

The Spiritual influence of the organizational organization on the quality of public services. (Field research on doctors and nurses working in a Saudi hospital in the Eastern Province).

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Abstract: This study investigates the influence of organizational spirituality on the quality of public services in healthcare settings, focusing on doctors and nurses working in hospitals in the Eastern Province of Saudi Arabia. The research aims to build a philosophical cognitive framework for the variables of organizational spirituality and quality of public services, diagnose the levels of these variables, and identify the nature of their impact relationship. Data was collected through surveys, using a Likert-scale questionnaire, and analyzed using simple linear regression analysis.

The dimensions of organizational spirituality explored in the study are "Meaning of Work," "Inner Self," "Sense of Belonging to the Group," and "Alignment of Individual Values with the Organization." The quality of public services is assessed through dimensions such as "Tangibility," "Reliability," "Responsiveness," "Assurance," and "Empathy."

For doctors, the results indicate that the dimensions of "Inner Self," "Sense of Belonging to the Group," and the "Total Dimensions of Organizational Spirituality" significantly impact various aspects of the quality of public services, such as tangibility, reliability, assurance, and empathy. However, no significant

effect was found for responsiveness. "Meaning of Work" had significant effects on tangibility and reliability but showed no impact on the other dimensions.

Similarly, for nurses, the dimensions of "Inner Self," "Sense of Belonging to the Group," and the "Total Dimensions of Organizational Spirituality" significantly influence tangibility, reliability, responsiveness, assurance, and empathy. However, "Alignment of Individual Values with the Organization" showed a significant impact on all dimensions except responsiveness, and "Meaning of Work" had significant effects on tangibility and reliability, but not on other dimensions.

These findings highlight the importance of organizational spirituality in shaping the quality of public services provided by doctors and nurses. Enhancing dimensions related to the individual's sense of self, belongingness, and alignment with the organization's values can lead to improved service quality and ultimately enhance patient experiences in healthcare settings. Healthcare organizations can utilize these insights to develop strategies and interventions that foster a more spiritually supportive environment, resulting in more satisfied and engaged healthcare professionals and better patient outcomes.

Keywords: Organizational Spirituality, Quality of Public Services, Doctors, Nurses, Meaning of Work, Inner Self, Alignment of Individual Values with the Organization, Tangibility, Reliability, Responsiveness, Assurance, Empathy.

Introduction:

Work in the health sector has the specificity that distinguishes it from other government sectors, as it requires continuous alertness from workers in this field and ethical and organizational commitment during official working hours and in emergency cases. They spend most of their time in hospitals, so hospitals have become more than just places to work; they have become a home for the workers. This requires the upper administrations to provide the material, financial, human, and information requirements for work, to achieve the comfort and psychological well-being of workers, and to motivate the cognitive, behavioral, and spiritual abilities of workers in a way that serves themselves and achieves their ambitions through their interactions with the internal environment represented by their relationships with their superiors and colleagues and with the external environment represented by patients through the investment of individual and organizational spirituality of workers, which is evident in the level of quality of services provided to patients and the way of dealing with them.[1]

There are several terms used in organizational behavior that are used interchangeably: spirit at work, workplace spirituality, spirituality at the workplace, organizational spirituality, and the term organizational spirituality, which the researcher adopted, and the term will be used according to its mention in the literature. [2]

The definitions of spirituality in the workplace have multiplied as any subject that is considered modern and relatively, to the best of the researcher's knowledge, according to the

differences of the views of writers and researchers towards it, and because it is poured into the inner and essence of man, who many considered "a black box" that cannot be speculated about what is inside it, and if it is possible, it is relative and not absolute. [3]

It is different for each individual; spirituality at work is not about religion or guidance but rather "a quality that goes beyond religious affiliation, as it struggles for inspiration, sanctification, awe, meaning, and purpose, even with those who do not believe in anything good" . [4]

Andrews et. al defined it as "the recognition that workers have an inner self that is fed and nourished through purposeful work that occurs in a group setting." [5]

It is also seen as an organizational culture, as it is "a framework of organizational values that are evident in the culture that enhances the workers' experience of sublimity through the work process and facilitates their feeling that they are communicating with others in a way that provides feelings of completion and pleasure". [6]

While spirituality in the workplace for many individuals may be about energy, the dialogues of the spirit as energy are those in which workers describe their feelings about the place, the vibrations and emotional tone, and what it evokes in their souls. The energy of the workplace may be either positive or negative. [7]

