

The Influence of *Spiritual Leadership* on Work Motivation in Hospitals

Aldina Shiena Fernanda¹, Qurrotul Aini²

¹Master of Hospital Management, Universitas Muhammadiyah Yogyakarta, Jl Brawijaya, Bantul, Yogyakarta 55184, Indonesia

²Master of Hospital Management, Universitas Muhammadiyah Yogyakarta, Jl Brawijaya, Bantul, Yogyakarta 55184, Indonesia

Corresponding Email: aldina.shiena.psc21@mail.umy.ac.id; Email qurrotul_aini@umy.ac.id

ABSTRACT

Background: The value of the idea of spirituality in the workplace can be highlighted if the employee is viewed as a whole person. Leadership and spirituality are both challenging ideas. Many researchers argue that leadership based on spiritual values has relevance to positive human physical and psychological health, and this can increase employee motivation and performance in the workplace. Therefore, evaluating staff motivation levels and the organization's leaders' commitment to a spiritual code of behaviour helps advance work and remove organizational obstacles. **Purpose:** The goal of this study is to examine the scientific literature in the area of spiritual leadership and how it relates to employees' motivation at work. **Methods:** This study used a descriptive design and data was collected from the Scopus database which discusses the literature on the field of spiritual leadership. Scopus has a large database, then to analyze and visualize the data that has been collected using a VOS viewer. **Results:** The study's findings revealed an increase in the research done on spiritual leadership to date. There are eight subject areas where the majority discuss spirituality, leadership, and organization. On the theme of spirituality, 20 articles were obtained; for the leadership theme, 20 articles were obtained; and for the organization theme, 18 articles were obtained. **Conclusion:** The results of this study show an increase in the scientific literature that discusses spiritual leadership from year to year. Each piece of literature conveys several benefits that can be achieved when an organization implements spiritual leadership, one of which is an increase in employee work motivation.

Keywords: Spirituality; Leadership; Motivation

1. Introduction

Many firms are making changes to create a work environment that can take in, educate, and motivate their employees to perform better as a result of the numerous changes that have occurred in various fields, such as the economic and technological sectors, in the modern period (Franceschini & Turina, 2013). Factors such as lack of trust in the organization, job dissatisfaction, the global economic crisis, and the rising unemployment rate indicate that the actions that the organization is taking to meet the demands of employees have not been fully successful (Sahama et al., 2019). These things occur for several reasons, one of which is the lack of a spiritual aspect and respect for the employees' holistic perspectives. The significance of the idea of spirituality in the workplace may be raised if employees are considered whole people. (Hill et al., 2019).

Spirituality is an outlook or way of life that acknowledges the existence of aspects of the spiritual. It is frequently connected with institutional religious connection, in contrast to religion, which is a unique form of spirituality. All religious convictions, behavioural patterns, and feelings that are connected to and focused on the power of God are referred to as spirituality, which is a very personal concept (Sadeghifar et al., 2014). As a result, it is

critical to understand the distinction between spirituality and religion, because many leading experts and practitioners are strongly opposed to the notion that good leaders should be religiously oriented. Religion tends to be characterized by more formal and institutional aspects such as rituals, worship patterns, dogmas, belief systems, and something sacred. Spiritually based leaders say that spirituality can be characterized by a more introspective quality. Unlike spirituality, which is unique to each person and includes their life experiences, spirituality has no boundaries (Pruzan, 2015).

Leadership and spirituality are both complex ideas. According to new study theories on spirituality, there is a good correlation between spirituality at work and spirituality in theory (L. W. (Jody) Fry, 2013). The intrinsic motivational model, which Fry developed in 2003, is based on individual characteristics such as expectations, beliefs, and altruism. It then aims to create a homogenous vision and value at the level of individuals, teams, and organizations with the ultimate goal of being able to achieve a higher level of organizational commitment and productivity (Sadeghifar et al., 2014).

