


HOW SPIRITUAL LEADERSHIP INFLUENCES CREATIVE BEHAVIORS: THE
MEDIATING ROLE OF WORKPLACE CLIMATE

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| ARTICLE INFO | ABSTRACT |
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| <p>Article history:</p> <p>Received 21 November 2022</p> <p>Accepted 16 February 2023</p> | <p>Purpose: The aim of this study is to examine the relationship between spiritual leadership and creative behavior with workplace climate as mediating variable in the Jordanian banking.</p> |
| <p>Keywords:</p> <p>Spiritual Leadership; Creative Behaviors; Workplace Climate; Banks; Jordan.</p> <div data-bbox="172 1144 480 1391" style="text-align: center;">  </div> | <p>Theoretical framework: The purpose of this study, which extends the theories of intrinsic motivation and social exchange, is to acquire a deeper knowledge of the mechanisms underlying the relationship between spiritual leadership and innovative workplace behavior.</p> <p>Design/methodology/approach: The study used quantitative research approach through a survey based on random sampling method from (n= 358) employees of 13 Jordanian commercial banks in Amman. For purposes of analysis, structural equation modeling was then utilized for the examination of the research hypotheses.</p> <p>Findings: The results of the research indicated that workplace climate mediates the link between spiritual leadership and creative behavior. Specifically, greater levels of creative behavior among employees were related to spiritual leadership, as was a favorable working environment.</p> <p>Research, Practical & Social implications: The study offers managerial and theoretical implications while considering the study's limitations to provide guidance for the future.</p> <p>Originality/value: The study identifies the magnificent influence of spiritual leadership and the workplace climate by delineating how these factors stimulate creative behaviors among employees. Specifically, the study focuses on how spiritual leadership and the workplace climate stimulate creative behaviors among employees. We examine the consequences of these findings for both research and practice.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i2.1106</p> |

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COMO A LIDERANÇA ESPIRITUAL INFLUENCIA OS COMPORTAMENTOS CRIATIVOS: O PAPEL MEDIADOR DO CLIMA DO LOCAL DE TRABALHO

RESUMO

Objetivo: O objetivo deste estudo é examinar a relação entre liderança espiritual e comportamento criativo com o clima de trabalho como variável mediadora nos bancos jordanianos.

Estrutura teórica: O objetivo deste estudo, que estende as teorias de motivação intrínseca e intercâmbio social, é adquirir um conhecimento mais profundo dos mecanismos subjacentes à relação entre a liderança espiritual e o comportamento inovador no local de trabalho.

Design/metodologia/abordagem: O estudo utilizou uma abordagem de pesquisa quantitativa através de uma pesquisa baseada no método de amostragem aleatória de (n= 358) funcionários de 13 bancos comerciais jordanianos em Amã. Para fins de análise, a modelagem da equação estrutural foi então utilizada para o exame das hipóteses de pesquisa.

Descobertas: Os resultados da pesquisa indicaram que o clima de trabalho medeia a ligação entre a liderança espiritual e o comportamento criativo. Especificamente, maiores níveis de comportamento criativo entre os funcionários estavam relacionados à liderança espiritual, assim como um ambiente de trabalho favorável.

Pesquisa, implicações práticas e sociais: O estudo oferece implicações gerenciais e teóricas enquanto considera as limitações do estudo para fornecer orientação para o futuro.

Originalidade/valor: O estudo identifica a magnífica influência da liderança espiritual e do clima de trabalho, delineando como esses fatores estimulam comportamentos criativos entre os funcionários. Especificamente, o estudo enfoca como a liderança espiritual e o clima de trabalho estimulam comportamentos criativos entre os funcionários. Examinamos as consequências dessas descobertas tanto para a pesquisa quanto para a prática.

Palavras-chave: Liderança Espiritual, Comportamentos Criativos, Clima do Local de Trabalho, Bancos, Jordânia.