In the context of organizational dynamics, the comprehension of the significance of workers discovering meaning in their work and demonstrating genuine interest in individuals as complete entities, beyond their roles as employees, holds paramount importance. This understanding not only positively impacts the well-being and satisfaction of the workers themselves but also extends its influence to others within the organization, aiding them in finding purpose and fulfillment in their respective roles. To achieve this, organizations must address fundamental questions that contribute to a deeper sense of meaning and purpose in their collective endeavors. [8]

Firstly, the exploration of the team's identity, the department's cohesion, and the organization's overarching goals play a pivotal role in fostering a sense of purpose in the workforce. By encouraging individuals to reflect on their roles within the larger context, organizations can help align personal aspirations with the broader objectives of the team or

organization. This alignment cultivates a shared vision, creating a sense of belonging and commitment that enhances individual and collective performance. [9]

Secondly, the identification and adherence to core values and ethical principles are vital components of instilling meaning and significance into the work environment. When workers perceive a strong alignment between their values and those upheld by the organization, it reinforces their conviction in the organization's mission, and they are more likely to feel that their contributions align with a higher purpose. Ethical clarity fosters an atmosphere of trust and integrity, further bolstering the sense of meaning and fulfillment in one's work. [10]

Lastly, the contemplation of the legacy that individuals and the organization as a whole will leave behind holds substantial importance in the pursuit of meaningful work. By encouraging discussions about the impact of their actions and decisions on future generations or beneficiaries, workers are motivated to invest themselves wholeheartedly in their tasks. The notion of creating a positive and lasting influence becomes a driving force behind their actions, resulting in a more profound commitment to providing high-quality public services. [11]

Organizational spirituality dimensions

The perspectives of writers and researchers in defining the dimensions of organizational spirituality have not differed from their approaches in defining and defining the term spirituality in terms of its independence as an internal dimension associated with the self of the working individual and an external dimension represented by the style of dealing with the external surroundings of the employer, colleagues, and customers, or in terms of its overlap, association, or relative distance with religion. Through a review of the literature and theoretical theories, it is observed that most of the writers' approaches to defining the dimensions of spirituality are derived from the components of its definitions. [12]

Employees in hospitals in particular feel that they are contributing to the patients they deal with and that they are providing assistance to the largest segment of society, which gives meaning and purpose to their jobs. They see their job as a call to serve humanity. Here, the focus was on meaningful work on the individual level, "a sense of community" on the group level, and "alignment with the organization's values and mission" on the organizational level (2510: 2014, Munda). [13]

The meaning of work is a subjective experience that is unique to each individual. It is a sense of purpose and fulfillment that comes from doing work that is meaningful to the individual. Meaningful work can be found in a variety of settings, including the workplace, the community, and the home. [14]

The inner life is the spiritual dimension of the individual. It is the part of the individual that is beyond the physical and the mental. The inner life is the source of the individual's creativity, intuition, and compassion. It is the part of the individual that connects them to something greater than themselves. [15]

A sense of community is a feeling of belonging to a group of people who share common interests and values. It is a feeling of being connected to others and of being part of something larger than oneself. A sense of community can be found in a variety of settings, including the workplace, the community, and the home. [16]

Alignment with the organization's values and mission is a feeling of agreement with the organization's goals and objectives. It is a feeling of being part of something bigger than oneself. Alignment with the organization's values and mission can lead to increased job satisfaction, commitment, and productivity. [17]

Organizational spirituality is a relatively new concept that has been gaining increasing attention in recent years. It is defined as "the belief that the organization has a higher purpose than simply making a profit and that employees are committed to that purpose". [18]

Organizational spirituality offers a range of benefits that positively impact both employees and the organization as a whole. One key advantage is the increased satisfaction and commitment experienced by employees who perceive their work as part of something greater than themselves. When individuals feel that their contributions align with a higher purpose or meaningful cause, they are more likely to find fulfillment in their roles and become more engaged in their work. This heightened engagement results in a workforce that is more motivated and willing to go the extra mile for the organization, leading to improved productivity and overall performance. [19]

To foster organizational spirituality, organizations can implement various strategies aimed at cultivating a work environment that supports employees' spiritual needs. Creating a

supportive workplace involves recognizing the diverse beliefs and values held by employees and promoting an inclusive and respectful atmosphere. By acknowledging and accommodating individual spiritualities, organizations can create a sense of belonging and well-being among their workforce, leading to greater overall job satisfaction. [20]

