



Investigating the Impacts of Millennial and Spiritual Leadership on Organizational Culture and Employee Work Enthusiasm: A Mediation Analysis

Ismi Rohmiana¹, Syamsul Hadi^{2*}, Didik Subiyanto³

^{1,2,3} Department of Magister Management, Faculty of Economics, Universitas Sarjanawiyata Tamansiswa.

ARTICLE INFO

Keywords: Millennial Leadership, Spiritual Leadership, Work Enthusiasm, Organizational Culture

Article History:

Received
2025-06-06
Received in revised form
2025-10-07
Received in revised form
2025-11-06
Received in revised form
2026-01-15
Accepted
2026-03-04

DOI 10.22146/jlo.107592

* Corresponding Author at
Department of Magister
Management, Faculty of
Economics, Universitas
Sarjanawiyata Tamansiswa,
Indonesia

E-mail address:
syamsul.hadi@ustjogja.ac.id

ABSTRACT

Introduction/Main Objectives: This study aims to investigate how millennial and spiritual leadership impact employee work enthusiasm, particularly examining the role of organizational culture as a mediator in this relationship. **Background Problems:** Current leadership theories and organizational practices face challenges in addressing the changing needs of Millennials and the principles of spiritual leadership. There is a need for empirical research to demonstrate how these approaches can be woven into the fabric of organizational culture to foster enthusiasm in the workplace. **Novelty:** The study addresses a gap by examining how organizational culture serves as a mediator between millennial leadership, spiritual leadership, and the enthusiasm of employees in the public sector. **Research Methods:** Data were gathered using a structured questionnaire from a group of 171 government employees. Path analysis conducted with SmartPLS 4.0 tested both direct and mediating effects. **Findings/Results:** Millennial leadership does not have a direct impact on work enthusiasm, yet it fosters a positive organizational culture. In contrast, spiritual leadership has a significant effect on both work enthusiasm and organizational culture. The culture within an organization plays a crucial role in shaping how different leadership styles affect employees' enthusiasm for their work. **Conclusion:** In theory, organizational culture serves as a bridge that connects individual values with those of the organization, fostering an environment where millennial and spiritual leadership can enhance employee work enthusiasm. In practice, organizations should focus on encouraging open communication and recognition as they cultivate these leadership capabilities that promote sustainable enthusiasm.

1. Introduction

Work enthusiasm refers to the motivation and energy that employees bring to their tasks. A supportive workplace, motivation, and reward foster greater employee discipline and enthusiasm (Maryanti et al., 2022). This encompasses a sense of enthusiasm for one's work, motivating individuals to participate with energy, commitment, and goal achievement while fostering professional growth (Junça Silva et al., 2023). Employees who exhibit a strong sense of enthusiasm often experience greater satisfaction, persistence, and commitment in their roles. The passion for work plays a crucial role in attaining a high standard of education. The balance between work and personal life, along with the sense of fairness, plays a crucial role in shaping motivation (Al-Bazaiah et al., 2023). Employees take an active role in planning educational programs, managing administrative tasks, and enhancing the quality of education in schools. Field employees often face higher levels of work-related stress and exhibit lower enthusiasm compared to their office-based counterparts (Amin et al., 2024; Uzliawati et al., 2023). Training programs and the development of competencies play a crucial role for sustaining motivation. When leaders and staff communicate effectively, it creates a collaborative and supportive work environment. Some studies suggest a connection between work enthusiasm and burnout, while others indicate no significant correlation (Igawa et al., 2024). Some factors, including work expectations, job satisfaction, government policies, motivation, work intensity, work environment, compensation, and leadership play a significant role in shaping enthusiasm (Sariwulan et al., 2019). The influence of leadership is vital in fostering employee enthusiasm.

Changes across generations bring about fresh dynamics in leadership. Millennials, now a

significant presence in the workforce, hold distinct expectations compared to earlier generations (Rohrich & Rodriguez, 2020). Organizations need to adjust their leadership styles to meet these expectations. The leadership style of millennials, which highlights collaboration, innovation, and the professional development of employees, stands in stark contrast to traditional hierarchical models (Hadley, 2024; Hastiti et al., 2025; Kusumawati et al., 2023). This leadership style prioritizes open communication and flexibility, positively impacting enthusiasm and retention (Minzlaff et al., 2024). Leaders from the millennial generation empower individuals, foster a work-life balance, and support career development (Folarin, 2021; Obmerga & de Guzman, 2024).

Spiritual leadership is increasingly being recognized in the field of management studies (Munayer, 2024). It integrates integrity, ethics, and purpose, fostering holistic well-being (Islam et al., 2024). This approach is pertinent in high-pressure environments (Azevedo et al., 2024). Spiritual leadership enhances enthusiasm by cultivating purposeful work experiences (Samul, 2024) that prioritize moral values, empathy, and respect, fostering trust and engagement (Piwowar-Sulej & Iqbal, 2024). Research suggests that spiritual leadership strengthens enthusiasm by fostering a sense of purpose and belonging (Subhaktiyasa et al., 2023; Yu & Pitafi, 2024).

Despite these findings, empirical gaps persist. Recent studies indicate that both millennial and spiritual leadership positively influence work enthusiasm; nevertheless, research gaps remain open. Studies on millennial leadership demonstrate the influence of transformative leadership and work-life balance on employee enthusiasm. However, they did not consider the direct impact on work enthusiasm (Rubiarko, 2023;

Setiadi et al., 2024). This underscores the importance of investigating how the interaction between millennial and spiritual leadership styles can foster greater enthusiasm in the workplace (Porter et al., 2022). To fill this gap, it is essential to examine the mediating effect of organizational culture in understanding this relationship (Aboobaker & K.A, 2023). Hunsaker and Jeong (2020) as well as Setiadi et al. (2024) highlight the significant influence of organizational culture on the perception and application of millennial and spiritual leadership across various work environments. However, there is a notable gap in understanding how organizational culture can mitigate the consequences of these dynamics (Hunsaker & Jeong, 2020; Wu & Lee, 2020). In order to fill this gap, we examine organizational culture as a mediating factor. According to transformational leadership theory, leader behaviors that are guided by vision and values foster shared norms that align both personal and organizational values. This alignment, in turn, channels the enthusiasm of millennials and spiritual leadership into increased work engagement.

Traditional sectors might exhibit resistance to these leadership styles, which could impact overall enthusiasm (Juchnowicz et al., 2024). The role of organizational culture as a key mediator is significant, yet it remains insufficiently explored (Palumbo & Douglas, 2024). Xing and Mohamed Zainal (2024) emphasize that the relationship between leadership and enthusiasm is influenced by organizational culture. A robust culture amplifies the beneficial impacts of leadership. The integration of millennial and spiritual leadership within a culturally diverse and well-being-focused environment enhances enthusiasm (Theotokas et al., 2024). The concept of organizational culture, which encompasses shared norms and values, plays a significant role in shaping motivation and

performance; however, it does not consistently correlate with job satisfaction (Paais & Pattiruhu, 2020). Leaders hold varying perspectives on the ways to cultivate a culture that fosters enthusiasm (Strengers et al., 2022). Research indicates that both millennials and spiritual leaders experience heightened enthusiasm when they are backed by a robust cultural framework. Leadership among millennials encourages active participation, particularly in environments that value innovation and teamwork (Aboramadan et al., 2019). Spiritual leadership cultivates enthusiasm by promoting meaningful work (Stasa Ouzký & Machek, 2024). A robust organizational culture fosters effective leadership, leading to greater enthusiasm (Yin & Mahrous, 2022).

This research offers several important contributions: First, this study primarily aims to address the existing gap in contemporary research regarding the interplay between millennial leadership and spiritual leadership, particularly in relation to work enthusiasm. Research focusing on millennial leadership and employee enthusiasm has not explored the direct influence on work enthusiasm (Rubiarko, 2023; Setiadi et al., 2024). In a similar vein, although spiritual leadership has demonstrated a positive impact on work enthusiasm, it remains a relatively underexplored area. This is largely attributed to the challenges associated with integrating various levels of analysis, which may obscure the direct effects of spiritual leadership on work enthusiasm (Dik et al., 2024; Samul, 2024; Wu & Lee, 2020). Furthermore, research on spiritual leadership frequently intersects with other leadership styles, including servant leadership and transformational leadership, which complicates the distinct influence of spiritual leadership on work enthusiasm (Porter et al., 2022; Stotler et al., 2025). This study empirically investigates the interplay between millennial and spiritual leadership

styles and their potential to boost work enthusiasm within the public sector, an area where service-oriented performance is vital for success (Alqhaiwi & Luu, 2024). Moreover, the public sector's multicultural and diverse workforce presents a compelling opportunity to explore how these leadership styles can be harmonized to enhance overall performance (Ke et al., 2022). Second this research further investigates the mediating role of organizational culture, which may significantly influence the perception and application of millennial and spiritual leadership across various work environments. In addition, it examines how organizational culture can alleviate the effects of these leadership styles, an aspect that has not been thoroughly examined in existing literature (Hunsaker & Jeong, 2020; Wu & Lee, 2020). Therefore, this study suggests that organizational culture may serve as a mediator, indirectly fostering increased work enthusiasm when bolstered by a robust cultural framework.

2. Literature Review

This study adopts transformational leadership theory (Burns, 1978) due to the shared core principles between millennial and spiritual leadership. These principles include being value-based, possessing a clear vision or purpose, and intrinsically motivating followers (Fry, 2003). Furthermore, both highlight the importance of open communication, which has the potential to boost work enthusiasm (Reave, 2005). Leaders who fulfill the higher-level needs of their followers are able to inspire and motivate them to achieve remarkable outcomes (Eaton et al., 2024). Throughout the last forty years, this theory has emerged as a pivotal area of interest within the field of leadership research. This emphasizes the potential for leaders to inspire their followers, fostering personal development while simultaneously boosting the overall

performance of the organization (Blom, 2024; Hadi et al., 2024).

Leaders from the millennial generation often demonstrate transformational qualities, including innovation, collaboration, and personalized support. These traits resonate with the expectations of millennial employees, who seek meaningful and autonomous work experiences (Hadi et al., 2023; Obmerga, 2024; Valldeneu et al., 2021). Millennial leadership should be understood as a value-driven approach, rather than merely a categorization based on age (Ahmed et al., 2024; Tagscherer & Carbon, 2023). For instance, Asfahani (2025) discovered that the advent of digital transformation and the rise of remote work culture have prompted leaders from older generations to embrace leadership behaviors characteristic of millennials in order to maintain their relevance within contemporary organizations. Furthermore, Deschênes (2024) and Gabriel et al. (2020) noted that leaders, regardless of their age, can exhibit millennial leadership traits if they demonstrate adaptability, possess robust digital literacy, and foster participative communication. Consequently, millennial leadership reflects a set of behaviors rather than simply an age demographic.