CÓMO INFLUYE EL LIDERAZGO ESPIRITUAL EN LOS COMPORTAMIENTOS CREATIVOS: EL PAPEL MEDIADOR DEL CLIMA LABORAL

RESUMEN

Objetivo: El objetivo de este estudio es examinar la relación entre el liderazgo espiritual y el comportamiento creativo con el clima laboral como variable mediadora en la banca jordana.

Marco teórico: El propósito de este estudio, que amplía las teorías de la motivación intrínseca y el intercambio social, es adquirir un conocimiento más profundo de los mecanismos que subyacen a la relación entre el liderazgo espiritual y el comportamiento innovador en el lugar de trabajo.

Diseño/metodología/enfoque: El estudio utilizó un enfoque de investigación cuantitativo a través de una encuesta basada en el método de muestreo aleatorio de (n= 358) empleados de 13 bancos comerciales jordanos en Ammán. A efectos de análisis, se utilizó un modelo de ecuaciones estructurales para examinar las hipótesis de la investigación.

Resultados: Los resultados de la investigación indican que el clima en el lugar de trabajo influye en la relación entre el liderazgo espiritual y el comportamiento creativo. Concretamente, los mayores niveles de comportamiento creativo entre los empleados estaban relacionados con el liderazgo espiritual, al igual que un entorno laboral favorable.

Investigación, implicaciones prácticas y sociales: El estudio ofrece implicaciones teóricas y de gestión, al tiempo que considera las limitaciones del estudio para proporcionar orientación para el futuro.

Originalidad/valor: El estudio identifica la magnífica influencia del liderazgo espiritual y del clima laboral al delinear cómo estos factores estimulan los comportamientos creativos entre los empleados. En concreto, el estudio se centra en cómo el liderazgo espiritual y el clima laboral estimulan los comportamientos creativos entre los empleados. Se examinan las consecuencias de estos hallazgos tanto para la investigación como para la práctica.

Palabras clave: Liderazgo Espiritual, Comportamientos Creativos, Clima Laboral, Bancos, Jordania.

INTRODUCTION

Due to the fierce competition and the openness of both local and global markets and the fact that organizations operate in dynamic environments, they face increasing ambiguity and

unique difficulties. Organizations are continuously working to maintain success and continuity. To do this, they must perform at a high level (Khaddam et al., 2021; Alzghoul et al., 2022). The ability of the organization to innovate and be creative is reflected in the caliber of the service or product provided (Giannopoulou et al., 2014). Social scientists contend that while individual characteristics have a role in meeting job requirements, social and organizational factors have a substantial impact on employee effectiveness (Tracey et al., 2001). On the other hand, leadership also plays a significant role in the achievement of high levels of performance and is mirrored throughout the entire organization, including employees and customers, as it develops the organization's ability to be flexible and adapt to change in its internal and external environment (Torlak & Kuzey, 2019). The ability to oversee, develop, and make decisions more effectively is one of the goals of the leadership style, which has historically been one of the factors that has caused a major boost in all industries. Additionally, it raises followers' levels of original thought and situational appropriateness (Alhashedi et al., 2021).

According to research, organizations with a strong human capital base are more competitive and may perform better on the job and in terms of creativity (Stone et al., 2020). Exceptional organizational performance provides a unique combination of competitive advantages, including increased inventiveness, lower production costs, and higher income (Swalehe, 2021). As it has become a priority for many firms to attain, and creativity promotes the strength of any organization by differentiating it from other organizations, this is what motivated the managers to pay attention to it and encourage and motivate employees (Al-Ajlouni, 2020). Organizations must capitalize on this and foster employee creativity if they want to increase performance. According to the theory of contingencies, a leader should actively seek out knowledge and create a common and clear vision because its application to performance is essential (Tang, 2019).

