



MEANINGFUL LEADERSHIP: HOW CAN LEADER CONTRIBUTE TO MEANINGFUL WORK? THE MEDIATING ROLE OF COOPERATIVENESS

Received: 09-Oct-2020 | Accepted: 05-Jan-2021

Shakeel Ahmed¹ | Zarain Islam² | Mashhood Ur Rehman³ |
Muhammad Hasnain Ali⁴

Abstract

This study observes the query of how leader can contribute to meaningful work. How leader can contribute to their own meaningful work and also for their employees. The basic drive of this research is to explore the effect of meaningful leadership, through cooperativeness of employees how leader can subsidize to their meaningful work. Data were collected through online survey in this pandemic condition. A descriptive cross sectional survey strategy was used for this research. The data for this study were taken from public and private organizations. A 302 online questionnaires were sent among different respondents. A close ended questionnaire used for this research that is related to leaders. A cross sectional quantitative research (close ended questions) design was adopted. A purposive sampling technique was used for this research. A generally result of this study is that mediating variable cooperativeness strengthen the relationship between independent variable of meaningful leadership and dependent variable of meaningful work When meaningful leader fully collaborate with their employees and the leader of organization is supportive than employee become more satisfied, motivated, and inspired and committed with their meaningful work.

Keywords: meaningful leadership, cooperativeness, meaningful work.

Author's Affiliation:

Institution: Bahauddin Zakariya University¹ | University of the Punjab² | COMSATS university³ |

Bahauddin Zakariya University⁴

Country: Pakistan^{1,2,3,4}

Corresponding Author's Email: * ahmedshakeel502@gmail.com

The material presented by the author(s) does not necessarily portray the view point of the editors and the management of the ILMA University, Pakistan.

2709-2232 (Online) ©2021, published by the ILMA University, Pakistan.

This is open access article under the license. <https://creativecommons.org/licenses/by/4.0/>

INTRODUCTION

In management theories meaningful work has become a predominant idea seen as job characteristics that employees of organizations are predominantly worth (Grant, 2007; Harpaz & Fu, 2002), moreover, it is an extremely human requirement (Brief & Nord, 1990; Deci & Ryan, 2014; Frankl, 1969) The deliberation of meaningful work difference with the hegemonic approach, which receipts that salaried effort as a mean to attain a result on the behalf of an organization object. Indeed, the intrinsic dimension experiencing could help the member of the organization to make their work meaningful. The leader may give to illustrative these dimensions of experienced meaning. Leader ethical training, their experience by declaring the direction of production and services activities. Addresses meaningful work would risk boosting leaders to highlight transcendent activities such as attention, honesty, understanding even in cases where they are secreting administrative and decision-making functions. Ashforth and Vaidyanath (2002) say that managing meaningful work might even be counterproductive, as it could decrease individual choice to give meaning to work. According to researchers that dynamics of leader are not the accountability of leaders, but it is linked to leadership (Hanif at al, 2018[13], Hanif and Gul,2018[14].

This study determines to demonstrate the mediating role of cooperativeness on meaningful leadership and meaningful work. Explanatory research was used for this research. It is an initial base of research and in theoretical framework taking meaningful leadership as an independent variable, meaningful work dependent variable, and cooperativeness is taken as mediating. The objective of this study is to examine how meaningful leadership contribute to meaningful work. Firstly, Meaningful leadership and meaningful work with the mediating role of cooperativeness. Secondly, a conceptual framework & hypothesis are developed. Third, the method practiced testing these hypotheses is defined, tracked by the analysis results. Lastly, the limitations, implication & directions for further researchers are discussed.