Spiritual leadership enhances this by focusing on the intrinsic motivations and spiritual well-being of employees, nurturing a sense of calling, belonging, and psychological capital, all of which are essential for maintaining sustained work engagement (Chen et al., 2022; Hunsaker & Jeong, 2020). In this context, spiritual leadership broadens the transformational concept by highlighting the intrinsic purpose and commitment of followers. This suggests that transformation encompasses not only cognitive and behavioral aspects but also spiritual dimensions. This conceptual convergence enhances the aspects of

millennial and spiritual leadership in promoting enthusiasm in the workplace. Nonetheless, the favorable results are profoundly influenced by the organizational culture that underpins the practice of such leadership. Organizational cultures that emphasize openness, flexibility, and ethical values serve to enhance the influence of various leadership styles on employee enthusiasm (Kelmendi et al., 2024). Organizational culture serves as a contextual mechanism that transforms leadership behaviors into concrete outcomes for employees. Thus, the combination of transformational leadership theory with millennial and spiritual leadership viewpoints underscores the essential function of organizational culture as a mediator in nurturing enthusiastic, engaged, and purpose-driven employees.

2.1 Millennial Leadership and Work Enthusiasm

The leadership style of millennials plays a crucial role in shaping enthusiasm among employees in the workplace. This approach to leadership fosters collaboration and inclusivity, promoting employee involvement in decision-making while cultivating an open and supportive atmosphere. This approach fosters a greater sense of ownership and engagement among employees, thereby increasing their enthusiasm for their work. This emerging style questions conventional leadership, which is often seen as inadequate in addressing the evolving needs of contemporary societies (Febriantina et al., 2025; Sibisi, 2025). This form of traditional leadership is marked by authoritarian characteristics and a decision-making process that lacks a robust foundation in evidence (Spyridonidis et al., 2022). Moreover, conventional leadership frameworks frequently marginalize certain groups, restricting their capacity to address

the varied needs of society (Homan & Abbaszadeh, 2025). This exclusion may not resonate with the millennial generation (Kusumawati et al., 2023). This reflects ten years of guidance derived from the principles of servant leadership (Hadley, 2024). The trajectory of society hinges on institutions that emphasize care and service to individuals (Piwowar-Sulej & Iqbal, 2024). Folarin (2021) claimed that a leader's interaction with subordinates encompasses a variety of traits and behaviors, which in turn affect those in their vicinity. Leadership embodies a relational approach that fosters collaboration in pursuit of shared objectives. Millennials are characterized by their creativity, optimism, and adaptability, all while engaging with consumerism and enjoying the liberties afforded by social media (Folarin, 2021). Considering that millennials represent a significant portion of the global workforce, it is essential for companies in Indonesia to adjust their work culture to align with the traits of this generation in order to fully harness their potential (Uzliawati et al., 2023).

Hypothesis 1. Work enthusiasm is positively impacted by millennial leadership.

2.2 Spiritual Leadership and Work Enthusiasm

The impact of spiritual leadership on work enthusiasm is significant, as it highlights the essential role of moral values, meaning, and a deeper sense of purpose in the workplace. This approach to leadership inspires employees to see their work as more than merely a means to earn a living; it encourages them to recognize the opportunity to make a meaningful impact on society and the world at large. The impact of spiritual leadership on work engagement and enthusiasm is substantial (Samul, 2024). Fry (2003) defines spiritual leadership as encompassing "values, attitudes, and behaviors required to

intrinsically motivate oneself and others so that they have a sense of spiritual survival through calling and membership." Moreover, engagement encompasses the integration of "hands, head, and heart" to fulfill organizational objectives (Ibneather et al., 2023). Spirituality centers on the quest for meaning, connection, and values within one's professional endeavors. This presents numerous benefits for both employees and organizations, such as enhancing employee well-being by reducing stress and burnout while improving overall quality of life. It also fosters increased motivation, enthusiasm for work, job satisfaction, commitment, and productivity, while simultaneously decreasing absenteeism and intentions to leave the job (Kurnia et al., 2023). A workplace culture that emphasizes spirituality fosters employee empathy, compassion, and positive relationships. This approach can cultivate a more supportive and cohesive work environment, ultimately enhancing collaboration and teamwork (Palumbo & Douglas, 2024). Moreover, spiritual leadership has been demonstrated to greatly boost employee enthusiasm by fostering individuals' spiritual well-being. This is accomplished by recognizing humanistic needs and cultivating a comprehensive work environment where every facet of the employee's physical, emotional, and spiritual well-being is appreciated and nurtured (Chen et al., 2022; Hunsaker & Jeong, 2020).

Hypothesis 2. Work enthusiasm is positively impacted by spiritual leadership

2.3 Millennial Leadership and Organizational Culture

Leaders from the millennial generation often promote open communication, transparency, and active involvement from every team member. This approach fosters a more egalitarian and democratic culture within

organizations. Their emphasis on work-life balance is evident, as they introduce more flexible regulations that accommodate remote work and diverse working hours. This approach fosters an organizational culture that is more responsive to employee needs, cultivating an environment that encourages innovation and creativity, while improving employee satisfaction and well-being. The millennial generation is having a profound influence on organizational culture (Rohrich & Rodriguez, 2020). Millennials want to be part of a larger community and are eager to comprehend the pathways for advancement within an organization. This includes acquiring skills, undergoing training, gaining experience, and obtaining qualifications that will enable them to pursue higher-level positions. They are enthusiastic about participating in activities that provide chances to acquire advanced skills for their future development. The millennial generation is defined not only by its connection to technology but also by its distinctive attitudes, particularly regarding work. This generation exhibits a profound desire for meaningful engagement in their professional lives and tends to reject traditional conservative viewpoints (Minzlaff et al., 2024). Teamwork and collaboration are favored in the workplace (Hadley, 2024), and there is a need for feedback and dialogue with superiors (Folarin, 2021).

Conversely, millennials exhibit a significant need for care and attention (Hadley, 2024). Nonetheless, they may display certain negative characteristics, including fragility and intolerance (Rohrich & Rodriguez, 2020). Their dedication to work frequently appears to be minimal, and they often pursue more favorable job opportunities (Obmerga & de Guzman, 2024). Kusumawati et al. (2023) provide additional evidence that millennials frequently engage in "job-hopping" remaining in roles or organizations for brief

periods before transitioning to new opportunities.

Hypothesis 3. Organizational culture is positively impacted by millennial leadership.

2.4 Millennial Leadership and Organizational Culture

Creating an organizational culture is rooted in high ideals, deeper meaning, and a purpose that extends beyond mere financial success for fostering spiritual leadership. Spiritual leadership inspires organizations to weave values like integrity, honesty, empathy, and respect into the very fabric of their work culture. In the decision-making process, spiritual leaders take into account ethical considerations, offer a vision that resonates deeply, and exemplify core spiritual values such as honesty, humility, and integrity. They cultivate trust among all stakeholders and prioritize the well-being of the collective over individual interests (Azevedo et al., 2024; Subhaktiyasa et al., 2023). Researchers continue to explore the various factors and mediators that influence job engagement. Spiritual leadership stands out as a prominent concept in contemporary leadership discussions (Munayer, 2024), and it has been characterized as "perhaps the most significant trend in management since the 1950s" (Yin & Mahrous, 2022). Work engagement actively involves employees in their work environment, ensuring they remain mentally alert and fostering meaningful relationships with their colleagues (Uzliawati et al., 2023). The holistic approach of spiritual leadership, which considers the body, mind, heart, and soul, plays a significant role in the decision-making process (Fry et al., 2005). Recent studies suggest that when a business and its leaders focus on the spiritual needs of their employees, it fosters a deeper commitment to both their jobs and the organization (Piwowar-Sulej & Iqbal, 2024; Samul, 2024).

Hypothesis 4. Organizational culture is positively impacted by spiritual leadership.

2.5 Organizational culture influences work enthusiasm.

The culture within an organization plays a crucial role in shaping work enthusiasm. An organizational culture that fosters positivity and support – characterized by open communication, recognition of performance, and appreciation of individual contributions – can significantly boost employee enthusiasm. Employees who feel appreciated and aligned with the company's values and vision are more inclined to put forth their best efforts (Sariwulan et al., 2019). Conversely, an unsupportive organizational culture characterized by a lack of transparency or fairness can diminish employee enthusiasm, subsequently leading to adverse effects on productivity and job satisfaction (Harrison, 2017). Consequently, a robust and inclusive organizational culture is essential in fostering a motivating work environment that enhances employee enthusiasm. The culture within an organization inherently influences individual attitudes and behaviors, ultimately determining the success of quality management initiatives (Strengers et al., 2022). Thus, corporate culture helps us understand the underlying reasons for organizational events (Islam et al., 2024). Exploring the impact of organizational culture on outstanding organizational performance has been a longstanding objective for management scholars (Stasa Ouzký & Machek, 2024). Organizational culture serves as a cohesive force and guiding philosophy, fostering social relationships (Theotokas et al., 2024), trust, and interpersonal skills among members of the organization. In light of recent discussions regarding the potential influence of organizational culture as a precursor to

organizational capital (Aboramadan et al., 2019).

Hypothesis 5. Organizational culture has a positive impact on work enthusiasm.

2.6 Organizational culture mediates the relationship between millennial leadership and work enthusiasm.

The culture within an organization significantly influences how Millennial leadership affects employees' enthusiasm for their work. Leadership among millennials often highlights the importance of collaboration, fosters open lines of communication, and leverages technology to enhance work processes. In this context, fostering an inclusive and adaptive organizational culture that welcomes change is essential for improving the effectiveness of this leadership style. Organizational cultures that foster innovation, promote work-life balance, and provide opportunities for personal development enhance employee enthusiasm, especially among younger generations who are in search of meaningful work and avenues for growth (Minzlaff et al., 2024). Leadership styles that resonate with the millennial generation emphasize the importance of employee engagement and adopt a more human-centered approach. Such leadership proves to be more effective in enhancing workplace enthusiasm, particularly when it is backed by an organizational culture that aligns with these values (Strengers et al., 2022). On the other hand, if the organizational culture is inflexible or fails to uphold these values. In such a scenario, the beneficial impact of Millennial leadership on employee enthusiasm could diminish as individuals might experience a sense of disempowerment or a lack of connection to the organization's objectives.

