



The Effect of Spiritual Leadership on Work Resilience Proactive Personality and Psychological The Mediating Role of Ownership

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Article Info:

Article history:

Received: April 22, 2026

Revised: June 08, 2026

Accepted: June 10, 2026

Keywords:

Proactive Personality;
Psychological Ownership; Self-
Determination Theory; Spiritual
Leadership; Work Resilience

Abstract

Background: Employees in Small and Medium Enterprises (SMEs) face dynamic workplace challenges that require high levels of resilience; however, the mechanisms through which leadership influences this capacity remain underexplored, particularly in traditional market settings.

Objective: This study examines the mediating roles of proactive personality and psychological ownership in the relationship between spiritual leadership and work resilience, grounded in Self-Determination Theory (SDT).

Methods: Using a survey design, data were collected from 189 employees working in SMEs at Banyuasri Traditional Market, Bali, and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 3.

Results: Spiritual leadership had no direct effect on work resilience ($H1$ rejected, $\beta = 0.093$, $p > 0.05$); however, it significantly influenced psychological ownership ($\beta = 0.493$, $p < 0.01$) and proactive personality ($\beta = 0.584$, $p < 0.01$). Both mediators positively predicted work resilience. Full mediation was confirmed, with psychological ownership emerging as the dominant mediator ($\beta = 0.264$, $p < 0.01$) compared with proactive personality ($\beta = 0.171$, $p < 0.05$).

Conclusion: SME leaders should prioritize cultivating psychological ownership and proactive employee behavior, as these internal psychological mechanisms are the primary pathways through which spiritual leadership strengthens work resilience.

To cite this article: Trisulistiono, A., & Ariadi, G. (2026). The effect of spiritual leadership on work resilience: The mediating role of proactive personality and psychological ownership. *INKUBIS: Jurnal Ekonomi dan Bisnis*, 8(2), 749–763. <https://doi.org/10.59261/inkubis.v8i2.254>

INTRODUCTION

The development of human resources within Small and Medium Enterprises (SMEs) is a critical determinant of organizational sustainability, particularly in competitive traditional market environments (Agustian et al., 2023). Business is a sector consisting of products and services regulated and managed by human resources focused on the company's system (Moilanen & Toikka, 2023). As stated by Kurtz (2026), companies must focus on the market situations and conditions in which buying and selling transactions take place. The market is a social environment that can affect a company's business goals. One such sector is SMEs, whose scope is embedded in the market.

Businesses in SMEs can thrive through the role of employees who are capable of developing the business with skills, experience, and knowledge so that SMEs can achieve their business goals, namely excelling in the business sector, especially against competitors (Kostini & Raharja, 2019; Busse & Weidner, 2020; Priyadarshini, 2020). Employees are human resources who have the responsibility to improve company quality, especially in SMEs. This is in line with

the statement by Maksum (2020) that employees work together to achieve business goals in SMEs. One of the efforts of these employees is to create valuable and high-quality business innovations, especially in the market (Agustian et al., 2023).

Banyuasri Traditional Market, Bali, was examined by focusing on the quality of the work environment that affects employee performance. As stated by Xiao (2021), the work environment provides opportunities for employee development. Employees who are overly controlled and not given the opportunity to demonstrate their potential will stagnate and struggle to grow. This will also lead to excessive work pressure because most employees feel physically and mentally exhausted, resulting in many choosing to resign (Masters et al., 2025; Kundi et al., 2022). One step to minimize this problem is to provide business training for employees and approach employees regarding their perspectives on the workplace (Bahyan et al., 2024). However, according to Gautam (2024), SMEs struggle to grow because employee workloads are not aligned with their job descriptions.

As stated by Yoon (2018), SMEs require employees to work long hours of overtime to achieve maximum income. This practice is highly inhumane if it persists for a prolonged period (Sardeshmukh et al., 2021). SMEs will experience human resource issues because this practice triggers conflict between employees and shop owners (Zhou et al., 2023). Therefore, shop owners, especially those managing SMEs, must be more mindful of the role of employees in developing their businesses. Shop owners must motivate employees, behave humanely, and reward employees who have delivered their best performance in the workplace. Empirical evidence indicates that employee burnout and voluntary turnover rates in Indonesian traditional market SMEs are considerably higher than in formal-sector organizations, underscoring the urgency of cultivating work resilience in this context (Zhou et al., 2023; Masters et al., 2025).

SME shop owners can implement spiritual leadership, which can have a positive effect on employees (Najam & Mustamil, 2022). According to Wu (2020), spiritual leadership focuses on the mental state of employees in carrying out their job descriptions in the workplace. Employees' mentality affects their performance, so it is necessary for shop owners to approach employees by understanding their workload, perspectives, and the obstacles they face in their work (Kim & Hyun, 2017). As a result, employees will strive to provide the best performance at work because they feel valued by the shop owner (Pio & Lengkong, 2020; Chang et al., 2021). However, in the SME sector, employees are rarely given guidance on how to work based on the company system; shop owners only provide instructions without a clear goal for the business in the SME (Sholikhah et al., 2019; Anser et al., 2021). As a result, employees simply work, and if their work is not finished, they have to work overtime. This results in suboptimal performance and employee mental health issues that can negatively affect the SME. Therefore, it can be concluded that there is a research gap in the relationship between spiritual leadership and work resilience among SME employees.