Leadership based on spiritual principles is often defined as "the values, attitudes, and behaviours needed to motivate both oneself and others to foster a sense of survival through membership" (Ali et al.,

2020). The application of spiritual values in leadership can create a distinctive work environment and can be characterized by the existence of autonomous motivation, positive emotions, willingness to help others, more participatory decision-making, and a high concern for others (Yang et al., 2019). Many researchers argue that leadership based on spiritual values has relevance to positive human physical and psychological health, and this can increase employee motivation and performance in the workplace (Ali et al., 2020). When compared to managers who did not incorporate spirituality into their work system, it was discovered that managers with a spiritual foundation for their leaders were more effective. Therefore, it may be said that spirituality and leadership have a good relationship. To support the achievement of organizational objectives, spiritual leaders are required to improve the spirit of collaboration, trust, dedication, and effectiveness inside organizational structures (Sadeghifar et al., 2014).

It is necessary to identify and facilitate the staff's motivational factors before the organization can achieve its goals. However, due to individual differences in motivation, this is not an easy task. Therefore, individual characteristics must be assessed before taking action to increase motivation. One of the key elements that determine whether an organization succeeds or fails is its career motivation system. If this is ignored, there can be a waste of organizational resources. As a result, work motivation can assist a business and its people achieve their goals by staying motivated and delivering superior work. As a result, measuring employee motivation levels and organizational leaders' adherence to spiritual principles can advance efforts and remove obstacles (Sadeghifar et al., 2014).

2. Research Method

This investigation aims to assess a range of academic publications that have been published in reputable international journals and explore how spiritual leadership affects hospital employee motivation. Additionally, this study's review article attempts to conceptualize the examination of the effect of spiritual leadership on staff motivation. By responding to the following inquiries, you can :

- (1) What is the relationship and clustering of themes regarding spiritual leadership and employee motivation?
- (2) What unifying principle underlies spiritual leadership?
- (3) What topics are related to spiritual leadership?

In light of the study's topic, conceptual framework, and past research findings located in the Scopus database, these questions are clarified. These steps were used to search for articles. First, let's identify the article. This was done using the Scopus database and the publishing or perishes software. Additionally, during this phase, the years of publication were restricted to between 2014 and 2022 and the keywords "spiritual leadership" and "work

motivation in hospitals" were included in the article search box in the publish or perish application. 467 articles that were pertinent to the topic were displayed as a result of the search. Article verification was the second stage. Here, studies and publications on spiritual leadership are entered into an excel table and checked for relevancy using criteria for the field of employee motivation in hospitals, the influence of spiritual leadership in hospitals, and the influence of spiritual leadership on employee motivation. Additionally, 253 articles from the article verification process were found to be very relevant to the study's topic. Additionally, depending on the number of full-text articles that were available in each journal's database, only 90 of the confirmed papers were investigated. Downloading the articles' whole texts was the last step. Here, the entire texts of the individual journal databases that published them were obtained.

2. Research Strategy

(TITLE-ABS-KEY (spiritual AND leadership) AND NOT TITLE-ABS-KEY (job AND motivation)) AND PUBYEAR > 2011 AND PUBYEAR < 2022 AND (LIMIT-TO (SUBJAREA , "MEDI")) AND (LIMIT-TO (EXACTKEYWORD , "Leadership")) OR LIMIT-TO (EXACTKEYWORD , "Humans")) OR LIMIT-TO (EXACTKEYWORD , "Religion")) OR LIMIT-TO (EXACTKEYWORD , "Spirituality")) OR LIMIT-TO (EXACTKEYWORD , "Spiritual Care")) OR LIMIT-TO (EXACTKEYWORD , "Organization And Management")) OR LIMIT-TO (EXACTKEYWORD , "Spiritual Leadership")) OR LIMIT-TO (EXACTKEYWORD , "Organization")) OR LIMIT-TO (EXACTKEYWORD , "Organizational Culture")) OR LIMIT-TO (EXACTKEYWORD , "Job Satisfaction")) OR LIMIT-TO (EXACTKEYWORD , "Motivation")) AND (LIMIT-TO (LANGUAGE , "English"))

3. Review of Results and Discussion

The interrelationship and categorization of topics in the investigation of spiritual leadership and medical staff work motivation.