Furthermore, providing opportunities for employees to connect with their spirituality can significantly contribute to their sense of fulfillment in the workplace. This may involve offering access to designated meditation or reflection spaces, organizing spiritual workshops, or facilitating discussions on values and purpose. By encouraging employees to explore and nourish their spiritual selves, organizations demonstrate a genuine interest in their well-being, which, in turn, enhances employee commitment and loyalty. [21]

Transparently communicating the organization's values and mission is another essential aspect of promoting organizational spirituality. When employees understand how their work aligns with the broader purpose and objectives of the organization, they develop a deeper connection to their roles and feel a stronger sense of purpose. This sense of alignment can ignite a shared sense of responsibility and commitment among employees, ultimately contributing to a more unified and dedicated workforce. [22]

Recognizing and celebrating employees' achievements is a powerful way to foster organizational spirituality. By acknowledging their contributions and accomplishments, organizations demonstrate appreciation for their employees' efforts, reinforcing their sense of value and significance within the organization. This recognition fosters a positive work environment and cultivates a culture of appreciation, motivating employees to continue their high-performance levels and actively contribute to the organization's success. [23]

Organizational spirituality can be a powerful tool for improving organizational performance. By creating a workplace that is supportive of employees' spiritual needs, organizations can create a more positive and productive work environment. [24]

The quality of public services is a critical concern for both citizens and governments, as it directly impacts the welfare and trust of the public. From the citizens' perspective, receiving high-quality services from the government is vital for their well-being and overall satisfaction with the public administration. Conversely, governments strive to ensure that their resources are

utilized efficiently and effectively to deliver services that meet the needs of their constituents. [25]

Several key factors play a pivotal role in determining the quality of public services:

Firstly, the skills and expertise of the employees responsible for providing public services significantly influence the overall quality. Competent and well-trained staff members can deliver services effectively, address citizens' concerns efficiently, and ensure that the services are of a high standard. [26]

Secondly, the availability of resources, including financial, human, and technological resources, is crucial for maintaining and improving service quality. Adequate resources enable governments to invest in the necessary infrastructure and training, which positively impacts service delivery. [27]

The quality of infrastructure also greatly impacts public service quality. Well-maintained and modern infrastructure enables the smooth and efficient delivery of services, reducing delays and ensuring a positive experience for citizens. [28]

The design of the service delivery system itself is an essential factor in shaping the quality of public services. A well-structured and organized system, with clear procedures and channels for citizen engagement, can enhance service accessibility and responsiveness. [29]

Finally, the level of citizen satisfaction plays a vital role in evaluating the quality of public services. By seeking and incorporating feedback from citizens, governments can identify areas for improvement and tailor services to better meet the needs and expectations of the public. [30]

Governments can improve the quality of public services by focusing on these factors. By investing in training and development, governments can ensure that their employees have the skills and expertise they need to provide high-quality services. By providing adequate resources, governments can ensure that their employees have the tools and materials they need to do their jobs effectively. By investing in infrastructure, governments can create a more supportive environment for service delivery. By designing service delivery systems that are efficient and effective, governments can improve the way that services are delivered to citizens. And by

collecting feedback from citizens, governments can identify areas where improvements can be made. [31]

The quality of public services is an important issue for citizens and governments alike. By focusing on the factors that contribute to quality, governments can improve the services they provide to their citizens. [32]

The quality of public services comprises several dimensions that collectively influence the overall customer experience. Qader et al (2021) identified five essential dimensions of service quality, each playing a distinct role in shaping public service delivery. [33]

Tangibility represents the physical aspects and appearance of the service delivery. This dimension encompasses the visual appeal of physical facilities, equipment, and communication materials used by the organization. Additionally, it extends to the demeanor and appearance of employees during their interactions with customers. The tangibility dimension is vital as customers often form initial judgments based on the tangible elements they encounter, which can significantly influence their perceptions of the overall service quality. [34]

Reliability is considered a fundamental and crucial dimension of service quality. It refers to the organization's ability to consistently meet or exceed customer expectations. In the context of public services, reliability entails delivering services accurately, promptly, and without errors or delays. Customers value dependability and expect services to be provided as promised, fostering trust and confidence in the organization's ability to fulfill its commitments. [35]

Responsiveness focuses on the organization's willingness to promptly and courteously address customer needs and inquiries. A responsive organization is proactive in assisting customers, offering timely solutions, and demonstrating a genuine willingness to help. Key factors contributing to this dimension include the speed of response, efficiency in problem resolution, and the overall level of attentiveness to customer feedback. A high level of responsiveness can lead to increased customer satisfaction and positive perceptions of the organization's commitment to meeting individual needs. [35]