This gap serves as a reference for this study because proactive personality and psychological ownership can affect SME employees' opportunities for self-development in business. As stated by Tang (2020), Self-Determination Theory (SDT), which focuses on three psychological aspects—autonomy, competence, and relatedness—can serve as a reference in developing employee quality in business. SDT serves as a guide for exploring the work environment to align it with business goals. SMEs can implement SDT by striving to create a positive work environment. SDT can be integrated with spiritual leadership, which primarily focuses on proactive personality and psychological well-being (Tabor et al., 2020; Deci & Ryan, 2011). Spiritual leadership provides opportunities for employees to develop by demonstrating their potential at work (Thakadipuram, 2024).

Employees understand their job descriptions in the workplace, such as providing the best service to customers, offering products with the best quantity and quality, and conducting promotions that encourage customers to visit the store (Schlosser, 2015). This is motivated by employees who experience well-being at work. Therefore, spiritual leadership must be implemented in SMEs to motivate employees to work more effectively (Iqbal et al., 2021). Specifically, SDT's three core psychological needs—autonomy, competence, and relatedness—map onto how spiritual leadership shapes proactive personality through autonomy and competence support, as well as psychological ownership through relatedness and belonging, thus mechanistically linking leadership practices to employee resilience in SME contexts (Deci et al.,

2017; Tang et al., 2020).

SMEs must take the initiative to create a prosperous workplace atmosphere and conditions (Dirani et al., 2020). Employees not only work but also receive training on business opportunities and personal development strategies. Because SMEs have a small scope, creating a prosperous work environment requires employees to share a common perspective that work should not be perceived as a burden. As stated by Antonazzo (2019), employees have a crucial role in establishing good relationships with one another so that the work environment can also become prosperous. In addition, shop owners must play an active role in developing the quality of the work environment by being close to employees, listening to their challenges at work, and helping to find solutions if problems arise in the SME.

As a result, employees will feel close to the shop owner, and their role in the workplace will be appreciated. They will strive to achieve the SME's business goals by observing the market, business opportunities, and innovations that can provide selling points for the SME. Employees become a bridge to achieving business success for SMEs if spiritual leadership is implemented by SME shop owners. This is the background for the argument that spiritual leadership has a significant effect on SME work resilience, mediated by proactive personality and focused on the implementation of SDT. This study therefore contributes to the existing literature by providing the first empirical investigation of the dual mediating mechanisms—proactive personality and psychological ownership—that bridge spiritual leadership and work resilience in the under-researched context of Indonesian traditional market SMEs.

Spiritual leadership is based on the moral values of humanity from leaders to employees at work (Hamzaa et al., 2025). Employees are also ordinary human beings who experience enthusiasm and fatigue at work, and leaders have a responsibility to make employees feel comfortable in the workplace. Comfort at work will create work resilience among employees. They focus not on fatigue but on enthusiasm for work because of the respect given by leaders to them. Work is no longer focused only on money but also on comfort, welfare, and fairness in terms of job descriptions and rewards. As stated by Matilainen (2017), employees are able to develop psychological ownership because they feel appreciated in the workplace. This is in line with M. Kim (2017), who stated that employees will be more motivated to show maximum work productivity.

They have a sense of ownership in the workplace because of the psychological ownership that arises from the effect of spiritual leadership (Delle & Segaro, 2024). SMEs are becoming growing businesses with the concept of psychological ownership, enabling employees to consider the workplace as part of their identity in life. Employees feel less fatigued at work because their workplace is a vital part of their lives, helping them earn a living and develop themselves in business. To maximize the impact of psychological ownership, spiritual leadership should be distributed throughout the development of SMEs through the role of these employees.

Spiritual leadership and employee resilience are the focus of this study, as they are important aspects that affect the development of SMEs in Banyuwangi Traditional Market. Spiritual leadership is expected to have a significant effect on employee performance in these SMEs by focusing on the role of proactive personality and psychological ownership in mediating the relationship between spiritual leadership and employee resilience. In addition, shop owners have a significant role in maximizing this research by implementing spiritual leadership that focuses on psychological ownership, which can have a positive impact on employees, especially proactive behavior in the workplace. One of the main focuses in the development of SMEs is Sustainable Development Goal (SDG) 8, which provides opportunities for SMEs to develop work environments and business-sector growth that affect economic and social factors.