The intrinsic motivation framework, which reflects the archetypal embodiment of the human propensity for learning and creativity, is where the philosophy of spiritual leadership (SL) was established (Suriyankietkaew & Kantamara, 2019). Numerous studies have shown that intrinsic drive is linked to higher performance and creativity (Fischer, 2019). Spiritual leaders also care about individuals participating actively in the workplace so that individuals can find significance in their lives, which in turn helps followers continue to develop (Sholikhah et al., 2019). Intrinsically driven followers invariably have a tendency to be extremely effective at carrying out their purpose, actively participate in the transfer of knowledge, and adopt fresh ideas in the process of both altering a learning organization and growth possibilities (Elrehail et al., 2021; Andersen et al., 2020). In order to develop better levels of productivity and

organizational commitment, SL fosters the creation of vision and value congruence in people as well as team empowerment. In addition, SL supports a pleasant and harmonious work environment, allowing employees to better understand themselves and the meaning of life through their work. Additionally, it has an impact on work since it carries faith, a personal inclination that molds work (Samul, 2019).

The current study would contribute to the literature by focusing on SL and including a representative sample from a variety of industries, in this case, the banking sector. The study contributes to the literature on work environment and creative performance primarily by showing how the strength of the connections between the variables might change with the spirituality of the leaders in charge. This is because a safe and productive workplace can only flourish when successful managers are in place. However, recent research rarely looks at the person-level connections between SL, creative habits, and the atmosphere of the workplace.

LITERATURE REVIEW

Spiritual Leadership and Creative Behaviors

Spiritual leadership, according to Fry (2003), consists of the beliefs, attitudes, and actions needed to genuinely encourage oneself and others via inspiration and participation. Spirituality at work SL is a notion developed within the framework of the intrinsic motivation paradigm, which also consists of elements like vision, hope/faith, altruism, and spirituality (Wang et al., 2019). The success of SL depends on the team's ability to identify and meet the basic requirements of all participants. Finding meaning in life is possible for both the leader and the persons he leads if they work together to create a shared vision and set of principles. The needs of each member are met, the team is bolstered, and output is increased (Gotsis & Grimani, 2017). SL is a game-changing method of motivating individuals to work hard and produce excellent results, while also building loyalty and unleashing employees' full creative potential (Jahandar et al., 2017). By facilitating individuals' ability to express their uniqueness inside their businesses, SL has the potential to provide for a more enjoyable work atmosphere, increase morale, and decrease absenteeism (Cissna & Schockman, 2020). What we call "SL" leadership is the kind that pushes its followers to discover their own moral compass, ideals, and inspiration (Smith et al., 2018).

Leadership learning facilitates the creation of a shared vision that inspires loyalty in both superiors and employees (Atiyeh, 2022). In addition, cultivating a social/organizational model where leaders and followers genuinely care, sympathize, and admire one another is essential for a healthy and successful business (Gillette, 2018). The people of this culture strive

to make everyone feel welcome and valued. Having strong relationships with others might increase one's ability to comprehend and value the perspectives of others (Kaya, 2015). Every individual acquires hope and faith from SL, and this has an impact on both the vision that is spiritually based and the process of designing followers' visions (Wang et al., 2019). As a leadership role, the self-assured attitude motivates followers to show their perseverance and strive for excellence by giving their all to onerous assignments (Prihandono & Wijayanto, 2020).

SL focuses more on empowering individuals and teams than other leadership styles do in order to promote commitment, productivity, job happiness, and quality of work. Usman et al., 2021, discovered that SL is favorably correlated with workers' psychological empowerment, which in turn boosts entrepreneurial behaviors. while Jeon & Choi (2020) revealed that SL sub-constructs like "*vision, hope/faith, and altruistic love*" are positively associated with individuals' creativity. On the other hand, Bayighomog & Arasli (2022) indicated that the relationships among SL, spiritual well-being, creativity, and emotional intelligence were curving. In addition, Wang et al. (2019) discovered that ingenuity, knowledge sharing, and job performance were all favorably correlated with SL. Employees who have more hope and faith are better able to maintain high levels of performance because of SL's assistance in making the link between their job and life's significance. Moreover, the behavior of creative performance increases with performance level. Therefore, SL has a favorable effect on the creative behavior of employees.

