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THE EFFECTS OF ISLAMIC LEADERSHIP STYLE AND WORKPLACE SPIRITUALITY ON JOB SATISFACTION: THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT

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Abstract

Perceived Islamic leadership and spiritual workplace environment have received increased attention on educational institutes. The study explores the association between Islamic leadership and workplace spirituality with job satisfaction by mediating role of employee work engagement, aiming to uncover the underlying processes driving this connection. Using a cross-sectional correlational design, data were collected from 212 teachers from higher educational institutes located in Quetta city, Pakistan. Participants completed the quantitative survey. The obtained results revealed that Islamic leadership and workplace spirituality are positively associated job satisfaction. Secondly, employee work engagement emerged as stronger mediators between Islamic leadership and workplace spirituality and job satisfaction. Hypothesis testing were done by using process macro technique recommended by Andrew Hayes on SPSS version 29. This study demonstrates that spiritual culture in form of leadership style and positive factors, elucidating its mechanisms for satisfying needs and motivating while supporting and empowers customizing work to intrinsically drive goals, performance, and engagement as motivated employees engage more in educational activities.

INTRODUCTION

Islamic leadership emphasizes a servant-leader approach, grounded in the belief of serving Allah and fulfilling one's duty as a khalifah (vicegerent) on Earth. It's not about seeking power but about taking on a divine trust (amanah) and responsibility. Leaders are expected to implement Allah's laws, prioritize justice, and serve the well-being of their communities (Candra et al., 2022). The Islamic performance of employee shows a multiple illustrations characterized by complex assessment of employees, work outcome within complex and convoluted structure of Islamic ethics, principles. As shown in current studies (Badar et al., 2023).

Specialists in Islamic administration and ethics have found different aspects. Their multiple investigations enclose effect of Islamic leadership styles on Islamic performance of worker; combination of Islamic work morals into human resource administration practices; and effect of Islamic company custom on attitude of employees (Astuti et al., 2020). Islamic leadership shows strong leadership style embedded in absorption of Islamic rules, ethics & values into an company's

administration of its workers informed through rules & preaching of the Islam in spiritual workplace environment (Al-Sharafi et al., 2017).

Workplace spirituality reflects the deep perception of explanation, purpose, and unified practices in work environment, extending beyond substantial or debatable aspects. It is about boosting a values-driven custom through which employees experience a perception of affiliation, fulfillment, and transcendence (Alazzabi et al., 2020). Workplace spirituality disclose experiences like awareness, thought & thinking, and encouraging self-mindfulness and a perception of objectivity. These experiences can assist employees to manage depression more efficiently and effectively, approaching to minimized levels of collapse and better complete welfare and development (Iqbal et al., 2018). Employee involvement shows that the spiritual and mental connection of the employees exist with their organizations, their work, & their colleagues. It is about how invested employees are in their work and the company's goals, impacting job satisfaction, productivity, and retention (Murniyati and Dessyarti, 2023). The engagement of the employees shows that the ranking of passion, ardor, fervor, and commitment felt by the workers towards their duties and jobs. The engagement of the employees could be critical to the success of organization and company because of its positive and direct impacts on job satisfaction and employee confidence. The Engagement of employees conclude that employees are committed, invested, connected, and involved in their work and job (Hamzah & Basri, 2021). Employee performance is positively and substantially influenced by the job satisfaction including non-monetary factors like happiness for work, acknowledgments of the performance, appreciation for work done, and good work environment (Aina-Obe et al., 2024).

It is needed to conduct more researches to know the impact of leadership on employee's motivation & job satisfaction using green HRM policies. It is also needed to maintain leadership style factors so that workers can feel comfortable working and pay more attention to existing regulations having compensation factors by providing rewards and incentives, so that workers feel fair and relaxed with the company and could complete tasks on time (Basyir & Farida., 2024). To achieve maximum efficiency regarding employee performance, the think tank may form awarding and rewarding systems to match the top and high demands of different occupations by introducing principles and rules such as on-site childcare opportunities, telecommuting services, and paid leave for personal commitments (Ain-Obe et al., 2024). It is demanded to launch a comprehensive and practical approach to improve motivation and performance by looking a combination of policies that solve various aspects of professional well-being and job satisfaction, such as provision of efficient operational vehicle, work-life balance, leadership opportunity, and career development chances (Lois et al., 2024).