This section explains the ideas in various visualizations that are connected to the research's overall theme, which was found in 90 articles. They also discovered eight concept clusters in the results of their investigation utilizing the VOS viewer (see table 1). The concept names produced from the cluster density perspective are displayed in Figure 1. The concepts that stand out from each of these clusters are then listed using the colour-coding system that was employed for each of these clusters. To employ them in future studies, it is important to identify as many themes as possible that are frequently covered in earlier research. Note Figure 1 displays the density of clusters, with each cluster being identified by a different colour.

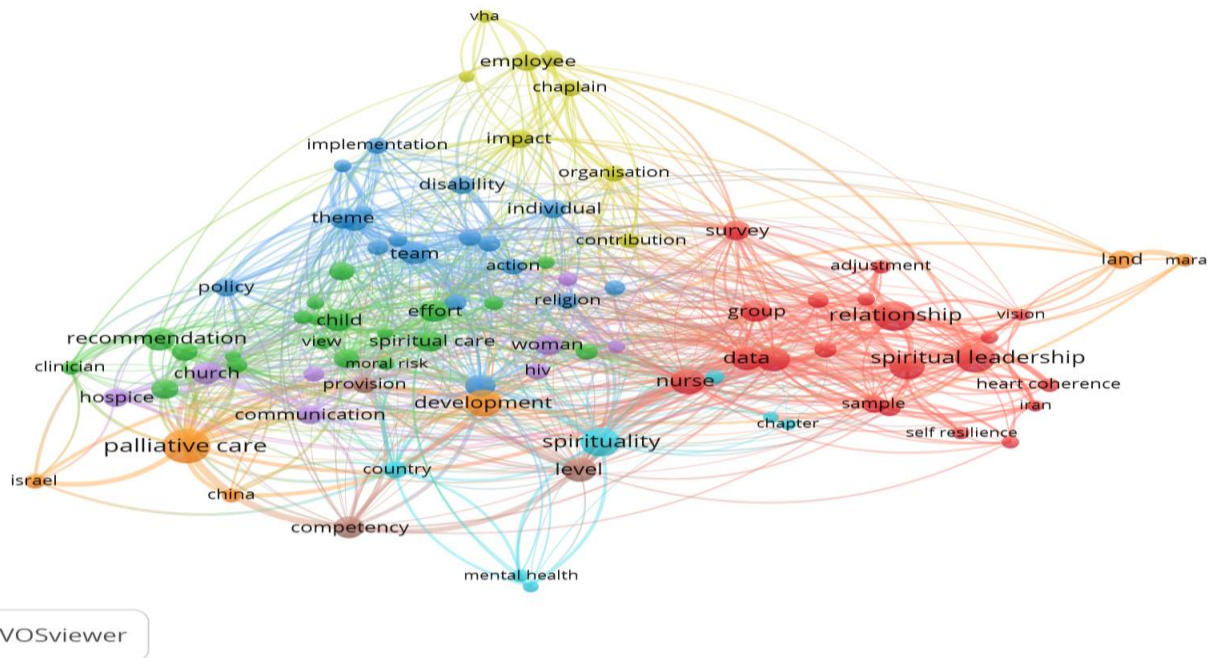


Figure 1

Researchers can gain from the identification in the form of mapping in Figure 1 especially those who are just beginning their research. They can use the information from this research to read articles on a certain topic when they come across one that piques their curiosity in a particular field. Organizational commitment, relationships, spiritual leadership, and work engagement are connected ideas in Cluster 1, whereas caregivers, clinicians, integration, organizations, religious leaders, spiritual care, and spiritual leaders are highlighted in Cluster 2. Community Leaders, Perception, Stigma, Religion, Team, and Integrity are Cluster 3 concepts, while Employees, Impact, Organization, and Contribution are Cluster 4 concepts. Additionally, Cluster 5 is

concerned with hospice and communication, while Cluster 6 is concerned with leadership development, self, and spirituality. The following cluster, cluster 7, talks about development and palliative care, while the final cluster, cluster 8, focuses on competence, level, and provision. This grouping will make it easier to find the subjects shared by academics interested in studying how spiritual leadership affects employee motivation. For instance, the concept of leadership needs to be the body of literature's starting point when researchers select cluster 2. Additionally, researchers can use the reference manager to search for relevant literature using terms from the cluster 2 category, such as organization, religious leader, spiritual care, spiritual leader, and others.

