

The Impact Of Spiritual Leadership on Job Alienation Among Public Bank Employees in Algeria: A Field Study

Ph.D. Messaoud Harikeche¹

University of Mohammed Seddik Ben Yahia – Jijel, Algeria
messaoud.harikeche@gmail.com

Dr. Mehiaddine samir²

University of Mohammed Seddik Ben Yahia – Jijel, Algeria
samir.mehieddine@univ-jijel.dz

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Abstract

This study seeks to examine the effect of spiritual leadership on job alienation using a descriptive quantitative approach. A questionnaire was administered to 420 employees working in public banks in the eastern regions of Algeria through purposive non random sampling. Of the questionnaires distributed, 385 were recovered and considered valid for statistical analysis, which was conducted using SPSS V.26.

The findings revealed a high level of spiritual leadership and low levels of job alienation. Spiritual leadership was also found to have a negative effect on job alienation, owing to the negative effects of Work autonomy support, organizational membership, and psychological optimism, whereas inspirational vision and organizational compassion had no effect. Organizational membership and psychological optimism likewise had negative effects on job powerlessness, while inspirational vision, organizational compassion, and Work autonomy support showed no effect. The same pattern was observed with regard to meaningfulness at work. Organizational membership and psychological optimism had negative effects, whereas inspirational vision, organizational compassion, and Work autonomy support had no effect. The findings further showed that Work autonomy support and organizational membership had negative effects on social isolation at work, while inspirational vision, organizational compassion, and psychological optimism had no effect. On the basis of these findings, a number of recommendations were put forward for public banks in Algeria.

Keywords : Managerial Leadership ; Spiritual Leadership ; Job Alienation ; Public Banks.

I. Introduction

A closer examination of the conceptual foundations of organizational behavior reveals that many of its fundamental practices can be traced back to philosophical inquiry, lending support to the longstanding view that philosophy is the cradle of the sciences. Long before scientific methods emerged and knowledge was subsequently divided into specialized fields of study, philosophy, in both its classical and modern traditions, was concerned with human behavior and psychological variables such as self awareness, as well as with phenomena that stand in opposition to it, including alienation. In its broader sense, alienation refers to a feeling that may extend across different spheres of an individual's life, including religion, health, society, and work. Its emergence and growing prominence were shaped by social and industrial developments as well as political systems, which contributed to increasing scholarly interest in the phenomenon. As epistemological concerns became more pronounced and

intellectual debates developed, the study of alienation gradually entered the fields of management sciences and organizational behavior within institutions.

The shift from a philosophical study of human existence to the treatment of alienation as a systematic managerial variable revealed a number of shortcomings in the managerial and structural dimensions of administrative models. These included excessive bureaucratization and a disproportionate emphasis on material considerations and the returns derived from the use of human resources, often at the expense of employees' well being and their personal and social lives. Such conditions contributed to the emergence of negative behavioral manifestations, both overt and latent, among subordinates. Reducing these effects therefore calls for a move beyond approaches concerned primarily with the immediate management of problems and human behavior in the workplace. It requires effective strategies grounded in both intellectual and practical considerations, rather than an exclusive focus on the lower levels of the organizational hierarchy. This places managerial leaders in a central position, particularly in guiding subordinates across the various services, departments, and structures of the organization.

Managerial leaders possess varying degrees of cognitive and practical skills that enable them to guide their subordinates and the organization as a whole toward a more favorable state. The choice of an appropriate leadership style capable of reducing negative behavioral manifestations such as job alienation requires attention to employees' feelings and inner psychological dispositions, rather than relying solely on material considerations of a traditional kind. Such conventional approaches no longer appear to have the same influence as those that engage the emotional and spiritual dimensions of organizational life. Spiritual leaders therefore emerge as particularly relevant to this issue, as their rational practices may help address the gap between existing conditions and those desired within the business environment, of which the banking sector is an important component.

This study focuses on the various dimensions of job alienation in public banks, where administrative procedures tend to be applied with particular intensity. It examines how the severity of job alienation may be alleviated through the emotionally oriented behaviors of managerial leaders. The following research question therefore arises: What is the effect of spiritual leadership on job alienation among employees of public banks in Algeria?

This main question gives rise to the following subsidiary questions:

- How can job alienation be mitigated through the behaviors of managerial leaders from a theoretical perspective?.
- What is the effect of the different dimensions of spiritual leadership on job powerlessness among employees of public banks in Algeria?.
- What is the effect of the different dimensions of spiritual leadership on meaninglessness at work among employees of public banks in Algeria?.
- What is the effect of the different dimensions of spiritual leadership on social isolation at work among employees of public banks in Algeria?.

Study Objectives

The study pursues the following objectives:

- To examine the theoretical literature on ways of alleviating job alienation through the behaviors of managerial leaders.
- To investigate the effect of the different dimensions of spiritual leadership on job powerlessness among employees of public banks in Algeria.

- To investigate the effect of the different dimensions of spiritual leadership on meaningfulness at work among employees of public banks in Algeria.
- To investigate the effect of the different dimensions of spiritual leadership on social isolation at work among employees of public banks in Algeria.
- To formulate recommendations in light of the study findings, with the aim of reducing job alienation in organizations, particularly in the banking sector.

Study Hypotheses

The study is based on the following hypotheses:

H1: Spiritual leadership has a negative effect on job alienation among employees of public banks in Algeria.

This main hypothesis gives rise to the following sub hypotheses:

H1.1: The different dimensions of spiritual leadership have a negative effect on job powerlessness among employees of public banks in Algeria.

H1.2: The different dimensions of spiritual leadership have a negative effect on meaningfulness at work among employees of public banks in Algeria.