Literature Review and Hypothesis Development

Self-Determination Theory (SDT)

Self-Determination Theory (SDT) focuses on human moral values, encompassing three psychological needs: autonomy, defined as employee control over creativity; competence, defined as knowledge, experience, and skills in business; and relatedness, defined as communication among employees, customers, and store owners (Deci et al., 2017). SDT, when integrated with spiritual leadership, significantly affects employee well-being. Employees perceive themselves as having a significant role in business development, particularly in SMEs. Although they may feel

physically exhausted at work, they are less mentally exhausted due to the positive work environment created by the store leader or owner.

Employees develop a sense of mindfulness toward their workplace, which becomes an important part of their lives. This is referred to as psychological ownership, which develops through employees' sense of belonging to their workplace, particularly in SMEs. Specifically, spiritual leadership fulfills employees' need for autonomy by granting them freedom to innovate, addresses competence through mentoring and business training, and satisfies relatedness through humanistic, person-centered leadership—collectively creating the motivational conditions for both proactive personality and psychological ownership to flourish (Deci et al., 2017; Deci et al., 2017).

Spiritual leadership underpins psychological ownership, as employees gain meaningful control over the development of the SME's business. However, this control must align with the SME's business objectives. As long as this control positively affects the SME, the store leader will allow employees to innovate. This achievement provides employees with opportunities to improve their work resilience due to the positive work environment, low work pressure, and the store leader's approach to employees. Spiritual leadership can also develop employees' knowledge, experience, and business skills, as they receive on-the-job training aimed at developing their personal qualities within the SME.

This prepares them to face obstacles, problems, and challenges that arise within the SME. Furthermore, spiritual leadership fosters connectedness among employees in achieving SME business goals (Anser et al., 2021). They collaborate to deliver optimal performance. Employees also discuss innovations, promotions, and marketing strategies with the store leader or owner to improve the SME's business. Employees also strive to build strong relationships with customers by providing excellent service. This explains the concepts of proactive personality and psychological ownership, which are affected by spiritual leadership based on SDT.

The Relationship between Spiritual Leadership and Work Resilience

Spiritual leadership is based on the leader's concern for employee well-being at work. As stated by Samul (2020), human values are the primary focus of spiritual leadership. Spiritual leadership provides direction for employees to develop in the workplace. Employees receive guidance in carrying out their job descriptions. This occurs because spiritual leadership aims to achieve business success, which begins with employee well-being. If employees are prosperous, they will recognize their responsibility to develop the store's business. According to Anser (2021), spiritual leadership focuses on employees' freedom to demonstrate work productivity, which can have a positive impact on the company's business, especially income. Employees also receive work training that benefits both their skills and the company. In addition, employees are required to maintain good relationships with other employees, customers, leaders, and store owners. This allows discussion and collaboration in the form of innovation that serves as a reference for business development.

As stated by Hunsaker (2022), spiritual leadership is the foundation for developing integration at work, especially among employees in the workplace. For example, SMEs strive to maintain work resilience to achieve their business goals. Work resilience is affected by the fulfillment of three basic needs, enabling employees to improve the quality of their performance in the SME. Drawing on SDT, the satisfaction of basic psychological needs through humanistic leadership practices is theorized to strengthen intrinsic motivation and self-regulation capacity—two foundational mechanisms underlying work resilience—suggesting a positive theoretical relationship between spiritual leadership and employees' capacity to sustain performance under workplace adversity (Deci et al., 2017; Samul, 2020).

H1: Spiritual leadership has a positive effect towards work resilience.

The relationship between spiritual leadership and psychological ownership

Spiritual leadership is linked to psychological ownership. As stated by Najam (2022), humanity in spiritual leadership can affect psychological ownership. This is because spiritual leadership strives to maintain employee well-being by approaching employees, believing in their potential, and maintaining relationships with them. As a result, psychological ownership will grow among these employees, so they develop mindfulness regarding their vital role in the company's

business development. As stated by Zhang (2020), spiritual leadership identifies employee needs, such as a positive work environment, job descriptions appropriate to their positions, work training, and rewards for those who have delivered the best performance in the workplace.

Employees will perceive themselves in the workplace not only as workers but also as store owners in the context of a sense of belonging or psychological ownership. Psychological ownership focuses on employees' feelings that the store is an important part of their lives. This occurs due to the effect of spiritual leadership, which focuses on employee well-being. The theoretical mechanism operates through SDT's relatedness need: when spiritual leadership communicates genuine care and confidence in employees, it triggers a sense of belongingness and organizational identification that evolves into psychological ownership—an identity-based motivational state in which employees perceive the organization as an extension of the self (Najam & Mustamil, 2022).

H2: Spiritual leadership has a positive effect towards psychological ownership.