CLUSTER	HEADING	ITEMS
Cluster 1	Organizational commitment, relationship, spiritual leadership, work engagement	20
Cluster 2	Caregiver, clinician, integration, organization, religious leader, spiritual care, spiritual leader	20
Cluster 3	Community leader, perception, stigma, religion, team, integrity	18
Cluster 4	Employee, impact, organization, contribution	8
Cluster 5	Communication, hospice	8
Cluster 6	Leadership development, self, spirituality	7
Cluster 7	Development, palliative care	6
Cluster 8	Competency, level, provision	3

In the context of Cluster 1, which is concerned with spiritual leadership, particularly in hospitals, it is pertinent and significant to mention the articles by Wei-Li Wu and Yi-Chih Lee (2020), which explain that spiritual leadership has a positive impact on work engagement and that spiritual well-being and psychological capital mediate the effect of spiritual leadership on work engagement. The results of this study also imply that nursing administrators should be knowledgeable about how spiritual leadership can increase workplace engagement (Wu & Lee, 2020).

In Cluster 2, spiritual leadership users effectively team up and include all participants in decision-making. In a paper titled "Programs of religious or spiritual assistance in hospitals—five Whies and five Hows," written by Saad and Medeiros (2016) and published in the Biomed Central Journal, they outlined five reasons to fund such initiatives: Patients demand a religious-spiritual outlook from the facility; 1. Religious-spiritual well-being is related to better health; 2. Religious-spiritual appreciation is a standard for hospital accreditation; 3. To undo religious-spiritual misunderstandings that can affect

treatment; and 4. Costs may be reduced with the religious-spiritual support (Saad & de Medeiros, 2016).

The work by Sadeghifar et al (2014) relates to Cluster 3 and illustrates the notion of career motivation in health professionals. The findings of this study suggest that educators' career motivation may be positively impacted by the characteristics of spiritual leadership's existence.

The articles connected to A positive human health perspective on how spiritual leadership weaves its influence on employee safety performance are interesting in the scenario when the researcher opts to use cluster 4 (Ali, et al, 2020). The findings showed that, both directly and indirectly, spiritual leadership is positively related to employees' compliance with safety laws and safety engagement.

While the concept in cluster 5 relates to the importance of communication, which is one of the important factors in the running of an organization such as a hospital, as can be seen in the results of research by Khajouei et al (2018) which identifies errors and causes of communication failure. This study reveals that the same information system, when applied in several different hospitals, will show different results, so a leader in the hospital must make policies to avoid problems related to the information and communication systems (Khajouei et al., 2018).

The 6th article relates to leadership development, where if this is not managed properly, it can affect the operation of the hospital, one of which is the employee turnover rate. Benslimane and Khalifa (2016) say that the high turnover rate among healthcare professionals is a very high price that healthcare organizations may pay if they do not have the right strategies in place to motivate and satisfy their employees (Benslimane & Khalifa, 2016). Finally, clusters 7 and 8 are the findings of articles that are not relevant to this study.

The Reviewing Publications' Profile

Ninety articles in total were examined. As shown in Figure 2, the number of articles on spiritual leadership always rises each year based on a predetermined period from 2012 to 2021. Although it appears that there will be fewer publications on spiritual leadership in 2021 (as in Figure 2), generally the pattern shows cyclical increases.

