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Employee wellbeing as a mediator of the influence of spiritual leadership and perceived organizational support to improve innovative work behavior

Abstract. The innovative work behavior (IWB) is a crucial employee behavior, especially in an era of increasingly fierce competition. Numerous studies have produced empirical evidence that employee wellbeing has a positive and significant influence. Two main factors contribute to employee wellbeing: spiritual leadership and perceived organizational support. This study aims to analyze the mediating role of employee wellbeing in the influence of spiritual leadership and perceived organizational support on innovative work behavior. The population consisted of 517 Indonesian university lecturers in financial market infrastructures, with a sample of 185 randomly selected respondents in 2024. Data were processed using the SEM model. The analysis results indicate that spiritual leadership and perceived organizational support have a positive and significant influence on employee wellbeing, and employee wellbeing influences innovative work behavior. Employee wellbeing mediates the influences of spiritual leadership and perceived organizational support toward Innovative work behavior.

Keywords: Innovative Work Behavior; IWB; Employee; Workforce; Work; Labor; Behavior; Wellbeing; Spiritual Leadership; Influence; Knowledge; Innovation; Competition

JEL Classifications: E24; E41; E64; I18; J28; J31

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1. Introduction and Brief Literature Review

The current challenges of education in developing countries involve embedding innovation in all academic aspects, both in the learning process and other activities. Teachers' innovative work behavior is essential for creating a dynamic and effective learning environment that benefits both students and the broader educational community. IWB is defined as the ability of individuals to generate, promote, or implement new ideas in their work (De Jong & Den, 2010). Previous research has also linked innovative work behavior with behaviors that exceed job descriptions and role expectations. However, in the era of Industry 4.0, innovation has become imperative for organizations to maintain their competitive edge IWB has attracted the interest of researchers examining its influencing factors, such as Kurniawan et al. (2021), who identified several external & internal factors.

The influence of spiritual leadership on employee wellbeing has also received attention from researchers. Haricharan (2023) states that leadership practices based on spiritual values and support for employee emotional and professional engagement can be effective strategies in improving employee well-being and productivity in public organizations such as the police. Kumar (2025)

stated that spiritual leadership generates a whole, value-driven workplace atmosphere that improves employee well-being, lowers stress, and supports a reasonable work-life integration. Perceived Organizational Support (POS) is an employee's general belief regarding the extent to which the organization values their contribution to the company and the level of concern the company has for employee welfare (Eisenberger et al., 2020).

Margaretha et al. (2025) stated that perceived organizational support possessed a clear and substantial effect on innovative work behavior. Jishnu and Hareendrakumar (2024) stated that if the employees perceive organizational support promote their jobs and creativity. Thus, the findings of this study are instrumental in formulating strategies for improving IWB through Knowledge-sharing and the associated improvement in perceived organizational support.

Based on a review of previous theories and research, this study is entitled «The Role of Employee Wellbeing as a Mediator of the Influence of Spiritual Leadership and Perceived Organizational Support to Improve IWB». The purpose of this study is to examine and analyze the influence of spiritual leadership and perceived organizational support both directly on IWB and through employee wellbeing as a mediator variable.

1.1. Hypotheses

Based on the theoretical review and previous research described in the introduction, a framework was developed with seven hypotheses as follows:

- 1) Spiritual leadership has a positive and significant effect on IWB.
- 2) Perceived organizational support has a positive and significant effect on IWB.
- 3) Spiritual leadership has a positive and significant effect on employee well-being.
- 4) Perceived organizational support has a positive effect on employee well-being.
- 5) Employee well-being has a positive and significant effect on IWB.
- 6) Employee well-being mediates the effect of spiritual leadership on IWB.
- 7) Employee well-being mediates effect of perceived organizational support on IWB.

2. Method

This study employed a quantitative method with a causal approach, aiming to obtain evidence of causal relationships between variables. The study population consisted of 517 Indonesian university lecturers in financial market infrastructures (FMI). The sample size in this study was determined using a random sampling method, with a sample size of 185 people, at least 10 times the sampling repeated. The research questionnaire was prepared by first operationalizing the variables. The measurement instruments of Perceived Organizational Support which was developed by Eisenberger et al. (2020).

Data were analyzed using a structural equation model and processed using AMOS software, which includes measurement model evaluation, normality assumption testing, goodness-of-fit testing, and hypothesis testing. Measurement model testing, also known as confirmatory factor analysis, reveals the relationship between indicators and latent variables. This confirmatory factor analysis stage tests indicator validity and construct reliability.