Hypothesis 6. Organizational culture mediates the influence of Millennial leadership on work enthusiasm.

2.7 Organizational culture mediates the relationship between spiritual leadership and work enthusiasm.

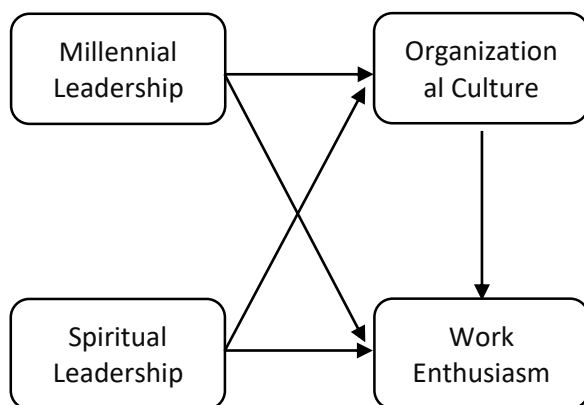
The culture within an organization can significantly mediate the impact of spiritual leadership on the enthusiasm employees bring to their work. Spiritual leadership encompasses values like meaning, life purpose, and integrity, and research indicates that it can significantly boost employee motivation and commitment (Fry et al., 2005). A workplace culture that embraces spiritual values, such as valuing diversity, fostering harmonious teamwork, and promoting work-life balance, can enhance the beneficial effects of spiritual leadership on employee enthusiasm. When an organization's culture fosters a safe and supportive environment for both personal and professional development, employees tend to feel a stronger connection to the organization's vision and mission. This connection, in turn, enhances their enthusiasm and motivation to contribute to their work (Paais & Pattiruhu, 2020). Employees find motivation in spiritual leadership as it provides them with a deeper sense of purpose in their work. The bond is further reinforced by an organizational culture that values spiritual principles such as honesty, transparency, and respect for others. In an organizational culture that prioritizes employee well-being and fosters opportunities for spiritual growth, individuals are more inclined to engage enthusiastically in their responsibilities, as they perceive their work as meaningful and beneficial to the collective welfare. Conversely, the positive influence of spiritual leadership on employee engagement may diminish if the

organizational culture fails to support these principles (Subhaktiyasa et al., 2023). Consequently, the robust connection between spiritual leadership and work enthusiasm is significantly influenced by an organizational culture that nurtures and encourages the adoption of these spiritual values among all members of the organization.

Hypothesis 7. Organizational culture mediates the influence of spiritual leadership on work enthusiasm.

The following figure presents a proposed study framework derived from the examination of the formulation of the previously mentioned hypotheses.

Figure 1. The research framework



3. Method, Data, and Analysis

This study focuses on a population of 300 employees who are working at a government agency in Indonesia. The sample size was calculated utilizing Slovin's formula, incorporating a margin of error of 5%. To ensure sufficient statistical power, the error rate was established at 0.05. This approach aligns with Slovin's formula, which typically employs a 5% margin of error to guarantee the reliability of research findings (Haile, 2023). The necessary sample size is

approximately 171 respondents. Primary data was obtained by distributing questionnaires via Google Forms, and the instrument data tabulation results were tested for validity and reliability. Inferential analysis was then performed using SmartPLS software to assess convergent validity with a correlation value > 0.50, discriminant validity with an AVE value > 0.50, and composite reliability with a value > 0.70. The next stage tests the goodness of fit by comparing the results of SRMR, d_ ULS, d_ G, Chi-Square, NFI, and RMS Theta criteria. In conclusion, we proceeded with hypothesis testing and mediation analysis. The instruments used in this study were crafted based on earlier research, including works by Daly (2023) on Millennial Leadership, as well as contributions from Mokganya et al. (2024), Singh (2025), and Junça Silva et al. (2023). The concept of spiritual leadership is explored in the works of Hamzaa et al. (2025), Jeon & Choi (2020), Terzi et al. (2020), and Pandia et al. (2023). Work enthusiasm has been explored in the studies conducted by Salanova et al. (2024), Vogelaar et al. (2025), and Junça Silva et al. (2023). Finally, the concept of organizational culture is explored in the works of Abou-Moghli (2024), Morales-Huamán et al. (2023), Shah et al. (2023), and Pandia et al. (2023), Aboramadan et al. (2019), Kusumawati et al. (2023), and Samul (2024). All of the statement items can be viewed in the following table.

Table 1. The research statement items

Millennial Leadership	
Technology Adoption	My leader facilitates the use of technology in public services.
	My leader encourages the enhancement of technological skills in the workplace.
Flexible	My leader provides flexibility in how we work.

	My leader trusts my ability to manage tasks according to the needs of the job.
Clear Communication	My leader communicates information in an easily understandable way.
	My leader always ensures the clarity of instructions to employees.
Spiritual Leadership	
Vision	My leader has a clear vision for the future of the organization.
	My leader's vision inspires the employees.
Hope	My leader provides optimistic hope.
	My leader encourages employees' work optimism.
Altruistic Love	My leader shows genuine concern for employees.
	My leader creates a work environment full of appreciation
Work Enthusiasm	
Self Confidence	I feel confident in carrying out my tasks.
	I am confident in my ability to achieve work goals.
Self-motivation	I am excited to complete tasks well.
	I am always motivated to achieve the best results.
Joy	I enjoy working at this organization.
	My work brings me happiness.
Good Organization	My organization has a clear organizational structure.
	I feel enthusiastic about my work.

Organizational Culture	
Risk-Taking	My organization supports employees in trying new ideas.
	My organization supports innovation in task completion.
Communication	Communication between employees runs smoothly.
	Leadership communicates information clearly to employees.
Teamwork	Employees collaborate well with each other.
	Every employee supports each other in completing tasks.
Decisions Making	Decision-making processes in my organization are carried out transparently.
	Leadership involves employees in decision-making.
Openness	My organization supports a culture of open communication.
	I am comfortable providing feedback.
Adaptability	My organization is able to adapt to policy changes.
	Employees can adjust to changes in the tasks given.
Commitment	I am part of this organization.
	I give my best effort in carrying out my work.

4. Result and Discussion

4.1 Characteristics of Respondents

The study's respondents were predominantly female, comprising 90% of the total participants. The majority of individuals are over the age of 40, comprising 66% of the population, while those aged

between 30 and 39 account for 27%. A significant portion of the population holds a bachelor's degree, accounting for 58%, while 34% have completed their high school or vocational education. A significant portion of the workforce, specifically 61%, has accumulated over a decade of experience, while 22% possess between 6 to 10 years of professional background. The following table presents the various attributes of the respondents:

Table 2. The Characteristics of the respondents

Gender	Total	(%)
Male	16	10%
Female	155	90%
Age		
< 20	0	0%
20 to 29	11	6%
30 to 39	47	27%
> 40	113	66%
Education		
SeniorHighSchool	58	34%
Diploma	8	5%
S1 (Bachelor)	100	58%
S2 (Master)	5	3%
Working Period		
< 1	3	2%
1 - 5	27	16%
6-10	37	22%
> 10	104	61%

4.2 Validity and Reliability

4.2.1 Convergent Validity

Figure 2 shows the output findings of indicator testing. An indicator has good convergent validity if the loading factor is > 0.7. The loading value of all indicators has a loading factor > 0.7. Thus, the majority of indicators demonstrate strong convergent validity. The table below presents the values of the outer loading for each indicator.

Table 3. The Result of the Convergent Validity

Item	Mill. Lead	Org. Cult	Spir. Lead	Work. Enth	Infor
------	------------	-----------	------------	------------	-------

X 1.1	0.774				√
X 1.2	0.791				√
X 1.3	0.764				√
X 1.4	0.838				√
X 1.5	0.779				√
X 1.6	0.824				√
Y 1.1		0.816			√
Y 1.2		0.769			√
Y 1.3		0.738			√
Y 1.4		0.801			√
Y 1.5		0.802			√
Y 1.6		0.725			√
Y 1.7		0.859			√
Y 1.8		0.803			√
Y 1.9		0.857			√
Y 1.10		0.838			√
Y 1.11		0.888			√
Y 1.12		0.827			√
Y 1.13		0.839			√
Y 1.14		0.839			√
X 2.1			0.800		√
X 2.2			0.849		√
X 2.3			0.837		√
X 2.4			0.843		√
X 2.5			0.863		√
X 2.6			0.821		√
Y 2.1				0.849	√
Y 2.2				0.840	√
Y 2.3				0.817	√
Y 2.4				0.858	√
Y 2.5				0.842	√
Y 2.6				0.775	√
Y 2.7				0.753	√
Y 2.8				0.823	√

Note √ : Valid – I: Invalid

4.2.2 Discriminant Validity

The validity of the generated model is tested through the discriminant validity. The value of cross-loading serves as an important metric for assessing the strength of the relationship between constructs and their respective indicators, in addition to indicators associated with other constructs.

