

# The Influence of Transformational Leadership on Psychological Well-Being Assessing The Moderating Role of Workplace Spirituality

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## Abstract

Minangkabau women are considered bundo kanduang who always maintain the integrity of the family in West Sumatra. Minang women realize that helping their husbands is a very noble thing and does not conflict with cultural values. The favorite profession chosen by many women in Minangkabau is lecturer. If observed from LLDIKTI X data, the number of female lecturers is greater than male lecturers, but in terms of rank, male lecturers are better than female lecturers. The research purposed to prove and description of impact transformational leadership on psychological well-being through workplace spirituality as a mediating variable in female lecturers at a number of leading universities in Padang City. The analysis method used is quantitative, namely path analysis, which is processed using Partial Least Square or PLS software. The results of the hypothesis testing found that inspiring leadership and workplace spirituality have a positive and significant effect on the psychological well-being of female lecturers, then in the indirect effect test it can be proven that workplace spirituality is able to moderated the relationship between transformational leadership and the psychological well-being of female lecturers at a number of leading universities in Padang City. Result of the testing founding inspiring leadership and workplace spirituality are able to improve the psychological well-being of female lecturers, in addition through workplace spirituality, the implementation of a inspiring leadership style by the head of the institution is able to encourage the realization of psychological well-being in female lecturers.

**Keywords:** transformational leadership; psychological well-being; workplace sprituality

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## Introduction

Every individual in working is certain to have relatively the same goal, namely creating psychological well-being. The concept of psychological well-being is related to the psychological happiness felt by a person (Ajibade et al., 2016). Psychological happiness shows a feeling of comfort, calm and gratitude for achievements in life. This achievement is related to the balance in achieving success in the organizational environment or in the family environment (Rakhman & Suhana, 2023). However, to achieve and truly feel psychological well-being, many people find it difficult to achieve it, most of them are only successful for one goal, but ignore a number of other obligations (Chiniara & Bentein, 2016). In real life, especially in Minang Kabau, women have a very important role, namely as Bundo Kanduang. In Minang Kabau society, women are considered protectors or people who maintain household harmony. Minang Kabau women currently have a far-sighted mindset, they realize that they must help their husbands to meet household needs. The large number of dependents encourages

increased awareness of women in Minang Kabau to actively work. One profession that is of interest to women is lecturer or teacher.

The reason for choosing this profession is because becoming a lecturer or teacher in various educational institutions will encourage flexibility of time that can maintain the balance of the implementation of obligations for women both in the family environment and in the family environment. In addition, the choice of profession as a lecturer or teacher is because this profession is considered a noble job and in line with religious commands. Minang Kabau women who already have husbands and children will certainly ask permission from their husbands, children or other family members before deciding to work or become part of an organization. However, the phenomenon that occurs is actually the opposite, many women who are married and have children cannot maintain the balance of fulfilling obligations in the organizational environment with obligations to the family. Most of them are more successful in one field only, as a result, many women who have career success in the organizational environment and receive appreciation and recognition from members of society, but are not successful in managing a household. Busyness has pushed women to forget one of their obligations, resulting in arguments, and increasing cases of divorce. In addition, according to LLDIKTI X for the West Sumatra, Riau, Jambi and Riau Islands regions, if observed from the rank level, many female lecturers are late to be promoted, most of them still have a structural rank as an assistant expert or lecturer.

According to a survey conducted on 30 women who work as lecturers at various private universities in Padang City, it is known that when they choose to work as lecturers, they assume that the profession will provide a lot of time for family, but this does not always happen because there are obligations that must be fulfilled by lecturers to increase their rank, namely carrying out the tri dharma of higher education which will be evaluated through the Lecturer Workload Report (BKD), to get a rank value that matches the qualifications, of course, hard work is needed that takes a long time, as a result they find it difficult to maintain a balance of obligations or roles in the organizational environment or family.

