

**IMPACT OF SPIRITUAL LEADERSHIP ON
WORK ENGAGEMENT WITH THE MEDIATING
ROLE OF SPIRITUAL WELL-BEING - BANKING
SECTOR IN AMPARA**



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ABSTRACT

This research explores the influence of spiritual leadership on employee work engagement in the banking sector of Ampara, Sri Lanka, emphasizing the mediating role of spiritual well-being. The objectives of this study are to identify the level of spiritual leadership, spiritual well-being and work engagement, to examine the relationship among spiritual leadership, spiritual well-being and work engagement and to identify the mediating role of spiritual well-being in the relationship between spiritual leadership and work engagement.

Mainly the researcher has used SPSS (Version 25) to analyze the data using descriptive analysis, correlation analysis, and regression analysis to achieve objectives of this study. A quantitative research design was adopted, underpinned by a positivist philosophy and a deductive approach. The study employed a survey strategy using a structured questionnaire measured on a five-point Likert scale, to capture data on the three variables from 240 banking employees in the Ampara district.

The results indicate that spiritual leadership significantly and positively impacts both spiritual well-being and work engagement. Furthermore, spiritual well-being partially mediates this relationship, highlighting its critical role in translating leadership behaviors into higher levels of enthusiasm, dedication, and absorption among employees. The findings underscore the importance of leadership development programs that integrate spiritual values, aiming to strengthen employee well-being and sustain engagement in the competitive banking industry.

Key words: *Spiritual Well-Being, Spiritual Leadership, Work Engagement*

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