Data distribution must be analyzed to determine whether the assumption of normality is met so that the data can be further processed for SEM modeling. Normality can be tested by examining the data histogram or using statistical methods. This normality test is necessary for both single-variate and multivariate data, where several variables are used simultaneously in the final analysis. The normality test in this study was conducted using the normality and outlier test command. The normality assumption will be rejected if the CR value is greater than the critical value of ± 2.58 at the 1% significance level.

Hypothesis testing is carried out with the cut-off points used in this study being the CR and the calculated p -value. The criteria for rejecting the hypothesis are: the hypothesis is rejected/not accepted if the Critical Ratio is less than 2.0 and the p -value is greater than 0.05; the hypothesis is accepted if the Critical Ratio is greater than 2.0 and the p -value is less than 0.05 (5%).

3. Results

3.1. Measurement Model Evaluation

The results of the measurement model analysis, as presented in Table 1, indicate that the loading factor value for each indicator is greater than 0.5, thus concluding that the overall

measurement of the research variables is valid. The construct reliability calculation shows a value greater than 0.7, indicating that the measurement of the research variables is reliable. Therefore, it is concluded that the measurement of the research variables is suitable for use because it meets criteria for validity and reliability.

Table 1:
Validity and Reliability

| No. | Variable | Loading Factor | Validity | Construct Reliability | Result |
|---|------------------|----------------|----------|-----------------------|----------|
| Spiritual Leadership | | | | | |
| 1 | Vision | 0.934 | Valid | 0.975 | Reliable |
| 2 | Hope/Faith | 0.993 | Valid | | |
| 3 | Altruistic Love | 0.985 | Valid | | |
| 4 | Meaning/Calling | 0.981 | Valid | | |
| 5 | Membership | 0.966 | Valid | | |
| Perceived Organizational Support | | | | | |
| 1 | Wealth | 0.931 | Valid | 0.976 | Reliable |
| 2 | Help | 0.991 | Valid | | |
| 3 | Justice | 0.983 | Valid | | |
| Employee Wellbeing | | | | | |
| 1 | Life | 0.999 | Valid | 0.970 | Reliable |
| 2 | Work | 0.998 | Valid | | |
| 3 | Psycho | 0.993 | Valid | | |
| IWB | | | | | |
| 1 | Idea Generation | 0.989 | Valid | 0.962 | Reliable |
| 2 | Idea Realization | 0.992 | Valid | | |
| 3 | Idea Promotion | 0.891 | Valid | | |

Source: Research Data Processed by the author (2025)

3.2. Normality Assumption Test

The results of the normality assessment analysis indicate that, in general, all indicators, based on their values, fall within the recommended range, between -2.58 and 2.58. Multivariate analysis of the data in this study showed a normality value of 2.424 (on a scale of -2.58 to 2.58), indicating that data were normally distributed. So, it can be concluded that the data obtained meet the requirements for further analysis.

3.3. Evaluation of Model Fit

Based on the Goodness of Fit Index evaluation analysis as shown in Table 2, four of the six criteria were met, while two fell into the marginal category. This indicates that the model is good enough for further analysis.

Table 2:
Good Fit Index

| Goodness of Fit Index | Cut-off Value | Value | Results |
|-----------------------|---------------|-------|---------|
| RMSEA | ≤ 0.08 | 0.044 | Fit |
| GFI | ≥ 0.90 | 0.988 | Fit |
| AGFI | ≥ 0.90 | 0.951 | Fit |
| CMIN/DF | ≤ 2.00 | 1.282 | Fit |
| TLI | ≥ 0.90 | 0.969 | Fit |
| CFI | ≥ 0.90 | 0.975 | Fit |

Note: RMSEA is root mean square error of approximation;
 GFI is goodness-of-fit index;
 AGFI is adjusted goodness-of-fit index;
 CMIN/DF is Chi-square statistic divided by degrees of freedom;
 TLI is Tucker-Lewis index;
 CFI is comparative fit index.

Source: Research Data Processed by the author (2025)

3.4. Results of Hypotheses Test

Hypotheses testing was conducted using the Critical Ratio (CR) cutoff point, standard error (SE) and the calculated probability value (*p*-value). The hypotheses testing criteria are: The hypothesis is rejected/not accepted if the CR is less than 2.0 and the *p*-value is greater than 0.05. The hypothesis is accepted if the CR is greater than 2.0 and *p*-value is less than 0.05 (5%). The results of hypotheses testing are presented in Table 3.