LITERATURE REVIEW

Meaningful leadership

Meaningful leadership is based on relationships, and interpretation of how leaders communicate with the people they deal with. Previously it has been argued that although expanding business and creation of processes may cause a loss of meaning; The need to give there are broadly two opposing views on leadership in organizations (Howell and Merenda Hal(1999). One view is based on the leader and tries to clarify the success by analysis and direct l the work experiences its full sense is gradually understanding of economic, social and environmental tasks (Castillo 1997; In 2002, Wrzesniewski). Hence important work has become a Concepts prevalent in management theories, Viewed as a type of the job that followers of the organization especially value (Grant, 2007; Harpaz & Fu, 2002), both profoundly human Required (Brief & Nord, 1990; Deci & Ryan, 2014; Frankl, November 1994) 1969), following a call (Hall & Chandler, 2005; Palmer, 2005),2000; Phrase, 2012), as basic right (Yeoman, 2014), Or even as a part of

the firm's common good (Hanif et al., 2018[13], Hanif and Gul, 2018[14]; This consideration of meaningful work is in stark contrast With the hegemonic approach that construes work as a means of achieving a result on behalf of, or for, an organization. Indeed, it assumes effort is more than just Only a way of earning a salary or participating in the construction of goods and services: other, social and service dimensions Representative dimensions, often termed intrinsic dimensions, social and Symbolic lengths, also referred to as intrinsic, as opposed to Extrinsic or materialistic methods (Maslow, 1964), Often organized to get a better understanding of job activity. Experiencing these intrinsic dimensions may help members of the organization give meaning to their work. Leaders may help to explain and promote these experienced sense dynamics. This would not require Exercising "social instruction" by the leaders by specifying a predefined path for manufacturing or service operations or the distribution of well-intentioned purpose. Very often white, bubbling and detached from the job (Spicer, 2013), Speeches about meaningful work will risk motivating leaders to highlight spiritual qualities such as listening, Except in cases of integrity, focus, conscience and empathy Where corporate and administrative mask Functions instability. Ashforth and Vaidyanath (2002) contend that Managing meaningful work could also be detrimental, as it could limit the autonomy of individuals to offer meaning run. Researchers are accepted that complexities of meaning are not the sole responsibility of leaders; yet they are tied up with leadership (Lysova, Allan, Dyk, Duffy & Michaelson, 2005). Steger, 2019. Our involvement is to plead for the meaningful concept Leadership and shelter light on honest excellence, self-confidence, private or skilled funding, community Spirit, shared promise to the work and a positive attitude to people and situations as new components of considerable leadership. At the same time, we define the more clarity on the principles of effective leadership Related to the previous experience of the leaders and successful work of the employees. Our research enriches relevant literature by identifying the basic meaning components provided by the Leaders in their practices and in stressing the closure Connections between meaningful leadership of the leaders and meaningful employees. Leadership the relationships between the definitions they have become conscious offer of leadership operation and the meaning of its teams by studying such traits of leadership, developing a view of society's needs and future leaders take accountability, in the expectation that it will be useful. Therefore, leadership is a way of achieving this purpose by instilling their team vision (dimensions linked to a social purpose), Be mindful of the respective qualities of each fellow the team (dimensions related to others) and the establishment of belief and support relationships (dimensions related to leadership and employee relationships). Then other organizational members assume roles and have obligations and give improved importance to their work. The point that leaders are monitoring the impact they have on the effective work of their team. It also has a beneficial effect on their satisfaction (the leader-related dimensions).

Meaningful work

Meaningful work is defined as the value of work goals seen concerning individual own ideas and desires, and especially, as work that provides spirit to what we have done and bring completion to our lives. Bailey & Madden (2015) defined the meaningful work as ascending When an individual perceives an authentic connection between their work and a broader transcendent life purpose beyond the self-Meaningful work