H1.3: The different dimensions of spiritual leadership have a negative effect on social isolation at work among employees of public banks in Algeria.

Significance of the Study

The significance of this study lies primarily in the attention it gives to job alienation as a psychological variable that can profoundly affect subordinates' lives beyond the workplace, as well as the effectiveness of managerial and administrative systems. Spiritual leadership, by contrast, is grounded in the reinforcement of ethical values, a shared sense of the organization's vision, and a sense of belonging to the organization in pursuit of its objectives. Bringing these two significant variables together therefore moves beyond conventional research by seeking to provide a structured response to the psychological and affective gaps associated with job alienation in work environments. It also seeks to shed light on the practical implications of these issues through the conceptual perspective adopted in this study. This perspective further underscores the importance of the field investigation conducted in public banking institutions in Algeria.

Study Delimitations

The study is subject to the following delimitations:

- **Thematic delimitations:** The study examines ways of alleviating job alienation across its three dimensions, namely job powerlessness, meaningfulness at work, and social isolation at work, through the practice of spiritual leadership across its five dimensions: inspirational vision, organizational compassion, psychological optimism, Work autonomy support, and organizational membership. The study adopts descriptive and quantitative methods and relies on a questionnaire for data collection. Job alienation was measured through 12 items distributed equally across its three dimensions, while spiritual leadership was measured through 25 items distributed equally across its five dimensions. The quantitative data were processed using SPSS V.26.

- **Spatial delimitations:** The study was conducted in a number of public banks located in the eastern wilayas of Algeria.
- **Human delimitations:** The primary data were collected by distributing 420 questionnaires to the respondents using purposive non random sampling. The final sample consisted of 385 employees working in public banks in the eastern wilayas of Algeria. A total of 35 questionnaires were excluded because they were lost or incompletely completed and were therefore unsuitable for statistical analysis.
- **Temporal delimitations:** The study was conducted during the final quarter of 2025.

II. Theoretical Framework of the Study

The theoretical framework addresses spiritual leadership and job alienation, as well as the relationship between the two variables.

II.1. Spiritual Leadership

Interest in spirituality in the workplace emerged in the early 1920s and has continued to develop ever since. Spirituality centers on the search for meaning, value, and connectedness in work (Piwowar Sulej & Iqbal, 2024, p. 18). Spiritual leadership refers to the incorporation of the values, attitudes, and behaviors required to motivate leaders and subordinates from within, thereby fostering a sense of spiritual existence through calling and belonging. Spiritual leadership was selected because its simultaneous integration of social and spiritual values with rational considerations in decision making, expressed through transcendent vision, hope or faith, and altruistic love, distinguishes it from other leadership styles, including transactional and transformational leadership, while addressing the spiritual and professional needs of followers (Ali, Usman, Aziz, & Rofcanin, 2021, p. 264).

Spiritual leadership is a form of leadership that seeks to motivate subordinates through the values, attitudes, and behaviors embodied by the leader. At its core is a vision that points toward a meaningful future. Hope or commitment reflects the leader's belief in this vision and encourages subordinates to contribute to the realization of the organization's mission. Altruistic love, meanwhile, is expressed through a leader's appreciation, care, and respect for others, fostering among stakeholders a sense of being understood and valued. These feelings can, in turn, motivate subordinates, strengthen their self confidence, and contribute to the pursuit of a meaningful organizational vision.

Spiritual leadership also offers a distinctive means of reducing errors among subordinates within organizations. A systematic review of the literature indicates that the presence of "spirit in leaders" in the workplace can strengthen competitive advantage while encompassing dimensions of management, psychology, and ethics. Spiritual leadership is consequently associated with organizational performance, as this form of leadership provides subordinates with a model grounded in deeply held values and meanings. It is not confined to the authority attached to a formal position, but also encompasses behaviors that contribute to organizational results and outcomes (Khomsin & Supriharyanti, 2024, p. 1167).

Spiritual leadership further seeks to meet the spiritual needs of subordinates by fostering a sense of belonging and meaning, insight, and spiritual harmony at the individual, collective, and organizational levels. At the individual level, it involves a culture shaped by a shared vision in which both the spiritual leader and subordinates experience a sense of meaning and purpose, while at the organizational level, it encompasses a collective culture founded on the same principle, within which leaders and followers experience belonging, respect, and mutual appreciation (Adibinia, 2024, pp. 136, 137).

As a leadership concept grounded in spirituality and faith, spiritual leadership places particular emphasis on organizational vision. The development of workplace spirituality, personal ethics, positive psychology, and related theoretical perspectives has contributed to a growing consensus concerning the values, attitudes, and behaviors required for the health and well being of subordinates. Spiritual leadership has been examined from several perspectives, including the behavioral purpose of leaders, the organizational perspective, the individual perspective, and the dimensional content perspective.

The definition most widely adopted draws on Fry's behavioral process perspective, which conceptualizes spiritual leadership as a causal leadership theory capable of bringing about organizational change through intrinsic motivation and learning. It involves instilling values, attitudes, and behaviors in oneself and others with the aim of fostering a sense of spiritual existence through calling and belonging. From this perspective, spiritual leadership is characterized by three principal features: (1) a high level of ethical values, including integrity, honesty, care, and forgiveness, among others; (2) the encouragement and guidance of others, together with an appreciation of reciprocal relationships with subordinates and collaborators; and (3) the motivation of individuals to pursue the organization's vision and mission and to discover the significance of their work (Jiang, Ye, Liu, Shah, & Shafait, 2023, pp. 2, 3).