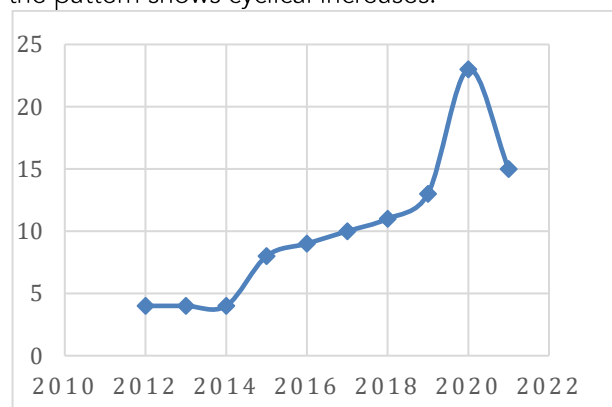


Figure 2.

4. Discussion

Spiritual Leadership

Leadership has a variety of different definitions in each piece of literature. Though every definition of leadership includes the same crucial quality—the capacity to inspire and drive others—there is one essential distinction (Kouzes & Posner, 2017). Many leadership theories have historically been theorized based on skills, attributes, behaviours, or environmental circumstances, but the fifth leadership perspective, which focuses on the entirety of a leader's soul, incorporates the philosophy of spiritual leadership (Fairholm, 2002). According to one definition of leadership, a leader may motivate their followers to invest all of their energy physically, emotionally, and spiritually in realizing the objectives and vision of an organization. Therefore, it may be inferred that a leader's capacity to persuade people to pursue a purpose is the foundation of successful leadership (Samul, 2020). In addition, a leader must also understand that management is a system or activity that includes planning, implementing, evaluating, and carrying out improvements. This is done continuously until common goals in the organization can be achieved. Activities that start from a plan to an assessment of activities applied in the realm of medical and nursing services serve to improve the quality of an organization, including hospitals (Aini, 2018).

Before describing what spiritual leadership is, one must first define what spirituality is. The term "spirituality" comes from the Latin word "spiritus" which is interpreted as "soul, courage, energy" (Simpson, 1960). There are numerous definitions of spirituality in the management literature. In the past, spirituality placed more emphasis on a great sense of belonging. Then the other definition refers to a feeling related to all things in this universe or a need to connect with something greater than ourselves, which is often considered a great divine (L. W. Fry, 2020). According to Carroll and Emerich, spirituality can connect the earth and humans, and it can effectively facilitate effective and sustainable development. Spirituality can give rise to a feeling that as a whole can be connected more broadly, richer, and deeper by looking at the situation from a holistic perspective (Samul, 2020).

Spiritual values can induce affection that leads to a harmonious life and can contribute to benefiting others, society, and nature (Dhiman & Marques, 2016). Spiritual leadership is very important for a leader who has a goal of leading people and wants to create a workplace that can be sustainable for employees in an organization. Daderman et al (2013) stated that today the world is undergoing many changes, so leaders need to find a way to maintain inner security and comfort that can be applied to the external environment. Organizations must assist individuals in developing a distinct identity for them to have positive relationships at work. In addition,

spiritual leadership can also help find out the true meaning of a situation or event that occurs and help identify and align the values possessed by employees to achieve the goals of the organization (Selver, 2013).

Fry and Cohen said that spiritual leaders can take advantage of the basic needs of a leader and his followers so that it can help achieve alignment of vision, mission, and values between individuals and between teams, which can then improve the welfare and commitment of employees in an organization and can also improve organizational performance. Spiritual leadership is now regarded as a powerful management paradigm (Crossman, 2010).

Work Motivation in Hospital

Another aspect that a leader needs to evaluate in an organization such as a hospital is employee motivation. According to Maslow, the emergence of motivation is based on the needs of each individual, so it can be said that motivation is a desire of an employee. So, the stronger an employee's feelings for his organization, the stronger their desire to work hard and stay behind to build the organization. The desire of an employee to work better for the benefit of the organization is an important factor in creating strong motivation in each employee (Aini, 2018).

Motivation is intrinsically related to job satisfaction and involves various processes, both cognitive, affective, and behavioral (Mutale et al., 2013). The degree to which a person is willing to continue and make every effort to attain a goal, both personal and organizational, is referred to as motivation in the workplace. A health worker who has the motivation to provide services can realize better performance and can achieve a high level of job satisfaction (Hotchkiss et al., 2015). Hospitals need to pay attention to the importance of proactive motivation which is considered to have a significant effect on *job crafting*. Proactive motivation also has a positive relationship with employee job satisfaction, besides that this also affects the level of productivity of hospital employees (Fatmawati et al., 2020).