H1: SL has a positive impact on creative behaviors

Mediating Effect of Workplace Climate

Schneider and Reichers (1983) proposed that the term "workplace climate" relates to "a set of perceptions regarding the policies, practices, and procedures that an organization rewards, supports, and expects." Workplace climate, according to Joyce and Slocum (1990), is essentially how employees view their working environment. Recent studies have proposed that it assesses additional structural aspects of the workplace. This study's primary goal is to demonstrate how workplace climate differs from workplace norms and cultures. Workers' conscious perceptions of the workplace climate can be observed and held (Moran & Volkwein, 1992). while culture and norms affect workers' underlying cognitive processes (Sparrow & Gaston, 1996). Therein, organizational leadership, policies, and practices influence how employees behave (Mert et al., 2021).

According to research findings, significant gains were made when employees perceived that their leaders were dependable, and as such, the work environment was favorable. Moreover, leadership plays a significant role in creating a work environment that promotes quality of work-life and performance (Teng et al., 2019; Alasiri & AlKubaisy, 2022; Titin et al., 2022). In addition, working circumstances are negatively impacted by the lack of SL since performance continues to fall short of expectations set by the organization. SL are now extremely important in influencing people's perceptions of the climate (Pio & Lengkong, 2020; Ali et al., 2020). This could be explained by the basic need for subordinates to be understood and valued, which develops in subordinates as the leader demonstrates the qualities of SL and so generates a sense of reciprocal care and affection so that subordinates feel a sense of belonging. SL contribute to a happy and harmonious work environment by expressing their own vision. These visions may even be thought to change the overall organizational vision (Samul, 2019; Sholikhah et al., 2019). In more specific terms, it has been demonstrated empirically that SL has influenced the employees of four- and five-star hotels in Jordan to practice healthy workplace spirituality (Alfarajat & Emeagwali, 2021).

Leaders express workplace processes, regulations, and practices, and these descriptions are reflected in the actions and behaviors of employees (Ostroff et al., 2003). To accommodate desires, ambitions, and demands for job outcomes, organizational leaders must foster a work environment that helps subordinates build good relationships with all organizational leaders (Elrehail et al., 2018; Alzghoul, 2017). Previous studies reveal that workplace climate and leadership style are key factors in influencing the creativity and behavior of subordinates (Politis, 2005; Sethibe & Steyn, 2018). Additionally, contemporary empirical research conceptualizes psychological climate perceptions as the working climate. The majority of these studies discovered a strong relationship between leadership style and the working environment, which encourages and supports employees' creative behavior (Khan et al., 2020; Sethibe & Steyn, 2018). For instance, Hunsaker, 2020, indicates that implementing a spiritual style of leadership that creates a spiritual workplace can boost the inventive behavior of employees. This can help firms more efficiently handle competitive market pressures to continuously develop. It's crucial to keep in mind that the SL as a leadership style places a greater emphasis on vision, altruistic love, and faith/hope. As a result, the relationship between SL and crucial work outcomes like performance and creativity may be mediated by the workplace climate. The following hypotheses are put forth in light of the extent of the theoretical and empirical evidence provided:

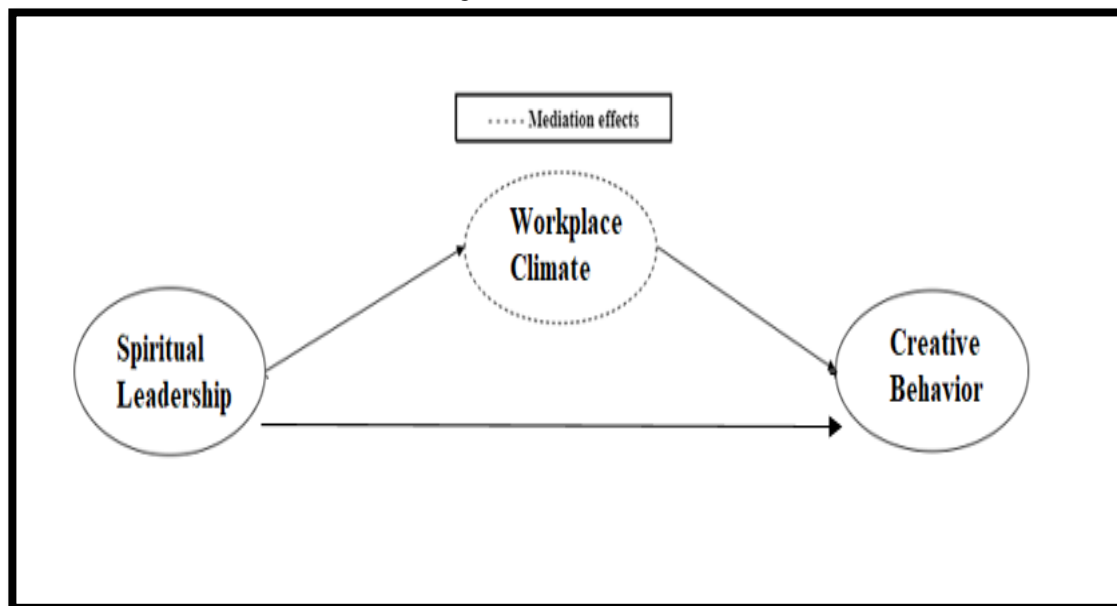
H2: SL has a positive impact on workplace climate