Table 3:
Result of Hypotheses Test

| Hypotheses | | | Standardized Estimate | S.E. | C.R. | P | Evaluation |
|------------|------|-----------|-----------------------|-------|-------|-------|------------|
| Wellbeing | <--- | Spiritual | 0.414 | 0.088 | 4.703 | 0.000 | accepted |
| Wellbeing | <--- | POS | 0.523 | 0.098 | 5.331 | 0.000 | accepted |
| IWB | <--- | POS | 0.333 | 0.089 | 3.738 | 0.000 | accepted |
| IWB | <--- | Spiritual | 0.315 | 0.079 | 3.995 | 0.000 | accepted |
| IWB | <--- | Wellbeing | 0.624 | 0.063 | 9.886 | 0.000 | accepted |

Source: Research Data Processed by the author (2025)

The results of the hypotheses testing can be described as follows:

1) Spiritual leadership has a positive and significant effect on employee well-being

The results of testing the first hypothesis, namely that spiritual leadership has a positive and significant effect on employee well-being, showed a CR value of 4.703, with a *p*-value of 0.000. This indicates that the first hypothesis is accepted, namely that spiritual leadership has a positive and significant effect on employee well-being. The better the spiritual leadership, the better the employee well-being. These results support previous research by Kumaar (2025), which stated that spiritual leadership has a positive and significant effect on employee well-being.

2) Perceived organizational support has a positive effect on employee well-being

The results of testing the second hypothesis, namely that perceived organizational support has a positive and significant effect on employee well-being, showed a CR value of 5.331, with a *p*-value of 0.000. This indicates that the second hypothesis is accepted, namely that perceived organizational support has a positive and significant effect on employee well-being. The better the perceived organizational support, the better the employee well-being. These results support the research of Nanda and Nio (2025), Ananta and Pratiwi (2022), and Le et al. (2023), which stated that perceived organizational support has a positive and significant effect on employee well-being. These findings highlight importance of organizational support policies in improving employee well-being & suggest practical interventions for HR management.

3) Perceived organizational support has a positive and significant effect on IWB

The results of testing the third hypothesis, namely that perceived organizational support has a positive and significant effect on innovative work behavior, showed a CR value of 3.738, with a *p*-value of 0.000. This indicates that the third hypothesis is accepted, namely that perceived organizational support has a positive and significant effect on innovative work behavior. The better the perceived organizational support, the better the innovative work behavior. These results support previous research by Nana and Zainal (2024), and Jishnu and Hareendrakumar (2024), which stated that perceived organizational support has a positive and significant effect on IWB.

4) Spiritual leadership has a positive and significant effect on IWB

The results of testing the fourth hypothesis, namely that spiritual leadership has a positive and significant effect on innovative work behavior, showed a CR value of 3.995 and a *p*-value of 0.500. This indicates that the fourth hypothesis is accepted, namely that spiritual leadership has a positive and significant effect on innovative work behavior. The better the spiritual leadership, the better the innovative work behavior. The results of this study support Kamal et al. (2023), who stated that leadership spirituality has a positive effect on IWB. Likewise, this study also supports Asj'ari et al. (2025), who showed that spiritual leadership and interpersonal justice have a significant and positive effect on IWB.

5) Employee wellbeing has a positive and significant effect on IWB

The results of testing the fifth hypothesis, namely that employee wellbeing has a positive and significant effect on innovative work behavior, showed a CR value of 9.886, with a *p*-value of 0.000. This indicates that the fifth hypothesis is accepted, namely that employee wellbeing has a positive and significant effect on IWB. Better employee wellbeing leads to better IWB. These research results support Lisbet, Arafah and Aseanty (2023), Ibrahim et al. (2021), and Hasanati et al. (2025) who stated that quality of work life has a positive and significant effect on IWB.

6) Employee wellbeing mediates the influence of spiritual leadership on IWB

The results of testing the sixth hypothesis, namely that employee wellbeing mediates the influence of spiritual leadership on innovative work behavior, showed a *t*-value of 3.715, while the *p*-value was 0.000. This means that employee wellbeing significantly mediates the influence of spiritual leadership on IWB.

7) *Employee wellbeing mediates effect of perceived organizational support on IWB*

The results of testing the seventh hypothesis, namely that employee wellbeing mediates the effect of perceived organizational support on innovative work behavior, showed a t -value of 3.515, while p -value was 0.000. This means, employee wellbeing significantly mediates the effect of perceived organizational support on IWB.

4. Conclusion

Based on the results of testing the hypotheses formulated based on theoretical studies and previous research, we conclude that spiritual leadership has a positive and significant effect on IWB. Spiritual leadership also has a positive and significant effect on employee well-being. Likewise, only perceived organizational support has a positive and significant effect on IWB. Employee well-being, which is suspected of mediating the influence of spiritual leadership and perceived organizational support, has been shown to have a positive and significant effect on IWB. The mediation test also demonstrated that employee well-being mediates the influence of spiritual leadership and perceived organizational support on IWB. These results indicate that employee well-being is important variable in supporting positive employee behavior and serve as input for further research on importance of employee well-being.

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