International Journal of Education, Vocational and Social Science
https://e-journal.citakonsulindo.or.id/index.php/IJEVSS
E-ISSN : 2963 4954
IJEVSS

How Spiritual Leadership Shapes Work Engagement: Examining The Roles Of Spiritual Well-Being And Psychological Safety Among Hospital Employees

Yuan Rika Arini[1]
[1]Fakultas ekonomi dan bisnis, universitas muhammadiyah purwokerto
Fatmah Bagis[2]
[2]Fakultas ekonomi dan bisnis, universitas muhammadiyah purwokerto

***Corresponding author:** fatmahbagis@ump.ac.id

Abstrack

Employee work engagement has become an important issue in the healthcare sector due to high job demands, emotional pressure, and continuous service responsibilities. This study aims to examine the effect of spiritual leadership on work engagement by considering the mediating role of spiritual well-being and the moderating role of psychological safety among hospital employees in Indonesia. This study employed a quantitative approach using a cross-sectional design. Data were collected from 225 employees working in three hospitals through purposive sampling techniques. Data analysis was conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The results indicate that spiritual leadership does not have a direct effect on work engagement. However, spiritual leadership significantly influences spiritual well-being, which subsequently enhances work engagement. The findings also reveal that spiritual well-being fully mediates the relationship between spiritual leadership and work engagement. Psychological safety has a significant positive effect on work engagement, but it does not moderate the relationship between spiritual well-being and work engagement. These findings suggest that work engagement among hospital employees is primarily driven by internal psychological mechanisms related to meaning and connectedness at work rather than direct leadership influence. This study contributes to the integration of Spiritual Leadership Theory, Job Demands-Resources Theory, and Psychological Safety Theory in explaining employee engagement in the healthcare sector. Practically, hospital management should strengthen value-based leadership, foster employees' sense of meaningful work, and create psychologically safe working environments.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

International Journal of Education, Vocational and Social Science
https://e-journal.citakonsultindo.or.id/index.php/IJEVSS
E-ISSN : 2963 4954
IJEVSS

Keywords: spiritual leadership, spiritual well-being, psychological safety, work engagement, hospital employees

INTRODUCTION

Work engagement is an important indicator in explaining the quality of individual and organizational performance, especially in the health care sector which has high work pressure. Healthcare workers face complex service demands, intense emotional interactions, and continuous workloads, which increase the risk of burnout and decreased engagement (Bakker & de Vries, 2021; Huang, 2022). This condition is closely related to increasing burnout and decreasing quality of service to patients (Bayighomog & Arasli, 2022). These findings confirm that work engagement has a strategic role in maintaining the sustainability of healthcare organization performance.

Leadership is one of the main factors that can increase employee work engagement. In addition, various leadership approaches have been shown to have a positive influence on work engagement, such as transformational, ethical, and authentic leadership (Knight et al., 2019; Schaufeli, 2021). The development of the literature shows increasing attention to spiritual leadership, which emphasizes values, meaning, and interpersonal relationships as sources of intrinsic motivation (Fry, 2003; Vedula & Agrawal, 2024). Spiritual leadership is understood as a leader's ability to build a vision, hope, and values that foster meaningful work and a sense of community among employees (Fry, 2003; Samul, 2024).

Several empirical studies have shown that spiritual leadership has a positive influence on work engagement, both directly and through various psychological mechanisms. A study by L. Chen et al (2022) showed that spiritual leadership significantly increased work engagement through goal self-concordance and self-efficacy. Similar findings were also shown by Hunsaker & Jeong (2020) who found that spiritual leadership increases work engagement by improving employee psychological well-being. Other studies confirm that spiritual leadership encourages work engagement through various mediating pathways, such as work meaningfulness and psychological empowerment (Novitasari & Jimad, 2024; Triharjanti & Tjahjono, 2023).

One of the most consistent mechanisms used to explain this relationship is spiritual well-being, which reflects individuals' experiences of the meaning of work and connectedness to the organization. When individuals perceive their work as meaningful and valuable, they tend to exhibit higher energy, dedication, and engagement (Chang & Arisanti, 2022; Samul, 2024). These findings suggest that spiritual leadership not only directly influences work behavior but also

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

through the formation of psychological conditions that support work engagement.

However, the results of previous studies do not always show consistency, and several studies show that the influence of spiritual leadership on organizational outcomes is not always significant or shows different strengths of relationships in various contexts (Rahmatika et al., 2022). Other research has also found that the relationship between psychological variables and work engagement can vary depending on individual conditions and the work environment (Sheikh et al., 2019). This inconsistency indicates that the relationship between spiritual leadership, spiritual well-being, and work engagement is not universal, thus requiring additional explanation regarding factors that can strengthen or weaken the relationship.

One factor that potentially explains this variation is psychological safety. This concept refers to an individual's perception of the extent to which the work environment provides a sense of safety to express oneself without fear of negative consequences (Edmondson & Lei, 2014). Psychological safety has been shown to be positively related to work engagement, well-being, and meaningfulness of work (Liu et al., 2023; Newman et al., 2017; Sjöblom et al., 2022). Other studies show that psychological safety can be formed through leadership roles and serves as an important mechanism in increasing positive employee behavior (S. Chen et al., 2019; Yasin et al., 2023).