The concept of leadership is multi-dimensional and has been defined from various perspectives by scholars over time. Northouse (2021) defines leadership as "a process whereby an individual influences a group of individuals to achieve a common goal" (p. 6), highlighting influence and goal attainment. Another viewpoint, presented by Bass (1990), emphasizes transformation, defining leadership as "an interaction between leaders and followers to achieve real change that reflects their mutual purposes" (p. 19), underscoring inspiration and change. Yukl (2013) provides a broader view, defining leadership as "the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives" (p. 7), encompassing influence, coordination, and shared goals. Leadership, a cornerstone of organizational dynamics, holds diverse dimensions explored through transformational approaches (Yunita et al., 2023; Bass & Riggio, 2006), situational adaptability (Boyar et al., 2022), and ethical considerations (Brown & Treviño, 2006).

Literature Review

2.1: Impact of Workplace Spirituality on Job Satisfaction

The study of Qawasmeh et.al. (2024) highlighted that Enhanced Training Programs, Adaptation of Practices and impacts of Longitudinal Studies on employee performance and job satisfaction and motivation. Consequently, Faeni (2024) disclosed the additional research that values on the human resource administration and how it might assist green practices

&, to lesser degree, showing environmental administration policy, specially within Green Transport organization official and wider impacts of GHRM policies as against to individual acts could give worthfull perceptions in this zone.

Moreover, Alhempi et. al., (2024) examined the indicators like pre-determined working hours, assigned & defined jobs with proper job descriptions, having rules and regulations for any act at work, maintaining the norms and respect, assuring work discipline and fulfilling the basic necessary needs like physical, social, security, self-respect, motivation, encouragements, leadership attitude etc having the direct impact on performance of employee by determining effects on fair running of workers in finishing targets assigned to them so they could perform more effectively, efficiently and economically.

Subsequently, Odeleye et. al., (2024) studied that Government should make primary school teaching lucrative through a better salary payment and incentives by creating an atmosphere conducive to learning to enhance the teachers' job satisfaction so as to develop the pupils learning experiences and by ensuring prompt promotion of primary school teachers and the incentives of such promotion implemented promptly. In additions, Daniel & George (2024) explained the information regarding various ranges of pay & salaries on the basis of innovation & research and cut down the cutthroat remuneration categories for all important and necessary positions based on geographic area. Furthermore, Hadi (2024) disclosed the gaps between the company's remuneration opportunities including perks & salary and expectations of the employees. Administration requires to evaluate the revising structure of pays & salaries, perks and other facilities including bonuses to be more in touch with standards of the industry and meeting the requirements of the employee. Administration requires to consider the work motivation on the basis strategies which are being implemented to confirm their efficiency and effectiveness in motivating the employees. If it is not suitable or ineffective and inefficient for the employee requirements, adjustments, growth or development of new policies and strategies which need to be focused that are more feasible and suitable to the organization context and employee features.

2.2: Impact of Islamic Leadership on Job Satisfaction

Research of Faliza et al., (2023) eloborated that Islamic leadership shows a fast and growing style of leadership of which roots are incorporated through Islamic rules, principles, ethics and values into the administration of the organization for the betterment of its workers guided by teachings & policies of the Islam.

In additions Akhmadi et.al., (2023) disclosed that Islamic leadership style keeps the strong and influential focus on justice, neatness, ethical, and empathy conduct within the organization. Leaders struggle and work to uplift the level of trust, coordination, and community among employees of the company. They present themselves as practical and vital models for their employees & workers with the view to facilitate their professional and career growth and their spiritual & ethical growth. The prime goal is to enhance the welfare and comprehensive personal & professional progress of workers. Similarly, Candra et al., (2022) showed that Islamic leadership is based on a theme illustrating the style that is directed by Islamic ethics, and principles. Moreover, Iqbal et.al., (2018) discussed that the principles and polices of Islamic leadership could have positive, direct and significant impacts on the performance of the organization and, majorly, in comparison where Islamic values and ethics show the great significance.