Table 4. The Result of the Discriminant Validity

Item	Mill. Lead	Org. Cult	Spir. Lead	Work. Enth	Infor
X-1.1	0.774	0.608	0.599	0.600	√
X-1.2	0.791	0.630	0.625	0.633	√
X-1.3	0.764	0.652	0.595	0.607	√
X-1.4	0.838	0.713	0.664	0.684	√
X-1.5	0.779	0.597	0.728	0.601	√
X-1.6	0.824	0.635	0.747	0.596	√
Y-1.1	0.635	0.816	0.668	0.749	√
Y-1.2	0.612	0.769	0.646	0.735	√
Y-1.3	0.577	0.738	0.591	0.650	√
Y-1.4	0.698	0.801	0.746	0.726	√
Y-1.5	0.603	0.802	0.660	0.697	√
Y-1.6	0.615	0.725	0.694	0.671	√
Y-1.7	0.719	0.859	0.768	0.775	√
Y-1.8	0.665	0.803	0.674	0.695	√
Y-1.9	0.760	0.857	0.733	0.749	√
Y-1.10	0.665	0.838	0.656	0.765	√
Y-1.11	0.663	0.888	0.693	0.776	√
Y-1.12	0.674	0.827	0.660	0.722	√
Y-1.13	0.611	0.839	0.632	0.732	√
Y-1.14	0.672	0.839	0.701	0.786	√
X-2.1	0.703	0.615	0.800	0.633	√
X-2.2	0.717	0.690	0.849	0.700	√
X-2.3	0.662	0.669	0.837	0.668	√
X-2.4	0.714	0.735	0.843	0.706	√
X-2.5	0.629	0.714	0.863	0.723	√
X-2.6	0.729	0.756	0.821	0.704	√
Y-2.1	0.670	0.769	0.698	0.849	√
Y-2.2	0.667	0.747	0.674	0.840	√
Y-2.3	0.629	0.710	0.683	0.817	√
Y-2.4	0.685	0.749	0.741	0.858	√
Y-2.5	0.617	0.796	0.650	0.842	√

Y-2.6	0.645	0.695	0.662	0.775	√
Y-2.7	0.601	0.675	0.654	0.753	√
Y-2.8	0.612	0.742	0.658	0.823	√

Note √ : Valid – I: Invalid

Table 4 shows that the results of the discriminant validity test result in valid numbers, as the correlation between items and their respective indicators is greater than the correlation with other indicators

4.2.3 Construct Reliability

Composite Reliability is the fundamental tool to measure reliability, with a value of ≥ 0.7 regarded acceptable for research purposes. The results of the composite reliability are presented in the table below.

Table 5. The Result of the Composite Reliability

Variable	CR	AVE	Infor.
Millennial Leadership	0.912	0.633	Reliable
Organizational Culture	0.965	0.665	Reliable
Spiritual Leadership	0.933	0.698	Reliable
Work Enthusiasm	0.943	0.673	Reliable

Note: CR: Composite Reliability, AVE: Average Variance Extracted

The analysis demonstrates that the all-composite reliability exceeds 0.70, while the average variance extracted for the validity test is above 0.50. This confirms both the validity and reliability of the measurement.

4.3 The Goodness of Fit

The goodness of fit testing evaluates the estimated output from SmartPLS, as presented in the table below.

Table 6. The Goodness of Fit

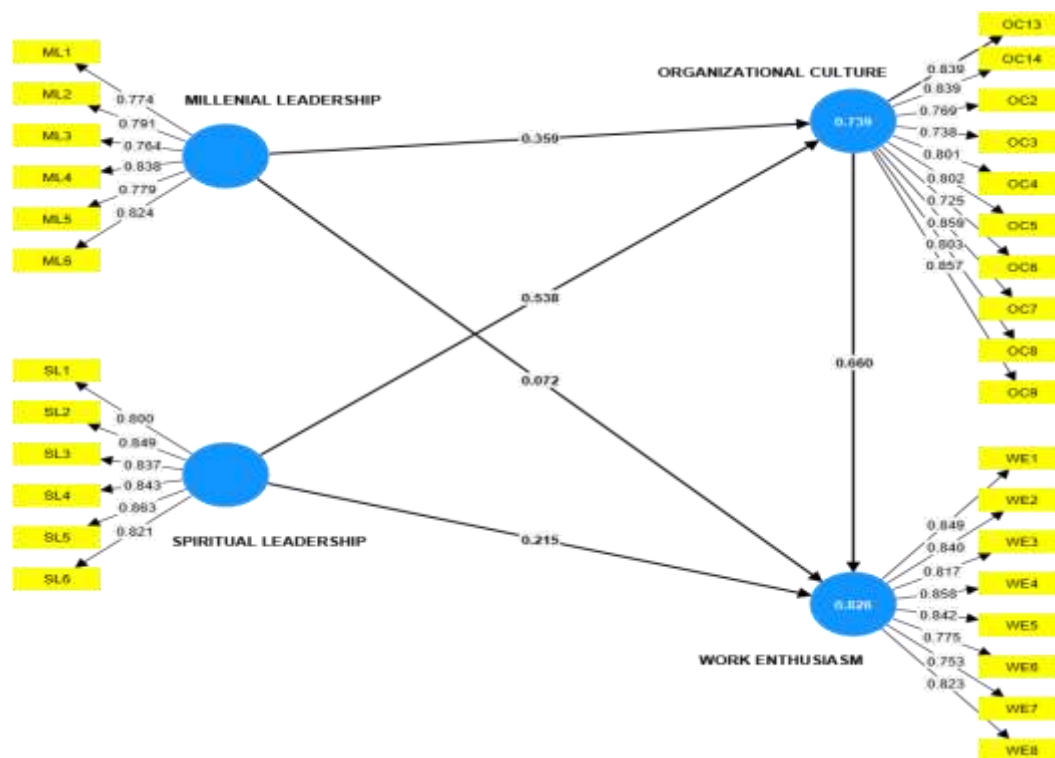
Fit Summary	Examination	Evaluation
-------------	-------------	------------

SRMR	0.057	Fit
d_ULS	1.911	Not Fit
d_G	2.041	Fit
Chi-square	1.627.057	Not Fit
NFI	0.738	Fit

The results of the Goodness of Fit analysis indicate a varied assessment of the model's fit. The SRMR value of 0.057 indicates an effective fit, as it falls beneath the acceptable threshold of 0.08. In a similar vein, the d_G

value of 2.041 suggests that there is a commendable fit. Nevertheless, the d_ULS value of 1.911 and the Chi-square value of 1,627.057 demonstrate that the model's fit is inadequate, as both exceed the acceptable thresholds. The NFI value of 0.738 suggests a favorable fit, as it exceeds the 0.70 threshold. In summary, although certain indicators point to a satisfactory fit, there are also aspects that reveal potential areas for enhancement within the model.

Figure 2. SmartPLS structural model



4.4 Hypothesis Testing

In hypothesis testing, widely referred to as direct effect testing, only results from valid and reliable instrument tests are utilized, as illustrated in the table below.

Table 7. The Hypothesis Testing (direct effect)

Hypothesis	O	T Stat	P value	Infor.
------------	---	--------	---------	--------

Millennial Leadership -> Work Enthusiasm	0.072	0.723	0.470	Not Proven
Spiritual leadership -> Work Enthusiasm	0.215	2.453	0.014	Proven
Millennial Leadership -> Organizational Culture	0.359	3.173	0.002	Proven
Spiritual leadership ->	0.538	4.889	0.000	Proven

Organizational Culture				
Organizational Culture -> Work Enthusiasm	0.660	8.009	0.000	Proven

Note. O: Original Sample

- a) Millennial leadership does not significantly impact employee work enthusiasm. The first hypothesis (H1) may be deemed rejected because the P-value is 0.470, which is higher than 0.05.
- b) Spiritual leadership significantly and favorably affects work enthusiasm, as evidenced by the P-value of 0.014, which is less than 0.05. Consequently, it is possible to infer that the second hypothesis (H2) is accepted.
- c) Millennial leadership positively and significantly impacts organizational culture, as evidenced by the P-value of 0.002, which is below 0.05. Therefore, the third hypothesis (H3) is acceptable.
- d) Spiritual leadership positively and significantly impacts organizational culture, as evidenced by the P-value of 0.000, which is less than 0.05. Thus, the fourth hypothesis (H4) is accepted.
- e) Work enthusiasm is positively and significantly impacted by organizational culture, as evidenced by the P-value of 0.000, which is less than 0.05. Therefore, the fifth hypothesis (H5) can be concluded to be accepted.

Table 8 shows an analysis of how millennial leadership and spiritual leadership indirectly influence employee work enthusiasm, with organizational culture serving as a mediating factor.

Table 8. The Hypothesis Testing (indirect effect)

Hypothesis	O	T-test	P value	Infor.
------------	---	--------	---------	--------

Millennial Leadership -> Organizational Culture -> Work Enthusiasm	0.237	2.785	0.005	Proven
Spiritual leadership -> Organizational Culture -> Work Enthusiasm	0.355	4.241	0.000	Proven

Note. O: Original Sample

- a) Organizational culture acts as a mediator in the effect of millennial leadership on work enthusiasm, as the P-value is 0.005, which is less than 0.05. Therefore, the sixth hypothesis proposed in the study (H6) is accepted.
- b) Organizational culture acts as a mediator in the relationship between spiritual leadership and work enthusiasm, evidenced by a P-value of 0.000, which is below the 0.05 threshold. Therefore, the seventh hypothesis put forth in the study (H7) is accepted.

4.5 Discussion

4.5.1 Millennial and Spiritual Leadership on Work Enthusiasm

The impact of millennial leadership on work enthusiasm presents a multifaceted subject, characterized by numerous discussions regarding the outcomes. Certain studies indicate a positive influence (Wolor et al., 2021), whereas others fail to demonstrate any evidence of a beneficial impact (Rubiarko, 2023; Setiadi et al., 2024). Moreover, the relationship is described as intricate, as highlighted in the studies conducted by Niati et al. (2022) and Sofiah et al. (2022). These studies indicate that although millennial leadership exerts a positive influence, this effect is not straightforward and necessitates the involvement of additional factors to enhance the complexity of the relationship.

This study indicates that the leadership styles of millennials do not have a substantial impact on employee enthusiasm at work. Millennial leaders often exhibit behaviors characterized by reduced empowerment and transformational leadership, which may result in a diminished effect on work enthusiasm (Easton & Steyn, 2023). While millennial leaders demonstrate enhanced openness and communication abilities that foster a positive work atmosphere, this does not necessarily lead to a corresponding rise in work enthusiasm (Pantoro & Munawaroh, 2022). This study highlights the generational gap among respondents in government agencies, particularly noting how millennials' preference for flexibility and collaboration stands in contrast to traditional leadership approaches in the workplace. This divergence adds complexity to the task of measuring the impact of millennial leadership on work enthusiasm (Chairunisa & Tonapa, 2022).

Moreover, various generations within the workforce possess distinct expectations, particularly regarding the importance of diversity, inclusion, and the characteristics of the work (Porter et al., 2022). Regrettably, these expectations frequently fail to materialize into tangible actions, which can impede their engagement in the workplace and diminish their enthusiasm for work. This observation aligns with research indicating that millennial leadership alone does not suffice to enhance engagement (Wingfield, 2025). Furthermore, strict hierarchical structures significantly restrict involvement in proactive work behaviors, which in turn reduces the direct influence of leadership on employee enthusiasm. Motivational strategies that are specifically designed to align with the conditions and expectations of today's workforce generations may be necessary (Sesen & Donkor, 2023). The findings indicate that, although millennial leadership holds significant promise, its

influence on work enthusiasm is tempered by a range of other factors. This suggests that leadership style is not enough to boost enthusiasm; it is essential to take into account other engagement factors, such as spiritual leadership, which this study has demonstrated to elevate work enthusiasm among employees in government agencies.