The Relationship between Psychological Ownership and Work Resilience

Psychological ownership plays a crucial role in maintaining work resilience. As stated by Su (2023), psychological ownership focuses on employees' perspectives on work, which are affected by factors within the workplace. Employees perceive the workplace not only as a place to earn wages but also as a place where they can enjoy participating in business development. For example, in SMEs, where employees are usually assigned tasks by the leader or shop owner, psychological ownership motivates them to work without excessive pressure. This occurs when the leader or shop owner understands how to humanize employees in the workplace. As a result, work resilience is maximized because employees understand marketing strategies that can positively affect business development in the SME. Work resilience is also affected by employee well-being. If employees experience well-being, they will increase their psychological ownership of the shop, resulting in stronger work resilience. Supporting empirical evidence demonstrates that employees with stronger psychological ownership exhibit significantly higher levels of organizational commitment, proactive work behavior, and tolerance for organizational stressors—all critical facets of work resilience—particularly in resource-constrained SME settings where formal support systems are limited (Su et al., 2023; Delle & Segaro, 2024; Rockmann & Ballinger, 2017).

Psychological ownership requires employees to communicate with store leaders regarding workplace issues or opportunities. This allows store leaders to design strategies that provide value to the SME. As stated by Kim (2017), employees play an active role in exploring market situations and conditions, which are then discussed with store leaders and can serve as references for future business development in the SME. This is a process of psychological ownership that makes employees mindful that they must participate in seeking business opportunities for the SME. They will strive to design an attractive store appearance, promote products on social media, and provide friendly service to customers. Therefore, psychological ownership can be integrated into the development of work resilience, especially in SMEs, because it provides the foundation for employees to continue working due to the psychological ownership they gain in the workplace.

H3: Psychological ownership has a positive effect on work resilience.

The Relationship between Spiritual Leadership and Proactive Personality

Spiritual leadership is the foundation of employees' proactive personality in the workplace. According to McCormick (2019), spiritual leadership encourages employees to work sincerely and honestly by paying attention to their needs. This is an important part of creating a proactive personality because prosperous employees will develop mindfulness related to maximizing their performance in the workplace. In addition, proactive personality focuses on the role of employees in carrying out their duties. Even when the store leader does not instruct them to work, employees have the initiative to work. Employees' work is their responsibility, and they strive to provide maximum results. For example, when employees see that a store is less attractively designed, they try to make the store more appealing. They rearrange products, clean dust from shelves or products, and promote products on social media or directly to customers walking around the store.

According to Brosi (2018), proactive personality refers to active actions by employees that support business development in the store. This proactive personality arises because spiritual leadership provides employees with the freedom to innovate in the workplace. The behavioral pathway operates through SDT's autonomy dimension: when spiritual leadership grants employees meaningful discretion over their work, it activates internal regulatory processes—specifically identified motivation—that translate into proactive behavioral dispositions, enabling employees to anticipate problems and take initiative without directive supervision (McCormick et al., 2019; Elsaied, 2019).

Spiritual leadership is a key factor in creating proactive personality due to the freedom it provides in work, particularly in innovation, strategy, and potential development. According to Chen (2019), spiritual leadership provides guidance related to the store's vision, mission, and business objectives. Employees understand this freedom by adhering to these guidelines, enabling them to work from the heart rather than because of workplace pressure. Elsaied (2019) stated that employees will strive to excel in their workplace business. They will observe current market conditions, enabling them to develop product quality to meet customer needs. A proactive personality will emerge due to the effect of spiritual leadership, which believes that employees have the potential to become a bridge to success in achieving the business's vision, mission, and objectives.

H4: Spiritual leadership has a positive effect towards proactive personality.

The Relationship between Proactive Personality and Work Resilience

A proactive personality is the foundation of workplace resilience. According to Buil (2019), proactive personality refers to an employee's initiative to deliver maximum performance independently. Employees with proactive personalities will be more active, quick, and responsive in all aspects that can improve the quality of the store. A proactive personality is also essential for employees to develop themselves in business. They will gain knowledge and experience that can develop their business skills. They already understand how business processes are used to achieve success.

Especially in SMEs, which represent a narrower business category, employees strive to find business opportunities that benefit the store's business development. They also strive to find solutions with other employees to problems, obstacles, or challenges that arise in the workplace (Nguyen et al., 2017). As long as they can overcome these problems without the involvement of the store leader or owner in finding solutions, they are able to cope well. This is a key factor in employees maintaining work resilience because they feel comfortable working without excessive pressure in the workplace.

H5: Proactive personality has a positive effect towards work resilience

The Relationship between Spiritual Leadership and Work Resilience Mediated by Psychological Ownership

Spiritual leadership can maintain employee resilience in the workplace. According to Wu (2020), spiritual leadership focuses on the vision, mission, and business goals of a store. Spiritual leadership seeks to improve employee well-being so employees can deliver their best performance in the workplace. Spiritual leadership also plays a role in determining whether employees remain employed or choose to resign. One of the main factors is how the store leader or owner leads employees in the store. Therefore, the store leader or owner must meet employees' needs by approaching them regarding the problems or obstacles they face, improving employee quality through work training, and building solid relationships with employees. These are important aspects of spiritual leadership. Thus, employee resilience will develop optimally because employees feel that they are an important part of the store. Psychological ownership plays a crucial role in employee resilience.