Many articles already discuss work motivation, but there is still little empirical evidence for this, especially in countries that have relatively low-income levels. Therefore, if the understanding of work motivation is still low, then a health worker will only provide services based on the behaviour of the target market. In addition, health workers also tend to be interested in working in private hospitals or moving to developed countries. So it requires proper training with professionals from recognized institutions in the country (Hotchkiss et al., 2015). If a hospital can be successful in fulfilling its mission, such as achieving superior clinical services, being able to pioneer various studies, and being able to create good education and training, all of which depend on the effectiveness of the workforce involved in the hospital, If all the workforce involved is aligned with the mission of the hospital, then it can

be a very valuable resource and be able to encourage even better hospital performance. More experienced medical personnel can leave the hospital because they have skills that are sought after and needed by hospitals and patients. So if this happens, there will be a decrease in the number of medical personnel, which can then increase workload and stress levels and can reduce the motivation of health workers who remain in the hospital (Wai PY et al., 2014).

The Influence of Spiritual Leadership on Work Motivation in Hospitals

The future and success of a hospital depending on the performance and leadership model implemented in the hospital. A hospital is a complex organization consisting of various professions, so in a hospital, it is very easy for a conflict to occur. So it takes a professional leader to lead and manage a hospital (Aini, 2018). Paying attention to the spiritual aspect of leadership and the elements that affect employee engagement is one leadership strategy that can be used in hospitals. The findings of Sadeghifar's (2014) study demonstrate a favourable correlation between hope or faith and the characteristics of spiritual leadership and job motivation (Sadeghifar et al., 2014).

Spiritual leadership, according to Fry and Nisiewicz (2013), has a favourable and significant impact on organizational performance (L. W. (Jody) Fry, 2013). Because job motivation and the spiritual component are positively correlated, a leader who can effectively communicate with his team will enjoy greater favour with the workforce. This happens because the leader is considered more able to increase work motivation and carry out transformation (Sadeghifar et al., 2014). This study shows the results of a positive relationship between confidence and the level of employee work motivation. This shows that a leader will hold organizational commitments while carrying out the role of a leader, which in turn can increase employee motivation and will strengthen the organization in the face of organizational competitiveness.

The presence of spiritual leadership inside an organization can aid staff in considering how essential their work is as perceived by stakeholders within the company, as demonstrated by the positive association between work motivation and membership (Sadeghifar et al., 2014). This is also what was conveyed by Daft and Lengel (1998) that is known as a member in social relations can increase the growth and personal development of employees to realize the more meaningful feelings of an employee towards the organization (Daft & Lengel, 1998).

Spiritual leadership can form informal communication between employees through a culture such as altruism. This can then increase employee participation in an organization as well as a sense of responsibility to others and various other factors related to the emergence of motivation.

5. Conclusion

The results of this literature review show the conclusions of various findings about the theory of spiritual leadership. Research on the topic of spiritual leadership shows an increase every year. This shows that this topic of spiritual leadership is interesting enough to receive attention from various circles. The results of research on this topic also have a positive contribution to the continuous development of the organization.

Spiritual leadership looks at organization management holistically, so this theory is not only related to a trait, skill, or behaviour like various pre-existing theories. The presence of a spiritual dimension in leadership places a greater emphasis on values that apply to everyone, such as appreciation, honesty, love, and integrity, which have an immediate impact on a leader's attitudes, behaviours, qualities, and talents. Spirituality itself has the values that a leader needs to be responsible for the activities being carried out. It is based on these spiritual values that can then help us to determine what we should think about, be more aware of who we are, the things we should do, and how we can manage these things. The success of a leader who applies *spiritual leadership* is due to the application of spiritual values, which can change the conditions and situation of the organization for the better.

