

## Spiritual Leadership and its Relation to Job Satisfaction among Head Nurses

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### Abstract

**Background:** Spiritual leadership styles tend to find employees' have a high satisfaction. **Aim:** This study was aimed to assess the relation between spiritual leadership and job satisfaction among head nurses. **Subjects and Methods:** The subjects include (60) head nurses and their assistants. **Research design:** Cross –sectional analytical design was used. **Setting:** This study was conducted at all critical and noncritical departments units in Aswan University Hospital. **Results:** 66.7% of the head nurses and their assistants had high spiritual leadership, 68.3% of the head nurses had high job satisfaction, significant correlation ( $p < 0.01$ ) between spiritual leadership domains and total job satisfaction scores. **Conclusion:** The result Shows that statistically significant relation ( $< 0.001$ ) between total spiritual leadership and total job satisfaction. **Recommendations:** Hospital administration should review the system of incentives and seeking alternative methods for recognition of good work, Develop innovative and creative approaches of leadership, decision making, and problem solving to meet ongoing challenges in nursing profession. Implications of spiritual leadership and employ its theory in the future research and its effect on organizational performance and employee effectiveness.

**Keywords:** Job Satisfaction, Spiritual Leadership, Head nurses.

### Introduction:

The success of the organizations depends very much on its human resource team. This should be nurtured and cared for optimum effectiveness and efficiency. Leaders and followers play very important role in any organizations. Organizations need effective leadership and employees to achieve their objectives (Ciulla, 2020). Organizations cannot succeed without appropriate efforts and right commitment from their employees. The success in achieving its goals depends very much on managers and their leadership style. Leadership style can be viewed as a series of managerial attitudes, behaviors, characteristics and skills based on individual and organizational values, leadership interests and reliability of employees in different situations to be effective, leaders must behave and use appropriate leadership styles to improve employee job satisfaction, commitment and productivity (Luu, 2022).

Spiritual leadership refers to the values, attitudes, and behaviors of leaders that intrinsically inspire employees through elements like vision, hope/faith, and altruistic love, in turn

creating a sense of meaningfulness, the ability to make a difference, and a feeling of being understood and valued by the leader. This leadership style is widely regarded as a positive leadership approach because it is conducive to improving the service performance of employees (Pattanawit & Charoensukmongkol, 2022).

Spiritual leaders motivate the nurses not only to perform in the most effective way but also to force for constantly searching for meaning and purpose in the nurses work life. Spiritual leadership and nurses' motivation are directly related to each other (Khaddam et al., 2023). While nurses' motivation considered as a powerful tool for enhancing and directing nursing activities towards achieving work goals, spiritual leadership attract the attention to be the important and effective. Spiritual nurse leader will generally has a significant on willingness and nurses desire to work. Also nurse leader could find its true position through encourage and motivate nursing staffs to perform in the most effective way (Garg et al., 2022).

Job satisfaction is a satisfying or favorable emotional state brought on by an evaluation of staff nurse's employment or

professional experience. Job satisfaction has also been defined as a measure of the fulfillment that employees get from their jobs. So the more an employee's work tasks and working environment fulfills the employee's personal characteristics, needs and values, the higher the level of job satisfaction (*Jasiński, & Derbis, 2023*).

Satisfaction in the workplace has played a dominant role in eliciting positive work behavior and acts as an impulse that drives productivity among the workforce, and any forward-looking organization that wants to sustain the competitive work environment must devote the required attention to employee job satisfaction. Satisfying employee on the job is a determinant of individual well-being, as it enables employees to make an informed decision regarding leaving or staying in the organization (*Hasan et al., 2023*).

High job satisfaction is also linked to performance, which in turn is linked to higher outcomes. Those nurses who feel happy and content in their roles are much more likely to approach tasks with enthusiasm and dedication. Loyalty, organizational commitment (OC) and quality patient care also associated with nurse's satisfaction which in turn increases nurses' retention and decreases intention to leave and reduces costs that organization affords (*Ratiu, Curseu & Fodor, 2022*).