Assurance centers on the confidence and trust customers have in the organization's capabilities. For public services, this dimension entails having knowledgeable and competent employees who can handle customer concerns effectively. Additionally, the organization's ability

to instill a sense of security during interactions, especially when dealing with sensitive information, is critical. Demonstrating assurance not only enhances customer confidence but also builds a positive reputation for the organization.[36]

Empathy represents the organization's capacity to understand and respond to the unique needs of individual customers. A service provider that demonstrates empathy recognizes and respects the diversity of customer preferences and tailors services accordingly. This dimension is characterized by attentive listening, personalized interactions, and the ability to create a caring and supportive atmosphere. By displaying empathy, organizations can forge stronger connections with their customers and foster a sense of belonging and satisfaction.[37]

Understanding and addressing these dimensions of public service quality is vital for organizations aiming to enhance their service delivery. By incorporating elements of tangibility, reliability, responsiveness, assurance, and empathy, public service providers can create a more comprehensive and customer-centric approach. Striving to excel in each dimension enables organizations to elevate their service quality, build positive relationships with the public, and ultimately fulfill their mission of providing effective and satisfactory public services. [38]

The concept of the spiritual influence of organizational culture on public service quality has gained increasing attention in recent years. Beyond the traditional metrics of performance, understanding how workers perceive and derive meaning from their roles becomes crucial in enhancing the overall efficacy of public services. In this context, the present study delves into the significance of workers finding purpose in their work and acknowledging the holistic identity of individuals within the organization. The research focuses on doctors and nurses in a Saudi hospital situated in the Eastern Province, aiming to reveal the pivotal role played by organizational culture in shaping the spiritual aspects of their work. [39]

Aim of the study

This study aims to achieve several fundamental objectives that contribute to a comprehensive understanding of the relationship between organizational spirituality and the quality of public services. The researchers aspire to construct a philosophical cognitive framework that underpins the research variables, namely organizational spirituality and the quality of public services.

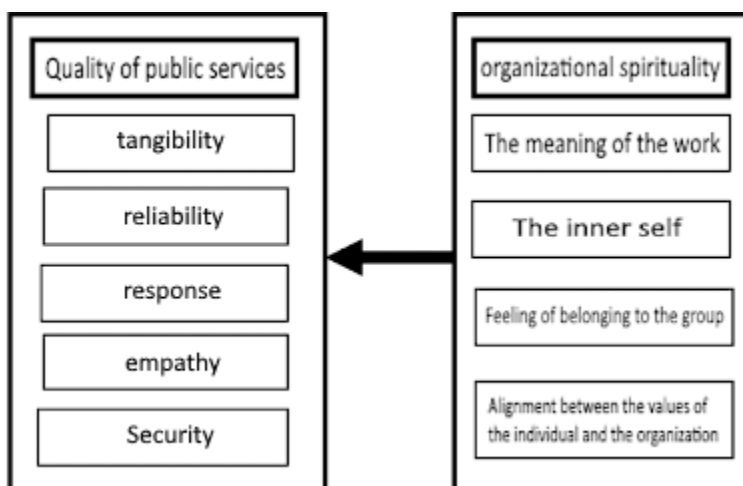
One key objective is to diagnose the levels of the research variables within the context of a Saudi hospital situated in the Eastern Province. By conducting a thorough assessment, the researchers aim to gain insights into the current state of organizational spirituality and the quality of public services within these hospitals. This diagnosis will provide a baseline understanding and serve as a foundation for further analysis.

Another critical goal of the study is to identify and explore the nature of the impact relationship between organizational spirituality and the quality of public services. The researchers seek to investigate this relationship from the perspectives of both doctors and nurses, acknowledging the unique insights and experiences each group can offer. By delving into the perceptions of these healthcare professionals, the study aims to uncover valuable insights into how organizational spirituality influences the quality of public services.

Research hypotheses:

It includes the research variables, so the independent variable represents organizational spirituality and includes four sub-dimensions: meaning of work, inner self, sense of belonging to the group, and alignment between individual and organizational values; and the dependent variable represents the quality of public services and includes five dimensions: tangible, dependable, responsive, guaranteed, and pathetic, as shown in Figure (1):

Figure 1: Hypothesis research model



The research starts with a main hypothesis, which is divided into several sub-hypotheses for each of the doctors individually and for the nurses, as follows:

Main Hypothesis: There is a relationship between organizational spirituality and the quality of public services.