Spiritual leadership has a notably positive impact on work enthusiasm, as it fosters intrinsic motivation, an essential element for boosting this enthusiasm in the workplace. A wealth of research on spiritual leadership has demonstrated its beneficial effects by meeting individual spiritual needs and cultivating a sense of accountability in the workplace (Jiang et al., 2023). This approach fosters an atmosphere that emphasizes core values such as integrity, a deeper sense of purpose, and community (Subhaktiyasa et al., 2023). Furthermore, spiritual leadership contributes to heightened work enthusiasm by fostering an employee's psychological empowerment (Triharjanti & Tjahjono, 2023). This indicates that when employees' personal aspirations are in harmony with their professional responsibilities, their enthusiasm for their roles tends to increase (Chen et al., 2022) [FK1.1]. In the hospitality industry, spiritual leadership is closely associated with employee harmony. When employees experience a sense of purpose, they naturally cultivate a deeper passion and enthusiasm for their work (Wang et al., 2021). In the nursing sector, spiritual leadership similarly enhances work enthusiasm by promoting spiritual well-being and psychological capital, highlighting its significance in healthcare environments (Wu & Lee, 2020). These findings indicate that the development of leadership theory should consider the spiritual dimension as an important factor that enhances work enthusiasm. Spiritual leadership enhances work enthusiasm by creating a supportive work environment and aligning employees'

personal and professional goals. This alignment increases their intrinsic motivation and engagement across different sectors of the organization. The findings presented here enhance our understanding of leadership theory by highlighting the significance of spiritual well-being as a crucial element that fortifies the connection between leadership and employee work enthusiasm.

4.5.2 Millennial and Spiritual Leadership on Organizational Culture

This study highlights the important and beneficial impact of millennial leadership on the improvement of organizational culture. Leadership among millennials is characterized by greater flexibility, a strong emphasis on teamwork, and a commitment to work-life balance, all of which contribute to employee well-being and foster creativity (Costa et al., 2023). The capacity to guide organizations, particularly in governance, towards greater participation facilitates a transformation in organizational culture, fostering a more positive and human-centered environment. This leadership approach emphasizes transformational leadership, which has the potential to create lasting impacts on organizational culture (Porter et al., 2022; Tate et al., 2023). Nonetheless, the current phenomenon of technological transformation necessitates advancements in technology, including the establishment of remote work environments. This situation presents both a challenge and a potential threat to the preservation of organizational culture, especially regarding the internalization of positive cultural values within the organization (Camp et al., 2022). The current generational shift is clearly reflected in the increasing focus on digital transformation and the cultivation of learning organization cultures. In this context, leadership styles that foster digital

readiness and prioritize employee training are essential for effectively adapting to the technologies of Industry 4.0 (Hargitai & Bencsik, 2023). This study supports the hypothesis that millennial leadership has a positive impact on organizational culture. The findings indicate that millennial leaders foster a more inclusive environment and promote the growth of organizations that can adapt to evolving circumstances. Consequently, it is essential for leaders to comprehend and incorporate these differences in cultural values to strengthen organizational commitment and facilitate cultural change that meets contemporary organizational requirements, thereby fostering a culture characterized by innovation, engagement, and adaptability (Kurata et al., 2022; Moreno et al., 2022). Nonetheless, the process of transformation necessitates that leaders thoughtfully balance and integrate various cultural values to prevent any potential disorder in organizational development (Ahmad et al., 2023).

This study demonstrates that spiritual leadership has a comparable impact on enhancing organizational culture as does millennial leadership. Spiritual leadership plays a crucial role in shaping organizational culture, a conclusion that resonates with Samul (2024), who highlights that such leadership fosters an environment that promotes employee enthusiasm for their work. The impact of spiritual leadership on organizational culture is profound, as it fosters an environment that emphasizes core values like integrity, empathy, and a sense of higher purpose (Piwowar-Sulej & Iqbal, 2024). When leaders align organizational goals with profound spiritual values, they foster a work culture that is more inclusive, collaborative, and meaningful (Yu & Pitafi, 2024). This approach not only improves employee satisfaction and motivation but also inspires them to engage more

meaningfully in reaching organizational objectives, thereby fostering a healthy and sustainable culture. The leadership style in question is closely associated with elevated levels of psychological capital. Research indicates that spiritual leadership correlates significantly with psychological capital, implying that it serves as an essential resource for fostering employee resilience and optimism (Abou Zeid et al., 2022).

Research indicates that spiritual leadership can effectively diminish negative behaviors like bullying by cultivating a nurturing environment, which in turn enhances interpersonal justice and mitigates conflicts within the workplace (Ali et al., 2022). Furthermore, spiritual leadership plays a significant role in fostering work-life balance by harmonizing the values of the organization with those of the individual, thereby enhancing employee well-being and overall life satisfaction (Hunsaker & Jeong, 2020). The incorporation of spiritual leadership into organizational culture serves as a mediator in the connection between ethical leadership and various behavioral outcomes, including organizational citizenship behavior, by fostering a sense of workplace spirituality (Srivastava & Madan, 2022). In short, both spiritual leadership and millennial leadership contribute significantly to enhancing individual and team performance. Furthermore, they are instrumental in fostering a positive and inclusive organizational culture that resonates with the core values of the organization. The findings contribute significantly to the current body of literature on millennial and spiritual leadership, demonstrating that both leadership styles are crucial for fostering a more adaptive, innovative, and inclusive organizational culture, which is essential in addressing the global challenges encountered by modern organizations.

4.5.3 *The Effect of Organizational Culture and Work Enthusiasm*

The culture within an organization significantly influences employee enthusiasm for their work. By fostering a supportive and respectful environment, it encourages individuals to fully engage and contribute to the organization (Munawar & Suriyanti, 2024; Palumbo & Douglas, 2024). When an organization's culture prioritizes values which include collaboration, innovation, and the acknowledgment of individual accomplishments, employees experience a sense of worth and possess a distinct understanding of their purpose in the workplace (Theotokas et al., 2024). The incorporation of these values fosters a greater sense of ownership and clarity of purpose among employees, which is directly linked to an increase in their enthusiasm for work.

An open and transparent culture, fostering opportunities for growth and self-development, significantly enhances employees' sense of ownership and engagement. This, in turn, boosts their enthusiasm and productivity at work, allowing them to more effectively achieve organizational goals (Munawar & Suriyanti, 2024; Pandia et al., 2023). The culture within an organization serves as a guiding framework that influences employee behavior. When this culture is paired with policies that promote work-life balance, it can greatly enhance employees' enthusiasm for their work (Akhirudin et al., 2024). The impact of organizational culture on work enthusiasm is clearly reflected in its capacity to foster organizational citizenship behavior. A positive culture encourages collaboration and commitment, which are essential for enhancing employee retention (Gabriela et al., 2023). Empirical evidence indicates that for organizations seeking to boost work enthusiasm, it is essential to cultivate a positive organizational culture that resonates

with the organization's values. This alignment encourages employees to engage in organizational activities, both consciously and unconsciously, in an active manner. The findings significantly enhance the understanding of organizational culture theory, highlighting that a company's capacity to empower its employees by aligning with their values is crucial for fostering greater enthusiasm in the workplace.

4.5.4 Organizational Culture Mediates Millennial Leadership and Spiritual Leadership on Work Enthusiasm

The impact of organizational culture plays a crucial role in enhancing the positive effects of millennial leadership on work enthusiasm. Empirical evidence consistently demonstrates that a strong organizational culture significantly reinforces the connection between millennial leadership and work enthusiasm. The culture within an organization serves as a crucial mediator contributing to the positive relationship between millennial leadership and employee enthusiasm for their work (Bortolotti et al., 2024). Leadership among millennials tends to be characterized by openness, adaptability to technology, and a strong emphasis on collaboration and innovation. This approach fosters an environment conducive to creativity and engagement. When an organization's culture fosters values like open communication, work-life balance, and the acknowledgment of individual contributions, employees are more likely to feel appreciated and valued. They exhibit a greater drive to excel in their performance. The findings are consistent with existing literature, which emphasizes the importance of a supportive organizational culture in fostering work enthusiasm. A positive organizational culture allows millennial leadership to boost work enthusiasm,

leading to greater productivity and job satisfaction (Setiawan & Aprilia, 2022). This highlights the importance of organizational culture as a moderating factor in leadership outcomes, a dimension that has not received significant attention in earlier research, thereby contributing to the advancement of the theory.

Similarly, the culture within an organization plays a crucial role in shaping the beneficial impact of spiritual leadership on employee enthusiasm for their work. The culture within an organization acts as a mediator that enhances the beneficial connection between spiritual leadership and employee enthusiasm for their work (Pimenta et al., 2024). Spiritual leadership can instill in employees a sense of meaning and purpose in their work by highlighting values such as ethics, integrity, and a greater purpose (Azevedo et al., 2024). When an organization's culture fosters values like mutual respect, social responsibility, and emotional engagement, employees experience a deeper connection to their work. They are valued as individuals who offer more than merely their work outcomes. In this context, an organizational culture that embraces the principles of spiritual leadership can significantly boost work enthusiasm. Employees begin to view their work not merely as a personal accomplishment but as a meaningful contribution to both the environment and society (Kareem et al., 2024). This study enriches our understanding by demonstrating that organizational culture is essential in transforming the values of spiritual leadership into concrete results, particularly in fostering work enthusiasm and employee engagement.

5. Conclusion and Suggestion

This study accentuates how organizational culture serves as a bridge in the connection

between millennial leadership, spiritual leadership, and work enthusiasm. This investigation delves into the interplay between leadership styles and a supportive organizational culture, highlighting how this combination can foster greater enthusiasm among employees in their work. Furthermore, the research explores current leadership theories by looking into how spiritual leadership can harmonize individual and organizational values, ultimately enhancing the enthusiasm for employee performance. From a practical standpoint, the findings indicate that organizations looking to enhance employee enthusiasm should prioritize creating a culture that emphasizes open communication, work-life balance, and recognition. Simultaneously, leaders are anticipated to embrace both millennial and spiritual leadership styles to foster innovation, inclusivity, and sustainability moving forward.