Although the relationship between spiritual leadership and psychological safety is beginning to receive attention, studies that integrate the two variables are still limited. Most studies position psychological safety as a mediating or outcome variable, rather than as a factor strengthening the relationship between the primary variables. Not much research has tested psychological safety as a moderating variable in the relationship between spiritual well-being and work engagement. This limitation suggests an opportunity to develop a more comprehensive model to explain employee work engagement.

Another limitation is seen in the lack of integration of theoretical approaches. Studies of spiritual leadership are generally rooted in Fry (2003) theory, while work engagement is largely explained through Job Demands–Resources (JD-R) theory, which emphasizes the role of work resources in increasing motivation and engagement (Bakker & de Vries, 2021). These two approaches are related because they both emphasize the importance of psychological resources. Integrating these two theories provides an opportunity to explain work engagement more comprehensively through a combination of values, meanings, and individual psychological states.

The research context is also an important aspect. Most of the research was conducted in non-healthcare settings or outside Indonesia, so the results do not fully reflect the dynamics of health service organizations in Indonesia (Piwowar-Sulej & Iqbal, 2024). Indonesia has

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

characteristics influenced by religious values, collectivity, and high work pressure, thus providing a relevant context for examining the role of spiritual leadership and psychological safety in more depth. This study aims to examine the role of spiritual well-being as a mediator in the relationship between spiritual leadership and work engagement, as well as the role of psychological safety as a moderating variable that strengthens this relationship. This research is expected to contribute to the development of leadership literature, especially spiritual leadership, as well as provide practical implications for human resource management in the health services sector.

Theoretical Framework and Hypothesis Development

Theoretical Framework

This research is based on the integration of several major theories that explain the relationship between leadership, psychological conditions, and work engagement. Spiritual leadership theory was developed by Fry (2003) explains that value-based leadership is able to fulfill an individual's intrinsic needs by creating work meaning (calling) and a sense of togetherness (membership) (Bagis et al., 2024). This condition encourages the formation of spiritual well-being, which becomes the basis for the emergence of positive work attitudes and behavior. Furthermore, Job Demands–Resources (JD-R) theory explains that work engagement is influenced by the availability of psychological resources possessed by individuals (Bakker et al., 2026; Bakker & de Vries, 2021). These resources include the meaning of work, psychological well-being, and social support, which can increase intrinsic motivation and work engagement. In addition, psychological safety theory explains that individuals will be more courageous in participating and being actively involved when they feel psychologically safe (Samul, 2024). This sense of safety allows individuals to express themselves and actualize their potential without fear of negative consequences. The integration of these three theories provides a strong conceptual basis, where spiritual leadership acts as a source of value and meaning, spiritual well-being as a psychological mechanism, psychological safety as a reinforcing condition, and work engagement as the main outcome (Bagis et al., 2026).

Hypothesis Development

Spiritual Leadership and Work Engagement

Spiritual leadership is a leadership style that emphasizes values, meaning, and interpersonal relationships in an organization (Bagis et al., 2026; Fry, 2003). Work engagement refers to a positive psychological condition characterized by vigor, dedication, and absorption

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

(Schaufeli, 2021). Theoretically, spiritual leadership increases intrinsic motivation through creating meaning in work and a sense of togetherness. This is in line with spiritual leadership theory, which explains that leaders are able to influence work engagement by fulfilling employees' psychological needs. Empirical research shows that spiritual leadership has a positive effect on work engagement (L. Chen et al., 2022; Hunsaker & Jeong, 2020; Preetham, 2025; Triharjanti & Tjahjono, 2023).

Based on these theoretical arguments and empirical support, the following hypothesis is formulated:

H1: Spiritual leadership has a positive effect on work engagement

Spiritual Leadership and Spiritual Well-Being

Spiritual well-being describes the condition in which individuals feel the meaning of their work and connectedness to the organization (Bagis et al., 2025; Fry, 2003; Umairoh et al., 2022). This condition reflects the fulfillment of intrinsic needs, which play an important role in shaping employee work attitudes and behavior. Spiritual leadership theory explains that leaders who are able to establish a vision and values will enhance employees' experiences of meaningful work and sense of belonging (Bagis et al., 2024). Leaders who instill the values of altruistic love and hope/faith also encourage the formation of positive and sustainable psychological conditions. Previous research has shown that spiritual leadership has a positive effect on spiritual well-being (Chang & Arisanti, 2022; L. Chen et al., 2022; Hunsaker & Jeong, 2020; Samul, 2024). Based on the theoretical foundation and existing empirical findings, the research hypothesis is formulated as follows:

H2: Spiritual leadership has a positive effect on spiritual well-being

Spiritual Well-Being and Work Engagement

Spiritual well-being reflects an individual's experience of work meaning and social connectedness within an organization (Bagis et al., 2025, 2026). Work engagement is a positive psychological condition characterized by energy, dedication, and full involvement in work (Schaufeli, 2021). D-R theory explains that psychological resources, such as the meaning of work, act as the main drivers of intrinsic motivation. Individuals with strong work meaning tend to be more resilient, focused, and engaged in their work. Empirical research shows that spiritual well-being has a positive effect on work engagement (Chang & Arisanti, 2022; Hunsaker & Jeong, 2020; Novitasari & Jimad, 2024; Samul, 2024). Based on this description, the following hypothesis is

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

proposed:

H3: Spiritual well-being has a positive effect on work engagement.

