led to the formulation of the third hypothesis:

H₃: PWB has a positive and direct influence on work effectiveness.

2.4. Workplace Spirituality and PWB

Empirical evidence had proven a positive relationship between workplace spirituality and PWB. For example, Koviato and Syahrizal (2020) reported that workplace spirituality improved proactive behavior, while Hunsaker and Ding (2022) also proved the influence on innovative work behavior. Additionally, Chen et al. (2019) stated that spiritual leadership influenced proactive workplace behavior. The results collectively indicated the significance of workplace spirituality, and showed that raising employee PWB levels is the basis for further advancements. Employers who promote job satisfaction, a stronger sense of community, and the association of company values with personal ones empower employees to tackle challenging tasks confidently. This supportive environment also facilitates staff to proactively address specific issues and contribute new, creative ideas beneficial for solving latent problems or facing crucial challenges in the future. Therefore, this led to the formulation of the fourth hypothesis:

H₄: Workplace spirituality has a positive direct influence on PWB.

2.5. Ethical Leadership and PWB

Several research reported that ethical leadership has a significant influence on PWB and closely related with ethical leadership practices (Smithikrai & Suwannadet, 2018; Varela et al., 2019; Khan, 2021; Gul et al., 2021; Zheng, 2022; Boonyarit, 2023). Therefore, improved PWB among employees arises from a more effective implementation of ethical leadership in organizational framework. For example, when business executives showed behavior grounded in faith, morals, as well as justice and offer helpful ethical guidance, it fosters an environment where staff are promoted to avoid personal or professional issues that could strain relationship with coworkers. Therefore, this led to the formulation of the fifth hypothesis:

H₅: Ethical leadership has a positive direct influence on PWB.

2.6. Mediating Role of PWB

Currently, no comprehensive research focuses on the influence of workplace spirituality and ethical leadership on work effectiveness, with PWB acting as mediator. Koviato and Syahrizal (2020) investigated the influence of workplace spirituality on PWB, while Khan (2021), Gul et al. (2021), and Zheng (2022) proved that ethical leadership influences PWB. Similar research reported that PWB impacts work effectiveness (Smithikrai, 2022; Pratama et al., 2023; Febriana et al., 2019). The results collectively suggested that PWB was mediating in the indirect relationship between workplace spirituality, ethical leadership, and work effectiveness. This prompted further investigation to clarify PWB mediation from a scientific perspective. Based on this explanation, the following hypothesis was

proposed:

H₆: PWB mediates the indirect influence of workplace spirituality on employee work effectiveness.

H₇: PWB mediates the indirect influence of ethical leadership on employee work effectiveness.

Considering the results of the literature review and proposed hypothesis based on the relevant prior research, the formulated conceptual framework is shown in Figure 1:

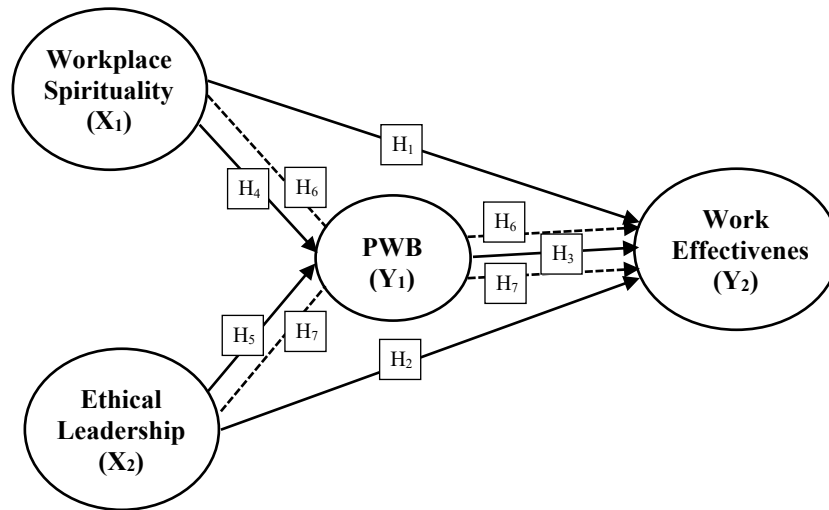


Fig.1: Research Conceptual Framework

3. Research Methods

3.1. Participants

The sample comprised 417 individuals, surpassing the recommended number for causal designs such as SEM, which typically uses five to 10 times the number of research variable indicators (Ferdinand, 2014). Meanwhile, with the use of 23 hands in this research, the ideal sample size is 115 to 230. The decision to include a larger sample size of 417 was aimed to represent the population properly and enhance precision. Participants included employees from private businesses in the finance, commerce, services, and investment sectors, providing a diverse representation. This research specifically targeted employees in the major business and industrial centres of Java Island, home to six provinces, namely Jakarta, West, Central and East Java, Banten, and Yogyakarta. Adopting an accidental sampling approach, participants voluntarily completed the questionnaire without compensation (Widodo, 2021). In the demographic breakdown shown in Table 1, it was observed that 54.7%, 55.6%, 53%, 64.5%, 61.4%, 88% and 51.6% of participants are females, in the age range of 20 to 25, have completed high school or its equivalent, single, worked for less than five years, occupied staff positions, and employed on a contract basis.

Table 1. Profile of Participants

Profile	Amount	Percentage
Gender		
1. Male	189	45.3
2. Female	228	54.7
Age		
1. 20 – 25 years	232	55.6
2. 26 – 35 years	141	33.8
3. 36 – 45 years	32	7.67

4. 46 – 55 years	11	2.64
5. > 56 years	1	.24
Education		
1. High School/Equivalent	221	53
2. Diploma (D3)	37	8.87
3. Bachelor (S1)	144	34.5
4. Postgraduate (S2)	14	3.36
5. Doctoral (S3)	1	.24
Status		
1. Married	148	35.5
2. Unmarried	269	64.5
Job Experience		
1. < 5 years	256	61.4
2. 6 – 10 years	113	27.1
3. 11 – 15 years	30	7.19
4. > 16 years	18	4.32
Position		
1. Staff	367	88
2. Supervisor	43	10.3
3. Manager	7	1.7
Employment Status		
1. Permanent	202	48.4
2. Contract	215	51.6

3.2. Procedure and Materials

This research adopted a survey method, which required the distribution of questionnaires among participants (sample), with responses measured on a Likert scale ranging from strongly disagree or never (score = 1) to strongly agree or always (score = 5). Google Forms were used to conduct the online poll, and the results were shared through WhatsApp. In addition, the questionnaire development was guided by using the theoretical dimensions of experts. The indicators of workplace spirituality included a sense of community (SC), associated with organizational values (AOV), meaningful work (MW), and trustworthiness (Trus) (Milliman et al., 2003). Ethical leadership indicators comprised six categories, namely having faith (HF), fairness (Fair), trustworthiness (Trus), promoting moral behavior (PMB), providing ethical guidance (PEG), clearly communicating ethical standards (CCES), and providing a sense of accountability (PSA) (Brown et al., 2005; Munandar, 2017). The indicators of PWB were grouped into six categories, namely taking charge (TC), voice (Voi), problem prevention (PP), and individual innovation (InIn) (Parker & Collins, 2010). Work effectiveness was measured using indicators grouped into eight categories, such as empowerment (Empo), efficacy (Effi), ability to develop (AD), ability to collaborate (AC), coordination (Coor), integration (Inte), obedience (Obed), validation (Vali), and reliability (Reli) (Mathis et al., 2017; Mustafa et al., 2017; Alkaf et al., 2021; Meianto et al., 2022).

Before data collection, the questionnaire was tested for validity and reliability by using 30 trial samples. The validity and reliability were assessed using the Product Moment Pearson formula and Cronbach Alpha (Widodo, 2021). The data was processed using SPSS version 22 application, and the results showed absolute reliability for the twelve items measuring workplace spirituality, with an alpha coefficient (AC) of .945 and a corrected item-total correlation coefficient (CI-TCC) ranging from .571 to .888. Similarly, ethical leadership test, consisting of fourteen items, showed high reliability with an AC of .948 and a CI-TCC ranging from .592 to .868. The twelve items constituting PWB measurement showed an AC of .929, with CI-TCC values ranging from .409 to .864. Work effectiveness measurement, comprising nine items, showed an AC of .876, and the adjusted CI-TCC ranged from .442 to .737. The

results confirmed the validity and reliability of the questionnaire, as all variables had an alpha coefficient greater than .70 and adjusted item-total correlation values, which exceeded .361 (Widodo, 2021).