H3: workplace climate has a positive and significant impact on creative behaviors

H4: workplace climate would mediate the relationship between SL and creative behaviors

Taking into account the hypotheses that were proposed, the research model is depicted in Figure 1.

Figure 1: Research model



Source: Prepared by the authors (2022).

MATERIAL AND METHODOLOGY

Hypotheses were examined quantitatively. In order to achieve the objectives of the research, a questionnaire was created to survey the respondents on their views toward SL, the environment of their workplaces, and the availability of creative practices throughout Jordanian commercial banks. According to the yearly reports from the Central Bank of Jordan (2021), the commercial banking sector in Jordan employs over 16712 people across 13 institutions. The optimal sample size for this population, as determined by Sekaran & Bougie, 2016, is 376. The data was gathered from the staff of 13 different commercial banks in Jordan by the use of an online survey distributed to all commercial bank staff in Amman using Google Form. In all, 450 surveys were sent out, 361 were returned, and after weeding out the unusable ones, 358 were usable for analysis.

Four components made up the questionnaire. In the first part, demographic factors such as age, gender, marital status, year of service, and education level of the employees are all data points included in this study. These variables will be investigated as controls during data analysis since they are thought to influence or interfere with some employee outcomes. This will allow the researcher to determine whether or not the proposed model, in its entirety or in part, is affected by demographic influence. The second component asked respondents to rate their perceptions of the SL concept using 13 items altogether, divided into three subgroups: vision, hope/faith, and altruistic love. All of these subsets were taken from different studies in this area (e.g., Fry et al., 2005).

The third part asked the respondent to rate their perceptions about creative behavior, which was assessed using 11 items adapted from Zhou and George (2001). Self-reporting was used to gauge it at the individual level, although some criticize this technique and suggest supervisory evaluation instead (Tierney et al., 1999). Nevertheless, when it comes to creativity, many researchers rely on self-reported measurements (Shalley et al., 2009; Kaufman, 2006). That is because this method makes it simpler and more applicable to assess your own creative activities than those of others. People actually have better access to information than anyone else on specific parts of their work (Amabile & Mueller, 2008; Cerne et al., 2013). The fourth part asked the respondent to rate their perceptions about workplace climate using 10 items taken from Nazari et al. (2006) and Nazari et al. (2011). Four dimensions were used to operationalize the construct in this study: risk-taking with two scale items, trust with two scale items, openness with three scale items, and ownership of ideas with three scale items. After extensive discussion, it was agreed that the scale items did, in fact, reflect the concept of workplace climate (Gold et al., 2001; Alavi et al., 2005; Chaminade & Johanson, 2003).

RESULTS AND DISCUSSION

The structural model was investigated in the current study, along with four hypotheses and their connections. With a sample size of 358, the model included 34 measurement items. Researchers develop a structure model to test research hypotheses, and the model shows a direct relationship between SL and creative behavior as well as an indirect relationship through workplace climate. The proposed model for this study was estimated using the partial least squares (PLS) method. Convergent validity, discriminant validity, and Cronbach's alpha were used in the initial step to assess the validity and reliability. In the second step, the impact of various variables on the dependent variable was examined using bootstrapping. The PLS-SEM

method used to analyze the suggested framework is covered in more detail in the following sections.