The Mediating Role of Spiritual Well-Being

Spiritual well-being serves as a psychological mechanism that explains how spiritual leadership influences work engagement (Bagis et al., 2026; Bagis & Adawiyah, 2025; Umairoh et al., 2022). Spiritual leadership theory explains that leaders create meaning in work through vision and values, which then shape the spiritual well-being of individuals (Bagis et al., 2026). JD-R theory strengthens this argument by explaining that psychological well-being is a resource that drives work engagement. Without a state of well-being, leadership influence cannot always be translated into optimal work engagement. Research shows that the relationship between spiritual leadership and work engagement becomes stronger when mediated by psychological variables (Chang & Arisanti, 2022; L. Chen et al., 2022; Hunsaker & Jeong, 2020; Samul, 2024). This shows that the influence of spiritual leadership on work engagement is not direct, but requires a process of internalizing values through spiritual well-being. Therefore, to test the mediating role in the relationship between variables, the following hypothesis is formulated:

H4: Spiritual well-being mediates the relationship between spiritual leadership and work engagement.

Psychological Safety and Work Engagement

Psychological safety is an individual's perception of feeling safe in the work environment to express themselves without the risk of negative consequences (Edmondson & Lei, 2014). Psychological safety theory explains that a sense of psychological safety increases an individual's courage to contribute, thereby strengthening work engagement. Research shows that psychological safety has a positive effect on work engagement (S. Chen et al., 2019; Liu et al., 2023; Newman et al., 2017; Petrov et al., 2023; Sjöblom et al., 2022). Taking into account theoretical arguments and previous research results, the following hypothesis is proposed:

H5: Psychological safety has a positive effect on work engagement.

The Moderating Role of Psychological Safety

Psychological safety plays a role as a condition that determines the extent to which an individual can actualize their psychological condition (Petrov et al., 2023). Spiritual well-being provides internal meaning and energy, but the expression of this state is influenced by the work environment (Yasin et al., 2023). Psychological safety theory explains that individuals who feel

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

safe are more likely to express themselves, take initiative, and engage fully in their work. Thus, the influence of spiritual well-being on work engagement will be stronger when psychological safety is at a high level, and will weaken when psychological safety is low. Research shows that psychological safety plays a role as a reinforcing factor in the relationship between work behavior and work performance (S. Chen et al., 2019; Newman et al., 2017; Sjöblom et al., 2022; Yasin et al., 2023). Based on this explanation, the moderation hypothesis in this study is formulated as follows:

H6: Psychological safety strengthens the influence of spiritual well-being on work engagement.

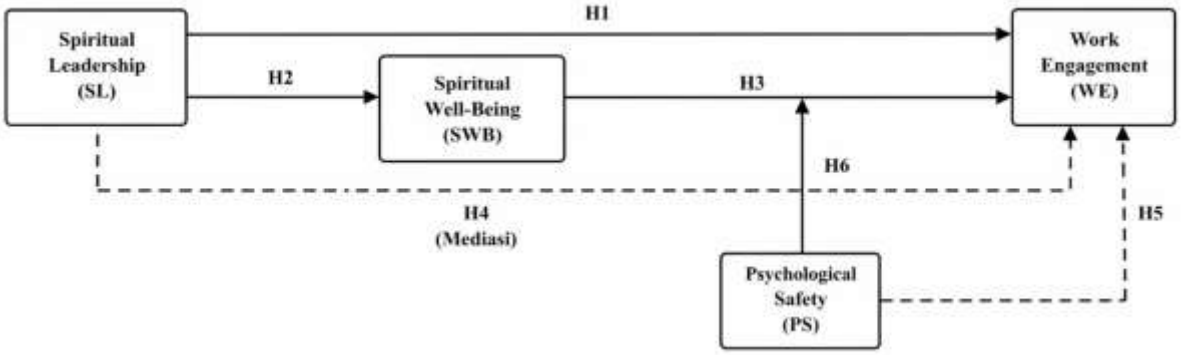


Figure 1. Conceptual Framework

RESEARCH METHOD

This study uses a quantitative approach with an explanatory design that aims to test the causal relationship between variables in the proposed research model (Sugiyono, 2023). The conceptual model in this study was developed based on previous research that examined the relationship between spiritual leadership, spiritual well-being, and work engagement, and was further developed by adding psychological safety as a moderating variable to provide a more comprehensive understanding of employee work engagement (Samul, 2024). This study was conducted in the healthcare sector, specifically on employees working in several hospitals, namely Ananda Hospital, JIH Hospital, and Hermina Hospital Purwokerto. The selection of this location is based on the characteristics of work in the health sector, which has high work demands, intense emotional interactions, and complex organizational dynamics (Jim et al., 2024). In addition, the use of more than one research location is expected to provide data variation so that the research

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

results are more representative.

The population in this study was all employees working in the three hospitals, both medical and non-medical personnel. The sampling technique used the purposive sampling method with the criteria of active employees who have worked for at least one year. This criterion is used so that respondents have sufficient experience in understanding organizational conditions and leadership practices in the workplace. Determination of the number of samples was carried out using the Slovin formula with an error rate of 5% (0.05). The minimum sample size will be adjusted to the total population obtained from each hospital. Furthermore, the distribution of samples in each hospital was carried out proportionally based on the available population size, so that it could reflect the population conditions more representatively.