II.2. Job Alienation

Alienation is a well established concept in the academic literature, with early scholarship approaching it from religious and health related perspectives. In religious thought, it denotes a separation from worldly life, whereas in the health sciences it refers to psychological alienation. More broadly, alienation encompasses feelings of powerlessness, meaninglessness, normlessness, isolation, and self estrangement. A lack of freedom, control, and competence is likewise regarded as a major source of psychological alienation. In the workplace, alienation has consequently been defined as a cognitive state of psychological detachment from one's work, arising from a lack of professional autonomy and from the perception that work is unable to satisfy an individual's basic needs and expectations (Aslan, 2025, p. 1999).

Historically, Hegel viewed job alienation as a positive stage in the process of self realization, with self consciousness occupying a crucial place in the lives of subordinates. Marx, by contrast, conceived of job alienation as a negative lived experience whose consequences extend beyond the immediate workplace. He understood it as an antagonistic socioeconomic conflict rooted in the material conditions of the real world rather than in abstract ideas. From this perspective, alienation develops progressively, beginning with the individual's work and the labor process, extending into social relations, and ultimately reaching the individual's authentic self. While this conception points to a staged and evolutionary emergence of alienation in the workplace, the dialectical perspective calls for the identification, examination, and even acceptance of contradictions within ideas, theories, or processes in order to disclose their deeper truths and, in turn, foster individual development. Despite the differences between their philosophical positions, Hegel and Marx shared a number of fundamental points of convergence. Both understood alienation at work as a dynamic, evolutionary, and dialectical process (Liu, Carminati, & Wilderom, 2023, p. 3).

Job alienation, as a form of alienation from economic activity, takes two forms. The first concerns the external character of work, which is not regarded as part of human nature and generates neither spiritual nor physical energy. For the worker, it constitutes "forced labor" and an end in itself without purpose. It is therefore not the fulfillment of a need, but merely a means of satisfying needs that lie outside the worker. The second form of job

alienation concerns separation from private property and wage labor. Since labor belongs to the enterprise rather than to the worker, the worker's economic activity becomes external to him or her and is determined by others (Christ, 2015, p. 555).

Job alienation may also arise when there is a mismatch between the outcomes produced by employees and their work environment and professional relationships, as well as when the organizational structure neglects the human dimension of work. Managerial and supervisory practices, technological structures, and organizational arrangements may likewise contribute to this condition. Job alienation can emerge from employees' inability to identify alternative solutions to problems arising from particular organizational processes, methods and technological structures, or economic errors. It may also result from the failure to address weaknesses, the accelerated pace of life, the roles and responsibilities imposed on subordinates, differences in production methods, and, ultimately, a sense of physical or psychological isolation from management despite the responsibilities and requirements of the job (Urs & Thoti, 2025, pp. 37–38).

Job alienation has several dimensions, including those identified by Seeman in 1959. The following provides a brief account of these dimensions (Lebsir & Slimani, 2024, pp. 5,6).

- **Powerlessness:** Job alienation takes the form of powerlessness when a subordinate feels incompetent as a result of being separated from the product of his or her work and experiencing a sense of ineffectiveness. It may also stem from a loss of control over organizational policies and working conditions. Powerlessness is further understood as a state in which subordinates are unable to carry out organizational activities or make decisions independently.
- **Meaninglessness:** From an organizational perspective, meaninglessness arises when there is a discrepancy between organizational objectives and the personal roles of subordinates. Employees may know only their own functions while remaining unaware of their colleagues' work or of other aspects of the organization. When departmental responsibilities are not clearly defined for them, they are consequently unable to perceive the extent of their contribution to the organization.
- **Normlessness:** This dimension refers to an imbalance experienced by subordinates or by society as a consequence of the absence of purpose or the breakdown of values and dimensions.
- **Isolation:** Isolation results when members of an organization become detached from their environment and develop a sense of not belonging to any group or community. It manifests itself in two ways. First, the subordinate may feel rejected or unwanted by the group. Second, the subordinate may reject, or no longer wish to belong to, the group or community of which he or she is a member. As a result, subordinates may be unable to establish friendships, experience difficulty communicating with others, and withdraw from their social circles.
- **Self estrangement:** This dimension concerns subordinates' lack of enjoyment in their jobs and their inability to derive a sense of excitement from the work they perform. They are unable to establish a connection between what they would like to do and the work they actually undertake, and consequently do not experience the satisfaction associated with success. Self estrangement may also arise when a subordinate is unable to find a satisfying job.

Job alienation is influenced by a range of factors, including organizational factors. Some of these are outlined below (Dahiam & Ghaleb, 2024, pp. 217, 219).