### **Significance of the study:**

In recent years, more attention has been paid to the spiritual characteristics of leadership, and how leaders establish mutual and appropriate spiritual relationships with staff. Job makes life meaningful; thus, work without the soul is disturbing and may lack in the true sense of meaning. As leaders must select an appropriate leadership style, followers must be respected and appreciated, which is achieved through spiritual leadership, (*Moon et al, 2020*).

Spiritual leadership in nursing considered as an effective approach that improve the higher level of team creativity, organizational productivity and learning capacity which motivate the nurses' growth and development. Also encourage the nurses' sense of acceptance and inner satisfaction which has the potential to reduce the challenges in the nursing profession and create differences in nursing work environment (*Abdel Rahman et al., 2020*).

Job satisfaction is important both for nurses and for the quality of service they provide. Nurses who are satisfied with their job work actively, establish professional goals, and improve the quality of care and patient satisfaction. Nurses who are not satisfied with their job display behaviors such as complaining about the profession and are not engaged in their work (e.g. come to work late, working speed is slow, and resigning) (*Penconek et al., 2021*).

### **Aim of this study:**

This study aimed to assess the relation between spiritual leadership and job satisfaction among head nurses.

### **Research question:**

What is the relation between spiritual leadership and job satisfaction among head nurses? .

### **Subjects & Methods:**

#### **Research design:**

A cross sectional analytical design was used to carry out the study .

#### **Research setting:**

The study was conducted in critical and non critical units at Aswan University Hospital.

#### **Study Subjects**

The subjects of the study included were all head nurses (their number is 30) and their assistants (their number is 30) and in the above-mentioned setting, their total number 60.

#### **Tools of data Collection**

Two tools were utilized for data collection; spiritual leadership questionnaire and job satisfaction questionnaire.

**First tool:** Spiritual leadership questionnaire:

It consists of two parts as the followings:

**Part 1:** personal and job characteristics of head nurses and their assistants:

Was used to assess personal and job characteristics of the head nurses and their assistants such as "age, gender , marital status, academic qualifications etc. ....

**Part 2:** Spiritual leadership questionnaire:

This questionnaire was used to assess head nurses and their assistants' perceptions' toward Spiritual leadership. It was developed by

*Matherly, Fry, & Ouimret. (2006)* and will be adopted by the researcher.

This questionnaire consist of 35 items classified into seven dimensions: Vision 5 items , Hope / Faith 5 items , Altruistic love 7 items , Meaning / Calling 4 items , Membership 5 items organizational commitment 4 items ,productivity 5 items.

#### **Scoring system**

Participants respond to statements in liker scale ranging from 1-5 which

(1= Strongly Disagree), (2= Disagree), (3= Neutral), (4= Agree), and (5= Strongly Agree) .

**Second tool:** job satisfaction questionnaire:

This questionnaire was used to measure level of job satisfaction among head nurses and their assistants'. It was developed by(*Castle.Degenholtz , and Rosen). (2006)* it will be adopted by the researcher. It classified into 30 items that are organized into five dimensions 6 items for each dimension, (Work environment, Coworkers, Supervisors, Opportunities and Compensation).

#### **Scoring System**

Each question response is five points liker scale, which arranged as: (1= Very Dissatisfied ), (2= Dissatisfied), (3= Neither satisfied Nor dissatisfied), (4= Satisfied), and (5=Very Satisfied) .

#### **A. Preparatory phase:**

This phase started with a review of current and past, international and national literature related to study using textbooks, articles, journals, and websites. This review was helpful to the researcher to be more accustomed with the research review and subject and revise data collection tools.

#### **B. Pilot study:**

A pilot study was conducted on 10 % of head nurses and their assistants of the total study participants. The aim was to appraise the tools of the study for applicability, clarity, and also to estimate the time needed for each nurse to complete in the questionnaires.