Accordingly, Rashid et.al. (2018) expressed that Islamic leadership possess the focus on justice, fairness & kindness together, which could motivate the employees to be much involved in their jobs, uplift their productiveness and enhance the organization's overall success. Subsequently, Riski & Rino (2024) exposed that worker's performance is effected by the principal's digital leadership style, encouragement, and whole capacity of work and job aptitude impacts the operational performance of employees. Good ability could increase the performance of the employees while negatively affected by inadequate capability.

Basyir & Farida (2024) studied that Islamic leadership style has an effect on worker's performance, motivation hasn't effect on worker performance, remuneration hasn't effect on worker's performance, the job environment has effect on worker's execution

and job satisfaction has no impact on worker's performance. Furthermore, Bolatito & Muhammad (2024) discussed that the rewards management and the employees' performance are vital and prime elements in each and every organization since they have huge and wide effects on the organization's overall success. Performance of the employee is widely affected by job satisfaction, which may be affected by several factors, including incentives, package, salary and rewards management.

2.3 Role of Employee Engagement

Keltu (2024) studied that there is direct and positive effect of human resource development having impacts on the employees' performance & work satisfaction in university academic staff. Saluy (2024) studied that the job encouragement has a direct effect on engagement and performance of the workers.

Ain-Obe et al (2024) expressed that the management system of rewards for an organization must be equitable, effective, and efficient because of having greater work satisfaction. The updated, effective and efficient incentives system may motivate workers, resulting in intensified levels of job satisfaction while insufficient reward management has negative and adverse impacts on the performance of the employees. Similarly, Mitalo & Wanyama (2024) indicated that impact of employee motivation on linkage between worker remuneration and worker performance and the significance of looking not only the financial attributes of the compensation but also the motivational factors that affect worker engagement and performance by generating a work environment that uplifts the distributed advantages and assures contributions of the workers, as it can significantly increase whole growth, performance and productiveness. Moreover, Saluy (2024) discussed that it is demanded to mediate the effect of work motivation and career development on worker performance. In the same token, Ningrum & Oktaviannur (2024) examined the impact of Career Development, and Work Encouragement on Employee work Satisfaction.

2.4: Relationship of Islamic Leadership and Workplace Spirituality with Employee Engagement

The research of Tin (2024) considered the Job engagement impact on organizational commitment and effect on worker performance and worker satisfaction and found impact of satisfaction on worker's performance in various industries with higher sample size that could also be more productive and effective research if both, time and cost, allows.

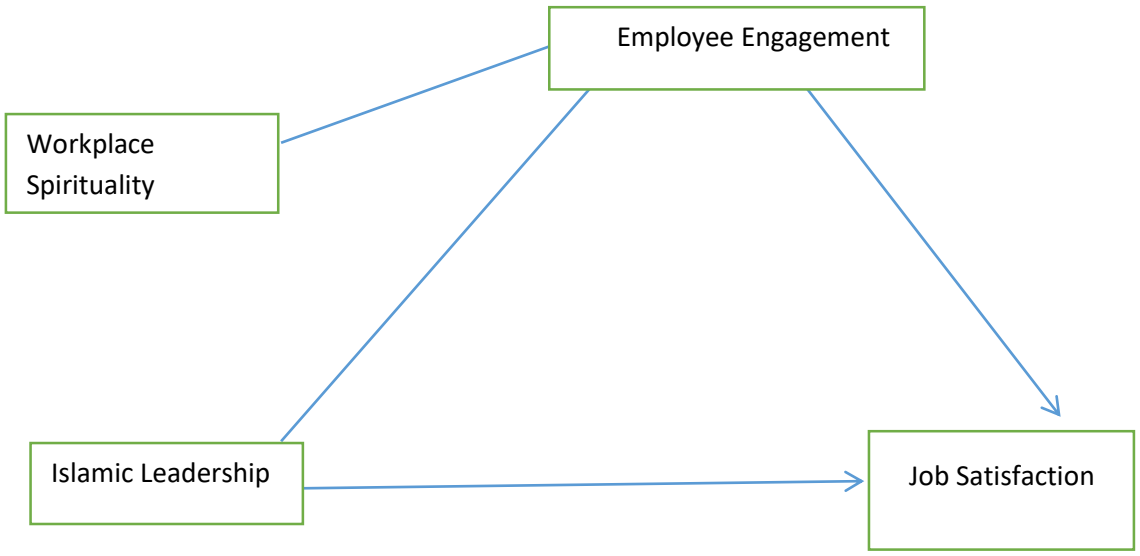
Similarly, Comelio & Mahusay (2024) discussed to involve a longstanding framework to determine how changes in work engagement influence the employee performance and linear dealership success with the passage of time.