- **Organizational justice:** Organizational justice refers to subordinates' perceptions of the fairness and equity of management decisions and procedures concerning them. These perceptions, in turn, shape their behavior and attitudes at work. When subordinates are dissatisfied with their work environment and believe that they have been treated unfairly, they may lose motivation and become more inclined to display negative behaviors and attitudes. Such responses can intensify their sense of alienation from both the work they perform and the organization in which they work. They also frequently compare themselves with their colleagues in order to assess the degree of fairness exercised by management.
- **Work stress:** Within an organization, work stress may arise from such factors as role conflict, job dissatisfaction, time pressure, aggressive leadership styles, and a complex organizational structure. It is directly associated with absenteeism, turnover, subordinate burnout, and feelings of pessimism, and may consequently intensify their sense of alienation from work. According to Koçoğlu (2014), work stress and job alienation are positively related. In other words, the level of job alienation increases in direct proportion to the level of stress experienced at work.
- **Cultural norms and values:** Every organization has its own norms and values, which determine the behaviors and attitudes considered acceptable among its members. When these cultural norms are perceived as ambiguous, contradictory, or unfair, subordinates may experience a sense of disconnection and alienation. A discrepancy between an individual's personal values and those of the organization, for instance, may give rise to such a feeling.
- **Communication style:** Communication within an organization constitutes a significant aspect of its culture. When communication is inadequate or misleading, or when it is dominated by a top down approach that leaves little room for open dialogue, subordinates may feel excluded and insufficiently informed. This can foster a sense of alienation, particularly when employees struggle to understand their roles and the organization's broader objectives.
- **Inclusion and diversity:** An inclusive and diverse organizational culture strengthens subordinates' sense of belonging. Conversely, a lack of diversity or an environment that devalues individual differences may generate feelings of alienation, particularly among those who perceive themselves as outsiders. Fostering a culture that values and respects diversity can therefore help reduce such feelings and contribute to a more inclusive work environment.
- **Organizational structure:** An organization's structure, including its hierarchy and decision making processes, affects the extent to which subordinates experience alienation. In rigid and bureaucratic structures where decision making is centralized, employees may feel powerless and disconnected from the process. By contrast, organizations that promote greater decentralization and involve subordinates in decision making may help mitigate this negative experience.
- **Workplace rituals and traditions:** Positive and inclusive traditions strengthen subordinates' sense of belonging, whereas negative or exclusionary rituals can contribute to feelings of alienation. Ensuring that workplace traditions are inclusive

and conducive to a positive work environment is therefore essential to reducing such feelings.

- **Employee recognition and reward systems:** The manner in which an organization recognizes and rewards its human resources also shapes its organizational culture. When recognition is absent or reward systems are perceived as unfair, subordinates may feel undervalued and experience greater job alienation. A culture that recognizes and rewards both individual and collective contributions strengthens the sense of belonging and helps reduce feelings of alienation.

III. The Contribution of Spiritual Leadership to Reducing Job Alienation

A review of previous studies examining the relationship between leadership styles and job alienation reveals a clear association between the two, with the nature of leadership practices bearing directly on employees' experience of alienation. Transformational leadership, for instance, places considerable emphasis on empowering subordinates, maintaining communication with them, and involving them in decision making. This form of leadership has repeatedly been associated with lower levels of job alienation. By contrast, higher levels of alienation have been observed in organizations that adopt authoritarian or laissez faire leadership styles, both of which are characterized by limited guidance, support, and participation on the part of leaders. The findings of this review further indicate that leadership styles exert a substantial influence on job alienation. Under participatory leadership, for example, feelings of detachment from work and disillusionment tend to diminish when subordinates experience a sense of belonging. Work environments marked by micromanagement, indifference, and a lack of support, by contrast, are associated with higher levels of job alienation. Likewise, leaders who encourage open communication, teamwork, employee empowerment, and support can contribute to lower levels of alienation. Several previous studies have consistently found that organizational leaders who treat their subordinates with empathy, respect, and trust, whether in public or private institutions, are more likely to foster a healthy work environment. Subordinates may, conversely, experience greater alienation from their jobs when their superiors adopt an autocratic or laissez faire approach characterized by authoritarianism or disregard for employees' views in organizational matters. The foregoing discussion thus underscores the central role of leadership styles in shaping experiences of job alienation (Shahzad, Batool, & Sajid, 2024, p. 22).

The focus on the contribution of spiritual leadership to alleviating job alienation draws on Conservation of Resources theory and advances the hypothesis that spiritual leadership is negatively associated with service employees' feelings of alienation at work. This hypothesis rests on several theoretical arguments. Through transcendent vision, for example, spiritual leaders communicate the transcendent significance of work, thereby providing subordinates with the energy and sense of purpose needed to carry out their tasks and strengthening their sense of meaning and purpose. Spiritual leadership likewise brings together its three core components, namely vision, passion for that vision, and altruistic love, to motivate subordinates intrinsically to satisfy psychological needs such as autonomy, belonging, and competence, while also enabling them to acquire spiritual experience. Conservation of Resources theory suggests, in this regard, that the fulfillment of basic psychological needs and a growing sense of the significance of work constitute important resources that strengthen individuals' sense of belonging and social well being, thereby helping to alleviate their feelings of alienation at work (Moazzam, Usman, Soetan, Munazza, & Rofcanin, 2022, p. 10).

In this context, subordinates who experience a sense of spiritual elevation at work often develop a profound sense of connectedness with their colleagues, which may contribute to psychological well being and satisfaction. Integrating spirituality into organizational culture seeks to align personal and institutional goals while fostering a culture of mutual support and collective well being. Spiritual leadership in the workplace can therefore mitigate the negative effects of job alienation by providing employees with a sense of purpose and belonging. Subordinates who experience a balance between their professional and personal lives, while receiving the goodwill and support of their colleagues, are more likely to experience greater engagement. For those who feel disconnected or alienated from their work, introducing spiritual principles into the workplace may help alleviate such feelings and foster a more inclusive and supportive working environment (Ojobu, 2024, pp. 3,4).

The positive behaviors displayed by spiritual leaders, including expressions of altruistic love, transcendent vision, and commitment to that vision, may in turn be transmitted to their subordinates through their conduct. Subordinates may consequently exhibit these same qualities in their own actions and behaviors, thereby strengthening resources such as the fulfillment of psychological needs and a heightened sense of the significance of work. These resources may, in turn, reduce their feelings of alienation from work activities. Spiritual leadership also adopts an interactive approach that permits communication from the bottom upward and fosters a shared vision, thereby facilitating connectedness and social integration among subordinates. Through this approach, spiritual leaders empower their subordinates and strengthen their sense of competence, enabling them to make independent decisions concerning their work activities. This, in turn, enhances their overall sense of autonomy, which is negatively associated with employees' experience of job alienation. In other words, spiritual leadership strengthens employees' sense of autonomy and empowerment, both of which constitute important resources for alleviating alienation at work (Moazzam et al., 2022, p. 11).