is the clear understanding and knowledge of the purpose, value, logic, direction and reasoning of the work done by the individual. The literature on the theory underlines the importance of meaningful leadership and their impact on meaningful work, goals, work motivation, satisfaction, and organizational commitment. The concepts of the meaning of work and meaningful work are sometimes similar (Mitra & Buzanell, 2017), meaningful work is generally defined as, the employee job experience which makes the employee more satisfied and worthwhile (Hackman & Oldham, 1976, p, 162; Pratt & Asforth, 2003). The concept of meaningful work is consisting of both objective characteristics and subjective knowledge. Some authors emphasize the subjective dimensions, meaningful work defined as the value of a work goal or purpose. Others are mostly concerned with the cause or sources of meaningful work. In a leadership perspective, meaningful leadership is a significant positive relationship with meaningful work. These two constructions are far from substantive work Opposition or separation: "It's very normal for people there to becoming between causes or relevant sources Job itself, and the perception of productive work (Hanif at al, 2018[13], Hanif and Gul,2018[14]; Therefore we follow a nuanced concept of meaningful work that includes both Dimensions, and we refer here to productive work as 'That arising from a sense of coherence between the two Work characteristics expected and interpreted according to one's your ideals or norms. Before that, many researchers tried to classify the Job characteristics which are given special significance by people. Hackman was first to describe job characteristics And Oldham (1976): Workers see work as important When they have identification for the mission (completing an entire piece of Job from beginning to end), nature of the mission (the job has a good effect on others), range of skills Variety all (might use the variety Power range), autonomy (having discretion over What, how and where to execute the tasks, and suggestions (Receiving advance and performance information) Ketchum and Trist (1992) have proposed that the objective characteristics of successful work be categorized In six areas: diversity and challenge; continuing learning; Discretion and self-reliance gratitude and support, social involvement and needed future.

Cooperativeness

Cooperation is a natural characteristic of the mark to which a person is generally agreeable trendy his relationships with others, as contrasting to being intensely self-centered and hostile. It was believed that a person must have the ability to take the viewpoint of himself and others in a joint situation to work with his or her individuals. Cooperative cooperation is the coordination of human actions to achieve shared objectives. The ability to consider how the situation feels to another person and how that person responds emotionally to the situation is to take that person's viewpoint. It is the ability to put oneself in the position of others and to understand that other people can have a different point of view than one's own. In leadership perspective cooperativeness associated positively with leadership. In an organization, cooperation plays a positive role and it also improves the organization progress. Communication between employees and leadership and share knowledge skills about their work improve the overall system in the organization.

RESEARCH HYPOTHESIS

H1 (Hypothesis 1): Meaningful leadership has a significantly positive relationship with meaningful work.

There is a strong relationship between (IV) meaningful leadership and (DV) meaningful work. Earlier research demonstrations there is the strong bonding between two variables meaningful leadership and meaningful work. This research shows that meaningful leadership and meaningful work have a positive influence on each other, and they have a direct relationship or meaningful leadership and meaningful work.

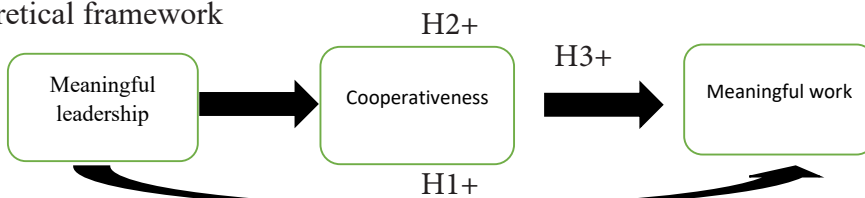
H2 (Hypothesis 2): cooperativeness has a significantly positive relationship with meaningful leadership and meaningful work.

There is a strong relationship with (IV) meaningful leadership and (DV) meaningful work and (MEDIATOR) cooperativeness. In theoretical framework cooperativeness is taken as a mediating and meaningful leadership is taken as an independent variable and meaningful work is taken as the dependent variable. If the leader is cooperative and they have good communication with employees and share skills and knowledge with them it makes work meaningful. The cooperation of the leader is mean a lot in this research. If the leader achieves the trust or employee or the employee achieve the trust of the leaders than the organization become confident to achieve their target and compete their competitors.