Preliminary research is concerned that cross-sectional surveys, particularly those using self-report questionnaires such as the one adopted in the present investigation, tend to overlook general method bias (CMB), a potential source of measurement error. The difference between the genuine correlation among constructs (variables) and the observed relationship determined by common method variance (CMV) is measured by the CMB (Widodo et al., 2023). The disparity between perceived and actual correlations, facilitated by CMV, poses a significant threat to the validity and reliability of the research findings (Spector et al., 2019). In response to this concern, Fuller et al. (2016) recommended a combination of statistical and procedural improvements for controlling and minimizing CMV. This present research adopted two methods due to this issue. Procedural improvements include (1) formulating distinct statements and alternative answers or responses for predictor and criteria variables, (2) incorporating an introductory section in the questionnaire with clear explanations or instructions to make respondents feel comfortable, including sentences such as there is no right or wrong answer or response and the data collected would be safe, protected, and used only for research purposes, and (3) conducting a pilot test with 30 people as a preliminary step. Additionally, statistical mechanisms such as the correlation matrix method and the Harman single-factor test were used to ensure improvements. According to Harman, assuming the correlation coefficient between a construct (variable) and the single-factor test result is less than .90. The total variance extracted by one factor is 41.338%, which is less than the suggested threshold of 50%, and it shows an absence of CMV (CMB) in the acquired data (Tehseen et al., 2017; Kock, 2020).

3.3. Data Analysis

The analysis was carried out using a combination of correlational and descriptive statistics and structural equation modeling (SEM). To ascertain the significance of the indirect (mediation) effect, the Sobel (Z) Test and unstandardized regression coefficients and standard errors were used to confirm the results obtained. The direct significance of the path coefficients association was determined using a student (t) test. LISREL version 8.80 was adopted for the SEM analysis, while SPSS version 22 was used for the evaluation of CMB, including descriptive and correlational examinations.

4. Result

4.1. Descriptive and Correlation Analysis

The descriptive and correlation analyses performed with SPSS were used to obtain standard deviation (SD) values within the range of .776 to 3.052. These SD values, less than the mean, obtained to be in the range of 3.98 to 16.98, produced a distinctive data pattern that required further investigation. Additionally, the correlation research depicted coefficient values between the range of .21 to .76. The significance of the results, comprising all constructs (variables), was established at $p < .01$, depicting a mutual dependence among the indicators. Despite this mutual dependence, the correlation coefficient obtained was less than 0.8, showing the absence of features used to characterize multicollinearity.

4.2. Confirmatory Factor Analysis (CFA)

The estimated measurement model of Confirmatory Factor Analysis (CFA) is shown in Table 2. When evaluating the validity and reliability of measures, CFA results offer valuable insights. According to Hair et al. (2018), all indicators constitute latent variables, as shown by the factor loading values in the range of .50 and .91. However, only one indicator was below .60, showing relatively strong validity. The reliability indicators, such as average variance extract (AVE), composite reliability (CR), and Cronbach alpha (CA), were also considered. The acceptable values include AVE, CA, and CR greater than .50 and .70, respectively (Hair et al., 2018). The computed values for CA and CR ranged from .876 to .948

and .856 to .921, respectively, while AVE was within .516 and .745. The results showed adequate convergence and strong reliability.

Table 2. Result of the Measurement Model

Construct	Indicators	Factor Loading	CA	CR	VE
Workplace Spirituality (X ₁)	MW	.72	.945	.856	.667
	SC	.90			
	AOV	.82			
Ethical Leadership (X ₂)	HF	.62	.948	.910	.593
	Fair	.79			
	Trus	.82			
	PMB	.87			
	PEG	.84			
	CCES	.72			
	PSA	.70			
PWB (Y ₁)	TC	.83	.929	.921	.745
	Voi	.83			
	PP	.91			
	InIn	.88			
Work Effectiveness (Y ₂)	Empo	.60	.876	.864	.516
	Effi	.66			
	AD	.72			
	AC	.74			
	Coor	.62			
	Inte	.67			
	Obed	.50			
	Vali	.66			
	Reli	.60			

4.3. Goodness of Fit

Table 3 shows the goodness-of-fit (GOF) indices for the criterion measurements, showing that nine out of the eleven indices were considered good. The other two, namely chi-square and sig. probability indices did not meet the desired criteria. Hair et al. (2018) stated that the chi-square test was sensitive to large sample sizes (>200), and with 417 employees in the present research, this evaluation process and sig. probability values were deemed invalid. This model was considered legitimate, since the other nine criteria that were examined met the appropriate standards. It means the theoretical model fits the empirical data based on the research sample.