IV. Field Study

The field study addresses several aspects, including the following:

IV.1. Verification of Study Data Quality

The results of the tests conducted to verify the quality of the study data are presented in Table (1).

Table (1): Results of Data Quality Tests for the Spiritual Leadership Variable

Independent Variables	Item No	Internal Consistency Validity		Reliability Test	Normality Test	
		Correlation Coefficient	Significance Value (Sig)	Cronbach's Alpha	Skewness	Kurtosis
Inspirational Vision	.1	0,825**	0,000	0,869	-0,839	0,236
	.2	0,850**	0,000			
	.3	0,743**	0,000			
	.4	0,809**	0,000			
	.5	0,832**	0,000			

Organizational Compassion	.6	0,823**	0,000	0,809	-0,626	0,003
	.7	0,782**	0,000			
	.8	0,772**	0,000			
	.9	0,719**	0,000			
	.10	0,688**	0,000			
Psychological Optimism	.11	0,556**	0,000	0,777	-0,583	0,023
	.12	0,578**	0,000			
	.13	0,607**	0,000			
	.14	0,581**	0,000			
	.15	0,559**	0,000			
Work Autonomy Support	.16	0,750**	0,000	0,795	-0,784	0,579
	.17	0,746**	0,000			
	.18	0,810**	0,000			
	.19	0,791**	0,000			
	.20	0,608**	0,000			
Organizational Membership	.21	0,788**	0,000	0,816	-0,662	0,243
	.22	0,667**	0,000			
	.23	0,776**	0,000			
	.24	0,757**	0,000			
	.25	0,803**	0,000			
Spiritual Leadership	---	-----	-----	0,945	-0,615	0,123

Source: Prepared by the researchers based on SPSS outputs.

Table (2): Results of Data Quality Tests for the Job Alienation Variable

Dependent Variables	Item No	Internal Consistency Validity		Reliability Test	Normality Test	
		Correlation Coefficient	Significance Value (Sig)	Cronbach's Alpha	Skewness	Kurtosis
Job Powerlessness	.26	0,792**	0,000	0,837	0,602	-0,141
	.27	0,825**	0,000			
	.28	0,867**	0,000			

	.29	0,790**	0,000			
Meaninglessness at Work	.30	0,801**	0,000	0,791	0,365	-0,134
	.02	0,785**	0,000			
	.32	0,750**	0,000			
	.33	0,799**	0,000			
Social Isolation at Work	.34	0,791**	0,000	0,794	0,715	1,107
	.35	0,829**	0,000			
	.36	0,787**	0,000			
	.37	0,739**	0,000			
Job Alienation	---	-----	-----	0,905	0,398	-0,037

Source: Prepared by the researchers based on SPSS outputs.

The data presented in Tables (1) and (2) indicate the following:

- **Internal Consistency Validity Test:** The Pearson correlation coefficients are positive and statistically significant at the 0.01 level, meaning that the significance value (Sig) is below the 0.05 significance threshold. For the spiritual leadership variable, the coefficients range from 0.556 for item 11 to 0.850 for item 2. For the job alienation variable, they range from 0.739 for item 37 to 0.867 for item 28. Internal consistency validity is therefore established, in accordance with the study by Oktavia, Irwandi, Rajibussalim, Mentari, and Mulia (2018, p. 3).
- **Reliability Test:** All Cronbach's alpha values exceed 0.70, indicating that the reliability criterion is satisfied, in accordance with Yoshimatsu and Nakatani (2023, p. 4).
- **Normality Test:** All skewness coefficients are below 2, while all kurtosis coefficients are below 4. The study variables therefore follow a normal distribution (Mishra, Pandey, Singh, Gupta, Sahu, & Keshri, 2019, p. 70).

IV.2. Testing the Study Hypotheses

The study variables were verified as conforming to a normal distribution. Multiple linear regression was therefore used, subject to several conditions, including the Durbin-Watson test. This condition is met when its value is greater than -2 and less than 2, confirming that the data are free from autocorrelation. Conversely, autocorrelation reflects the presence of a recurring pattern in the model's errors. If this occurs, the regression model may violate its assumptions and lead to prediction errors as a result of biased results, according to the study by Rahmatullah, Azahra, Naisya, Saruksuk, and Shihhabudin (2025, p. 885).

The multicollinearity test, meanwhile, is satisfied when the variance inflation factor values are below 10 and all tolerance values are greater than 0.1, according to the study by Pratiwi and Achyani (2023, p. 957).

IV.2.1. Testing Hypothesis H1

The results of the multiple linear regression presented in Table (4) are as follows.

Table (4): Results of the Analysis of Variance for Multiple Regression (Dependent Variable = Job Alienation)

Model		Sum of Squares	Degrees of Freedom	Mean Squares	Calculated F Value	Sig	R ²	(R)	Durbin - Watson
	Regression	120,481	5	24,096	163,542	0,000	0,683	0,827	1,63
1	Residual Error	55,842	379	0,147					
	Total	176,323	384						
Model		Unstandardized Coefficients		Standardized Coefficients	Calculated T Value	Sig	Tolerance	Variance Inflation Factor	
		A	Standard Error	Beta					
Constant		5,521	0,117		47,028	0,000			
Inspirational Vision		-0,041	0,036	-0,053	-1,132	0,258	0,387	2,587	
Organizational Compassion		-0,012	0,049	-0,013	-0,243	0,808	0,281	3,554	
Psychological Optimism		-0,23	0,047	-0,247	-4,867	0,000	0,325	3,081	
Work Autonomy Support		-0,094	0,046	-0,102	-2,037	0,042	0,334	2,994	
Organizational Membership		-0,481	0,043	-0,507	-11,28	0,000	0,413	2,419	

Source: Prepared by the researchers based on SPSS outputs.