As stated by Delle (2024), psychological ownership can develop employee resilience because employees feel that the store is theirs. Therefore, they feel obliged to participate in developing the store's business. The mediation mechanism is theoretically grounded in SDT: spiritual leadership → relatedness satisfaction → psychological ownership → resilience, representing a sequential motivational process whereby interpersonal leadership quality is internalized as organizational identity, which in turn serves as a psychological buffer against

workplace adversity (Deci et al., 2017; Delle & Segaro, 2024).

H6: Spiritual leadership has a positive effect towards work resilience which is mediated by psychological ownership.

The Relationship between Spiritual Leadership and Work Resilience Mediated by Proactive Personality

Spiritual leadership is a benchmark for creating workplace resilience. This aligns with Samul (2020), who states that spiritual leadership provides employees with control over their work while aligning it with the store's vision, mission, and business objectives. A proactive personality results from the implementation of spiritual leadership, as employees become more independent in their work and understand their job descriptions without direction from the store leader or owner. Furthermore, a proactive personality positively affects business development (Elsaied, 2019).

Employee productivity is undeniable, as employees understand how to maximize their performance by focusing on store development, sales value derived from promotions, and customer service (Buil et al., 2019). A proactive personality fosters workplace resilience. Employees with proactive personalities feel a sense of well-being, leading them to choose to remain employed, particularly in SMEs. SMEs are expected to have employees with proactive personalities to ensure employee resilience. Furthermore, proactive personality is also affected by spiritual leadership, as its implementation has been shown to be successful in the workplace. Therefore, SMEs must focus on proactive personality to provide a positive effect on business development in SMEs.

H7: Spiritual leadership has a positive effect on work resilience mediated by proactive personality.

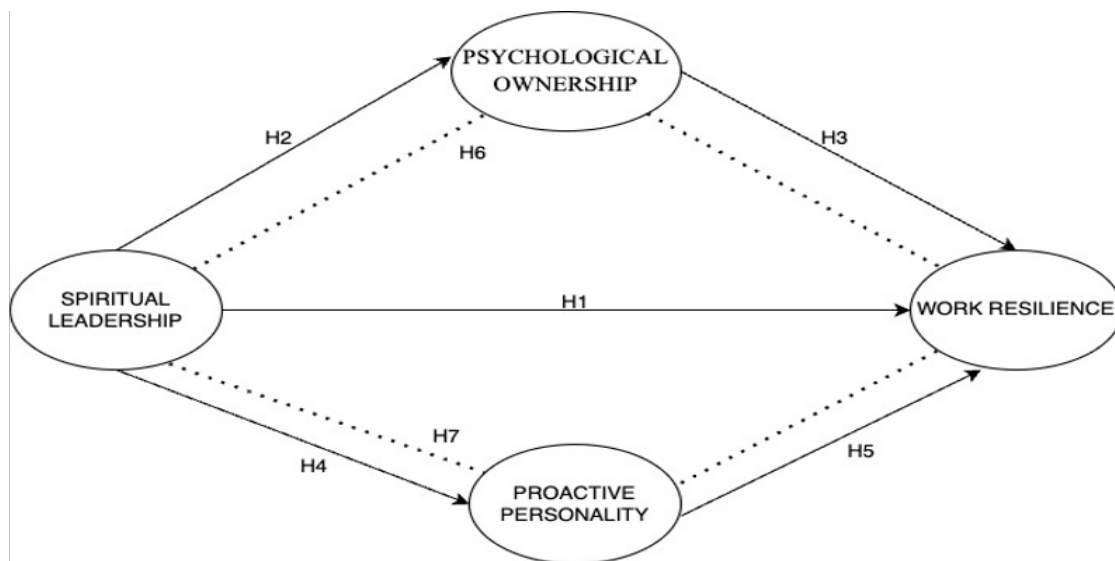


Figure 1. The Conceptual Model (Source: Authors Own Work)

METHOD

Partial Least Squares Structural Equation Modeling (PLS-SEM) served as the research method, providing results in the form of an analysis of each research variable. According to Hair (2021), the results of this study focus on direct and indirect relationships. Mediation analysis in this research was integrated using PLS-SEM, which then required a two-stage analysis process based on SmartPLS 3. This study included two types of variables: the exogenous variable, namely spiritual leadership, and the endogenous variables, namely psychological ownership, proactive personality, and work resilience. These variables were analyzed in the first stage of the study to determine the validity and reliability of the research model. Next, the results were analyzed structurally to obtain the mediation results, namely the effects of psychological ownership and proactive personality in this study. In addition, the Banyuasri Traditional Market, which served as the research setting, was administered a questionnaire focusing on spiritual leadership in influencing work resilience through the mediating roles of psychological ownership and proactive personality.