In additions, Khawla (2024) suggested that the future researchers should examine more than one cities of the country for studies, so that, adding the number of employees in the sample to obtain more accurate results by keeping all relevant and various aspects relevant to the job satisfaction with the investigation of both, inside motivation and outside motivation, having a deep relation with the reward system expressing the details.

Howard (2024) examined the overlap and disparities between agency theory and SDT as currently, these theories appear highly divergent and yet are both highly influential in various domains of management research. Specifically, while it seems as though the foundational premise of agency theory is defensible (i.e., that principals and agents often have differing interests, and principles therefore need to take steps to align these interests), many assumptions within agency theory are overly narrow, hyper-rational, and systematically exclude more humanistic, yet evidence-based perspectives of motivation.

Moreover, Putri et al (2024) studied that organizations may give a much relax and happy job environment that result in optimum worker satisfaction welfare & growth. It is a useful tool of assistance for organizations willing to enhance company performance by optimal utilization of their human resource administration policies to enhance and increase worker happiness. At the end, Ifrani & Kartiwi (2024) identified that to increase the mutual perceptions of education stakeholders, especially in sphere of Islamic education by disclosing potential, latent and positive linkage between religious steadfastness and enhanced motivation among instructors and personnel is necessary.

Conceptual Framework



Methodology

3.1 Research Design, Population, Data Collection and Sample Size

The study is done among various organizations of Islamic Republic of Pakistan as per their appropriate operational role and because they provide their services from the Islamic perspective. The researchers utilized quantitative methods, applying deductive approach in study. This methodology is the fastest, common & quickest in management sciences, social science, and business researches because of their inclusion in gathering standard numerical data having accuracy & objectivity (Bryman, 2016). This methodology is not only best source but also the practical source of getting the excellent and the best validity of outcomes to wider groups which is made practical by large sizes of sample (Trochim and Donnelly, 2008) and is ideal for deep and detailed statistical research because it forms it easier to show relationships (Fowler, 2013 and Bowling, 2014).

Therefore, sample of 366 is satisfactory for the analysis of this study. Data was collected from major educational institutes from Quetta city, Pakistan. Survey was completed from employees i.e., teachers, lecturers, assistant professors and professors working in major educational institites including Alhamd Islamic University, Balochistan University, BUITEMS, & SBK. Initially 395 questionnaires were distributed in which 372 respondents completed the survey. A number of 6 questionnaires weren't filled properly. Finally 366 questionnaires were selected for the final study and analysis. We utilized the quantitative methodology and this study's results are based on a 366 sample size.

3.3: Instruments

We adopted all the scale items from the subsist and live studies and applied the five-point Likert scale that ranged from strongly agree to strongly disagree similarly as used by Ratnasari, (2021). Likert scale has been practically

applied for this analysis. Joshi et al (2015) has disclosed and discussed the Likert scale in detailed explanation by highlighting its practical implementation for various aspects. Jebb et al (2021) reviewed the likert scale development and its advance implications on various data sets.

Reliability and Validity of the Questionnaire

One can't overestimate the significance of knowing the questionnaire's reliability and validity. These are the foundations of sound research and guarantee that the collected data is reliable, consistent and trustworthy (Babbie, 2016).

A study's validity increases when a questionnaire is dependable and produces answers that are consistent throughout the period and under similar circumstances (Fowler, 2013).