The first-order construct should have loadings on the higher-order construct that are greater than the threshold value of 0.70. Every item loaded for subjective norm and peer influence was within the acceptable range, as shown in Table 1. Furthermore, Table 1 results demonstrate that all constructs' CR values were higher than the recommended range of 0.70, ranging from 0.812 to 0.868, despite the fact that preliminary analysis indicated that all item loadings on the posited constructs were suitably between 0.704 and 0.916. On the other hand, it was confirmed that each construct's internal consistency was reliable. The data also demonstrated that the AVEs ranged from 0.623 to 0.724, all of which were within the acceptable range.

Table 1. Descriptive properties of the survey items, reliability, and convergent validity

| Construct | Items | Loadings | Ca | CR | AVE |
|----------------------|-------|----------|-------|-------|-------|
| Spiritual Leadership | SL1 | 0.704 | 0.701 | 0.813 | 0.623 |
| | SL2 | 0.762 | | | |
| | SL3 | 0.749 | | | |
| | SL4 | 0.821 | | | |
| | SL5 | 0.805 | | | |
| | SL6 | 0.787 | | | |
| | | 0.879 | | | |
| | SL7 | 0.795 | | | |
| | SL8 | 0.763 | | | |
| | | 0.831 | | | |
| | SL9 | 0.734 | | | |
| | | 0.727 | | | |
| | SL10 | 0.772 | | | |
| | SL11 | | | | |
| | SL12 | | | | |
| | SL 13 | | | | |
| Creative Behavior | CB1 | 0.761 | 0.745 | 0.828 | 0.718 |
| | CB2 | 0.799 | | | |
| | CB3 | 0.819 | | | |
| | CB4 | 0.876 | | | |
| | CB5 | 0.796 | | | |
| | CB6 | 0.887 | | | |
| | CB7 | 0.822 | | | |
| | CB8 | 0.829 | | | |
| | CB9 | 0.729 | | | |
| | CB10 | 0.814 | | | |
| | CB11 | 0.706 | | | |
| Workplace Climate | WPC1 | 0.720 | 0.798 | 0.868 | 0.724 |
| | WPC2 | 0.745 | | | |
| | WPC3 | 0.736 | | | |
| | WPC4 | 0.844 | | | |
| | WPC5 | 0.865 | | | |
| | WPC6 | 0.916 | | | |
| | WPC7 | 0.854 | | | |
| | WPC8 | 0.860 | | | |

| | |
|-------|-------|
| WPC9 | 0.867 |
| WPC10 | 0.815 |

Notes: AVE = average variance extracted; CR = composite reliability; Ca = Cronbach's alpha

Source: Prepared by the authors (2022).

In the following step, the Heterotrait-Monotrait Ratio of Correlations (HTMT) as well as the standard Fornell-Larcker Criterion techniques were utilized in order to assess the discriminant validity of the study measures. The HTMT correlation ratios, which are presented in Table 2, were lower than the recommended cutoff value of 0.90. (Henseler, Ringle, & Sarstedt, 2015). According to the recommendations made by specialists, the conclusion is consistent with the discriminant validities of the concept.

Table 2. Discriminant validity by HTMT

| Construct | 1 | 2 | 3 |
|-----------------------------|-------|-------|---|
| Spiritual Leadership | - | | |
| Creative Behavior | 0.826 | - | |
| Workplace Climate | 0.811 | 0.885 | - |

Source: Prepared by the authors (2022).

The next phase in the PLS analysis is to evaluate the structural model and test the provided hypotheses once the measurement model has been examined and it has been determined that the measurements in the model comply with the accepted standards of reliability and validity. Table 3 presents the findings after using The PLS bootstrapping procedures with 5,000 re-samplings were used in the main effect model and to determine the significance level of the path coefficients. The results of both the standardized path coefficients and their significant values were utilized to test the hypotheses in relation to the structural routes. The findings from testing the research hypotheses are summarized in Table 3. As shown in Table 3, the primary effect (direct relationships) was examined individually in the first stage without the mediating effect of workplace climate.