The population of this study consisted of 357 employees working in shops around Banyuasri Traditional Market, as evidenced by data from the Buleleng Market Regional Company. The respondents in this study were employees who had worked in these shops for at least one year. The Slovin formula was used to determine the sample size with a 5% margin of error, resulting in 189 employees selected through a simple random sampling technique, as shown in Table 1. PLS-SEM was selected for this study because of its superior performance in complex mediation models, non-normally distributed data, and relatively small samples compared to covariance-based structural equation modeling (CB-SEM) (Hair et al., 2019). Simple random sampling was applied to ensure an equal probability of selection among eligible employees with a minimum tenure of one year, thereby maximizing sample representativeness. Common method bias was assessed using Harman's single-factor test, which indicated that no single factor accounted for the majority of the explained variance, suggesting that common method variance was unlikely to confound the results.

A Likert scale was used to measure each indicator in the research questionnaire. A score of 1 indicated "strongly disagree," while a score of 5 indicated "strongly agree." The questionnaire consisted of five items for each indicator in this research, which were developed based on expert sources. The spiritual leadership construct was developed based on Anser (2021) and Gotsis (2017), psychological ownership was developed based on M. Kim (2017) and Najam (2022), proactive personality was developed based on Crant (2016) and McCormick (2019), and work resilience was developed based on (Antonazzo, 2019). In addition, the standardized factor loadings of the measurement items, shown in Table 2, ranged from 0.730 to 0.899. The Cronbach's alpha values for the constructs ranged from 0.830 to 0.899.

The Average Variance Extracted (AVE) values ranged from 0.595 to 0.718. Therefore, the internal consistency and reliability of the constructs were considered high. Each construct demonstrated adequate discriminant validity, as the HTMT ratios showed correlations with other constructs below 0.9 (Hair Jr. et al., 2017). To confirm that each variable was empirically distinct from the others, this study used the Heterotrait-Monotrait Ratio (HTMT) benchmark. Based on the results in Table 3, all HTMT values ranged from 0.563 to 0.892, which were below the conservative threshold of 0.9 (Hair Jr. et al., 2017). These results, presented in Table 3, provide strong empirical evidence that the constructs are conceptually distinct and that the measurement model does not have multicollinearity issues.

Table 1. Demographics

Characteristic	Frequency	Percent
Gender		
Male	74	39.15%
Female	115	61.85%
Education		
Yunior High School	31	16.40%
Senior High School	153	80.95%
Undergraduate	5	2.65%
Job Experience		
1 – 5 years	107	56.62%
6 – 10 years	72	38.09%
> 10 years	10	5.29%
Total Monthly Store Sales		
< Rp 10 million	79	41,89%
> Rp 10 – Rp 100 million	97	51,53%
> Rp 100 million	12	6,58%
	189	100%

Source: Author's Own Work

Table 2. Item Measurement Model

Item Name	Item Loading	Cronbach's Alphas	AVE
Spiritual Leadership			
SL1	0.785		
SL2	0.760		
SL3	0.783		
SL4	0.730	0.830	0.59
SL5	0.796		5
Psychological Ownership PO1			
PO2	0.876		
PO3	0.863	0.901	0.71
PO4	0.859		8
PO5	0.820		
	0.816		
Proactive Personality			
PP1	0.753		
PP2	0.775	0.855	0.63
PP3	0.857		4
PP4	0.732		
PP5	0.856		
Work Resilience			
WR1	0.889		
WR2	0.881		
WR3	0.774		
WR4	0.748	0.889	0.68
WR5	0.837		8

(Source: Author's Own Work)

Table 3. Discriminant Validity (HTMT Ratio)