Higher education as one of the institutions engaged in education certainly cannot always accept the reasons given by female lecturers, especially reasons related to family. To encourage optimal implementation of the tri dharma of higher education by female lecturers in particular and all lecturers in general, university leaders and units within them try to find the right type or style of leadership, to encourage the realization of psychological well-being of all lecturers, especially female lecturers. One of the leadership styles that is often chosen by university leaders or units below them is the transformational leadership style. According to Luthans (2017) transformational leadership is a style or type of leadership that makes the leader a figure who can inspire his subordinates. The leader is a wise figure and has many ideas, is polite and charismatic. Through the transformational leadership style, the leader will always provide inspiration in the form of advice, and positive experience stories that can motivate his subordinates, so that work that was previously disrupted can be completed well by subordinates, when a lecturer is always given inspiration and motivation by the head of an agency or department in a university, of course this will be a motivation that will increase work enthusiasm for lecturers, especially women. When the work is successfully done, of course, the achievements achieved become an achievement that will get recognition from others, so that it becomes a source of pride for female lecturers or their families, as a result psychological well-being increases.

Several research results show that transformational leadership has a positive effect on psychological well-being, these findings can be seen in the research of Iqbal et al., (2020) who found that the implementation of transformational leadership in the organizational environment will increase

the psychological well-being felt by employees. The results of a study that were not much different were expressed by Karimi et al., (2023) who stated that an inspiring and charismatic leadership style is liked by subordinates, this increases their enthusiasm to complete tasks and responsibilities in the organization. The achievements achieved will certainly get appreciation or awards from superiors, colleagues or the community, thus increasing the psychological well-being felt by employees.

However, the results of the study by Bui et al., (2017) stated that transformational leadership had no effect on the psychological well-being felt by women. This is because women who work certainly have responsibilities for their families, when they are only successful in the organizational environment, of course psychological well-being cannot be formed. Minang Kabau women are known as religious women so they are sure to look for fields of work that are recommended by religion (Amalianita & Nirawana, 2021). One of the reasons that motivates Minang Kabau women to choose a profession as a lecturer is religion. Teaching is a noble and rewarding act. In addition, the world of higher education in Padang City strongly recognizes the existence of religious diversity, so that each university is certain to provide strong tolerance for the implementation of religious activities by all people involved in a university. According to Robbins & Judge (2016) workplace spirituality is an important thing that affects a person's psychological well-being. Belief in a supreme being encourages every human being to pray and perform worship. Through religious activities, a person will feel comfortable and calm. Worship is one way that every individual, especially Muslims, can be grateful and trustworthy. When this is truly done, psychological well-being can be realized.

Chinomona (2012) workplace spirituality is an important thing that creates a sense of calm and comfort in life. Workplace spirituality shows a strong belief in a person that success or sustenance comes from the creator, so being grateful is a way to create psychological well-being. Furthermore, Paul & Jena (2022) workplace spirituality has a positive effect on psychological well-being. However, different results were obtained in the research of Adamu et al., (2023); Afsar et al., (2016) found that workplace spirituality did not have a significant effect on psychological well-being, this condition occurs in some individuals who work to separate worldly problems from the afterlife so that workplace spirituality does not affect the psychological well-being felt by employees in an organization.

The novelty of the research that the researcher tried to raise in this study is related to the psychological well-being felt by women, especially those of Minang Kabau descent, considering that research discussing similar matters has not been widely conducted. Furthermore, another factor that motivates researchers to conduct research that discusses a number of variables that influence psychological well-being is the absence of a strong agreement or consensus that explains the relationship that occurs from each research variable to be studied. In this research, researchers try to test and analyze the influence of transformational leadership and workplace spirituality on psychological well-being, where workplace spirituality is a moderating variable that strengthens the relationship between transformational leadership and psychological well-being, especially for lecturers at a number of private universities in Padang City.

## Literature Review

### *Happiness Theory in Positive*

The concept of happiness theory was first developed by Martin Seligman on 2002 where Seligman's view of humans is inseparable from the influence of humanistic psychology such as Abraham Maslow, Carl Rogers and Erich Fromm. The main concept in the theory states that every human has two potentials, namely the potential to do good things or the potential to do bad things. When humans try

to develop their positive potential, their suffering will be reduced until it brings them to happiness. Every human has a positive self-potential which is influenced by two aspects, namely positive institution and positive self. In a positive institution is an environment that encourages someone to be better, responsible, polite, tolerant, full of love, have high concern for others and have a high work ethic, while positive self is an internal factor or a factor that comes from within the individual that encourages individuals to behave positively in life.