Accordingly, we conducted a pilot study by gathering 20 samples to ensure the questionnaire's reliability and validity. We confirmed the questionnaire's reliability by using Cronbach's alpha to ensure internal consistency among the scale items (Hair et al., 2019).

3.4: Analysis packages and statistical tests

We applied several statistical tests to conclude the study. Initially, we applied descriptive statistics to observe the demographic trends of the respondents through a statistical package of social sciences (SPSS) version 26.0 for Windows. After that, we applied SmartPLS4 to conduct a measurement model (model fitness, AVE, CR, alpha and VIF). Finally, we assessed the structural model through path analysis.

Data was processed through SPSS to get the results.

Results & Analysis

4.1 Respondent's profile

In total, this study had 306 respondents, of whom, 214 employees were male and 152 males were female. 162 employees were in the age bracket of 18 to 30 years, 105 employees were in the age bracket of 30 to 45 years and 99 employees were in the age bracket of more than 45 years.

On the basis of education, 49 employees did the matriculation, 38 did the intermediate, 166 did the graduation, 101 did the masters and 12 did the PhD. Similarly, 170 employees has the experience of 1 to 10 years, 111 employees had the experience of 11 to 18 years and 85 employees had the experience more than 18 years (see Table 1).

Demographic Details

Employees Particular	Description	Numbers	Percentage
Gender	Female	152	41.53
	Male	214	58.47
Total		366	100
Age	18- 30 Years	162	45.03
	30-45 Years	105	28.01
	Above 45 Years	99	26.96
Total		366	100
Academic Qualification	Matriculation	49	13.38
	Intermediate	38	10.38
	Graduation	166	45.35
	Masters	101	27.59
	MS/ MPhil or Higher	12	3.3
Total		366	100
Work Experience	1-10 Years	170	46.44
	11-18 Years	111	30.32
	Above 18 Years	85	23.24
Total		366	100

Table 1: Demographic Data

4.2 Measurement Model Assessment

Table 2 illustrates that alpha coefficient for Islamic Leadership is 0.813 which means that the items have relatively high internal consistency that's acceptable. Similarly, Composite Reliability (CR) for Islamic Leadership is 0.937 which means that it is high and acceptable. Average Variance Extracted (AVE) for

Islamic Leadership is 0.503 which is high and acceptable.
Same table illustrates that alpha coefficient for Workplace Spirituality is 0.824 which means that the items have relatively high internal consistency that's acceptable. Similarly, Composite Reliability (CR) for Workplace Spirituality is 0.815 which means that it is high and acceptable. Average Variance Extracted (AVE) for Workplace Spirituality is 0.563 which is high and acceptable.

Similarly, alpha coefficient for Employee Engagement is 0.929 which means that the items have relatively high internal consistency that's acceptable. Similarly, Composite Reliability (CR) for Employee Engagement is 0.957 which means that it is high and acceptable. Average Variance Extracted (AVE) for Employee Engagement is 0.501 which is high and acceptable.
Additionally, alpha coefficient for Job Satisfaction is 0.992 which means that the items have relatively high internal consistency that's acceptable. Similarly, Composite Reliability (CR) for Job Satisfaction is 0.917 which means that it is high and acceptable. Average Variance Extracted (AVE) for Job Satisfaction is 0.609 which is high and acceptable.

Table Construct reliability and validity

Constructs	C's alpha	CR	AVE
Islamic Leadership	0.813	0.937	0.503
Workplace Spirituality	0.824	0.815	0.563
Employee Engagement	0.929	0.957	0.501
Job Satisfaction	0.992	0.917	0.609

Table 2: Table Construct Reliability & Validity Results

On the basis of results, it can be concluded that
- Islamic Leadership Style is positively correlated with employee job satisfaction
- Islamic Leadership Style is positively associated with employee work motivation
- Islamic Leadership Style is positively associated with employee Workplace Spirituality
- Employee work motivation significantly mediates the relationship between leadership style, employee engagement and employee job satisfaction
- Green HRM practices moderate the relationship between leadership style and motivation