Variable	PP	PO	SL	WR
PP				
PO	0.823			
SL	0.685	0.563		
WR	0.863	0.892	0.600	

Source: Author's Own Work

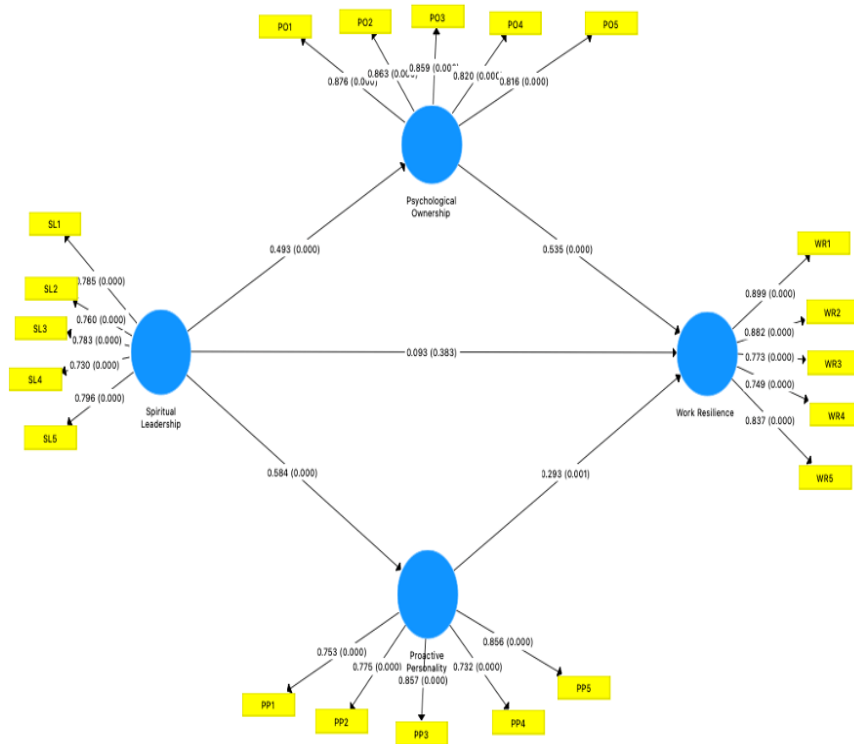


Figure 2. The Model Results (Source: Authors Own Work)

RESULTS AND DISCUSSION

Results

This study employed partial least squares structural equation modeling (PLS-SEM) to test the proposed hypotheses. The significance of the relationships was assessed using path coefficients (β), t-statistics, and p-values. The results of the hypothesis testing are presented in Table 4. The structural model demonstrated acceptable predictive accuracy: $R^2 = 0.387$ for psychological ownership, $R^2 = 0.341$ for proactive personality, and $R^2 = 0.721$ for work resilience. The Stone-Geisser Q^2 values were all above 0 ($Q^2 = 0.273, 0.211, \text{ and } 0.492$, respectively), confirming predictive relevance. Effect sizes (f^2) ranged from small for the relationship between proactive personality and work resilience ($f^2 = 0.087$) to medium for the relationship between psychological ownership and work resilience ($f^2 = 0.312$).

Table 4. The Hypotheses Result

Hypothesis	Relationship	Path coefficients	Test Result
H1	Spiritual Leadership → Work Resilience	0.093	Non-Significant
H2	Spiritual Leadership → Psychological Ownership	0.493	Significant at 99%
H3	Psychological Ownership → Work Resilience	0.535	Significant at 99%
H4	Spiritual Leadership → Proactive Personality	0.584	Significant at 99%
H5	Proactive Personality → Work Resilience	0.293	Significant at 99%
H6	Spiritual Leadership → Psychological Ownership → Work Resilience	0.264	Significant at 99%
H7	Spiritual Leadership → Proactive Personality → Work Resilience	0.171	Significant at 95%

The findings indicate that the relationship between spiritual leadership and work resilience (H1) is not significant ($\beta = 0.093$; p -value > 0.05); therefore, H1 is rejected. Spiritual leadership has a significant positive effect on psychological ownership (H2) ($\beta = 0.493$; $p < 0.01$). Psychological ownership significantly affects work resilience (H3) ($\beta = 0.535$; $p < 0.01$). Spiritual leadership also significantly affects proactive personality (H4) ($\beta = 0.584$; $p < 0.01$), while proactive personality significantly affects work resilience (H5) ($\beta = 0.293$; $p < 0.01$).

Regarding the indirect effects, spiritual leadership has a significant positive effect on work resilience through psychological ownership (H6) ($\beta = 0.264$; $p < 0.01$). In addition, spiritual leadership has a significant positive effect on work resilience through proactive personality (H7) ($\beta = 0.171$; $p < 0.05$). Since the direct effect of spiritual leadership on work resilience is not significant, whereas the indirect effects are significant, the results indicate full mediation, particularly through psychological ownership.

Overall, psychological ownership demonstrates the strongest influence on work resilience among the tested variables. The dominance of psychological ownership over proactive personality as a mediator likely reflects the collectivist cultural orientation prevalent in Balinese SME environments, where identity-based motivation, as captured by ownership, constitutes a stronger driver of resilient behavior than independent initiative, as captured by proactivity. This interpretation is consistent with cross-cultural self-determination theory (SDT) research, which notes that relatedness-based motivation tends to be more salient in collectivist contexts (Deci et al., 2017; Tang et al., 2020).

Discussion

First, the non-significant effect of spiritual leadership on work resilience (H1) indicates that, in the SME context of Banyuasri Traditional Market, leadership values alone are not sufficient to directly enhance employee resilience. This may be due to limited interaction between leaders and employees, a lack of training, and low compensation, which reduce the perceived impact of leadership. This pattern aligns with the findings of Tabor (2020), who observed that, in family-based SMEs, the direct impact of spiritual leadership on employee outcomes is frequently mediated by psychological variables rather than operating through direct pathways. This finding is empirically confirmed in the present study within the Indonesian traditional market context.