This research presents a number of limitations: The sample consisted solely of government agencies, encompassing merely 171 participants. This limitation could influence how broadly the findings can be applied to different types of organizations. Furthermore, the cross-sectional approach to data collection restricts our ability to grasp the long-term effects of leadership. Future research should engage a wider range of sectors and include private organizations to offer a more holistic perspective. Accordingly, it is essential to adopt a qualitative and comparative approach to delve into the underlying reasons that may explain the limited influence of millennial leadership on work enthusiasm. Furthermore, utilizing longitudinal research designs could provide a more comprehensive understanding of this dynamic. In addition, examining how leadership behaviors vary across diverse cultural settings and the influence of artificial

intelligence technology on the effectiveness of leadership is essential for enhancing our comprehension of how leadership and organizational culture contribute to fostering employee engagement and enthusiasm at work.

References

- Aboobaker, N., & K.A, Z. (2023). Nurturing the soul at work: Unveiling the impact of spiritual leadership, interpersonal justice and voice behavior on employee intention to stay. *International Journal of Ethics and Systems*, 40(3), 539-560. <https://doi.org/10.1108/IJOES-01-2023-0013>
- Aboramadan, M., Albashiti, B., Alharazin, H., & Zaidoune, S. (2019). Organizational culture, innovation and performance: A study from a non-western context. *Journal of Management Development*, 39(4), 437-451. <https://doi.org/10.1108/JMD-06-2019-0253>
- Abou Zeid, M.-A. G., El-Ashry, A. M., Kamal, M. A., & Khedr, M. A. (2022). Spiritual leadership among nursing educators: A correlational cross-sectional study with psychological capital. *BMC Nursing*, 21(1), Article 1. <https://doi.org/10.1186/s12912-022-01163-y>
- Abou-Moghli, A. (2024). Assessing the relationship between organizational culture and strategic decision-making through the mediating effect of the dynamic environment in the Jordanian ICT industry. *Problems and Perspectives in Management*, 22(4), 397-413. Scopus. [https://doi.org/10.21511/ppm.22\(4\).2024.30](https://doi.org/10.21511/ppm.22(4).2024.30)
- Ahmad, T., Hamid, A. R., Abbas, A., Anwar, A., Ekowati, D., Fenitra, R. M., & Suhariadi, F. (2023). Empowering leadership: Role of organizational culture of self-esteem and emotional intelligence on creativity. *Journal of Management Development*, 42(3), 201-214. <https://doi.org/10.1108/JMD-10->

- 2021-0288
Ahmed, F., Naqshbandi, M. M., Waheed, M., & Ain, N. ul. (2024). Digital leadership and innovative work behavior: Impact of LMX, learning orientation and innovation capabilities. *Management Decision*, 62(11), 3607-3632. <https://doi.org/10.1108/MD-04-2023-0654>
- Akhirudin, A., Setiawan, B. M., Wening, N., & Sujoko, S. (2024). Systematic Literature Review: The Effect of Quality of Work-Life Balance and Corporate Culture on Employee Engagement. *INJURITY: Journal of Interdisciplinary Studies*, 3(10), 652-661. <https://doi.org/10.58631/injury.v3i10.1231>
- Al-Bazaiah, S. A. I., Hamour, H. M. J. A., Alheet, A. F., Al-Khrabsheh, A. A., Sayyad, N. A., & Alatyat, Z. A. (2023). Exploring the Determinants of Work Enthusiasm among Employees: A Case of Jordanian Manufacturing Industry. *WSEAS TRANSACTIONS ON BUSINESS AND ECONOMICS*, 20, 740-751. <https://doi.org/10.37394/23207.2023.20.68>
- Ali, M., Usman, M., Shafique, I., Garavan, T., & Muavia, M. (2022). Fueling the spirit of care to surmount hazing: Foregrounding the role of spiritual leadership in inhibiting hazing in the hospitality context. *International Journal of Contemporary Hospitality Management*, 34(10), 3910-3928. <https://doi.org/10.1108/IJCHM-09-2021-1087>
- Alqhaiwi, Z. O., & Luu, T. (2024). Workplace spirituality and service-oriented performance via work engagement in public organizations: The moderating role of service climate. *Public Management Review*, 26(10), 2819-2846. <https://doi.org/10.1080/14719037.2023.2239245>
- Amin, S. I., Mahdy, R. S., El-Shafei, D. A., Elmasry, N., Eldawy, H., Magdy Abdalla, R., & Fouad, E. (2024). Burnout syndrome, anxiety, and depression symptoms among workers in radiation field. *Middle East Current Psychiatry*, 31(1), 66. <https://doi.org/10.1186/s43045-024-00454-1>
- Asfahani, A. M. (2025). Navigating Digital Leadership: Unraveling the Dynamics of Remote Work Environments. *TEM Journal*, 823-835. <https://doi.org/10.18421/TEM141-73>
- Azevedo, A. M., Gonçalves, C. M., & Costa, P. (2024). Spirituality in organizational leaders - Ways to Inner, Ways to Wisdom. *Journal of Organizational Change Management*, 37(4), 778-801. <https://doi.org/10.1108/JOCM-06-2023-0248>
- Blom, M. (2024). Transformational leadership. In *Elgar Encyclopedia of Organizational Psychology* (pp. 693-695). Scopus. <https://doi.org/10.4337/9781803921761.00135>
- Bortolotti, T., Boscari, S., Danese, P., & Flynn, B. B. (2024). Moderation of OM practice effectiveness by organizational culture profile: Contingency vs paradox perspective. *International Journal of Operations & Production Management*, 44(13), 296-325. <https://doi.org/10.1108/IJOPM-02-2024-0105>
- Burns, J. M. (1978). Leadership. Universitas Indonesia Library; Harper and Row. <https://lib.ui.ac.id>
- Camp, K. M., Young, M., & Bushardt, S. C. (2022). A millennial manager skills model for the new remote work environment. *Management Research Review*, 45(5), 635-648. <https://doi.org/10.1108/MRR-01-2021-0076>
- Chairunisa, F., & Tonapa, J. F. (2022). Public Manager Leadership Model Compatible with Millennials. *KnE Social Sciences*, 1410-1423. <https://doi.org/10.18502/kss.v7i9.11024>
- Chen, L., Wen, T., Wang, J., & Gao, H. (2022).

- The Impact of Spiritual Leadership on Employee's Work Engagement-A Study Based on the Mediating Effect of Goal Self-Concordance and Self-Efficacy. *International Journal of Mental Health Promotion*, 24(1), 69-84. Scopus. <https://doi.org/10.32604/ijmhp.2022.018932>
- Costa, D. de L. C. da, Gomes, G., Borini, F. M., & Alegre, J. (2023). Innovative technology services: The human side of knowledge. *Management Decision*, 61(10), 2973-2993. <https://doi.org/10.1108/MD-09-2022-1268>
- Daly, J. A. (2023). Ground rules for effective leadership communication. In *New Leadership Communication-Inspire Your Horizon* (pp. 137-146). Scopus. https://doi.org/10.1007/978-3-031-34314-8_10
- Deschênes, A.-A. (2024). Digital literacy, the use of collaborative technologies, and perceived social proximity in a hybrid work environment: Technology as a social binder. *Computers in Human Behavior Reports*, 13, 100351. <https://doi.org/10.1016/j.chbr.2023.100351>
- Dik, B. J., Daniels, D., & Alayan, A. J. (2024). Religion, Spirituality, and the Workplace: A Review and Critique. *Annual Review of Organizational Psychology and Organizational Behavior*, 11(Volume 11, 2024), 279-305. <https://doi.org/10.1146/annurev-orgpsych-110721-041458>
- Easton, C., & Steyn, R. (2023). Millennial leaders and leadership styles displayed in the workplace. *South African Journal of Business Management*, 54(1), Article 1. <https://doi.org/10.4102/sajbm.v54i1.13139>
- Eaton, L., Bridgman, T., & Cummings, S. (2024). Advancing the democratization of work: A new intellectual history of transformational leadership theory. *Leadership*, 20(3), 125-143. Scopus. <https://doi.org/10.1177/17427150241232705>
- Febriantina, S., Kimura, C., Nurkhairani, H., Wicaksono, M. F. B., Nugraha, P. A., & Primadhita, S. (2025). Literature Review: Teori-Teori Kepemimpinan: (Modern dan Tradisional). *Journal of Student Research*, 3(5), 45-57. <https://doi.org/10.55606/jsr.v3i1.3531>
- Folarin, K. (2021). CULTIVATING MILLENNIAL LEADERS. *American Journal of Leadership and Governance*, 6(1), 1-7. <https://doi.org/10.47672/ajlg.727>
- 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>
- Fry, L. W., Vitucci, S., & Cedillo, M. (2005). Spiritual leadership and army transformation: Theory, measurement, and establishing a baseline. *Leadership Quarterly*, 16(5), 835-862. Scopus. <https://doi.org/10.1016/j.leaqua.2005.07.012>
- Gabriel, A. G., Alcantara, G. M., & Alvarez, J. D. G. (2020). How Do Millennial Managers Lead Older Employees? The Philippine Workplace Experience. *Sage Open*, 10(1), 2158244020914651. <https://doi.org/10.1177/2158244020914651>
- Gabriela, M. G. L., Eloy, S. A. S., Useff, A. D. M. A., Antonieta, A. G. F. M., Jorge, G. P., & Morales Bedoya, M. A. (2023). Current Trends in Organizational Culture: Driving Employee Engagement. *Migration Letters*, 20(S9), 1228-1240. <https://doi.org/10.59670/ml.v20iS9.4971>
- Hadi, S., Faridiana, A., Kirana, K. C., Lukitaningsih, A., Rahmawati, C. H. T., Purnasari, E., & Wahyuningtyas, N. (2024). Political Skill And Transactional Leadership On Employee Performance: The Mediating Effect Of Organizational Work Culture. *Economic Studies Journal (Ikonomicheski Izsledovania)*, 33(4), 112-129.
- Hadi, S., Fitriana, H., Kirana, K. C., Subekti, N. B., & Ogwu, I. J. (2023). The Impact of