A person becomes willing to take responsibility for whatever he does and to think about the effects of his actions on others and the environment around him when they become aware of the connection between everything that occurs in this universe and a very big thing. Because of these various positive changes, the theories about *spiritual leadership* are worthy of further development.

A literature review on the topic of *spiritual leadership* is a paradigm that can help management, which currently needs special attention. This results from the numerous advantages seen when a company implements the idea of spiritual leadership in the workplace. One of the research areas that is still developing and has a strong connection to workplace sustainability is the use of spirituality in the workplace. The advantages derived from implementing the idea of spirituality in the workplace can begin with job satisfaction, commitment, work goals, feelings of peace, and success in achieving goals. These advantages then have an impact on increasing organizational performance achievements, which leads to a sense of responsibility and concern for others and the environment.

Further discussion on the evolution of the theory of spiritual leadership in the workplace can centre on this literature review. Examining the connection between spiritual leadership and the workplace reveals that there is a wealth of data demonstrating the benefits of applying spiritual principles to both individual employees and organizations as a whole. However, this study has a goal that is mainly focused

on seeing how much influence spiritual *leadership* exerts on employee work motivation. This might then serve as the foundation for deciding whether or not this idea of spiritual leadership is significant and appropriate for use in hospitals. Harmony with oneself and others can lead to harmony with society and the environment. This is the idea behind spirituality in the workplace. This is a sustainable development process.

The evolution of the theory of spiritual leadership appears to be pertinent and applicable to the construction and upkeep of a sustainable workplace. The bulk of studies on the expanding subject of spiritual leadership highlights the necessity of integrating spirituality into the workplace, especially in hospitals.

3. References

- Aini, Q. (2018a). Management skill and leadership: A case study from Hospital managers of charity business in health. *Journal of Social Sciences Research*, 4(12), 478–482. <https://doi.org/10.32861/jssr.412.478.482>
- Aini, Q. (2018b). Motivation, commitment and leadership skill in affecting performance hospital managers. *Journal of Social Sciences Research*, 4(12), 707–710. <https://doi.org/10.32861/jssr.412-707-710>
- Ali, M., Aziz, S., Pham, T. N., Babalola, M. T., & Usman, M. (2020). A positive human health perspective on how spiritual leadership weaves its influence on employee safety performance: The role of harmonious safety passion. *Safety Science*, 131. <https://doi.org/10.1016/j.ssci.2020.104923>
- Benslimane, N., & Khalifa, M. (2016). Evaluating pharmacists' motivation and job satisfaction factors in Saudi Hospitals. *Studies in Health Technology and Informatics*, 226, 201–204. <https://doi.org/10.3233/978-1-61499-664-4-201>
- Crossman, J. (2010). Conceptualising spiritual leadership in secular organizational contexts and its relation to transformational, servant and environmental leadership. *Emerald*.
- Daft, R. L., & Lengel, R. H. (1998). *Fusion Leadership: Unlocking The Subtle Forces That Change People And Organizations*. Berrett-Koehler Publishers, Inc.
- Dhiman, S., & Marques, J. (2016). Spirituality and Sustainability. *Springer*.
- Fairholm, M. R. (2002). *Defining Leadership: A Review of Past, Present, and Future Ideas*. THE GEORGE WASHINGTON UNIVERSITY.
- Fatmawati, E., Sidin, A. I., & Saleh, L. M. (2020). How does proactive motivation affect job crafting in Mamuju hospitals? *JMMR (Jurnal Medicoeticolegal Dan Manajemen Rumah Sakit)*, 9(3), 216–222. <https://doi.org/10.18196/jmmr.93133>
- Franceschini, F., & Turina, E. (2013). Quality improvement and redesign of performance measurement systems: An application to the academic field. *Quality and Quantity*, 47(1), 465–483. <https://doi.org/10.1007/s11135-011-9530-1>
- Fry, L. W. (2020). Global Encyclopedia of Public Administration, Public Policy, and Governance.