Seligman's concept of happiness is seen from two perspectives, namely moral laden and morally-neutral. Moral-laden requires that the benchmark for happiness is moral values which are essentially realized through happiness and centered on the value of goodness (virtue). Seligman also stated that the value of happiness will emerge in every person when they feel subjective and psychological well-being in the form of complete satisfaction with the life they are living.

### **Relationship between Variables**

A leader is a wise figure and has many ideas, is polite and charismatic. Through a transformational leadership style, a leader will always provide inspiration in the form of advice, and positive experience stories that can motivate his subordinates, so that work that was previously disrupted can be completed well by subordinates, when a lecturer is always given inspiration and motivation by the head of an agency or department in a university, of course this will be a motivation that will increase work enthusiasm for lecturers, especially women. When the work is successfully carried out, of course, the achievements achieved become an achievement that will get recognition from others, so that it becomes a source of pride for female lecturers or their families, as a result psychological well-being increases.

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The results of Chinomona's research (2012) workplace spirituality is an important thing that creates a feeling of calm and comfort in life. Workplace spirituality shows a strong belief in a person that success or sustenance comes from the creator, so being grateful is a way to create psychological well-being. Furthermore, Paul & Jena (2022) workplace spirituality has a positive effect on psychological well-being. However, different results were obtained in the research of (Afsar et al., 2016) and Adamu et al., (2023) found that workplace spirituality did not have a significant effect on psychological well-being, this condition occurs in some individuals who work to separate worldly problems from the afterlife so that workplace spirituality does not affect the psychological well-being felt by employees in an organization.

## Methods

This research was conducted with a quantitative approach, where in this approach the researcher tried to prove the influence formed between transformational leadership style and workplace spirituality on psychological well-being, and tested the extent to which workplace spirituality was able to moderate the relationship between transformational leadership style and psychological well-being in female lecturers who actively work in a number of private universities in Padang City. This research used 150 female lecturers at a number of the largest private universities in Padang City. The universities in question are Bung Hatta University with 47 people, Dharma Andalas University with 33 people, Baiturahmah University with 16 people, PGRI University of West Sumatra with 34 people, and Mahaputra Yamin Solok University with 20 lecturers.

Sampling was carried out using the purposive sampling method, in this method the samples taken were female lecturers who were married and had children or dependents, and had worked as lecturers for at least five years. The data collection process was carried out by conducting a survey through the process of distributing questionnaires, either distributed directly or via google form. In this research, researchers used three variables, namely endogenous, exogenous and moderating variables.

Psychological well-being is the first variable measured using statements adopted from Abolnasser et al., (2023), namely the ability to adapt to life changes, pay attention to things that are important to personal life or others, feel wise in acting, feel flexible, understand how to achieve goals, be able to make decisions, have a comfortable psychology, believe in achieving life goals, learn from experience, and have self-confidence. The number of statements used is 10 items. Transformational leadership is measured by statements adapted from the research of Bui et al., (2017), namely leaders who foster trust, leaders who inspire, leaders who always teach positive things, leaders who always inspire enthusiasm and leaders who always encourage togetherness in the organizational environment. Furthermore, the workplace spirituality variable is measured by statements adopted from Paul & Jena (2022), namely feeling happy in a career, having more energy in working, feeling that life goals have been achieved, devoting oneself to the chosen profession and always being grateful to the creator.