Data collection was conducted online using a questionnaire distributed through Google Forms. The research instrument was constructed using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The statement items in the questionnaire were compiled with reference to instruments that had been used in previous research. The spiritual leadership variable was measured based on the concept developed by Fry (2003) which includes the dimensions of vision, hope/faith, and altruistic love, with a total of 7 statement items. The spiritual well-being variable was measured through indicators reflecting meaning/calling and membership, with a total of 6 statement items (Fry et al., 2005). The work engagement variable is measured using a concept consisting of the dimensions of vigor, dedication, and absorption, with a total of 6 statement items from (Schaufeli, 2021). Meanwhile, the psychological safety variable is measured based on individual perceptions of safety in the work environment, with 5 statement items from Edmondson & Lei (2014) and all statement items are adjusted to the research context.

The data analysis technique in this study used Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with the help of SmartPLS software (Ghozali, 2021). The analysis was carried out in two stages, namely testing the measurement model (outer model) to assess the validity and reliability of the construct, and testing the structural model (inner model) to test the relationship between variables and research hypotheses. In addition, a mediation effect test was also conducted to see the role of spiritual well-being in bridging the relationship between spiritual leadership and work engagement, and a moderation test to see the role of psychological safety in strengthening the relationship between spiritual well-being and work engagement.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

RESULTS AND DISCUSSION

Research Result

This study employs a Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach, utilizing SmartPLS software to test the research model. The analysis is conducted in two main stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model) (Joseph F. Hair Jr., 2021).

Table 1. Demographics Respondents

Identity	Information	Frequency	Persentage
Respondent Hospital	Hospital 1	126	53.6
	Hospital 2	77	32.8
	Hospital 3	32	13.6
Workforce Category	Medical	143	60.9
	Non-Medical	92	39.1

Meanwhile, the characteristics of the respondents were described descriptively to provide a general overview of the workforce profile in the healthcare sector. Based on gender, the majority of respondents were female (67.8%), while 32.1% were male. This composition indicates that the workforce in the study was predominantly female, which aligns with the general characteristics of the healthcare sector, as it involves many nursing, midwifery, and patient care professions.

In terms of age, the majority of respondents were in the productive age group, particularly those aged 26 to 30 (35.8%) and those aged 31 to 40 (29.2%). Furthermore, 16.0% were aged 41 to 50, 11.5% were aged 25 and above, and 7.4% were aged 50 and above. This indicates that the majority of respondents were in an active working phase with relatively optimal work capacity and considerable professional experience.

Based on educational level, the majority of respondents (23.9%) had a high school diploma, followed by a diploma in nursing (16.7%), and a professional nursing degree (11.6%). Furthermore, there were also respondents with diplomas in midwifery and medical science, indicating that the workforce in this study consisted of a combination of graduates from secondary schools, vocational schools, and health professions. This reflects a diversity of competencies that align with the operational needs of hospitals and clinics.

Furthermore, based on length of service, the majority of respondents (46.6%) had worked

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

for more than 10 years. Respondents with 2 to 5 years of service accounted for 28.9%, while 19.6% had 6 to 9 years of service. Meanwhile, respondents with less than 1 year of service accounted for 4.9%. This finding indicates that the majority of respondents have substantial work experience, enabling them to provide a more comprehensive assessment of the work environment and conditions.

Convergent validity is used to measure the extent to which indicators are able to reflect the construct being studied. An indicator is declared valid if it has an outer loading value above 0.70 Joseph F. Hair Jr (2021). In the initial testing phase, it was found that not all indicators met this criterion. Indicator PS4 had an outer loading value of 0.667, which is below the minimum limit, thus not meeting the convergent validity criteria. Furthermore, indicator PS5 had a value of 0.658, which is considered marginal (borderline) and has the potential to reduce the quality of the construct. Referring to recommendations (Joseph F. Hair Jr., 2021). Indicators with loading values below 0.70 or those that are marginal can be eliminated to improve model quality. Therefore, in this study, elimination was carried out on the PS4 and PS5 indicators in the Psychological Safety variable. After elimination, retesting was carried out, and the final outer loading results were obtained as follows:

Table 2. Outer Loading

variables	Indicator	Outer Loading
Psychological Safety	PS1	0.893
	PS2	0.872
	PS3	0.913
Spiritual Leadership	SL1	0.860
	SL2	0.810
	SL3	0.872
	SL4	0.851
	SL5	0.869
	SL6	0.832
	SL7	0.788
Spiritual Well-Being	SW1	0.821
	SW2	0.788
	SW3	0.856
	SW4	0.870
	SW5	0.853

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

variables	Indicator	Outer Loading
	SW6	0.886
Work Engagement	WE1	0.810
	WE2	0.779
	WE3	0.814
	WE4	0.802
	WE5	0.791
	WE6	0.798

Based on Table 2, all indicators in each variable have an outer loading value above 0.70. This shows that each indicator has met the convergent validity criteria and is able to represent the construct being measured well. Therefore, it can be concluded that the measurement model in this study meets convergent validity criteria and is suitable for use in the next stage of analysis.