#### **C. Fieldwork:**

Field work was carried out from December 2022 until January 2023. The researcher was existing from 9 Am to 2 Pm, 2 days per week in the study settings as scheduled.

After explaining the aim of the study data collection was started and head nurses, who accepted to be involved in the study , were asked to fulfill the questionnaire according to the availability of their free time throughout the day and some head nurses were allowed to fulfill the questionnaire and to be received the next day. The average time required for fulfilling the two questionnaires was 20-30 minutes. Tools were collected and checked for its completeness.

#### **D. Ethical considerations:**

The research approval was attained from the Scientific Research Ethical Committee of The Faculty of Nursing, Ain Shams University before initiating the study. The agreement was attained from head nurses to become involved in the study after an explanation of the study aim and its consequences. A clear and simple clarification of the study and its expected outcomes was clarified.

#### **III- Administrative design:**

Official permission was obtained by acceptance of a formal letter issued from Faculty of Nursing, Ain Shams University to the Manager and director of Aswan University Hospital to collect the necessary data for the current study after a brief explanation of the aim of the study and its expected outcomes.

#### **IV-Statistical design:**

Computerized data entry and statistical analysis were fulfilled using the Statistical Package for Social Sciences (SPSS) version (20). The obtained data were organized, analyzed, and represented in tables and graphs as essential. Data presented using statistics in the form of Number, Percentage, mean score, Standard deviation (SD), Spearman's rank correlation coefficient (r), and simple linear regression were used to estimate the relationship between the variables. The Chi-square test was used to assess the relationship between participants 'personal data and the study variables. statistical significance was considered at P-value  $\leq 0.05$  and highly significant at a p-value  $\leq 0.001$ , while

the p- value was considered insignificant at  $> 0.05$ .

#### **Results:**

**Table (1)** Shows that about two thirds (70%) of head nurses were  $< 25$  years old, slightly more than half (58.3%) of head nurses were

males, (46.7%) of them were working in non-critical units, slightly more than half (53.3%) of them were married, also about one third (30%) of them had technical nursing institute, more than two thirds (45%) of them had < 5 years of experience in the current position.

**Table (2):** reveals that about two thirds(66.7%) of the head nurses and their assistants had high perception level of spiritual leadership .While, one third (33.3%)had low perception level of spiritual leadership. slightly more than half (56.76%) of them had low perception level of spiritual leadership regarding the domain (vision), slightly more two third (78.3%) of them had high perception level of spiritual leadership regarding the domain (hope), percentage (85%) of head nurses had high perception level of spiritual leadership regarding the domain (productivity)and the great majority(93.3%) of them had high perception level of spiritual leadership regarding the (Meaning/ Calling) domain.

**Table (3)** illustrates that slightly more than two thirds (68.3%) of the head nurses and their assistants had high level of job satisfaction. While

slightly less than one third of them (31.7%) had low level of job satisfaction. Also, about (75%) of them had high level of job satisfaction regarding the (Coworkers)domain.

**Table (4)** shows that statistically significant relation (<0.001) between total spiritual leadership and total job satisfaction domains, statistically significant relation (<0.001) between work environment and spiritual leadership.

**Table (5)** shows that a significant correlation ( $p<0.01$ ) between spiritual leadership domains and total job satisfaction scores, strong correlation (0.759) between dimensions vision and hope, and positive correlation between spiritual leadership domains variate from moderate to strong correlation.

**Table (6)** shows that a significant correlation ( $p<0.01$ ) between job satisfaction domains and total spiritual leadership score. Further more, there was strong correlation (0.583) between compensation dimensions and supervisors, and Also, there was positive correlation between job satisfaction domains range from moderate to strong correlation.