The data analysis technique used to answer the research objectives is Moderating Regression Analysis (MRA). The data processing process is carried out with the help of Partial Least Square (PLS) software. The testing stages consist of several stages including Measurement Model Assessment (MMA) consisting of Convergent validity analysis which includes Outer Loading, Composite Reliability, Cronbach's Alpha and Average Variance Extracted (AVE). The next procedure is to carry out Discriminant Validity with the Fornell Larcker Criterion approach, and the Cross Loading consistency test (Hair et al., 2019). After these procedures are fulfilled, the Inner Model, namely through R-square analysis and Goodness of Fit (GOF) analysis, can be carried out (Tenenhaus et al., 2005). The third stage is to test the hypothesis using the T-statistic test. The

hypothesis will be accepted when the T-statistic value is  $> 1.96$ . Testing is carried out in two stages, namely testing the direct effect and testing the moderation effect formed.

## Results and Discussion

### Respondent Demographics

The initial procedure for the data analysis stage is to interpret the general descriptive data of respondents as shown in Table 1 below:

Table 1. Respondent Demographics

Demographic	Frequency	Percentage
<b>Age</b>		
25 – 35 Years	36	24.00
36 – 45 Years	84	56.00
46 – 55 Years	41	27.33
> 55 Years	9	6.00
<b>Position</b>		
Asisten Ahli	38	25.33
Lektor 150	56	37.33
Lektor 300	30	20.00
Lektor Kepala 4A	16	10.67
Lektor Kepala 4B	10	6.67
<b>Long Experience</b>		
1 – 8 Years	44	29.33
8 – 16 Years	36	24.00
17 – 24 Years	38	25.33
25 – 30 Years	10	6.67
> 30 Years	22	14.67
<b>Last Education</b>		
Master	135	90.00
Doctor / PhD	15	10.00
<b>Number of Children</b>		
1	19	12.67
2 Children	55	36.67
3 Children	38	25.33
4 Children	18	12.00
5 Children	13	8.67
> 5 Children	7	4.67
Total	150	100

In the table above, it was found that most of the respondents who were female lecturers at several private universities in Padang City were between 36 and 45 years old, amounting to 84 people or 56% of the total respondents, while the respondents with the fewest number were those aged over 55 years old, amounting to 9 people or 6% of the total respondents. In line with the survey results, it was also found that most female lecturers had functional positions as Lecturer 150, this was acknowledged by 56 people or 37.33% of the total respondents, while respondents who had positions as head lecturers 4B were the respondents with the fewest number, namely 10 people or 6.67% of the total respondents.

If observed from the length of teaching, it was identified that 44 respondents had teaching experience in universities between 1 year and 8 years, in addition, from the survey results it was found that the respondents with the fewest number were those who had teaching experience for 25 years to 30 years, which was acknowledged by 10 people or 6.67% of respondents. In line with the survey results, it was identified that most female lecturers have formal education at master's level, which was acknowledged by 135 people or 90% of all respondents. When observed from the number of dependents, most respondents have 2 dependents, which was acknowledged by 55 people or 36.67% of respondents, while the number of dependents of more than 5 people was acknowledged by 7 respondents, which is the respondent with the smallest number..

### Measurement Model Assessment

The first procedure in conducting a Moderating Regression Analysis using Smart PLS is the measurement model assessment, in this analysis the accuracy of the instrument is tested through the following stages.:

#### Outer Loading

The outer loading test aims to determine the accuracy of the selection of instruments used to measure each variable. In the validity testing procedure, each statement is determined from the outer loading  $> 0.70$ . In accordance with the results of the tests that have been carried out, the description of the results is seen in the following table 2.:

Table 2. Outer Loading Test Results

	Outer Coefficient	Hasil
Psychological Well-Being	0.836 – 0.902	Valid
Workplace Spirituality	0.845 – 0.937	Valid
Transformational Leadership	0.803 – 0.855	Valid

Based on the test results, it can be seen that the psychological well-being variable has a factor loading between 0.836 and 0.902. In the validity testing stage, it was found that the workplace spirituality variable obtained a factor loading value between 0.845 and 0.937, in the same testing procedure, it was found that the transformational leadership style produced a factor loading between 0.803 and 0.855. In accordance with the test results of the outer loading instrument obtained, it can be concluded that all research variables used in the measurement framework model have been measured with the right instrument.