Table 3. Goodness of Fit Statistics

Goodness of Fit Index	Cut of Value	Result	Information
Absolute fit measures			
Chi-Square	$\chi^2 < \chi^2 \text{ table}$	927.05	Poor
Sig. Probability	$P > .05$	.00000	Poor
GFI	$\geq .09$	.84	Good
RMSEA	$\leq .08$	.08	Good

Incremental fit measures			
NFI	> .90	.95	Good
NNFI	$\geq$.90	.96	Good
AGFI	$\geq$.90	.90	Good
CFI	$\geq$.90	.96	Good
RFI	$\geq$.90	.94	Good
Parsimony fit measures			
Normed chi-square	1 – 2 or < 3	2.48	Good
PNFI	0 – 1	.84	Good

4.4. Hypothesis Testing

Table 4 shows a summary of the hypothesis test results presented in Figures 2 and 3. Every hypothesis, ranging from H_1 to H_5 , was supported (significant) with t value exceeding the t table at $\alpha = .05$ and $.01$. Workplace spirituality had a direct influence on work effectiveness ($\gamma = .13, p < .05$), as well as ethical leadership ($\gamma = .15, p < .01$), and PWB ($\beta = .61, p < .01$). Additionally, workplace spirituality ($\gamma = 0.34, p < 0.01$), and ethical leadership directly influenced PWB ($\gamma = .27, p < .01$). PWB had the strongest influence on work effectiveness compared to workplace spirituality and ethical leadership.

PWB has a dominant relationship with work effectiveness and also acts as mediator in the causal relationship between workplace spirituality, ethical leadership, and work effectiveness. The results in Table 4 shows that workplace spirituality and ethical leadership indirectly influence work effectiveness through PWB, with Z-values = 9.25 and 9.56, respectively, greater than Z-table = 1.96. Workplace spirituality and ethical leadership indirectly influences work effectiveness mediated by PWB ($\beta = .20, p = .01$), and PWB ($\beta = .17, p = .01$), respectively. Workplace spirituality has a slightly stronger indirect influence on work effectiveness compared to ethical leadership.

Table 4. Hypothesis Testing Result

Hypothesis	γ	T/Z-value	Decision
H_1 : Workplace spirituality (X_1) on work effectiveness (Y_2)	.13*	2.03	Supported
H_2 : Ethical leadership (X_2) on work effectiveness (Y_2)	.15**	2.48	Supported
H_3 : PWB (Y_1) on work effectiveness (Y_2)	.61**	9.77	Supported
H_4 : Workplace spirituality (X_1) on PWB (Y_1)	.34**	4.73	Supported
H_5 : Ethical leadership (X_2) on PWB (Y_1)	.27**	3.96	Supported
H_6 : Workplace spirituality (X_1) on work effectiveness (Y_2) through PWB (Y_1)	.20**	9.25	Supported
H_7 : Ethical leadership (X_2) on work effectiveness (Y_2) through PWB (Y_1)	.17**	9.56	Supported