Discussion

In this study, we aimed to explore among Pakistani Organizations employees the effect of Islamic leadership on employee Islamic performance directly and indirectly through workplace spirituality, employee engagement, employee performance and job satisfaction. These findings are consistent with those of previous studies by scholars such as Aini (2020), Faliza et al. (2023), Galanou and Farrag (2015), Husti and Mahyarni (2019), Hamzah and Basri (2021), Muzaki and Supriyanto (2021), Saleh et al.'s (2023) and Suryani and Triyono's (2022), and the findings show that Islamic leadership has a positive effect on workplace spirituality, employee engagement, employee performance and job satisfaction. These beneficial relationships show that the employer must act fairly and give all employees the same rights.
Furthermore, they believe a thriving organization prioritizes employee welfare and views loyal customers as invaluable assets. Consequently, they assert that the safeguarding of the shareholders' interests becomes an inherent managerial responsibility. They reject ethnic, racial and sexual discrimination and place a high premium on respecting the integrity of all.
They recognize that a secure working environment correlates with heightened productivity, and they assert that, by encompassing both individuals and the environment, the linchpin to organizational prosperity is the safeguarding of all stakeholders' rights. The organization's leader consistently cultivates an environment of attentiveness and well-being. By promoting mutual assistance and seamless cooperation, they foster solid interpersonal

connections among all employees. Their commitment to absolute honesty is unwavering, and they exhibit a judicious use of time by optimizing it to its fullest potential. The banking sector's senior executives pursue a dual quest for fulfillment, both in the temporal and spiritual domains. They exhibit an emotional commitment to operational excellence and strive to be efficient and effective while extending benefits to others. In this study, we focused on public sector organizations to examine how isamic leadership impacts job satisfaction and organizational commitment. We explored how organizational trust mediates this relationship and how environmental dynamics moderate the link between isamic leadership and job satisfaction as well as organizational commitment. The results revealed a negative correlation between isamic leadership and both job satisfaction and organizational commitment in these organizations. Numerous studies consistently indicate a detrimental relationship between isamic leadership and both job satisfaction and organizational commitment. Isamic leaders, who make decisions unilaterally, tend to reduce employees' autonomy, resulting in lower job satisfaction, particularly for those desiring more involvement in decision-making (Setiawan et al., 2023; Riggle et al., 2009). Additionally, isamic leadership negatively affects organizational commitment, particularly the affective dimension, by creating disconnect between employees and the organization's values and goals (Tepper et al., 2001). Continuance commitment may increase as employees feel limited alternatives for employment rather than genuine commitment. Importantly, this relationship transcends cultural boundaries, as evidenced in studies conducted in Chinese organizations and cross-cultural investigations (Alade, 2022; Shi et al., 2020; Hrebiniak & Alutto, 1972; Wang et al., 2011). These findings underscore the need for organizations to adopt empowering leadership styles, fostering a positive work environment andenhancing job satisfaction and organizational commitment. The current research aligns with previous studies on the mediating role of organizational trust in the relationship between isamic leadership and employee job satisfaction and organizational commitment. Trust's influence on how isamic leadership is perceived and its impact on job satisfaction (Mayer et al., 1995) resonate with our findings. Blau and Boal (1989) also suggested that organizational trust could alter employees' interpretations of isamic leadership, potentially mitigating its negative effects. Stobbeleir et al., (2011) found that organizational trust mediated the negative impact of isamic leadership on job satisfaction, while Wang et al. (2005) demonstrated that ethical leadership enhanced trust, subsequently improving job satisfaction and commitment under isamic leaders. Furthermore, research has highlighted the mediating effect of organizational trust in the relationship between isamic leadership and organizational commitment. Isamic leadership, characterized by its top-down and controlling approach, can negatively affect organizational commitment (Jiatong et al., 2022). Organizational trust plays a vital mediating role between isamic leadership and organizational commitment. It helps alleviate the negative effects of isamic leadership on commitment by fostering trust in leaders, ultimately enhancing employees' commitment to the organization (Blau & Boal, 1989; Stobbeleir et al., 2011). These findings underscore the importance of fostering a favorable work environment to counteract the potential detrimental impact of isamic leadership on employees' commitment to the organization. These studies support and reinforce the current research's emphasis on the role of organizational trust in mediating the effects of isamic leadership on both job satisfaction and organizational commitment.