In addition to convergent validity, testing was also carried out on construct reliability using Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). A construct is declared reliable if it has a Cronbach's Alpha and Composite Reliability value above 0.70 and an AVE above 0.50 (Joseph F. Hair Jr., 2021).

Table 3. Construct Reliability and Validity

Variables	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Psychological Safety	0.872	0.865	0.922	0.797
Spiritual Leadership	0.931	0.932	0.944	0.707
Spiritual Well-Being	0.920	0.922	0.938	0.716
Work Engagement	0.887	0.887	0.914	0.639

Based on Table 3, all variables in this study have Cronbach's Alpha and Composite Reliability values above 0.70, so they can be declared reliable. In addition, the AVE value for all variables is also above 0.50, which indicates that the construct has good convergent validity. Therefore, all variables in this study met the criteria for reliability and construct validity.

Discriminant validity testing was conducted to ensure that each construct was clearly differentiated from the others (Joseph F. Hair Jr., 2021). The test results showed that the square root of the AVE for each variable was greater than the correlation between the variables, and the cross-loading value for each indicator was higher in its construct compared to the other

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

constructs. This indicates that each variable in this study had good discriminatory ability, the model met the criteria for discriminant validity (Joseph F. Hair Jr., 2021).

Hypothesis testing in this study was conducted using the bootstrapping method in SEM-PLS. The hypothesis is declared accepted if the t-statistic value is > 1.96 and the p-value is < 0.05 (Joseph F. Hair Jr., 2021). The following are the results of the hypothesis testing:

Table 4. Results of Hypothesis Testing

Relationship	Coefficient (β)	T-Statistic	P-Value	Decision
Spiritual Leadership → Work Engagement	0.162	3.226	0.001	Accepted
Spiritual Leadership → Spiritual Well-Being	0.935	132.464	0.000	Accepted
Spiritual Well-Being → Work Engagement	0.419	8.343	0.000	Accepted
Psychological Safety → Work Engagement	0.466	14.934	0.000	Accepted
Moderating Effect → Work Engagement	-0.008	0.498	0.619	Rejected

The test results show that Spiritual Leadership has a positive effect on Work Engagement with a coefficient value of 0.162, t-statistic 3.226, and p-value 0.001. This value meets the significance criteria, so H1 is accepted. This indicates that the better the implementation of Spiritual Leadership, the more it will increase employee work engagement. The test results show that Spiritual Leadership has a positive effect on Spiritual Well-being with a coefficient value of 0.935, t-statistic 132.464, and p-value 0.000; thus, H2 is accepted. The very high coefficient value indicates that Spiritual Leadership has a very strong role in shaping employee spiritual well-being.

The test results show that Spiritual well-being has a positive effect on Work Engagement with a coefficient value of 0.419, t-statistic 8.343, and p-value 0.000. Thus, H3 is accepted. This means that the higher the level of work meaning and individual connectedness in the organization, the higher the employee's work engagement. The test results show that Psychological Safety has a positive effect on Work Engagement with a coefficient value of 0.466, t-statistic of 14.934, and p-value of 0.000. Thus, H5 is accepted. This shows that a sense of security at work plays an important role in increasing employee work engagement.

The test results show that the moderating effect of Psychological Safety on the relationship between Spiritual Well-being and Work Engagement has a coefficient value of -0.008, t-statistic 0.498, and p-value 0.619. This value does not meet the significance criteria, so H6 is rejected. This shows that Psychological Safety is not able to strengthen the relationship between Spiritual Well-being and Work Engagement in this study.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Table 5. Results of the Mediation Effect Test

Mediation Relationships	Coefficient	T-Statistic	P-Value	Decision
Spiritual Leadership → Spiritual Well-Being → Work Engagement	0.392	8.433	0.000	Accepted

The test results show that Spiritual Well-being is able to mediate the relationship between Spiritual Leadership and Work Engagement with a coefficient value of 0.392, t-statistic 8.433, and p-value 0.000 so that H4 is accepted. This shows that the influence of Spiritual Leadership on Work Engagement does not only occur directly, but also through increasing employee Spiritual Well-Being as a psychological mechanism.

DISCUSSION

This study aims to examine the influence of Spiritual Leadership on Work Engagement by considering the role of Spiritual Well-being as a mediator and Psychological Safety as a moderator. In general, the results of the study showed that most of the hypotheses were supported, except for the moderating role of Psychological Safety, which was not significantly proven.

The results of the study show that Spiritual Leadership has a positive and significant effect on Work Engagement. This means that the better the leadership based on values, meaning, and interpersonal relationships implemented by the leader, the higher the employee work engagement. This finding is in line with the Spiritual Leadership Theory put forward by Fry (2003) which states that leaders are able to increase intrinsic motivation through creating work meaning (calling) and a sense of togetherness (membership). This condition encourages employees to be more emotionally and cognitively involved in their work (Bagis & Adawiyah, 2025; Gonelimali et al., 2018; Henderson et al., 2023). These results are also consistent with previous studies, which found that Spiritual Leadership has a positive effect on Work Engagement (L. Chen et al., 2022; Hunsaker & Jeong, 2020; Triharjanti & Tjahjono, 2023). Thus, the hypothesis proposed in the introduction is empirically proven.