Table (4) shows that the Durbin-Watson test and the multicollinearity test meet the specified conditions. The results of this table are explained as follows:

- The statistical significance value (Sig) of the study model is 0.000, which is below the 0.05 significance level. This means that the study model is statistically significant and confirms a negative effect of spiritual leadership on the respondents' job alienation. The correlation coefficient (R) is 0.827, indicating a negative correlation between the two variables. The coefficient of determination (R²) is 0.683, meaning that 68.3% of

the decrease in job alienation is explained by the increased practice of spiritual leadership, while 31.7% is attributable to other variables not included in the study model. Accordingly, hypothesis H1 is accepted.

- Inspirational vision has no effect on the respondents' job alienation because (Sig = 0.258 > 0.05).
- Organizational compassion has no effect on the respondents' job alienation because (Sig = 0.808 > 0.05).
- Psychological optimism has a negative effect on the respondents' job alienation because (Sig = 0.000 < 0.05), at a rate of 24.7% (Beta = -0.247).
- Work autonomy support has a negative effect on the respondents' job alienation because (Sig = 0.042 < 0.05), at a rate of 10.2% (Beta = -0.102).
- Organizational membership has a negative effect on the respondents' job alienation because (Sig = 0.000 < 0.05), at a rate of 50.7% (Beta = -0.507).

Based on the foregoing, the multiple regression equation for this hypothesis is written as follows: $Y = 5,521 - 0,230X_3 - 0,094X_4 - 0,481X_5$

IV.2.2. Testing Hypothesis H1.1

The results of the multiple linear regression presented in Table (5) are as follows.

Table (5): Results of the Analysis of Variance for Multiple Regression (Dependent Variable = Job Powerlessness)

Model		Sum of Squares	Degrees of Freedom	Mean Squares	Calculated F Value	Sig	R ²	(R)	Durbin - Watson
	Regression	165,581	5	33,116	93,307	0,000	0,552	0,743	1,559
1	Residual Error	134,513	379	0,355					
	Total	300,094	384						
Model		Unstandardized Coefficients		Standardized Coefficients	Calculated T Value	Sig	Tolerance	Variance Inflation Factor	
		A	Standard Error	Beta					
Constant		6,196	0,182		34,009	0,000			
Inspirational Vision		-0,042	0,057	-0,041	-0,734	0,464	0,387	2,587	
Organizational Compassion		0,016	0,075	0,014	0,215	0,830	0,281	3,554	
Psychological Optimism		-0,216	0,073	-0,178	-2,943	0,003	0,325	3,081	
Work Autonomy Support		-0,097	0,071	-0,081	-1,365	0,173	0,334	2,994	

Organizational Membership	-0,655	0,066	-0,529	-9,897	0,000	0,413	2,419
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Source: Prepared by the researchers based on SPSS outputs.

Table (5) shows that the results indicate that the Durbin-Watson and multicollinearity assumptions are satisfied.. The results of this table are explained as follows:

- The statistical significance value (Sig) of the study model is 0.000, which is below the 0.05 significance level. This means that the study model is statistically significant and confirms a negative effect of spiritual leadership on the respondents' sense of job powerlessness. The correlation coefficient (R) is 0.743, indicating a negative correlation between the two variables. The coefficient of determination (R^2) is 0.552, which means that 55.2% of the decrease in job powerlessness is explained by the increased practice of spiritual leadership, while 44.8% is attributable to other variables not included in the study model. Accordingly, hypothesis H1.1 is accepted.
- Inspirational vision has no effect on the respondents' job powerlessness because (Sig = 0.464 > 0.05).
- Organizational compassion has no effect on the respondents' job powerlessness because (Sig = 0.830 > 0.05).
- Psychological optimism has a negative effect on the respondents' job powerlessness because (Sig = 0.003 < 0.05), with an effect of 17.8% (Beta = -0.178).
- Work autonomy support has no effect on the respondents' job powerlessness because (Sig = 0.173 > 0.05).
- Organizational membership has a negative effect on the respondents' job powerlessness because (Sig = 0.000 < 0.05), with an effect of 52.9% (Beta = -0.529).

Based on the foregoing, the multiple regression equation for this hypothesis is written as follows: $Y = 6,196 - 0,216X_3 - 0,655X_5$

IV.2.3. Testing Hypothesis H1.2

The results of the multiple linear regression presented in Table (6) are as follows.

Table (6): Results of the Analysis of Variance for Multiple Regression (Dependent Variable = Meaninglessness at Work)

Model	Sum of Squares	Degrees of Freedom	Mean Squares	Calculated F Value	Sig	R^2	(R)	Durbin - Watson
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	Regression	143,587	5	28,717	118,884	0,000	0,611	0,781	1,636
1	Residual Error	91,550	379	0,242					
	Total	235,137	384						
Model		Unstandardize d Coefficients		Standar dized Coefficie nts	Calculated T Value	Sig	Toleranc e	Variance Inflation Factor	
		A	Standar d Error	Beta					
Constant		5,909	0,150		39,312	0,000			
Inspirational Vision		-0,051	0,047	-0,056	-1,084	0,279	0,387	2,587	
Organizational Compassion		-0,041	0,062	-0,040	-0,655	0,513	0,281	3,554	
Psychological Optimism		-0,404	0,061	-0,375	-6,674	0,000	0,325	3,081	
Work Autonomy Support		0,012	0,059	0,011	0,202	0,840	0,334	2,994	
Organizational Membership		-0,449	0,055	-0,410	-8,234	0,000	0,413	2,419	

Source: Prepared by the researchers based on SPSS outputs.