H3 (Hypothesis 3): Cooperativeness has a significantly positive relationship with meaningful work.

There is a strong relationship with (MEDIATOR) cooperativeness and (DV) meaningful work. In the theoretical framework, meaningful work is taken as a (DV) and cooperativeness is taken as a (MEDIATOR). Cooperativeness is a significantly positive and direct relationship with meaningful work.

Theoretical framework



METHODOLOGY

Quantitative data collection was used to collect data for this research. Therefore, a structural questionnaire with Likert scale was adopted from past research. The respondents were employees of the different organization from Punjab Pakistan. The significance of meaningful leadership cannot be denied because it has improved the product and services through cooperativeness with employees. The concept of meaningful leadership, awareness, motivation, individual or expert

support, work commitment and confident attitude on the way to employees as a new element of meaningful leadership. The dynamics of leadership is also related to leader experience and employee's meaningful work. The study identifies that some mechanisms given by the leader to their daily base action and they show the close relationship between meaningful work, cooperativeness, and employee's meaningful work. This study shows the relationship between variables and which variables their relation can become stronger or weaken. For the current study the following research design was used, in this research, cross-sectional quantitative research (close-ended question) design was used. It involved descriptive and analytical design to establish the relationship independent and dependent variable with the effect of the mediating variable. This study is explanatory because it's testing the hypothesis and justify the relationship between meaningful leadership and meaningful work, with the mediating variable of cooperativeness. It is a cross-sectional study because the approach to the respondent was only once, so the data was collected by the respondent only once time. In this study the unit of analysis was individual. As the data was collected from the employees of the different organization of Punjab Pakistan. The purposive sampling technique was used for this study. The population of this study is the employees of different organizations. The respondent who filled the questionnaire was randomly selected and the selected sample size was 302. An employee from different organization surveyed using the instrument of the questionnaire. A close-ended questionnaire was adopted for collecting the data for this survey and 302 respondents filled the questionnaire. The questionnaire used for this research was adopted. 302 respondents fill the questionnaire. Six new subcategories state or augment the current subcategories managerial recommendations: moral excellence, self-awareness, personal and professional support, the spirit of community popular dedication to work, and a positive attitude to others and events. The scale was used for this research are given below.

Scale develop of (Meaningful leadership) we used to be developed by (AMOS 24, Williams, Vandenberg, and Edwards (2009). (Meaningful work) We used to be developed by (Lips-Wiersma, 2002a, 2002b; Lips- Wiersma & Morris 2009). (Cooperativeness) We used to be developed by the (Argyle, 1991)

RESULTS

The alpha of Cronbach is a measure of internal consistency, that is, as a group, how closely connected a set of items are. It is used as an indicator of reliability in scale. As the average association between subjects increases, Cronbach's alpha also increases.

Reliability Statistics	
Cronbach's Alpha	N of Items
.849	5

Table no. 1

Our Cronbach's Alpha value is 0.866 and this is accurate obtained value through the reliability statistic test in SPSS.

Case Processing Summary			
		N	%
Cases	Valid	291	96.4
	Excluded ^a	11	3.6
	Total	302	100.0
a. Listwise deletion based on all variables in the procedure.			

Table no. 2

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.915
Bartlett's Test of Sphericity	Approx. Chi-Square	2038.565
	df	153
	Sig.	.000

Table no. 3

Two measures that demonstrate the suitability of your data for structure detection are shown in this table. The Kaiser-Meyer-Olkin Sampling Adequacy Test is a statistic showing the proportion of variance in your variables that may be caused by underlying factors.

Correlations				
		meaningful leadership	Meaningful work	Cooperativeness
meaningful leadership	Pearson Correlation	1	.494**	.511**
	Sig. (2-tailed)		.000	.000
	N	302	302	302

Meaningful work	Pearson Correlation	.494**	1	.600**
	Sig. (2-tailed)	.000		.000
	N	302	302	302
Cooperativeness	Pearson Correlation	.511**	.600**	1
	Sig. (2-tailed)	.000	.000	
	N	302	302	302
**. Correlation is significant at the 0.01 level (2-tailed).				