* $p < .05$

** $p < .01$

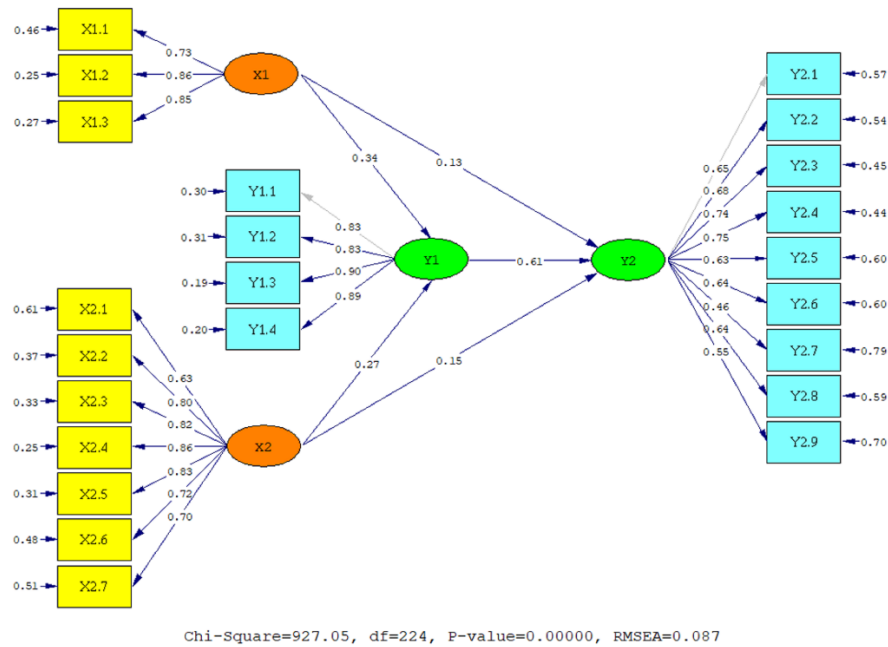


Fig.2: Standardized Structural Model

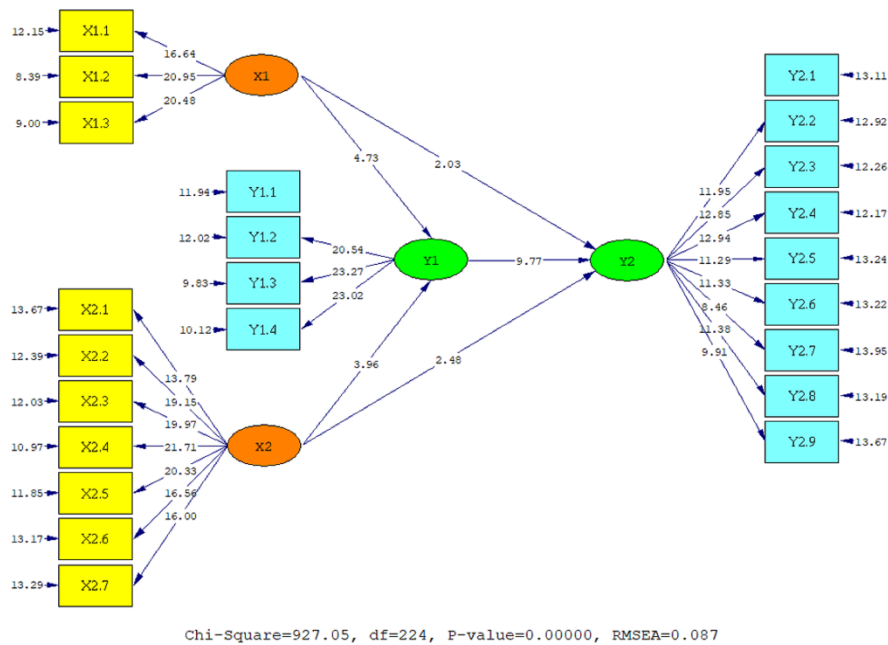


Fig.3: T-Value Structural Model

4. Discussion

This present research found several critical empirical, first, workplace spirituality has a positive and direct influence on work effectiveness. The results focused on the significance of a stable workplace spirituality, which increased work effectiveness. For example, aspects such as meaningful work and support for organizational values contribute to enhanced integration and obedience. The results are in line with previous research conducted by Kusnadi and Prijono (2020) and Daniel (2010), supporting the notion that workplace spirituality plays a critical role in positively influencing work effectiveness.

Second, ethical leadership has a positive and direct influence on work effectiveness, signifying the

important role as a determinant of general work performance. When company leaders implement qualities such as faith, fairness, and trustworthiness, actively promote moral behavior, provide clear ethical guidance, and effectively communicate ethical standards, it catalyzes efficacy, integration, and obedience in workplace. This result is in line with previous research, which stated ethical leadership has a positive influence on work effectiveness (Theriou et al., 2020; Işık, 2020; Zaim et al., 2021; Adeoye, 2021; Aubé, 2021). However, the outcome contradict other research, which stated ethical leadership has no significant influence on work effectiveness (Hamoudah et al., 2021; Sari et al., 2022). This empirical fact can erase doubts surrounding the close relationship between ethical leadership and work effectiveness.