- Spiritual Leadership*, August. <https://doi.org/10.1007/978-3-319-31816-5>
- Fry, L. W. (Jody). (2013). Spiritual Leadership and Faith and Spirituality in the Workplace. In *Handbook of Faith and Spirituality in the Workplace* (pp. 697–704).
- Hill, H., Killaspy, H., Ramachandran, P., Ng, R. M. K., Bulman, N., & Harvey, C. (2019). A structured review of psychiatric rehabilitation for individuals living with severe mental illness within three regions of the Asia-Pacific: Implications for practice and policy. *Asia-Pacific Psychiatry*, 11(2). <https://doi.org/10.1111/appy.12349>
- Hotchkiss, D. R., Banteyerga, H., & Tharaney, M. (2015). Job satisfaction and motivation among public sector health workers: Evidence from Ethiopia. *Human Resources for Health*, 13(1), 1–12. <https://doi.org/10.1186/s12960-015-0083-6>
- Khajouei, R., Abbasi, R., & Mirzaee, M. (2018). Errors and causes of communication failures from hospital information systems to electronic health record: A record-review study. *International Journal of Medical Informatics*, 119, 47–53. <https://doi.org/10.1016/j.ijmedinf.2018.09.004>
- Kouzes, J. M., & Posner, B. Z. (2017). *The Leadership Challenge* (Sixth Edit).
- Mutale, W., Ayles, H., Bond, V., Mwanamwenge, M. T., & Balabanova, D. (2013). Measuring health workers' motivation in rural health facilities: Baseline results from three study districts in Zambia. *Human Resources for Health*, 11(1), 1–8. <https://doi.org/10.1186/1478-4491-11-8>
- Pruzan, P. (2015). Further reflections on spirituality and spiritual-based leadership. In *The Spiritual Dimension of Business Ethics and Sustainability Management* (pp. 187–190). Springer International Publishing. https://doi.org/10.1007/978-3-319-11677-8_19
- Saad, M., & de Medeiros, R. (2016). Programs of religious/spiritual support in hospitals - five "Whies" and five "Hows." In *Philosophy, Ethics, and Humanities in Medicine* (Vol. 11, Issue 1). BioMed Central Ltd. <https://doi.org/10.1186/s13010-016-0039-z>
- Sadeghifar, J., Bahadori, M., Baldacchino, D., Raadabadi, M., & Jafari, M. (2014). Relationship between career motivation and perceived spiritual leadership in health professional educators: a correlational study in Iran. *Global Journal of Health Science*, 6(2), 145–154. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-84900832297&partnerID=40&md5=d3c97213299057321dbc3620f5456fc5>
- Sahama, S., Shofia, A., Reiza, M., & Riyono, B. (2019). Corruption in Indonesia: An investigation from mental health, spirituality, and leadership perspectives. *Malaysian Journal of Medicine and Health Sciences*, 15, 45–53. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-85076884722&partnerID=40&md5=79665ba13bc62e758fbd351530fffc7>
- Samul, J. (2020). Spiritual leadership: Meaning in the sustainable workplace. *Sustainability (Switzerland)*, 12(1). <https://doi.org/10.3390/su12010267>
- Selver, P. (2013). *SPIRITUAL VALUES IN LEADERSHIP AND THE EFFECTS ON ORGANIZATIONAL PERFORMANCE: A LITERATURE REVIEW*. UNIVERSITY OF NORTHERN BRITISH COLUMBIA.
- Simpson, D. . (1960). *Cassell's New Latin Dictionary*; Funk & Wagnalls.
- Wai PY, V, D., DM, R., L, B., & PC, K. (2014). Engagement, Workplace Satisfaction, and Retention of Surgical Specialists in Academic Medicine in the United States. *Journal of the American College of Surgeons*.
- Wu, W. L., & Lee, Y. C. (2020). How spiritual leadership boosts nurses' work engagement: The mediating roles of calling and psychological capital. *International Journal of Environmental Research and Public Health*, 17(17), 1–13. <https://doi.org/10.3390/ijerph17176364>
- Yang, F., Liu, J., Wang, Z., & Zhang, Y. (2019). Feeling Energized: A Multilevel Model of Spiritual Leadership, Leader Integrity, Relational Energy, and Job Performance. *Journal of Business Ethics*.