- Temporal and Transformational Leadership on Innovation Performance: A Mediation Analysis of Self-Efficacy. *Journal of Leadership in Organizations*, 5(2).
<https://doi.org/10.22146/jlo.86213>
- Hadley, C. (2024). A Millennial's leadership perspective: Reflections on a decade of mentorship from a servant leader. *Journal of Leadership Education*, 23(1), 15–19. <https://doi.org/10.1108/JOLE-02-2024-0033>
- Haile, Z. T. (2023). Power Analysis and Exploratory Research. *Journal of Human Lactation*, 39(4), 579–583. <https://doi.org/10.1177/08903344231195625>
- Hamzaa, H. G., Atta, M. H. R., Taha, H. M. A., Sayed, M. A., Ahmed, A. K., Othman, A. A., & Wahba, N. M. I. (2025). Exploring the role of spiritual leadership among nurse colleagues: An associative analysis of its impact on passion and altruism. *BMC Nursing*, 24(1). Scopus. <https://doi.org/10.1186/s12912-025-02750-5>
- Hargitai, D. M., & Bencsik, A. (2023). The Role of Leadership in Digital Learning Organizations. *Emerging Science Journal*, 7, 111–124. <https://doi.org/10.28991/ESJ-2023-SIED2-09>
- Harrison, A. E. (2017). Exploring Millennial Leadership Development: An Evidence Assessment of Information Communication Technology and Reverse Mentoring Competencies. *Case Studies in Business and Management*, 4(1), 25. <https://doi.org/10.5296/csbm.v4i1.10615>
- Hastiti, A. P., Subiyanto, D., & Hadi, S. (2025). Digital Leadership in Driving Work Innovation: The Role of Creativity, Motivation, and Gender. *Journal The Winners*. <https://journal.binus.ac.id/index.php/winners/article/view/12572>
- Homan, A. C., & Abbaszadeh, Y. (2025). Obstacles for marginalized group members in obtaining leadership positions: Threats and opportunities. *Current Opinion in Psychology*, 62, 101971. <https://doi.org/10.1016/j.copsyc.2024.101971>
- Hunsaker, W. D., & Jeong, W. (2020). Engaging employees through spiritual leadership. *Management Science Letters*, 10(15), 3527–3536. Scopus. <https://doi.org/10.5267/j.msl.2020.6.042>
- Ibneatheer, M. U. R., Rostan, P., & Rostan, A. (2023). Internal processes in decision-making (mental, emotional, cultural, ethical and spiritual) of Afghan business leaders. *PSU Research Review*, 7(1), 33–50. <https://doi.org/10.1108/PRR-10-2020-0037>
- Igawa, J., Fukuzaki, T., Iotake, R., & Nakanishi, D. (2024). Does Enthusiasm for Work Lead to Typical Burnout? A Three-Wave Panel Study with Caregivers1, 2. *Japanese Psychological Research*, 66(3), 276–289. <https://doi.org/10.1111/jpr.12407>
- Islam, A., Zawawi, N. F. M., & Wahab, S. A. (2024). Rethinking survival, renewal, and growth strategies of SMEs in Bangladesh: The role of spiritual leadership in crisis situation. *PSU Research Review*, 8(1), 19–40. <https://doi.org/10.1108/PRR-02-2021-0010>
- Jeon, K. S., & Choi, B. K. (2020). A multidimensional analysis of spiritual leadership, affective commitment and employees' creativity in South Korea. *Leadership and Organization Development Journal*, 41(8), 1035–1052. Scopus. <https://doi.org/10.1108/LODJ-08-2019-0352>
- Jiang, J., Ye, Z., Liu, J., Shah, W. U. H., & Shafait, Z. (2023). From “doing alone” to “working together” – Research on the influence of spiritual leadership on employee morale. *Frontiers in Psychology*, 14, 992910. <https://doi.org/10.3389/fpsyg.2023.992910>

- 2910
- Juchnowicz, M., Kinowska, H., & Gasiński, H. (2024). The importance of emotions in contemporary human resource management. *Central European Management Journal*, 32(3), 408–420. <https://doi.org/10.1108/CEMJ-05-2023-0202>
- Junça Silva, A., Caetano, A., & Rueff, R. (2023). Daily work engagement is a process through which daily micro-events at work influence life satisfaction. *International Journal of Manpower*, 44(7), 1288–1306. <https://doi.org/10.1108/IJM-05-2022-0214>
- Kareem, J., Patrick, H. A., & Prabakaran, N. (2024). Exploring the factors of learning organization in school education: The role of leadership styles, personal commitment, and organizational culture. *Central European Management Journal*. <https://doi.org/10.1108/CEMJ-12-2023-0457>
- Ke, J., Zhang, J., & Zheng, L. (2022). Inclusive Leadership, Workplace Spirituality, and Job Performance in the Public Sector: A Multi-Level Double-Moderated Mediation Model of Leader-Member Exchange and Perceived Dissimilarity. *Public Performance & Management Review*, 45(3), 672–705. <https://doi.org/10.1080/15309576.2022.2069138>
- Kelmendi, J., Shala, V., Krasniqi, D., & Beqiri, A. (2024). The influence of organizational culture and communication on leadership style. *Quality - Access to Success*, 25(201), 215–224. Scopus. <https://doi.org/10.47750/QAS/25.201.23>
- Kurata, Y. B., Ong, A. K. S., Andrada, C. J. C., Manalo, M. N. S., Sunga, E. J. A. U., & Uy, A. R. M. A. (2022). Factors Affecting Perceived Effectiveness of Multigenerational Management Leadership and Metacognition among Service Industry Companies. *Sustainability*, 14(21), Article 21. <https://doi.org/10.3390/su142113841>
- Kurnia, D., Ma'arif, M. N., Ribcha, P., & Usep. (2023). Konsep Budaya Organisasi dan Perilaku Organisasi. *Jurnal Pelita Nusantara*, 1(3), 386–392. <https://doi.org/10.59996/jurnalpelitanusantara.v1i3.289>
- Kusumawati, B., Masduki, U., Utami, S. S., Dahlan, D., & Maryama, S. (2023). Literature study of millennial leadership concepts to find new perspectives on leadership styles. *MBR (Management and Business Review)*, 7(1), 67–82. <https://doi.org/10.21067/mbr.v7i1.8782>
- Maryanti, M., Achmad Fauzi, Ribka Natalia, Kevin Sean, & Kasman Abas. (2022). THE INFLUENCE OF WORK ENVIRONMENT, WORK ENTHUSIASM AND REWARDS ON WORK DISCIPLINE (LITERATURE REVIEW HUMAN RESOURCE MANAGEMENT). *Dinasti International Journal of Management Science*, 3(6), 1069–1078. <https://doi.org/10.31933/dijms.v3i6.1315>
- Minzlaff, K. A., Palmer, S., & Fillery-Travis, A. (2024). The significance and challenges of turnover and retention of millennial professionals. *Journal of Work-Applied Management*. <https://doi.org/10.1108/JWAM-07-2023-0062>
- Mokganya, P. J., Webber-Youngman, R. C. W., Uys, J., & Olwagan, J. (2024). The role of leadership in technology adoption in the South African mining industry. *Journal of the Southern African Institute of Mining and Metallurgy*, 124(11), 617–630. Scopus. <https://doi.org/10.17159/2411-9717/2220/2024>
- Morales-Huamán, H. I., Medina-Valderrama, C. J., Valencia-Arias, A., Vasquez-Coronado, M. H., Valencia, J., & Delgado-Caramutti, J. (2023). Organizational Culture and Teamwork:

- A Bibliometric Perspective on Public and Private Organizations. *Sustainability (Switzerland)*, 15(18). Scopus.
<https://doi.org/10.3390/su151813966>
- Moreno, A., Navarro, C., & Fuentes-Lara, C. (2022). Factors affecting turnover intentions among Millennial public relations professionals: The Latin American case. *Public Relations Inquiry*. <https://doi.org/10.1177/2046147X221081176>
- Munawar, M., & Suriyanti, S. (2024). The Effect of Organizational Culture, Work-Life Balance, and Job Satisfaction on Non-Commercial Employee Work Engagement. *Golden Ratio of Human Resource Management*, 4(1), Article 1. <https://doi.org/10.52970/grhrm.v4i1.452>
- Munayer, S. J. (2024). Spiritual Leadership in the Upheaval of Settler Colonialism. *Religions*, 15(10), 1168. <https://doi.org/10.3390/rel15101168>
- Niati, A., Rizkiana, C., & Suryawardana, E. (2022). BUILDING EMPLOYEE PERFORMANCE THROUGH EMPLOYEE ENGAGEMENT, WORK MOTIVATION, AND TRANSFORMATIONAL LEADERSHIP. *International Journal of Social Science*, 2(1), Article 1. <https://doi.org/10.53625/ijss.v2i1.2311>
- Obmerga, M. E. (2024). For whom the bell (really) tolls: A grounded theory of millennial academic supervisors' sensemaking of communitarian values as a springboard to enrich their transformational leadership attributes. *International Journal of Leadership in Education*, 27(2), 283–315. Scopus. <https://doi.org/10.1080/13603124.2020.1862919>
- Obmerga, M. E., & de Guzman, A. B. (2024). Birds of a feather flock together: Understanding Filipino millennial academic managers' mindset. *Educational Management Administration and Leadership*, 52(5), 1206–1230. Scopus. <https://doi.org/10.1177/17411432221114696>
- 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>
- Palumbo, R., & Douglas, A. (2024). The secret ingredient? Uncovering the effect of organizational culture on quality management: a literature review. *International Journal of Quality & Reliability Management*, 41(1), 195–268. <https://doi.org/10.1108/IJQRM-03-2023-0077>
- Pandia, M. M., Jufrizen, J., Khair, H., & Tanjung, H. (2023). Organization Citizenship Behavior: The Role of Spiritual Leadership, Self Efficacy, Locus of Control and Job Satisfaction. *Jurnal Organisasi Dan Manajemen*, 19(1), 168–187. <https://doi.org/10.33830/jom.v19i1.3489.2023>
- Pantoro, A. P., & Munawaroh, M. (2022). Millennial Leadership and the Quality of Work Environment in Travel and Tourism Industry. *Emerging Markets: Business and Management Studies Journal*, 9(2), Article 2. <https://doi.org/10.33555/embm.v9i2.213>
- Pimenta, S., Duarte, A. P., & Simões, E. (2024). How socially responsible human resource management fosters work engagement: The role of perceived organizational support and affective organizational commitment. *Social Responsibility Journal*, 20(2), 326–343. <https://doi.org/10.1108/SRJ-10-2022-0442>
- Piowar-Sulej, K., & Iqbal, Q. (2024). A systematic literature review on spiritual leadership: Antecedents, mechanism, moderators and outcomes. *Journal of Organizational Change Management*, 37(8), 18–35. <https://doi.org/10.1108/JOCM-11->