5.1: Limitations and recommendations for future research

This study's limitations are that it is concerned only with Pakistani employees who were the respondents to the questionnaire. Also, we used quantitative methodology to collect cross-sectional data from a single source. Also, we restricted this to Islamic leadership, Workplace Spirituality, Employee Engagement, Employee Motivation and Job Satisfaction, did not use a particular theory to underpin its conceptual model. Finally, this study's findings are based on a 306 sample size.

We recommend that more longitudinal studies are conducted to validate this model, and that, as constructs and predictors, these studies include other organizational factors such as commitment, job satisfaction, turnover intentions and talent

management factors. We recommend, also, that similar studies be conducted in other sectors, such as services, SMEs, health and education, to observe the effects of Islamic leadership on employee Islamic performance. Finally, we recommend that future studies use larger sample sizes.

5.2: Organizational Implications

The role of factors like workplace culture, leadership style, or organizational communication in shaping employee engagement levels is effective and compulsory. Additionally, conducting comparative studies across industries could offer insights into how reward strategy impacts employee engagement in different organizational contexts. Future research could explore the role of variables such as organizational culture, employee perceptions of fairness, or individual personality traits in mediating or moderating the effects of reward strategy on employee engagement outcomes (Han., 2024). The better the Transformational Leadership Style, Interpersonal Communication, and Job Satisfaction of employees, the higher the Organizational Commitment of employees will be (Muahusinin., 2025).

Qaswemah (2024) explained that significant correlations exists between HRM practices and employee performance measures. Training programs showed a significant positive correlation with productivity and job satisfaction in Jordanian universities, while compensation showed a more clear impact on productivity in Saudi universities.

Alhhempi et al., (2024) expressed that the leadership directly had a positive influence but insignificantly on employee performance. Motivation has a positive direct and significant influence on employee performance. In a while, leadership and motivation with work discipline as an intervening variable, indirect has a positive influence but is insignificant to employee performance.

Wangloan et al., (2022) studied that human resources have a very strategic position in a company, meaning that the human element plays an important role in carrying out its activities to achieve goals. Humans always play an active role in every organizational activity, because humans are planners, actors, and determinants of the realization of organizational goals.

Riyanto et al., (2021) studied that success of the organization regarding to achieve its targets and objectives doesn't rely only on the aspects of the human resources owned by the organization but also on the technology utilized by the organization. So that organization requires potential human resources in both shapes, leaders and employees which develop good contributions and bring out optimal duties and obligations to obtain the goals of the organization.

Saluy et.al. (2021) expressed that the victory of the organization is influenced by the independent and sole performance of its workers, the organization will struggle to progress and promote the performance of the workers so that organizational objectives and targets could be obtained.

Watkins (1991) explained that the control and direction is important and necessary operation of human personnel and the vital aspect to achieve targets. On the other hand, if the good discipline isn't maintained then it would be hard to optimum the maximum and optimal goals. Work direction is termed as personal willingness and awareness to follow the rules and regulations of the organization which are applicable to achieve social and economic norms.

Odeleye (2013) Running a successful educational system requires the attraction and retaining of high-quality teaching staff.

Etor, Mbon & Ekanem (2013) explained that teachers in primary schools play a crucial part in transferring knowledge in the classroom. They educate, foster, and help students develop the necessary social and academic skills for their age, aptitude, and level of development. Additionally, they develop daily lesson plans, lead class discussions, give and grade tests, assign and check homework, and evaluate student's work individually and corporately. If the solid laydown is paved, at this level primary education empowers the seeker's feet to conquest the track the education leading to the peak and height of academic success.

Lestari, Watini & Rose (2024) investigated the understanding of the factors which are responsible for determining the performance of the employees is vital and important for obtaining the success of organization by knowing how self-efficiency, self-effectiveness and discipline of work generate impact on the performance of the worker.

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