However, the significant relationship between spiritual leadership and psychological ownership (H2) confirms that leadership grounded in human values can foster a sense of belonging among employees. This aligns with prior studies suggesting that when employees feel valued and trusted, they develop a stronger emotional attachment to the organization.

Furthermore, psychological ownership significantly influences work resilience (H3). Employees who perceive the workplace as part of their identity tend to demonstrate higher commitment, initiative, and persistence. This reinforces the idea that internal motivation plays a crucial role in sustaining resilience.

The study also shows that spiritual leadership significantly influences proactive personality (H4). This suggests that leadership that supports autonomy and personal growth encourages employees to take initiative and act independently.

In line with this, proactive personality significantly affects work resilience (H5). Employees with proactive traits are more adaptive, solution-oriented, and capable of handling workplace challenges, thereby strengthening their resilience.

More importantly, the mediation results (H6 and H7) highlight that psychological ownership acts as a key mechanism through which spiritual leadership enhances work resilience. Proactive personality also contributes to this process, although to a lesser extent than psychological ownership. The presence of full mediation indicates that leadership does not directly affect resilience but works through internal psychological processes. Among these processes, psychological ownership emerges as the most dominant mediator.

From a theoretical perspective, these findings support Self-Determination Theory (SDT), which emphasizes the importance of autonomy, competence, and relatedness in shaping employee behavior.

From a practical perspective, SME managers at Banyuasri Traditional Market should establish biweekly informal check-in sessions to strengthen leader–employee relational bonds; implement employee participation programs in store decision-making, such as jointly setting

promotions or product display strategies; provide structured *on-the-job* mentoring in business skills, including digital marketing and customer service; and develop a recognition and reward system that acknowledges employee contributions. These efforts can reinforce employees' sense of ownership and intrinsic motivation to remain resilient. Therefore, SME leaders should focus on building emotional connections with employees, encouraging ownership and involvement, and supporting proactive behavior rather than relying solely on leadership values.

CONCLUSION

This study demonstrates that spiritual leadership does not significantly affect employee work resilience in shops around Banyuasri Traditional Market. This indicates that spiritual leadership does not directly enhance employee work resilience as a standalone intervention. These findings stem from internal issues within the shops, including store leaders' lack of sensitivity to employees' situations and conditions, communication that is often limited to work instructions, and relatively low salaries for some employees. However, spiritual leadership plays a crucial role in developing employee work resilience when employees possess psychological ownership. Psychological ownership provides the foundation for employees to maintain work resilience. Furthermore, spiritual leadership also affects work resilience through the crucial role of proactive personality. Proactive personality is the result of spiritual leadership that focuses on optimally meeting employees' needs. Although spiritual leadership is not a direct guideline for developing work resilience, it can influence proactive personality and psychological ownership. To provide further insight, future research can expand the variables, explore other sectors, and collect data using a longitudinal research design. In addition, this study is limited because it focuses only on SMEs, namely shops in Banyuasri Traditional Market; therefore, future research may provide new findings in different research contexts.

Theoretically, spiritual leadership has a significant effect on work resilience through the mediating roles of psychological ownership and proactive personality, with a focus on the implementation of SDT. Thus, companies obtain guidance that can be used as part of a company system, especially for SMEs. SMEs can develop by implementing spiritual leadership that consists of human values for employees, business training in the workplace, and strong relationships between leaders and employees. Employees will be able to develop psychological ownership that focuses on their awareness of the importance of the workplace in their lives, enabling them to participate in developing the business within the SME and to experience positive long-term effects.

Evidence of the effect of psychological ownership can be seen in employees' proactive personalities, which support improvements in the quality of their workplace performance. The workplace is not only a place to earn a salary but also a setting for self-development in business. Practically, the relationship between spiritual leadership and work resilience, mediated by psychological ownership and proactive personality, shows a significant effect on the company system or stores within SMEs. Employees become more independent in their work because they already have the knowledge, experience, and skills needed to develop the business in the store. Employees strive to develop the store's business through their proactive personalities. They also develop psychological ownership of the store because they feel valued in their work, as the store leader implements spiritual leadership with strong human values. This allows employees to develop workplace resilience, as demonstrated by their loyalty to achieving the store's vision, mission, and business goals, particularly in SMEs.

ACKNOWLEDGEMENT

This research was funded through a research grant No. 131/SPK-RBDMPS/ RIK/08/2025, Directorate General of Research and Development, Satya Wacana Christian University.

In the manuscript, it should be noted that due to the absence of an institutional ethical board for approving social science research, there was no opportunity to apply for Research Ethics Board (REB) approval. This academic limitation resulted in an exemption from requiring ethics approval for the study.

AUTHOR CONTRIBUTION STATEMENT

Afit Trisulistiono designed the conceptual model and wrote the background research.

Gede Ariadi performed the empirical analysis and prepared the theoretical contribution. All authors contributed to the writing and revision of the manuscript.

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