#### Uji Reliability

The reliability test results were conducted using a confirmatory factor analysis approach. The test results are shown in Table 3 below :

Table 3. Reliability Test Results

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Psychological Well-Being	0.933	0.947	0.750
Workplace Spirituality	0.952	0.960	0.777
Transformational Leadership	0.897	0.923	0.706

Based on the results of the reliability test, it can be seen that each research variable that forms the measurement framework has a Cronbach's Alpha value  $> 0.70$  (Hair et al., 2019). In addition, in the reliability level test, the Composite Reliability value for each variable was also found to be above 0.70,

and the Average Variance Extracted value  $> 0.50$  (Fornell, C. and Larcker, 1981). Therefore, it can be concluded that all research variables used have been measured by reliable statements, so that further data processing stages can be carried out immediately.

### Discriminant Validity

To ensure that each measurement instrument used to measure the variables is accurate, a discriminant validity analysis was conducted. The results of this test are shown in Table 4 below:

Table 4. Discriminant Validity

	Psychological Well-Being	Transformational Leadership	Workplace Spirituality
Psychological Well-Being	0.896		
Transformational Leadership	0.860	0.850	
Workplace Spirituality	0.839	0.736	0.721

Based on the test results, it was found that the correlation matrix formed between the research variables used showed that each variable used had been measured with the right statement, this was proven because psychological well-being had a correlation coefficient of 0.896 which was greater than transformational leadership which had a correlation coefficient of 0.850 or workplace spirituality which had a correlation coefficient of 0.721. In the second quadrant, it was seen that the transformational leadership variable had a correlation coefficient of 0.850 which was greater than the workplace spirituality variable which had a correlation coefficient of 0.721. The results obtained indicated that each research variable used had a high level of reliability, so that further data processing stages could be carried out immediately.

### Analysis R-square

The R-square analysis indicates the accuracy of the selection of variables used in the measurement framework model. The results of this analysis can be seen in Table 5 below:

Table 5. Analysis of Determination Coefficient

	R Square	R Square Adjusted
Psychological Well-Being	0.765	0.761

Based on the test results, the  $R^2$  value was obtained as 0.765. The coefficient value shows that transformational leadership and workplace spirituality are able to influence changes in psychological well-being in female lecturers in private universities in Padang City by 76.50%, while the remaining contribution of 23.50% is influenced by other variables not used in the current study. The findings obtained also show that the selection of variables used as predictors of psychological well-being changes in this study is relatively appropriate. Thus, further data processing stages will be carried out immediately.

The accuracy of the inner model will provide better research findings in the short term.. The description of the results of the measurement model assessment and inner model tests that have been carried out obtained a measurement framework model as shown in Figure 1 below:

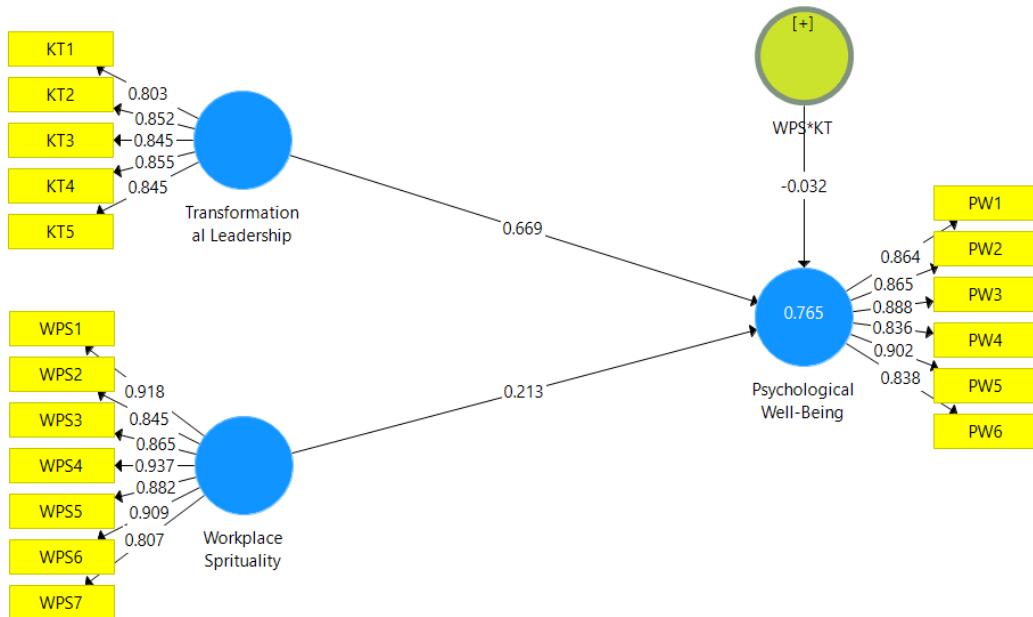


Figure 1. Measurement Model Framework

The measurement framework indicates that the variables forming the analytical model in this research are appropriate, allowing further data analysis procedures to be conducted immediately. The R2 analysis results obtained approached 1, thus all variables used had a better level of prediction of the well-being of female lecturers at several universities in Padang City..

### Hypothesis Testing

After all testing procedures are fulfilled, hypothesis testing is carried out. The testing is carried out in two stages, direct effect testing and moderation effect testing. In accordance with the processing that has been carried out, the results are shown in table 6 below:

Table 6. Hypothesis Testing Results (Direct Effect)

	Original Sample	T Statistics	P Values	Hasil
Transformational Leadership -> Psychological Well-Being	0.669	10.261	0.000	Signifikan
Workplace Spirituality -> Psychological Well-Being	0.213	3.266	0.001	Signifikan

At the hypothesis testing stage, it was found that transformational leadership had a positive effect on psychological well-being with a path coefficient value of 0.669. Statistically, the T-statistic value was 10.261. The results showed a T-statistic value of  $10.261 > 1.96$  so that it can be concluded that transformational leadership has a positive and significant effect on the psychological well-being of female lecturers at a number of private universities in Padang City.

In the second direct influence test, it showed that workplace spirituality has a strong positive effect on psychological well-being, where a path coefficient value of 0.213 was obtained. These results were statistically strengthened by a T-statistic value of 3.226. The value obtained was far above 1.96, so it can be concluded that workplace spirituality has a positive and significant effect on the psychological well-being of female lecturers at a number of private universities in Padang City.

This research uses a moderating variable that is thought to strengthen the influence formed between the independent and dependent variables. Testing for the moderating effect is shown in Table 7 below:

Table 7. Hypothesis Testing Results (Indirect Effect)

	Original Sample	T Statistics	P Values	Hasil
WPS*KT -> Psychological Well-Being	0.232	3.512	0.000	Signifikan

Based on the results of testing the moderation effect of workplace spirituality, a path coefficient of 0.232 was obtained. Statistically, a T-statistic value of 3.512 was obtained. The data processing was carried out using an error rate of 0.05. These results show a T-statistic of  $3.512 > 1.96$  so that it can be concluded that workplace spirituality is able to moderate the relationship between transformational leadership and the psychological well-being of female lecturers at a number of private universities in Padang City.

## Discussion

According to the results of the hypothesis testing, it was found that transformational leadership has a positive and significant effect on the psychological well-being of female lecturers working in a number of private universities in Padang City. The findings obtained indicate that the better and more consistent the implementation of the transformational leadership style in the university environment, the more it will improve psychological well-being. The results of the data processing obtained are in line with the proposed hypothesis, thus the first hypothesis is accepted. This condition is caused because the heads of departments or study programs in a number of universities use more transformational leadership by encouraging deans, to heads of departments to always communicate with lecturers, in this communication the leaders always provide inspiration and motivation to all lecturers, as a result lecturers become more enthusiastic to achieve success in carrying out their duties and responsibilities, especially in carrying out the tri dharma of higher education. When each lecturer succeeds in achieving success in carrying out their duties, and this achievement is recognized by others including the nuclear family, psychological well-being will be realized.