**Table (1):** Personal and Job Characteristics of Head Nurses and their assistants (n=60).

Personal and Job Characteristics	Frequency	Percent
<b>Age:</b>		
20-	17	28.3
25-	25	41.7
35-	7	11.7
45+	11	18.3
<b>Gender:</b>		
Male	35	58.3
Female	25	41.7
<b>Marital status:</b>		
Married	32	53.3
Unmarried	28	46.7
<b>Nursing qualification:</b>		
Bachelor	21	35.0
Technical institute	18	30.0
Diploma	21	35.0
<b>Experience years:</b>		
<5	27	45.0
5-	16	26.7
10+	17	28.3

**Table (2):** Frequency distribution of Spiritual Leadership among head nurses and their Assistants (n=60).

High perception level of spiritual leadership (60%+):	Frequency	Percent
Vision	34	56.7
Hope	47	78.3
Altruistic love	27	45.0
Meaning/Calling	56	93.3
Membership	34	56.7
Organizational commitment	39	65.0
Productivity	51	85.0
<b>Total spiritual leadership:</b>		
High	40	66.7
Low	20	33.3

**Table (3):** Frequency distribution of job satisfaction among head nurses and their Assistants (n=60).

High level of job satisfaction (60%+):	Frequency	Percent
Work environment	34	56.7
Coworkers	45	75.0
Supervisors	44	73.3
Opportunities	32	53.3
Compensation	41	68.3
<b>Total satisfaction:</b>		
High	41	68.3
Low	19	31.7

**Table (4):** Relations between head nurses 'total spiritual leadership and job satisfaction domains (n=60).

	Total spiritual leadership				X2 test	p-value
	High		Low			
	No.	%	No.	%		
<b>Work environment:</b>					26.61	<0.001*
High	32	94.1	2	5.9		
Low	8	30.8	18	69.2		
<b>Coworkers:</b>					32.40	<0.001*
High	39	86.7	6	13.3		
Low	1	6.7	14	93.3		
<b>Supervisors:</b>					12.32	<0.001*
High	35	79.5	9	20.5		
Low	5	31.3	11	68.8		
<b>Opportunities:</b>					6.56	0.01*
High	26	81.3	6	18.8		
Low	14	50.0	14	50.0		
<b>Compensation:</b>					20.37	<0.001*
High	35	85.4	6	14.6		
Low	5	26.3	14	73.7		
<b>Total satisfaction:</b>					39.44	<0.001*
High	8	3	9	3	7	
Low	2	2.7	1	.3	8	
		0.5	7	9.5		

**Table (5):** Correlation matrix of spiritual leadership domains and total job satisfaction scores (n=60).

	Spearman's rank correlation coefficient						
	Spiritual leadership domains						
	1	2	3	4	5	6	7
<b>Spiritual leadership:</b>							
1. Vision	1.000						
2. Hope	.759**	1.000					
3. Altruistic love	.743**	.642**	1.000				
4. Meaning/Calling	.504**	.433**	.403**	1.000			
5. Membership	.726**	.663**	.891**	.522**	1.000		
6. Organizational commitment	.575**	.488**	.643**	.430**	.722**	1.000	
7. Productivity	.558**	.613**	.498**	.384**	.583**	.605**	1.000
<b>Total job satisfaction</b>	<b>.722**</b>	<b>.624**</b>	<b>.746**</b>	<b>.488**</b>	<b>.819**</b>	<b>.612**</b>	<b>.638**</b>

**Table (6):** Correlation matrix of job satisfaction domains' and total spiritual leadership scores (n=60).

	Spearman's rank correlation coefficient				
	Job satisfaction domains				
	1	2	3	4	5
<b>Job satisfaction:</b>					
1. Work environment	1.000				
2. Coworkers	.584**	1.000			
3. Supervisors	.472**	.630**	1.000		
4. Opportunities	.408**	.343**	.515**	1.000	
5. Compensation	.401**	.503**	.583**	.462**	1.000
<b>Total spiritual leadership</b>	<b>.726**</b>	<b>.729**</b>	<b>.682**</b>	<b>.480**</b>	<b>.587**</b>

\*Significant at  $p < 0.05$ .\*\*highly significant at  $p < 0.01$ .**Discussion:****Part I: Personal and Job characteristics of head nurses and their assistants.**

Concerning relations between total spiritual leadership and their personal characteristics, (table 1) the present study demonstrated that there was insignificant relations between nurses' total spiritual leadership and their personal characteristics. This result due to the study of work workplace spirituality is fairly new, and need more training to leader about it and its important to extended research to explore this area further.