The research results show that Spiritual Leadership has a very strong influence on Spiritual Well-being. This means that leadership that emphasizes values, vision, and caring can increase employees' feelings of meaning and connectedness to the organization. This finding supports Fry (2003) which states that spiritual leadership directly shapes spiritual well-being through the dimensions of altruistic love, hope/faith, and vision. When employees feel meaningful in their

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

work, they will have a more positive psychological state. This research is also in line with the findings of (Chang & Arisanti, 2022; L. Chen et al., 2022; Samul, 2024) Samul (2024), show that Spiritual Leadership is the main determinant of Spiritual Well-being. Thus, the results of this study strengthen the arguments presented in the introduction.

The results of the study show that Spiritual Well-being has a positive influence on Work Engagement. This shows that when individuals feel a sense of meaning in their work and connectedness within the organization, they tend to be more energetic, dedicated, and engaged in their work. This finding can be explained through the Job Demands–Resources (JD-R) Theory of Bakker & Demerouti (2017) which states that psychological resources such as the meaning of work and mental well-being, act as the main drivers of work engagement. These results are also consistent with previous research by (Hunsaker & Jeong, 2020; Novitasari & Jimad, 2024; Samul, 2024), which shows that Spiritual Well-being is an important factor in increasing Work Engagement. Therefore, the proposed hypothesis is proven and in accordance with the theoretical framework.

Spiritual well-being has been shown to mediate the relationship between spiritual leadership and work engagement. This means that spiritual leadership's influence on work engagement occurs not only directly but also through improving employees' psychological well-being. This finding strengthens the integration between spiritual leadership theory and JD-R theory, where leadership acts as a source of value and meaning, while spiritual well-being serves as a psychological resource that drives work engagement. These results are in line with research by (L. Chen et al., 2022; Hunsaker & Jeong, 2020), show that psychological variables such as Meaningfulness and Well-being play an important role as mediators. Thus, the contribution of this research is to clarify the mechanism of how Spiritual Leadership influences Work Engagement through psychological pathways.

This study also proves that psychological safety has a positive and significant effect on work engagement. This shows that when employees feel safe to express themselves without fear of negative consequences, they will be more active and engaged in their work (Petrov et al., 2023). This finding supports the psychological safety theory of Edmondson & Lei (2014) which states that a sense of psychological safety encourages active participation and individual involvement in the organization. These results are also consistent with research by (Liu et al., 2023; Newman et al., 2017), which shows that Psychological Safety is an important factor in increasing Work Engagement. Thus, the hypothesis proposed in this study is proven.

In contrast to the proposed hypothesis, the results of the study show that Psychological

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Safety does not moderate the relationship between Spiritual Well-being and Work Engagement. This means that high or low levels of Psychological Safety do not strengthen or weaken the influence of Spiritual Well-being on Work Engagement. This finding is interesting because it is not entirely in line with Psychological Safety Theory, which states that a safe environment should strengthen the expression of an individual's positive psychological state (Edmondson & Lei, 2014). However, there are several possible explanations: First, Spiritual Well-being as an individual's internal condition is strong enough to encourage Work Engagement, so it does not depend too much on external conditions such as Psychological Safety. Second, a values-based organizational context (e.g., an environment with strong religious or cultural values) can keep employees engaged even though levels of Psychological Safety vary.

Overall, the findings of this study provide a broader understanding of the mechanisms through which work engagement is developed in the healthcare sector. Rather than relying solely on contextual conditions, the results indicate that employees' internal psychological resources, particularly spiritual well-being, play a more central role in translating value-based leadership into higher work engagement. These findings also reinforce the view that psychological safety contributes more effectively as a direct organizational resource than as a contextual boundary condition. Consequently, this study extends the application of Spiritual Leadership Theory and the Job Demands–Resources (JD–R) Theory by demonstrating that the effectiveness of spiritual leadership is strengthened through employees' psychological resources within healthcare organizations. From a managerial perspective, hospital leaders should not only promote spiritually oriented leadership practices but also develop organizational initiatives that strengthen employees' sense of meaning, belonging, and psychological well-being while maintaining a psychologically safe work environment. Such efforts are expected to foster sustainable work engagement and ultimately improve the quality of healthcare services.

CONCLUSION

This study shows that spiritual leadership has a positive influence on work engagement, both directly and through spiritual well-being as a mediator. These findings confirm that hospital employees' work engagement is more influenced by internal psychological mechanisms, particularly the meaning of work and sense of connectedness. In addition, psychological safety has been shown to increase work engagement, but it does not act as a moderator in the relationship between spiritual well-being and work engagement. Overall, the research results support the integration of Spiritual Leadership Theory, Job Demands–Resources (JD-R) Theory,

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

and Psychological Safety Theory in explaining work engagement in the healthcare sector.

This study has several limitations. First, the use of a cross-sectional design limits the ability to explain causal relationships longitudinally. Second, self-report-based data has the potential to introduce perceptual bias and common method bias. Third, the limited sample size, which only included three hospitals in Indonesia, limits the generalizability of the findings. Fourth, the research model is still limited to a single moderating variable; therefore, future research is recommended to incorporate other contextual factors to gain a more comprehensive understanding.