Table 3. Testing the direct effect

| No. | Hypotheses | Path Coefficient | T-Value | P-Value | Confidence Interval | | Decision |
|-----------|------------|------------------|---------|---------|---------------------|----------|------------------|
| | | | | | 2.5% LL | 97.5% UL | |
| H1 | SL→CB | 0.376 | 3.105 | 0.002* | 0.152 | 0.628 | Supported |
| H2 | SL→WPC | 0.741 | 14.856 | 0.000* | 0.635 | 0.828 | Supported |
| H3 | WPC→CB | 0.437 | 3.550 | 0.000* | 0.179 | 0.655 | Supported |

Note: *: p<0.01

Source: Prepared by the authors (2022).

The results in Table 3 indicated that SL significantly and favorably influences employee creative behavior and workplace climate, in addition to, the results shows that workplace

climate significantly and positively influences employee creative behavior. Thus, H1, H2, and H3 was supported. Furthermore, the interaction model has been started about the WPC mediation effect, and the findings has supported the proposed hypothesis that workplace climate mediates the relationship between SL and employee creative behavior. The fourth hypothesis on the mediation effect was indeed supported, as shown in Table 4.

Table 4. Testing of mediating effect

| No. | Hypothesis | Indirect Effect | T-Value | P-value | Confidence Interval | | Decision |
|-----------|------------|-----------------|---------|---------|---------------------|----------|------------------|
| | | | | | 2.5% LL | 97.5% UL | |
| H4 | SL→WPC→CB | 0.324 | 3.554 | 0.000* | 0.144 | 0.500 | Supported |

Note: *: p<0.01

Source: Prepared by the authors (2022).

There are issues with the connection between SL and the creative behavior of employees. Some academics have argued in favor of its existence (Bayighomog & Arasli, 2022; Jeon & Choi, 2020). This study (based on intrinsic motivation theory and social exchange theory) contends that a more thorough investigation would provide a better understanding of the related mechanics between SL and employee creative behavior via workplace climate. Four fascinating findings in this investigation stood out. First, SL has been linked to higher levels of creative behavior among employees. consistent with earlier research (Usman et al., 2021; Wang et al., 2019; Xinyu & Zhihua, 2020). In order to gain their employees' trust, SL focuses on inspiring and motivating them. They also provide them autonomy and self-sufficiency, which raises the performance levels of their employees. Additionally, SL provides possibilities for their employees' professional growth or mentoring. According to Yang et al. 2020, SL inspires individuals, boosts their dedication to their jobs and performance, and infuses creative behavior into their assigned duties. Second, according to earlier research, one important organizational factor that influences the success of different leadership styles is the workplace environment (der Kinderen et al., 2020; Alzghoul et al., 2018). The second premise shows that SL is crucial in creating an environment at work that inspires employees. The study finding shows that SL has a positive impact on workplace climate, and the results are in line with prior research (Samul, 2019; Chen et al., 2019; Yang et al., 2019). SL instills happy feelings by fostering an environment that is encouraging, equitable, transparent, and fair, which leads to improved performance and creativity (Sholikhah et al., 2019; Ali et al., 2021; Bhattacharyya & Afroz, 2019).

Third, the finding shows that an encouraging workplace climate is crucial in influencing employees' creative behavior. The results suggest that the environment at work affects

creativity. According to earlier studies, the work environment is a positive predictor of creative activity (Pattnaik & Sahoo, 2020; Zhu et al., 2018; Aboramadan, 2020). Employee enthusiasm to provide creative ideas, solve problems, and take advantage of opportunities to advance the company is increased in a healthy workplace environment. Moreover, for individuals to be creative, psychological comfort is required (Lee, 2021; Alzghoul et al., 2018). Fourth, the study hypothesizes that the association between SL and creative behavior among employees would be mediated by workplace climate. The current finding shows that workplace climate mediates the link between SL and creative behavior. Researchers discovered that an encouraging workplace environment mediates the link between SL and creative activity (Afsar & Rehman, 2015; Yang et al., 2020) and psychological capital (Wu & Lee, 2020). By providing an incentive to serve as a foundation, SL strengthens the perception of how the workplace can play a constructive role in the individual. In addition, SL fosters employee creativity by supporting the creation of a climate that fosters creativity and creates the ideal environment for employees to engage in creative behaviors.