The results obtained at the first hypothesis testing stage are supported by research by Iqbal et al., (2020) who found that the implementation of transformational leadership in the organizational environment will improve the psychological well-being felt by employees. The results of a study that are not much different were expressed by Samad et al., (2022) stating that an inspiring and charismatic leadership style is liked by subordinates, this increases their enthusiasm to complete tasks and responsibilities in the organization. The achievements achieved will certainly get appreciation or recognition from superiors, colleagues or the community, thus increasing the psychological well-being felt by employees.

In the second hypothesis testing stage, it was found that workplace spirituality has a positive effect on the psychological well-being of female lecturers working at a number of universities in Padang City. The findings obtained indicate that the stronger the implementation of workplace spirituality, the more it will increase the psychological well-being felt by all female lecturers. These results are consistent with the sound of the hypothesis proposed, so the second hypothesis is accepted. The findings obtained at the second hypothesis testing stage are due to workplace spirituality showing recognition and tolerance in the organizational environment for all lecturers to carry out worship according to their respective

beliefs, the implications of workplace spirituality make female lecturers more religious individuals, have an attitude of tawaqal and always grateful to the creator, this encourages the realization of psychological well-being in each lecturer in the form of feelings of calm and serenity at work. The results obtained at the second hypothesis testing stage are consistent with the opinion of Hassan et al., (2022) that workplace spirituality is an important thing that influences a person's psychological well-being. Belief in a supreme being encourages every human being to pray and perform worship. Through worship activities, a person will feel comfortable and calm. Worship is one way that every individual, especially Muslims, does to be grateful and tawaqal. When this is truly done, psychological well-being can be realized. Furthermore, the results of Arnetz et al., (2013); Masyhuri et al., (2021) workplace spirituality is an important thing that creates a sense of calm and comfort in life. Workplace spirituality shows a strong belief in a person that success or sustenance comes from the creator, so being grateful is a way to create psychological well-being..

In testing the moderation effect, it was found that workplace spirituality was able to moderate the relationship between transformational leadership and psychological well-being in female lecturers working in a number of private universities in Padang City. The results obtained indicate that transformational leadership will encourage increased workplace spirituality in the organization, thereby encouraging the strengthening of psychological well-being felt by female lecturers. This is because when university, faculty and study program leaders consistently use a transformational leadership style to mobilize the potential of their subordinates and this is complemented by strong workplace spirituality, psychological well-being will be realized in every lecturer, especially female lecturers. Psychological well-being is felt in the form of peace of mind and feelings. The results obtained are consistent with the research of Kendall & Hollis (2018) transformational leadership provides the possibility of implementing higher workplace spirituality so that the combination of the two attributes will increase the psychological well-being felt by all members of the organization. Other consistent findings were also obtained by Garg, (2017); Adamu et al., (2023); Tavana et al., (2023) stated that workplace spirituality will strengthen the relationship between transformational leadership and the realization of psychological well-being felt by members of the organization.

## Conclusions

Psychological well-being is one of the life goals that everyone wants to achieve, especially women who work as lecturers, by maintaining a balance between obligations in the organizational environment and obligations at home will encourage this to be realized. However, it is difficult to realize, most individuals are only able to fulfill one of their obligations, and ignore the other obligations. This phenomenon encourages researchers to observe a number of factors that can increase the value of psychological well-being felt by female lecturers who work at a number of universities in Padang City.

Theoretically, transformational leadership and workplace spirituality have a positive effect on the psychological well-being felt by every individual who works, especially women, but the description of this theory has also been empirically proven in this study, where the implementation of transformational leadership will increase the psychological well-being felt by female lecturers, in addition, workplace spirituality is also a strong driver of the formation of psychological well-being in female lecturers. In the same testing process, it was successfully proven that workplace spirituality was able to moderate (strengthen) the relationship between transformational leadership and psychological well-being felt by female lecturers who work at a number of universities in Padang City.

The researcher also realized that this study still has limitations, especially related to the absence of endogeneity issues in the analysis techniques in this research, in addition, testing moderation analysis using PLS will not provide an accurate fit model, this is in line with the opinion of (Tenenhaus et al., 2005). Therefore, it is important for future researchers to try to improve it.

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