Table (6) shows that the Durbin-Watson test and the multicollinearity test are satisfied. The results of this table are explained as follows:

- The statistical significance value (Sig) of the study model is 0.000, which is below the 0.05 significance level. This means that the study model is statistically significant and confirms a negative effect of spiritual leadership on the respondents' Meaninglessness at Work. The correlation coefficient (R) is 0.781, indicating a negative correlation between the two variables. The coefficient of determination (R^2) is 0.611, which means that 61.1% of the decrease in Meaninglessness at Work is explained by the increased practice of spiritual leadership, while 38.9% is attributable to other variables not included in the study model. Accordingly, hypothesis H1.2 is accepted.
- Inspirational vision has no effect on the respondents' meaninglessness at work because ($\text{Sig} = 0.279 > 0.05$).
- Organizational compassion has no effect on the respondents' meaninglessness at work because ($\text{Sig} = 0.513 > 0.05$).
- Psychological optimism has a negative effect on the respondents' meaninglessness at work because ($\text{Sig} = 0.000 < 0.05$), with an effect of 37.5% ($\text{Beta} = -0.375$).
- Work autonomy support has no effect on the respondents' meaninglessness at work because ($\text{Sig} = 0.840 > 0.05$).
- Organizational membership has a negative effect on the respondents' Meaninglessness at Work because ($\text{Sig} = 0.000 < 0.05$), with an effect of 41% ($\text{Beta} = -0.410$).

Based on the foregoing, the multiple regression equation for this hypothesis is written as follows: $Y = 5,909 - 0,404X_3 - 0,449X_5$

IV.2.4. Testing Hypothesis H1.3

The results of the multiple linear regression presented in Table (7) are as follows.

Table (7): Results of the Multiple Regression Analysis of Variance (Dependent Variable = Social Isolation at Work)

Model		Sum of Squares	Degrees of Freedom	Mean Squares	Calculated F Value	Sig	R ²	(R)	Durbin - Watson
	Regression	68,905	5	13,781	60,034	0,000	0,442	0,665	1,840
1	Residual Error	87,001	379	0,230					
	Total	155,906	384						
Model		Unstandardized Coefficients		Standardized Coefficients	Calculated T Value	Sig	Tolerance	Variance Inflation Factor	
		A	Standard Error	Beta					
Constant		4,457	0,147		30,416	0,000			
Inspirational Vision		-0,032	0,046	-0,043	-0,697	0,486	0,387	2,587	
Organizational Compassion		-0,011	0,061	-0,013	-0,179	0,858	0,281	3,554	
Psychological Optimism		-0,070	0,059	-0,080	-1,193	0,234	0,325	3,081	
Work Autonomy Support		-0,195	0,057	-0,226	-3,405	0,001	0,334	2,994	
Organizational Membership		-0,338	0,053	-0,379	-6,358	0,000	0,413	2,419	

Source: Prepared by the researchers based on SPSS outputs.

Table (7) shows that the Durbin-Watson test and the multicollinearity test are satisfied. The results of this table are explained as follows:

- The statistical significance value (Sig) of the study model is 0.000, which is below the 0.05 significance level. This means that the study model is statistically significant and confirms a negative effect of spiritual leadership on the respondents' sense of social isolation at work. The correlation coefficient (R) is 0.665, indicating a negative correlation between the two variables. Meanwhile, the coefficient of determination (R²) is 0.442, which means that 44.2% of the decrease in social isolation at Work is explained by the increased practice of spiritual leadership, while 55.8% is attributable to other variables not included in the study model. Accordingly, hypothesis H1.3 is accepted.
- Inspirational vision has no effect on the respondents' social isolation at Work because (Sig = 0.486 > 0.05).

- Organizational compassion has no effect on the respondents' social isolation at Work because ($\text{Sig} = 0.858 > 0.05$).
- Psychological optimism has no effect on the respondents' social isolation at Work because ($\text{Sig} = 0.234 > 0.05$).
- Work autonomy support has a negative effect on the respondents' social isolation at Work because ($\text{Sig} = 0.001 < 0.05$), with an effect of 22.6% ($\text{Beta} = -0.226$).
- Organizational membership has a negative effect on the respondents' social isolation at Work because ($\text{Sig} = 0.000 < 0.05$), with an effect of 37.9% ($\text{Beta} = -0.379$).

Based on the foregoing, the multiple regression equation for this hypothesis is written as follows: $Y = 4,457 - 0,195X_4 - 0,338X_5$

The overall picture yielded by the multiple regression analysis presents a balanced reality and a favorable picture of the banks under study. The aggregate findings indicate that the dimensions of spiritual leadership, when integrated and operating as a unified system, possess a highly significant capacity to mitigate job alienation across all its indicators and psychological and social dimensions. This finding acquires a sound scientific rationale within contemporary management thought, as it confirms that alleviating feelings of alienation, detachment from organizational objectives, and loneliness within the workplace cannot be achieved through fragmented leadership practices. Rather, it requires managerial alignment and integration that brings together inspirational vision, value-based support, and Organizational Compassion in order to build a flexible work environment conducive to employees' psychological and professional stability.