CONCLUSION

The present study makes an effort to add to the body of knowledge by addressing both issues of theory and practice. The current state of business rivalry requires firms to direct the actions of their employees and their own behavior in order to achieve the desired goal. A cheerful and encouraging work environment is necessary to do this, but that alone won't cut it because employers also demand productivity and creativity from their staff. As a result, this work's initial contribution will add to the body of literature with an emphasis on SL, a varied sample, and sector, more especially the banking sector. In addition, SL is a comparatively recent notion that needs to be tested in a variety of cultural contexts, such as Jordan or an Arabian setting, because it is very different from the western work culture. Moreover, altruistic love helps SL acquire the respect of their followers through honest attitudes and decency, which in turn enables them to foster a positive work environment. Research has demonstrated that SL positively affects an employee's psychological abilities, ethical perspective, and moral sense. Studies examining the relationship between SL and workplace climate are rare, especially in an Arabian context. This research contributes to the understanding of why SL predicts employee perceptions of a pleasant work environment, which explains how and why followers show their appreciation for acknowledgment through their creative output and personal ability to do the job. Employees who are satisfied are thought to be more productive. Our main contributions to the research on workplace climate and creativity are to deepen scholars' understanding of the

intricate connections between the components by demonstrating how these connections might be influenced by the level of spirituality that leaders exhibit.

In terms of its practical significance, this study is thought to benefit Jordanian banks by giving managers and decision-makers important new evidence. In order to encourage improved performance from employees in a time of intense competition, the study's findings also make a number of significant proposals and suggestions for top management and researchers working in the field. Furthermore, it assists bank management in establishing their goal of rising above any creative performance challenges. As a result, the study's suggestions provide banks with the insight they seek, which improves both organizational and individual creative performance. Managers that demonstrate spiritual qualities and activities are very useful when dealing with the actions of their subordinates in extremely difficult and challenging situations. The findings also advance our understanding of how SL may affect, through workplace culture, how creatively inclined people behave. These findings show that SL and workplace climate can be used to prevent unfavorable behavioral and attitude effects. As stated previously, this paper contributes to the theoretical understanding of SL and workplace environment by presenting and empirically confirming them as predictors of positive job behavior in Arab workplaces. Extending the findings of earlier academic research. The close relationship between SL and workplace culture is significant because it sheds light on how inspiring excitement and perseverance to pursue the vision and enabling others to do the same can lead to greater levels of teamwork and solidarity among the followers. We demonstrated that in a context where change is constant, it is critical for leaders to remain spiritual while also encouraging their team members to stay engaged with the firm.

Despite the advances made by this study, which were noted in the preceding part, a few limits should be clarified. First, this research was not able to use "cluster sampling" because of the high expense of performing such a project across all of the banks in various locations in order to get the required information from all personnel as well as the time and effort needed to contact certain employee groups. As a future investigation, we propose doing a study utilizing cluster sampling to see whether there are differences between various bank branches given the size of the banking sector in Jordan and the geographical dispersion of its branches. The emphasis on the relationships between SL and creative behavior at the individual level is a second study drawback. Future research might build on this study by examining how SL affects team dynamics in order to better understand the possible impact of SL on creative team dynamics. In addition, given that we only collected data in Jordan and particularly in the banking sector, it is debatable whether the impact of SL on employee creative behavior can be

extrapolated to other populations. The generalization of our conclusions would rise with data gathered from many nations and sectors. We therefore anticipate that subsequent studies will use samples from other sectors and nations to confirm our findings.

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