Table no. 4

Statistics				
		gender	age	education
N	Valid	302	302	302
	Missing	0	0	0
Skewness		.053	.597	-.238
Std. Error of Skewness		.140	.140	.140
Kurtosis		-2.011	-.783	-.398
Std. Error of Kurtosis		.280	.280	.280

Table no. 5

Total respondents are 302 in which 155 male and 147 females, and also the analysis have a significant value.

Gender					
		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	1.00	155	51.3	51.3	51.3
	2.00	147	48.7	48.7	100.0
	Total	302	100.0	100.0	

Table no. 6

In this table age group of (25-30) frequency value is 118 and cumulative per cent is 39.1. In the age group of (31-35) frequency value is 62 and cumulative per cent is 59.6. In the age group of (36-40) frequency value is 66 and cumulative per cent is 81.5. In the age group of (41-45) frequency value is 39 and cumulative per cent is 94.4. In the age group of 46 to the above frequency value is 17 and the cumulative frequency is 100.0.

Age					
		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	1.00	118	39.1	39.1	39.1
	2.00	62	20.5	20.5	59.6
	3.00	66	21.9	21.9	81.5
	4.00	39	12.9	12.9	94.4
	5.00	17	5.6	5.6	100.0
	Total	302	100.0	100.0	

Table no. 7

In this table, the undergraduate frequency value is 33 and cumulative per cent is 10.9 graduate frequency value is 110 and cumulative per cent is 47.4 M.Phil./ MS frequency value is 19 and cumulative per cent is 93.7 and PhD frequency value is 19 and cumulative value is 100.0.

		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	1.00	33	10.9	10.9	10.9
	2.00	110	36.4	36.4	47.4
	3.00	140	46.4	46.4	93.7
	4.00	19	6.3	6.3	100.0
	Total	302	100.0	100.0	

Table no. 8

CONCLUSION

Our research-based on the synergy provided to sense leadership involvement and a commitment to productive work for the workers. Significant leadership takes for granted that leaders should experience all the aspects of sense so you can inspire everyone in your team to give sense to the job. Job. Members are committed to improving working situations and skilled development of their employees, creating positive and substantive ties with their employees and to set clear and coherent objectives. Cooperativeness enhanced the relationship with employees, and it makes work meaningful. Other workings of meaningful leadership, however, display the profoundly altruistic essence of leadership, and suggest that leadership is efficient or successful emerging, can (a) follow morally exemplary approaches behavior; (b) finding coherence with who it is, One drawback of our sample is the considerable leadership group Spirit; (e) building a mutual dedication to work; and (f) having a positive attitude towards partners and events. By revealing that leadership can lead to meaningfully and help all workers give sense to their jobs at the same time. Our research may also serve as a framework for the future, for time studies on the close relationship between meaningful leadership and meaningful work for employees. Our study of meaningful leadership dynamics further clarifies how leaders can pay to their meaningful leadership and the meaningful work of their workers. That is the same period rather than saying leaders are liable for creating conditions for a mutual quest to emerge we show in meaningful work that meaningful leadership is often the product of complexities of meaning. These Subtleties are based on past experiences in relation (Ligon, Sparrowe, Hunter & Mumford, 2008; Shamir & Eilam, 2005) and relationships, including interrelationships, between significant leadership and productive jobs for the workers. The ones who proposed that we propose to describe the nature of dynamics of meaning dynamics of relevant leadership as the mechanism by which leaders, existing or developing, offer leadership sense. Action by being aware of the main role that their actions play past emotional interactions and the way they have affected the meaningful work of their workers. This study thus sheds new light on the interconnections between significant leadership and sensible job, knowledge of which helps to promote meaningful employment.