The findings further reveal the important effect of organizational membership and psychological optimism as the most prominent direct indicators in reducing alienation, job powerlessness, and Meaninglessness at Work. This can be explained by the fact that organizational membership and an optimistic outlook constitute fundamental pillars in reducing employees' sense of alienation. When a bank employee perceives that their environment is governed by fair spiritual principles, apprehension about favoritism subsides, thereby strengthening their spiritual attachment to the organization. The same applies to psychological optimism, which serves as a primary source of resilience, enabling bank employees to confront daily pressures and engage with their duties in a positive spirit that prevents them from falling into the problem of powerlessness or experiencing a sense of the insignificance of their occupational role.

By contrast, a conceptual question arises concerning the absence of a clear and direct effect of both inspirational vision and organizational compassion when they enter the study's collective and effective model. This does not diminish their value. Rather, it can be understood in light of the intrinsic nature of the two variables themselves. Inspirational vision and Organizational Compassion at work do not operate in isolation from other practices. Instead, their effects are reflected and materialized in practice through Work autonomy support and increased employee attachment to their work environment. Employees translate the slogans and aspirations of leadership into tangible actions, namely granting them authority, supporting work autonomy, and safeguarding their rights as reflected in organizational membership. Moreover, the routine and cautious nature of banking work makes employees more dependent on tangible procedural mechanisms that protect them from alienation than on motivational rhetoric or abstract emotions. This explains the logic of the findings and their full consistency with the realities of the contemporary banking environment.

From another perspective, the nature of the banking sector plays a decisive role in shaping this finding. Work in banks is characterized by routine patterns, extreme caution, and strict adherence to rules and regulations. In such digital and contractual environments, employees become more in need of and more inclined toward mechanisms that protect them and concretely define their professional trajectory, such as greater autonomy, organizational membership, and conviction that future prospects exist within the bank. All of this is guided by the practices of spiritual leaders at work, as employees look to leadership practices that contribute to alleviating powerlessness and reducing job alienation.

V. Conclusion

This study sought to contribute to and advance organizational thought by formulating a research framework that addresses the contemporary problem of job alienation through its strategic integration with the practices of spiritual leaders within the organization. Rather than merely identifying the principal factors underlying the two variables, the study focused on establishing an integrated body of knowledge grounded in the theoretical foundations of alienation and its various dimensions within organizations, while also identifying conceptual strategies for mitigating its negative effects through an organizational framework founded on the factors of spiritual leadership, namely vision, awareness of that vision, and organizational compassion, alongside leaders' support for work autonomy and the enhancement of organizational membership. These factors seek to dismantle isolation and Meaninglessness at Work while reinforcing stability in ethical standards. Within this framework, the work environment is shaped as an organizational community with shared and balanced objectives, rather than according to traditional bureaucratic models.

From a theoretical perspective, the study addressed the gap between contemporary leadership models and classical dimensions of alienation in management, thereby providing a relatively integrated perspective. Empirically, the study was conducted in a number of public banks in the eastern provinces of Algeria, with data collected from a final sample of 385 employees. Analysis of the outputs generated by SPSSv26 yielded a number of findings, as follows:

- Spiritual leadership has a negative effect on job alienation among employees of public banks in Algeria. This is attributable to the effects of work autonomy support, organizational membership, and psychological optimism, whereas job alienation is not affected by inspirational vision and organizational compassion.
- The dimensions of spiritual leadership have a negative effect on job powerlessness among employees of public banks in Algeria. This is attributable to the effects of organizational membership and psychological optimism, whereas job powerlessness is not affected by inspirational vision, organizational compassion, or work autonomy support.
- The dimensions of spiritual leadership have a negative effect on Meaninglessness at Work among employees of public banks in Algeria. This is attributable to the effects of organizational membership and psychological optimism, whereas Meaninglessness at Work is not affected by inspirational vision, organizational compassion, or work autonomy support.
- The dimensions of spiritual leadership have a negative effect on social isolation at work among employees of public banks in Algeria. This is attributable to the effects of work autonomy support and organizational membership, whereas social isolation at

work is not affected by inspirational vision, organizational compassion, and psychological optimism.

Based on the findings reached, the following recommendations are proposed:

- Involve front-line and back-office employees in committees responsible for decision-making and decision-making processes, and formulate non-monetary reward systems that make employees feel that they are an integral part of the bank family.
- Strengthen work autonomy by granting employees of public banks regulated flexibility in managing and administering their daily tasks and handling customer files without having to constantly refer to higher administrative levels, thereby breaking bureaucratic rigidity.
- Foster psychological optimism by investing in positive psychological capital through the incorporation of regular training courses in emotional intelligence and psychological resilience for bank employees, helping them cope with the pressures of banking work and confront job alienation with a positive outlook.
- Consolidate and stabilize the organizational vision and simplify it in a manner that connects the bank's broader strategic objectives with employees' routine daily tasks.
- It is proposed that internal social funds be established to support employees during personal crises and that flexible mechanisms be put in place to accommodate emergency circumstances, such as health and family care, so that compassion becomes a tangible organizational practice rather than merely a slogan.

The researchers also propose that future studies incorporate mediating variables such as psychological capital, organizational culture, and creative skills. In addition, comparative studies should be conducted on the effect of spiritual leadership on job alienation in public banks and private (foreign) banks operating in Algeria, in order to determine whether the structural pattern of the bank affects acceptance of this type of leadership. Furthermore, future research should examine the effect of spiritual leadership in Algeria on other behavioral variables, such as "organizational citizenship behavior, organizational commitment, and achievement motivation."

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