REFERENCES

Bagis, F., & Adawiyah, W. R. (2025). Divine guidance in the face of toxicity: How islamic leadership navigates workplace stress and mental wellbeing in higher education institutions. *MIX: Jurnal Ilmiah Manajemen*, *15*(2), 397. https://doi.org/10.22441/jurnal_mix.2025.v15i2.004

Bagis, F., Adawiyah, W. R., Purnomo, R., & Sudjadi, A. (2024). Exploring islamic spiritual well-being: Conceptualization and validation of a measurement scale. *Islamic Guidance and Counseling Journal*, *7*(2). https://doi.org/10.25217/0020247473500

Bagis, F., Adawiyah, W. R., & Sudjadi, A. (2026). Examining the role of spiritual leadership and islamic spiritual well-being in mitigating workplace deviant behaviour. *Qubahan Academic Journal*, *6*(1), 395–408. https://doi.org/10.48161/qaj.v6n1a1860

Bagis, F., Rabiatul Adawqiyah, W., Purnomo, R., Pradipta Setyanto, R., Author, C., Akhmad Dahlan, J. K., & Box, P. (2025). The power of islamic spirituality in diminishing darkness of job stress, ego depletion and cyberloafing diversion in the islamic workplace culture. *In Management and accounting review* (Vol. 24). http://doi.org/10.24191/MAR.V24i03-11

Bakker, A. B., & de Vries, J. D. (2021a). Job demands–resources theory and self-regulation: New explanations and remedies for job burnout. *Anxiety, Stress and Coping*, *34*(1), 1–21. https://doi.org/10.1080/10615806.2020.1797695

Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, *22*(3), 273–285. https://doi.org/10.1037/ocp0000056

Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. (2026). Annual review of organizational psychology and organizational behavior job demands-resources theory: Ten years later. *Annu. Rev. Organ. Psychol. Organ. Behav. 2023*, *10*, 24. https://doi.org/10.1146/annurev-orgpsych-

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

120920

Bayighomog, S. W., & Arasli, H. (2022). Reviving employees' essence of hospitality through spiritual wellbeing, spiritual leadership, and emotional intelligence. *Tourism Management*, *89*, 104406. https://doi.org/10.1016/j.tourman.2021.104406

Chang, C. L., & Arisanti, I. (2022). How does spiritual leadership influences employee well-being? Findings from PLS-SEM and FsQCA. *Emerging Science Journal*, *6*(6), 1358–1374. https://doi.org/10.28991/ESJ-2022-06-06-09

Chen, L., Wen, T., Wang, J., & Gao, H. (2022). The impact of spiritual leadership on employee's work engagement–A study based on the mediating effect of goal self-concordance and self-efficacy. *International Journal of Mental Health Promotion*, *24*(1), 69–84. https://doi.org/10.32604/ijmhp.2022.018932

Chen, S., Jiang, W., Zhang, G., & Chu, F. (2019). *Spiritual leadership on proactive workplace behavior : The role of organizational identification and psychological safety*. *10*(May), 1–10. https://doi.org/10.3389/fpsyg.2019.01206

Edmondson, A. C., & Lei, Z. (2014). Psychological safety: The history, renaissance, and future of an interpersonal construct. *Annual Review of Organizational Psychology and Organizational Behavior*, *1*(1), 23–43. https://doi.org/10.1146/annurev-orgpsych-031413-091305

Fry, L. W. (2003). Toward a theory of spiritual leadership. *The Leadership Quarterly*, *14*(6), 693–727. https://doi.org/10.1016/j.leaqua.2003.09.001

Fry, L. W., Vitucci, S., & Cedillo, M. (2005). Spiritual leadership and army transformation: Theory, measurement, and establishing a baseline. *Leadership Quarterly*, *16*(5), 835–862. https://doi.org/10.1016/j.leaqua.2005.07.012

Ghozali. (2021). *Aplikasi analisis multivariate dengan program IBM SPSS 26 IBM" SPSS" Statistics »*. ISBN 979-704-051-1

Gonelimali, F. D., Lin, J., Miao, W., Xuan, J., Charles, F., Chen, M., & Hatab, S. R. (2018). Antimicrobial properties and mechanism of action of some plant extracts against food pathogens and spoilage microorganisms. *Frontiers in Microbiology*, *9*. https://doi.org/10.3389/fmicb.2018.01639

Henderson, D. A. G., Donaghy, E., Dozier, M., Guthrie, B., Huang, H., Pickersgill, M., Stewart, E., Thompson, A., Wang, H. H. X., & Mercer, S. W. (2023). Understanding primary care transformation and implications for ageing populations and health inequalities: a systematic scoping review of new models of primary health care in OECD countries and China. *BMC Medicine*, *21*(1), 319. https://doi.org/10.1186/s12916-023-03033-z

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Huang, Y. (2022). Spiritual leadership and job engagement: The mediating role of emotion regulation. *Frontiers in Psychology*, *13*. https://doi.org/10.3389/fpsyg.2022.844991

Hunsaker, W. D., & Jeong, W. (2020). Engaging employees through spiritual leadership. *Management Science Letters*, *10*(15), 3527–3536. https://doi.org/10.5267/j.msl.2020.6.042