LIMITATION

The study of this paper has some insightful confinements. Fundamentally, the impediments of the momentum investigate are that the generalizability of the outcomes might be influence by the example which we lead through online review due to Covid- 19. One drawback of our sample is the considerable leadership it was examined solely through leadership debate themselves. Whereby substantive leadership derives from the dialectic between oneself and others by which one becomes a leader. In the narrative process, another one. Responding to questions like “Who am I a leader? “Or” What does it mean to work? In this study we cannot check out the behavior and observation of leader regarding their work, multiple teams will have a deeper and much more educated comprehension of significant leadership’s ongoing dynamics. This survey is directed in a limited period. The consequences of the examination give data to supervisors of the most proficient method to build advancement which is one of the keys for progress.

REFERENCES

- Hanif, M.I., Gul. A. (2016), The Links Between Management Capabilities, Innovation and Firm Performance: Evidence from Pharmaceutical Sector Of Pakistan, *South Asian Journal of Banking and Social Sciences*. 02(01) pp-2410-2067
- Algera, P.M., & Lips-Wiersma, M. (2012). Radical authentic leadership: co-creating the conditions under which all members of the organization can be authentic. *The Leadership Quarterly* 23(1), 118-131.
- Aquino, K., & Reed, A. (2002). The self-importance of moral identity. *Journal of Personality and Social Psychology* 83(6), 1423-1440.
- Ashforth, B. E., & Vaidyanath, D. (2002). Work organizations as secular religions. *Journal of Management Inquiry* 11(4), 359–370.
- Ashmos, D., & Duchon, D. (2000). Spirituality at work. *Journal of Management Inquiry*, 9(2), 134–145.
- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16 (3), 315-338.
- Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., & May, D. R. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *The Leadership Quarterly*, 15, 801-823.
- Bailey, C., & Madden, A. (2016). What makes work meaningful or meaningless, *MIT Sloan Management Review*, 57(4), 53-61?
- Brief, A. P., & Nord, W. R. (1990). *Meaning of occupational work*. Toronto: Lexington Books.
- Bruni, L. (2012). *The wound and the blessing. Economics, relationships, and happiness*. New York, NY: New City Press.
- Castillo, J. J. (1997). Looking for the meaning of work. *Work and Occupations*, 24(4), 413-25.
- Chalofsky, N., & Krishna, V. (2009). Meaningfulness, commitment, and engagement: The intersection of a deeper level of intrinsic motivation. *Advances in Developing Human Resources*, 11(2), 189-203.
- Day, D. (2011). Integrative perspectives on longitudinal investigations of leader