- 2023-0483
- Porter, T., Heath, M., Messina, N., & Bible, S. C. (2022). Millennials and the motivation to lead: Is a transformational leader a catalyst or barrier? *Management Research Review*, 46(8), 1149–1162. <https://doi.org/10.1108/MRR-05-2022-0322>
- Reave, L. (2005). Spiritual values and practices related to leadership effectiveness. *The Leadership Quarterly*, 16(5), 655–687. <https://doi.org/10.1016/j.leaqua.2005.07.003>
- Rohrich, R. J., & Rodriguez, A. M. (2020). Millennial Leaders: Ready or Not, Here They Come. *Plastic & Reconstructive Surgery*, 145(5), 1331–1337. <https://doi.org/10.1097/PRS.00000000000006753>
- Rubiarko, P. (2023). Educational Management Millennial Leadership Characters in Increasing the Competitiveness of Higher Education at STAI Al-Falah and STAI Bakti Persada. *Tec Empresarial*, 18(2).
- Salanova, M., Llorens, S., & Cruz, V. (2024). Work engagement. In *Elgar Encyclopedia of Occupational Health Psychology* (pp. 210–213). Scopus. <https://doi.org/10.4337/9781035313389.ch64>
- Samul, J. (2024). Spiritual leadership and work engagement: A mediating role of spiritual well-being. *Central European Management Journal*, 32(3), 421–435. <https://doi.org/10.1108/CEMJ-05-2023-0223>
- Sariwulan, T., Agung, I., Sudrajat, U., & Atmadiredja, G. (2019). THE INFLUENCE OF JOB EXPECTATION, JOB SATISFACTION, AND GOVERNMENT POLICY TOWARDS THE WORK STRESS, JOB ENTHUSIASM AND CONTINUANCE COMMITMENT OF THE HONORARIUM TEACHER. *Jurnal Cakrawala Pendidikan*, 38(2), 305–319. <https://doi.org/10.21831/cp.v38i2.24380>
- Sesen, H., & Donkor, A. A. (2023). Job Crafting, Job Boredom and Generational Diversity: Are Millennials Different from Gen Xs? *Sustainability*, 15(6), 5058. <https://doi.org/10.3390/su15065058>
- Setiadi, N. J., Sutanto, H., Saputra, N., Natatilova, A. T., Leo, D. L., & Faridz, Z. A. (2024). Examining the Roles of Transformational Leadership, Emotional Intelligence, and Work-life Balance in Millennial Employee Engagement. *Australasian Accounting, Business and Finance Journal*, 18(4), 50–67. Scopus. <https://doi.org/10.14453/aabfj.v18i4.04>
- Setiawan, T., & Aprilia, A. (2022). Pengaruh Corporate Social Responsibility, Millennial Leadership, Gender Diversity terhadap Nilai Perusahaan.: (Studi Empiris Perusahaan Index LQ-45 Periode 2017-2020). *Owner*, 6(3), 3261–3269. <https://doi.org/10.33395/owner.v6i3.1014>
- Shah, H., Jain, S., & Jain, V. (2023). Can organization team culture benchmark effective teams - performance management concerns, insights and HR implications. *Benchmarking*, 30(3), 766–787. Scopus. <https://doi.org/10.1108/BIJ-11-2020-0581>
- Sibisi, S. (2025). A Critical Discussion of the Law Regarding the Recognition of Traditional Leaders and the Role of the Royal Families in South Africa. *Potchefstroom Electronic Law Journal*, 28, (Published on 29 April 2025) pp 1-27. <https://doi.org/10.17159/1727-3781/2025/v28i0a16683>
- Singh, M. (2025). Antecedents of Cognitive Flexibility in Ambidextrous Leadership: A m-TISM Perspective. *Global Journal of Flexible Systems Management*. Scopus. <https://doi.org/10.1007/s40171-025-00445-z>
- Sofiah, D., Hartono, M., & Sinambela, F. (2022). Peran Work Engagement Pada

- Hubungan Kepemimpinan Transformasional Dengan Organizational Citizenship Behavior Dosen Milenial. *Jurnal Psikologi Teori Dan Terapan*, 13(2), 180-194. <https://doi.org/10.26740/jptt.v13n2.p180-194>
- Spyridonidis, D., Côté, N., Currie, G., & Denis, J.-L. (2022). Leadership configuration in crises: Lessons from the English response to COVID-19. *Leadership*, 18(5), 680-694. <https://doi.org/10.1177/17427150221126780>
- Srivastava, S., & Madan, P. (2022). Linking ethical leadership and behavioral outcomes through workplace spirituality: A study on Indian hotel industry. *Social Responsibility Journal*, 19(3), 504-524. <https://doi.org/10.1108/SRJ-08-2021-0345>
- Stasa Ouzký, M., & Machek, O. (2024). Family firm performance: The effects of organizational culture and organizational social capital. *Journal of Family Business Management*, 14(2), 353-373. <https://doi.org/10.1108/JFBM-06-2023-0089>
- Stotler, D. J., Gullifor, D. P., & Hunter, E. M. (2025). Come on, Others, Light My Fire: A Resource Gain Perspective on the Daily Benefits of Servant Leadership Behaviors for the Leaders Themselves. *Group & Organization Management*, 10596011251327623. <https://doi.org/10.1177/10596011251327623>
- Strengers, J., Mutsaers, L., Van Rossum, L., & Graamans, E. (2022). The organizational culture of scale-ups and performance. *Journal of Organizational Change Management*, 35(8), 115-130. <https://doi.org/10.1108/JOCM-09-2021-0268>
- Subhaktiyasa, P. G., Andriana, K. R. F., Sintari, S. N. N., Wati, W. S., Sumaryani, N. P., & Lede, Y. U. (2023). Effect of Transformational Leadership, Servant Leadership, and Spiritual Leadership on Organizational Citizenship Behavior. *Jurnal Organisasi Dan Manajemen*, 19(1), 224-238. <https://doi.org/10.33830/jom.v19i1.3695.2023>
- Tagscherer, F., & Carbon, C.-C. (2023). Leadership for successful digitalization: A literature review on companies' internal and external aspects of digitalization. *Sustainable Technology and Entrepreneurship*, 2(2), 100039. <https://doi.org/10.1016/j.stae.2023.100039>
- Tate, K., Penconek, T., Dias, B. M., Cummings, G. G., & Bernardes, A. (2023). Authentic leadership, organizational culture and the effects of hospital quality management practices on quality of care and patient satisfaction. <https://doi.org/10.1111/jan.15663>
- Terzi, R., Gocen, A., & Kaya, A. (2020). Spiritual leaders for building trust in the school context. *Eurasian Journal of Educational Research*, 2020(86), 135-156. Scopus. <https://doi.org/10.14689/ejer.2020.86.7>
- Theotokas, I. N., Lagoudis, I. N., Syntychaki, A., & Prosilias, J. (2024). Factors affecting E-HRM practices in Greek shipping management companies: The role of organizational culture, cultural intelligence, and innovation. *Journal of Shipping and Trade*, 9(1), 13. <https://doi.org/10.1186/s41072-024-00174-z>
- Triharjanti, D., & Tjahjono, H. K. (2023). The influence of spiritual leadership on work engagement. *Asian Journal of Islamic Management (AJIM)*, 107-116. <https://doi.org/10.20885/AJIM.vol5.is2.art2>
- Uzliawati, L., Kalbuana, N., Budyastuti, T., Budiharjo, R., Kusiyah, K., & Ahalik, A. (2023). The power of sustainability, corporate governance, and millennial leadership: Exploring the impact on company reputation. *Uncertain Supply Chain Management*, 11(3), 1275-1288.

- <https://doi.org/10.5267/j.uscm.2023.3.020>
- Valldeneu, M., Ferràs, X., & Tarrats, E. (2021). Effect of transformational behavior on millennial job satisfaction. *Problems and Perspectives in Management*, 19(3), 421–429. Scopus. [https://doi.org/10.21511/ppm.19\(3\).2021.34](https://doi.org/10.21511/ppm.19(3).2021.34)
- Vogelaar, R., van Dijk, E., & van Dijk, W. W. (2025). The internal structure of enthusiasm: A prototype analysis. *Motivation and Emotion*, 49(2), 183–196. Scopus. <https://doi.org/10.1007/s11031-025-10111-7>
- Wang, Y., Jin, Y., Cheng, L., & Li, Y. (2021). The Influence of Spiritual Leadership on Harmonious Passion: A Case Study of the Hotel Industry in China. *Frontiers in Psychology*, 12, 730634. <https://doi.org/10.3389/fpsyg.2021.730634>
- Wingfield, A. H. (2025). “[It’s] Always Better When Something is Organic”: Structural and Cultural Impediments to Millennials’ Occupational Activism. *Work and Occupations*, 07308884251364786. <https://doi.org/10.1177/07308884251364786>
- Wolor, C., Nurkhin, A., & Citriadin, Y. (2021). Leadership Style for Millennial Generation, Five Leadership Theories, Systematic Literature Review. *Quality - Access to Success*, 22, 105–110. <https://doi.org/10.47750/QAS/22.184.13>
- Wu, W.-L., & Lee, Y.-C. (2020). How spiritual leadership boosts nurses’ work engagement: The mediating roles of calling and psychological capital. *International Journal of Environmental Research and Public Health*, 17(17), 1–13. Scopus. <https://doi.org/10.3390/ijerph17176364>
- Xing, S., & Mohamed Zainal, S. R. (2024). Collectivism-based organizational culture, green empowerment, environmental self-identity and workplace green behavior: The stimulus-organism-response perspective. *Discover Sustainability*, 5(1), 197. <https://doi.org/10.1007/s43621-024-00417-w>
- Yin, E., & Mahrous, A. (2022). Covid-19 global pandemic, workplace spirituality and the rise of spirituality-driven organisations in the post-digital era. *Journal of Humanities and Applied Social Sciences*, 4(2), 79–93. <https://doi.org/10.1108/JHASS-11-2021-0177>
- Yu, Y., & Pitafi, S. (2024). Exploring the influence of spiritual leadership, leader – member exchange, and traditionality orientation on employee voice behavior. *BMC Psychology*, 12(1), 543. <https://doi.org/10.1186/s40359-024-02052-6>