The result on dissimilarity with findings were found in the study conducted by Abouzeid et al, (2022) who conducted a study "How Spiritual Leadership Boosts Nurses' Work Engagement: The Mediating Roles Of Calling And Psychological Capital" and found the significant relation between total spiritual leadership and their personal characteristics and their gender and years of experience. Also, the study conducted by Wu & Lee, (2020) who conducted a study "How Spiritual Leadership Boosts Nurses' Work Engagement: The Mediating Roles of Calling and

Psychological Capital" and found there was significant relation between spiritual leadership and their personal characteristics and their age and gender.

Additionally, finding was congruent with Wang et al., (2019), they conducted study about "The Effect of Spiritual Leadership on Employee Effectiveness: An Intrinsic Motivation Perspective" and showed that found the significant relation between total spiritual leadership and their personal characteristics and their age.

Concerning relations between total job satisfaction and their personal characteristics the present study demonstrated that there were significant relations between nurses' total job satisfaction and their marital status. This result similar with findings were found in the study conducted by Spector (2022) who conducted a study entitled by "Job Satisfaction: From Assessment to Intervention" and found the significant relation between total job satisfaction and their marital status, age. On the same line with Youssef, Mohamed & Mohamed (2022) who conducted a study entitled by "Mangers'

Leadership Style and its Association to their Staff Nurses' Job Satisfaction “and found their significant relations between significant relation between total job satisfaction and their years of experience, and age.

### **Part II: Perception Level of spiritual Leadership among head nurses:**

The present study finding showed that more than two thirds of study sample had high total spiritual leadership. (table 2) From the researcher point of view this result might be due to spiritual leaders have vital role to overcome challenges in the work, create a culture of altruistic love that values nurses' inner life, creates meaningful work and satisfy moral and spiritual needs of both leaders and nurses for spiritual well-being and nurses' satisfaction to improve productivity and positive patient outcome

On the same line the finding was supported by Wang et al., (2019) who conducted study about "The Effect of Spiritual Leadership on Employee Effectiveness: An Intrinsic Motivation Perspective" who reported that the majority of employee had high total spiritual leadership level. On disagreement with Basiony& Atalla, (2021)Who conducted a study about “Relationship between Spiritual Leadership and Creativity as Perceived by Staff Nurses” and reported that the majority of study sample had moderate level of spiritual leadership? Also, study conducted by Abou Zeid et al., (2022) who conducted a study about “Spiritual Leadership Among Nursing Educators: A Correlational Cross-Sectional Study with Psychological Capital “and found the majority of study sample had moderate level of spiritual leadership.

On the same line with Azazz & Elshaer (2021) who conducted a study about "The impact of spiritual leadership on employees' satisfaction: mediating role of employee commitment “the findings showed that, there was high level of spiritual leadership. Also, on agreement with Soliman, Khalaf & El sayed (2021) who conducted a study about “Effect of Spiritual Leadership Educational Program for Head Nurses on Staff Nurses Job Enjoyment” and found more than three quarters of sample had a high spiritual leadership level after developing the program.

### **Part III: Job Satisfaction Level among head nurses.**

Regarding to the Job satisfaction among nurses in the present study finding showed around two thirds of study sample had high total Job satisfaction level. (table 3) From the researcher point of view this result might be due to nurses were sensitive to harmony and embedded in their job. And also, might be due to some factors as increase of promotion chances, good communication among nursing personnel, clear policies and procedures, these all which achieved by spiritual leadership. Also, job satisfaction is a crucial aspect in the workplace since it motivates nurses to give their best efforts and show loyalty.