- development: from childhood through adulthood. *The Leadership Quarterly*, 22(3), 561–571.
- Day, D., Fleenor, J., Atwater, L., Sturm, R., & McKee, R. (2014). Advances in leader and leadership development: A review of 25 years of research and theory. *The Leadership Quarterly*, 25(1), 63-82.
- Deci, E. L., & Ryan, R. M. (2014). The importance of universal psychological needs for understanding motivation in the workplace. In M. Gagne (Ed.), *The Oxford handbook of work engagement, motivation, and self-determination theory* (pp. 13-32). New York, NY: Oxford University Press.
- Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *The Leadership Quarterly*, 25(1), 36-62.
- Frankl, V. E. (1969). *The will to meaning: Foundations and applications of logotherapy*. New York, NY: The World Publishing.
- Fox, A. (1980). The meaning of work. In G. Esland & G. Salaman (Eds.), *The politics of work and organizations*. Milton Keynes: Open University Press.
- Grant, A. (2007). Relational job design and the motivation to make a prosocial difference. *Academy of Management Review*, 32(2), 393-417.
- Greenleaf, R. K. (2003). *The servant-leader within: A transformative path*. New York, NY: Paulist Press.
- Hackett, R. D., & Wang, G. (2012). Virtues and leadership: An integrating conceptual framework founded in Aristotelian and Confucian perspectives on virtues. *Management Decision*, 50(5), 868-899.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16, 250-279.
- Hall, D. T., & Chandler, D. E. (2005). Psychological success: When the career is a calling. *Journal of Organizational Behavior* 26, 155-176.
- Harpaz, I., & Fu, X. (2002). The structure and the meaning of work: A relative stability amidst change. *Human Relations*, 55(6), 639-668.
- Isaksen, J. (2000). Constructing meaning despite the drudgery of repetitive work. *Journal of Humanistic Psychology*, 40(3), 84-107.
- Ketchum, L. D., & Trist, E. (1992). *All teams are not created equal. How employee empowerment really works*. Newbury Park, CA: SAGE Publications.
- Klenke, K. (2016). *Qualitative research in the study of leadership*. Bingley: Emerald Group Publishing Limited.
- Lean, E. R., & Ganster, D. C. (2017). Is there a common understanding of spiritual leader behaviors? *Journal of Management, Spirituality & Religion*, 14(4), 295-317.
- Ligon, G. S., Hunter, S. T., & Mumford, M. D. (2008). Development of outstanding leadership: A life narrative approach. *The Leadership Quarterly*, 19(3), 312-334.
- Lips-Wiersma, M. S., & Algera, P. (2008). An existential perspective on authentic leadership: A departure from the highground. Auckland, New Zealand: 7th International Conference on Studying Leadership, 8-9 Dec 2008. Retrieved from <http://www.aut.ac.nz/profiles/dr-marjolein-lips-wiersma#sthash.UDRTAcW.dpuf>
- Lips-Wiersma, M., & Morris, L. (2009). Discriminating between meaningful work

- and the management of meaning. *Journal of Business Ethics*, 88(3), 491-511.
- Lysova, E. I., Allan, B. A., Dyk, B. J., Duffy, R. D., & Steger, M. F. (2019). Fostering meaningful work in organizations: A multilevel review and integration. *Journal of Vocational Behavior*, 110, 374-389.
- Maslow, A. H. (1964). *Motivation and personality*. New York, NY: Harper & Row.
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77(1), 11-37.
- May, D. R., Li, C., Mencl, J., & Huang, C.-C. (2014). The ethics of meaningful work: types and magnitude of job-related harm and the ethical decision-making process. *Journal of Business Ethics*, 121(4), 651-669.
- Mayer, D. M., Aquino, K., Greenbaum, R. L., & Kuenzi, M. (2012). Who displays ethical leadership and why does it matter? An examination of antecedents and consequences of ethical leadership. *Academy of Management Journal*, 55(1), 151-171.
- McKee, M. C., Driscoll, C., Kelloway, E. K., & Kelley, E. (2011). Exploring linkages among transformational leadership, workplace spirituality and well-being in health care workers. *Journal of Management, Spirituality & Religion*, 8(3), 233-255.
- Michaelson, C. (2005). Meaningful motivation for work motivation theory. *Academy of Management Review*, 30, 235-238.
- Mitra, R., & Buzzanell, P.M. (2017). Communicative tensions of meaningful work: the case of sustainability practitioners. *Human Relations*, 70(5), 594-616.
- Mitroff, I., & Denton, E. (1999). A study of spirituality in the workplace. *Sloan Management Review* 4(4), 83-92.
- Morin, E. M. (2008). *The meaning of work, mental health, and organizational commitment (Studies and research/ Report No. R-585)*. Montréal: IRSST.
- Nair, N., & Vohra, N. (2009). Developing a new measure of work alienation. *Journal of Workplace Rights*, 14(3), 293-309.
- Palmer, P. J. (2000). *Let your life speak. Listening for the voice of vocation*. San Francisco, CA: Jossey-Bass/John Wiley & Sons.
- Parris, D. L., & Peachey, J. (2013). A systematic literature review of servant leadership theory in organizational contexts. *Journal of Business Ethics*, 113(3), 377-393.
- Pratt, M. G., & Ashforth, B. E. (2003). Fostering meaningfulness in working and at work. In K. S. Cameron, J. E. Dutton, & R. E. Quinn (Eds.). *Positive organizational scholarship: Foundations of a new discipline* (pp. 309-327). San Francisco, CA: Berrett-Koehler.
- Reynolds, S. J. (2008). Moral attentiveness: Who pays attention to the moral aspects of life? *Journal of Applied Psychology*, 93(5), 1027-1041.
- Ricoeur, P. (1992). *Oneself as another*. Chicago, IL: University of Chicago Press.
- Ros, M., Schwartz, S. H., & Surkiss, S. (1999). Basic individual values, work values, and the meaning of work, *Applied Psychology: An International Review*, 48(1), 49-71.
- Rozuel, C. (2013). Exemplarity as commitment to the self: Insights from spiritual healers. In M. Schwartz & H. Harris (Eds.), *Moral saints and moral exemplars* (pp. 117-151). *Research in Ethical Issues in Organizations*. Bingley: Emerald.
- Saks, A. M. (2011). Workplace spirituality and employee engagement. *Journal of*