Jim, E. L., Pio, R. J., Asaloei, S. I., Leba, S. M. R., Angelianawati, D., & Werang, B. R. (2024). Work-related stress, emotional exhaustion, job satisfaction, and organizational commitment of indonesian healthcare workers. *International Journal of Religion*, *5*(5), 308–316. https://doi.org/10.61707/6fzykj38

Joseph F. Hair Jr., G. T. M. H. C. M. R. M. S. N. P. D. S. Ray. (2021). *Classroom companion: Business partial least squares structural equation modeling (PLS-SEM) using R AAWorkbook*. https://doi.org/https://doi.org/10.1007/978-3-030-80519-7

Knight, C., Patterson, M., & Dawson, J. (2019). Work engagement interventions can be effective: a systematic review. *European Journal of Work and Organizational Psychology*, *28*(3), 348–372. https://doi.org/10.1080/1359432X.2019.1588887

Liu, X., Huang, Y., Kim, J., & Na, S. (2023). How ethical leadership cultivates innovative work behaviors in employees? psychological safety, work engagement and openness to experience. *Sustainability (Switzerland)*, *15*(4). https://doi.org/10.3390/su15043452

Newman, A., Donohue, R., & Eva, N. (2017). Psychological safety: A systematic review of the literature. *Human Resource Management Review*, *27*(3), 521–535. https://doi.org/10.1016/j.hrmr.2017.01.001

Novitasari, E. A., & Jimad, H. (2024). *The influence of psychological capital and spirituality leadership on work engagement with work meaningfulness as a mediator*. *07*(04), 2140–2149. https://doi.org/10.47191/jefms/v7-i4-37

Percillia Ma'rifatul Umairoh, J., Bagis, F., Widhiandono, H., & Fitriati, A. (2022). Job stress, ego depletion, and turnover intention: The buffering role of islamic spiritual well-being in the hospitality industry. *Jurnal Manajemen Universitas Bung Hatta*, *21*(01). https://doi.org/https://doi.org/10.37301/jmubh.v21i1.29122

Petrov, S., Oprea, B., & Opariuc-Dan, C. (2023). Psychological safety and job performance: The mediating role of work engagement and job crafting. *Psihologia Resurselor Umane*, *21*(2), 89–99. https://doi.org/10.24837/pru.v21i2.536

Piwowar-Sulej, K., & Iqbal, Q. (2024). A systematic literature review on spiritual leadership: antecedents, mechanism, moderators and outcomes. In *Journal of Organizational Change*

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Management (Vol. 37, Number 8, pp. 18–35). Emerald Publishing. https://doi.org/10.1108/JOCM-11-2023-0483

Preetham, R. S. (2025). Exploring the Influence of Spiritual Leadership on Employee Engagement across Startups in Karnataka. *International Journal for Research in Applied Science and Engineering Technology*, *13*(10), 497–498. https://doi.org/10.22214/ijraset.2025.74507

Rahmatika, A. N., Ma'arif, S., & Kholifah, S. (2022). The Effect of Spiritual Leadership and Psychological Empowerment on Employee Performance. *Nidhomul Haq : Jurnal Manajemen Pendidikan Islam*, *7*(3), 421–435. https://doi.org/10.31538/ndh.v7i3.2678

Samul, J. (2024). Spiritual leadership and work engagement: a mediating role of spiritual well-being. *Central European Management Journal*, *32*(3), 421–435. https://doi.org/10.1108/CEMJ-05-2023-0223

Schaufeli, W. (2021). Engaging Leadership: How to Promote Work Engagement? In *Frontiers in Psychology* (Vol. 12). Frontiers Media S.A. https://doi.org/10.3389/fpsyg.2021.754556

Sheikh, A. A., Inam, A., Rubab, A., Najam, U., Rana, N. A., & Awan, H. M. (2019). The Spiritual Role of a Leader in Sustaining Work Engagement: A Teacher-Perceived Paradigm. *SAGE Open*, *9*(3). https://doi.org/10.1177/2158244019863567

Sjöblom, K., Juutinen, S., & Mäkikangas, A. (2022). The Importance of Self-Leadership Strategies and Psychological Safety for Well-Being in the Context of Enforced Remote Work. *Challenges*, *13*(1), 14. https://doi.org/10.3390/challe13010014

Sugiyono. (2023). *METODE PENELITIAN KUANTITATIF, KUALITATIF, DAN R&D*. www.cvalfabeta.com ISBN 978-602-289-533-6

Triharjanti, D., & Tjahjono, H. K. (2023). *The influence of spiritual leadership on work engagement*. *5*(2), 107–116. https://doi.org/10.20885/AJIM.vol5.iss2.art2

Vedula, S. B., & Agrawal, R. K. (2024). Mapping Spiritual Leadership: A Bibliometric Analysis and Synthesis of Past Milestones and Future Research Agenda. *Journal of Business Ethics*, *189*(2), 301–328. https://doi.org/10.1007/s10551-023-05346-8

Yasin, R., Yang, S., Huseynova, A., & Atif, M. (2023). Spiritual leadership and intellectual capital: mediating role of psychological safety and knowledge sharing. *Journal of Intellectual Capital*, *24*(4), 1025–1046. https://doi.org/10.1108/JIC-03-2022-0067

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License