On agreement with the study conducted by Mohamed, Morsy & Ahmed (2023) who conducted a study about “Practicing Management by Walking Around and its Relation to Job Embeddedness and Satisfaction among Nurses” and reported that participants are highly satisfied with their jobs and produce higher job performance when they work under the supervision of leaders who adopt consultative or participative leadership behavior.

On agreement with Gonium (2017)who conducted a study about “Nurses' Perception of Nursing Professional Practice Environment in Relation to Their Job Satisfaction and Retention “and concluded that more than half of studied nurses were satisfied with their job. On the other hand, this result disagreed with Abed, Elewa & Ibrahim, (2020) who conducted a study about “Staff Nurses' Perception of Power and Its Relation to Job Satisfaction in Hospitals of Ministry of Health” and found that more than half of staff nurses had moderate level of job satisfaction.

### **Part IV: Relation between head nurses spiritual leadership and job satisfaction.**

Concerning relations between total spiritual leadership and their job satisfaction domains the present study demonstrated that there were significant relations between nurses' total spiritual leadership and their job satisfaction domains. (table 4) This result similar with findings were found in the study conducted by Heydari , Meshkinyazd & Soudmand (2017) who conducted a study entitled by “The Effect of Spiritual Intelligence Training on Job Satisfaction of Psychiatric Nurses” and found the significant relation between total spiritual leadership and their

job satisfaction domains. On the same line with Febriani (2020) who conducted a study entitled by "Spirituality to Increase Entrepreneur's Satisfaction and Performance" and found their significant relation between total spiritual leadership and their job satisfaction? While, not on the same line with Randerson (2020) who conducted a study entitled by "Mindfulness, Job Satisfaction, and Spirituality in The Workplace" who found their insignificant relation between total spiritual leadership and their job satisfaction.

#### **Part V: Correlation Matrix of spiritual leadership domains and job satisfaction scores:**

Concerning Correlation matrix of spiritual leadership domains and total job satisfaction scores (table 5&6) the present study demonstrated that there was significant Correlation between spiritual leadership domains and total job satisfaction scores. This result due to leadership designed to create a based on the ability of nurse leader values, attitudes, and behaviors to motivate self and nurses through spiritual leadership dimensions; vision, hope/faith, altruistic love, meaning/calling and membership. Nurse leader create a culture of altruistic love. In which value nurse's inner life, encourage meaningful work, calls into membership and help to feel satisfied in their job and doing the best to achieve organization goals.

This result similar with findings were found in the study conducted by Hafni et al., (2020) who conducted a study entitled by "The Role of Workplace Spirituality in Improving Job Satisfaction and Lecturer Performance?" and found the was significant Correlation between spiritual leadership domains and total job satisfaction scores. On the same line with (Azmy et al., 2023) who conducted a study entitled by "The Influence of Spiritual Leadership and the Complexity of Assignments on Job Satisfaction and Employee Performance at Paramadina University", and found there was significant Correlation between spiritual leadership domains and total job satisfaction scores? On the same line with Azazz and Elshaer (2021) who conducted a study about "The impact of spiritual leadership on employees' satisfaction: mediating role of employee commitment "the findings showed that, there was significant correlation between spiritual

leadership domains and total job satisfaction scores.

#### **Conclusion:**

Two third of the head nurses and their assistants had high spiritual leadership. Also, slightly more than two thirds of head nurses and their assistants had high job satisfaction.

#### **Recommendations:**

- Hospital administration should encourage head nurses' professional and personal development through Providing opportunities for continuous education and advanced training about creative approaches of leadership, decision making skills, and problem solving skills to meet ongoing challenges in nursing profession .
- Implication of spiritual leadership and employ its theory in the future research.

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