

**THE IMPACT OF SPIRITUAL LEADERSHIP ON WORK
ENGAGEMENT: A SPECIAL REFERENCE TO
FINANCIAL INSTITUTION IN THE BATTICALOA
DISTRICT**



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ABSTRACT

The purpose of this study is to examine the impact of spiritual leadership on employee work engagement in finance companies in the Batticaloa District, Sri Lanka. Specifically, the study aimed to (1) assess the existing levels of spiritual leadership and employee engagement, (2) examine the relationship between spiritual leadership and work engagement, and (3) investigate the impact of spiritual leadership on work engagement. The population of the study comprised employees working in finance companies in the Batticaloa District. A simple random sampling technique was employed to select respondents, and a total of 200 questionnaires were distributed and were used for data analysis.

Primary data were collected through a structured questionnaire measured on a five-point Likert scale. The analysis was conducted using SPSS (Statistical Package for the Social Sciences) version 23, employing descriptive statistics, correlation analysis, and multiple regression analysis to test the research objectives and hypotheses.

The results revealed that both spiritual leadership and work engagement levels were perceived as high among employees. Strong and significant positive relationships were found between the dimensions of spiritual leadership vision, hope/faith, and altruistic love and work engagement. Furthermore, regression analysis indicated that spiritual leadership has a significant positive impact on work engagement, with altruistic love and hope emerging as the strongest predictors.

The study contributes to both theory and practice by validating spiritual leadership as a key driver of employee engagement within the Sri Lankan finance sector. It highlights the need for finance companies to promote leadership practices rooted in values, compassion, and purpose to foster an engaged and motivated workforce.

Keywords: *Spiritual Leadership, Vision, Hope/Faith, Altruistic Love, Work Engagement, Employee Motivation*

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