- Management, Spirituality & Religion, 8(4), 317-340.
- Schwartz, S. H. (2006). Value orientations: Measurement, antecedents, and consequences across nations. In R. Jowell, C. Roberts, R. Fitzgerald, & G. Eva (Eds.), *Measuring attitudes cross nationally: Lessons from the European Social Survey*. London: SAGE Publications.
- Shamir, B., & Eilam, G.). What's (2005 your story? A life-stories approach to authentic leadership development. *The Leadership Quarterly*, 16(3), 395-417.
- Shantz, A., Alfes, K., & Truss, C. (2014). Alienation from work: Marxist ideologies and 21st Century practice. *International Journal of Human Resource Management*, 25(18), 2529-2550.
- Sparrowe, R. T. (2005). Authentic leadership and the narrative self. *The Leadership Quarterly*, 16(3), 419-439.
- Sison, A. J., & Fontrodona, J. (2012). The common good of the firm in the Aristotelian Thomistic tradition. *Business Ethics Quarterly*, 22(2), 211-246.
- Sison, A. J., & Fontrodona, J. (2013). Participating in the common good of the firm. *Journal of Business Ethics*, 113(4), 611-625.
- Spicer, A. (2013). Shooting the shit: the role of bullshit in organizations. *Management*, 16(5), 653-666.
- Steger, M. F., Bryan, J. D., & Duffy, R. D. (2012). Measuring meaningful work: The work and meaning inventory (WAMI). *Journal of Career Assessment*, 20(3), 322-337.
- Strange, J. M., & Mumford, M. D. (2005). The origins of vision: Effects of reflection, models, and analysis. *The Leadership Quarterly*, 16(1), 121-148.
- Weisskopf-Joelson, E. (1968). Meaning as an integrating factor. In C. Bühler & F. Massarik (Eds.), *The course of human life: a study of goals in the humanistic perspective* (pp. 359-82). Oxford, England: Springer.
- Word, J. (2012). Engaging work as a calling: Examining the link between spirituality and job involvement. *Journal of Management, Spirituality & Religion*, 9(2), 147-166.
- Wrzesniewski, A. (2002). It's not just a job: Shifting meanings of work in the wake of 9/11. *Journal of Management Inquiry*, 11(3), 230-234.
- Yalom, I. D. (1980). *Existential psychotherapy*. New York, NY: Basic Books.
- Yeoman, R. (2014). Conceptualising meaningful work as a fundamental human need. *Journal of Business Ethics*, 125(2), 235-251.
- Zhu, W., Treviño, L. K., & Zheng, X. (2016). Ethical leaders and their followers: The transmission of moral identity and moral attentiveness. *Business Ethics Quarterly*, 26(1), 95-115.