Third, PWB has a positive and direct influence on work effectiveness and is perceived as the most essential predictor of general work performance. Improving PWB is perceived as a catalyst for encouraging an increase in work effectiveness. For example, teachers with proactive traits such as taking charge of the responsibilities, communicating transparently, preventing issues, and fostering innovation tend to show high efficacy, proficiency in development and collaboration, effective coordination, and the ability to promote integration and obedience. This result is consistent with previous research, reporting the influence of proactive behavior on work effectiveness (Smithikrai, 2022; Pratama et al., 2023; Febriana et al., 2019).

Fourth, workplace spirituality and ethical leadership positively and directly influenced PWB. It suggested that a conducive and adequate workplace spirituality incited the development of PWB among employees. For example, company that facilitates the growth of meaningful work, a sense of community, and support for core values will inspire proactive behavior such as assuming neglected tasks and preventing new problems from occurring in workplace. The results are in line with Koviato and Syahrizal (2020), Hunsaker and Ding (2022), and Chen et al. (2019), stating that workspace spirituality has a positive correlation with PWB. Similarly, ethical leadership also positively influences PWB, suggesting that ethical leadership style is used to predict PWB. When leaders prioritize values such as faith, justice, reliability, promoting moral behavior, offering, and communicating ethical guidance and standards, including instilling a sense of accountability with respect to the leadership role, it inspires employees to tackle challenging tasks, speak truthfully, and proactively address new issues. This result is in line with Zheng (2022), focusing on the influence of ethical leadership on PWB, countering contrary results that leadership does not influence PWB (Setiawan et al., 2021; Usman et al., 2022; Wibowo et al., 2023; Hu et al., 2018). It helps reconcile the contradictions in the existing literature regarding the relationship between ethical leadership and PWB.

Finally, this research stated that PWB mediates the influence of ethical leadership and workplace spirituality on work effectiveness. The results are in line with prior research, validating the direct influence of workplace spirituality and ethical leadership on PWB (Koviato & Syahrizal, 2020; Khan, 2021; Gul et al., 2021; Zheng, 2022) and subsequent influence of PWB on work effectiveness (Smithikrai, 2022; Pratama et al., 2023; Febriana et al., 2019). It also introduced a new empirical model that clarifies the indirect influence of ethical leadership and workplace spirituality on work effectiveness through PWB. The results showed that PWB played a critical role in mediating the effects of workplace spirituality and ethical leadership on work effectiveness.

The results have practical and theoretical implications with the support for PWB perceived as an important factor for initiatives to enhance employee work effectiveness through improvements in workplace spirituality and ethical leadership. Consequently, managers are advised to promote PWB, ethical leadership, and workplace spirituality as essential elements to improve work effectiveness. For a meaningful influence, leaders across all organizational levels must actively foster workplace spirituality while ensuring consistent implementation of PWB and ethical leadership practices. The use of indicators related to workplace spirituality, ethical leadership, and PWB can guide these efforts. Moreover, business executives are urged to expedite the implementation of policies specifically

designed to advance PWB, workplace spirituality, and ethical leadership styles. Theoretically, the results offer justification for the causal relationship between workplace spirituality, ethical leadership, and work effectiveness through PWB. This theoretical basis tend to serve as a valuable reference for research and academic work in future, particularly in the areas of HRM, organizational behavior, leadership, and industrial or organizational psychology.

This research also has several limitations that need to be addressed through further investigations. The limitation lies in its exclusive reliance on employee perspectives and a restricted set of theoretical indicators. It also lacks an exploration of the qualitative facts behind the causal relationship between variables. Additionally, the geographical and sectoral scope of the research is confined to private company in the investment, service, finance, and trade sectors operating in six provinces in Java Island.

5. Conclusion

In conclusion, this research provided valuable insights into the relationship between workplace spirituality, ethical leadership and PMB, as crucial factors influencing work effectiveness. The results suggested that organization benefitted from adopting a comprehensive approach, simultaneously nurturing workplace spirituality, ethical leadership, and PWB to optimize work effectiveness. The analysis also contributed to existing research by enriching the understanding of the causal relationship between workplace spirituality, ethical leadership, and work effectiveness using PWB mediation mechanism. However, this present investigation acknowledged the need for more research to validate the results across diverse contexts. Future research was recommended to incorporate additional individual factors such as self-efficacy, personality, locus of control, and motivation that might influence leadership-work effectiveness relationship. Methodologically, the use of additional data sources, such as input from leaders, managers, and colleagues, and encouraged applying more rigorous qualitative or mixed methods approaches to provide richer insights into mediating role of PWB.

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