Sub-hypotheses:

- There is a relationship of influence with a significant meaning of the work in the quality of public services.
- There is a relationship of influence with a significant meaning of the inner self in the quality of public services.
- There is a relationship of influence with a significant meaning of the sense of belonging to the group in the quality of public services.
- There is a relationship of influence with significant meaning in the alignment between individual and organizational values in the quality of public services.

Methodology

Research problem

The Saudi hospital situated in the Eastern Province environment is characterized by high uncertainty and frequent unplanned changes in all sectors of Saudi society, which require the compatibility of the work of organizations in light of these exceptional circumstances that have become a general situation, which puts a burden on the individual citizen and the workers, especially if the sector is related to human life. The study sample, which is doctors and nurses, is considered an internal audience because they are the most aware of the patient's need for spiritual care first and then the healing treatment that the patient's condition requires. Specifically, if there is an application of the concepts of work spirituality for the study sample due to what they face in many cases due to explosions and a large number of injured in these circumstances, in addition to a large number of visitors to government hospitals, which is not commensurate with the number of doctors nor the number of nurses, with the lack of availability of modern equipment and devices, and with a lack of liquidity due to the austerity conditions in the country,

Through what is presented, the research problem is embodied by the weakness of the use of organizational spirituality due to the work pressure and stress that they face, which reflect on the level of quality of services provided to patients.

Importance of the research

Starting from the importance of the variables that have been addressed and filling the gap in the aspects that were not covered in previous Arab and Saudi studies regarding the variables of organizational spirituality and the quality of public services, the current research contributes to covering a part of this gap.

The problem was formulated after discussing it with hospital managers and a number of the study sample, who confirmed the shortage of medical and health staff, in addition to the data approved by each hospital, which shows the shortage in the number of service providers and the use of quality of service indicators approved in the Saudi hospital situated in the Eastern Province.

Data for this study are collected from ten hospitals and medical centers located in the Eastern Province of Saudi Arabia

Research community and sample

After surveying the opinions of several specialists and researchers, it was decided to adopt four government hospitals in the Eastern Province of Saudi Arabia, the sample was selected from the doctors and nurses working in these hospitals according to the following criteria:

- Age: From 25 to 60 years old.
- Work experience: At least 5 years of work experience
- Job title: Doctor or nurse.

The sample size was 210 employees, 105 doctors, and 105 nurses. The data was collected through a questionnaire that was distributed to the employees. The questionnaire included questions about the employees' perceptions of organizational spirituality and the quality of public services.

The findings of this study suggest that organizational spirituality can be used to improve the quality of public services.

Statistical analysis

The results obtained by the researchers will be displayed and analyzed, Data were fed to the pc and analyzed using IBM SPSS software package version 20.0. (Armonk, NY: IBM Corp).

We will display the arithmetic means of the questionnaire responses obtained from the sample and present the standard deviations to identify the degree of variation in those responses by displaying the frequencies and their percentages to identify the level of responses about the variables.

Results and Discussion

Table 1: Description of the responses of the total sample to the dimensions of the variable of organizational spirituality and at the overall level of the hospitals.

Variables	Statements	Mean	Standard Deviation	Level of Response
Meaning of Work	I feel great pleasure in my work at the hospital	3.22	1.22	Medium
	The work I perform is related to what I believe is important in life	4.32	0.82	High
	I look forward to working with eagerness and excitement	3.38	1.22	Medium
	. I see that the connection between my work and the interests of the community in which I work within its scope is weak	2.14	1.16	Low
	My work lacks the things that give me meaning and personal purpose	3.16	1.38	Medium
Inner Self	I feel optimistic about my work	3.22	1.28	High
	My spiritual values do not affect the decisions I make.	1.98	1.26	Low
	I am interested in raising the spiritual morale of my colleagues at work.	4.16	1.74	High
	The religious teachings that I have adopted control my behavior toward my work.	4.33	0.82	High
Sense of Belonging to the Group	I see that cooperative work with others is of great value.	4.22	0.91	High
	I feel that I am part of the group I work with	4.52	0.95	High
	I see that the workers support each other at work	3.16	0.84	High
	I feel free to express my opinions	3.22	0.91	Medium
Alignment of Individual Values with the Organization	I have positive feelings about the prevailing values in the hospital.	3.01	1.31	Medium
	I feel that the workers are not connected with the goals of the hospital	3.22	1.62	Medium
	I feel that the upper management is justly dealing with everyone	2.63	1.11	Low

Variables	Statements	Mean	Standard Deviation	Level of Response
	My personal goals are in line with the goals of the hospital.	2.84	1.16	Medium

The data provides an overview of the responses from the total sample concerning the dimensions of the variable "organizational spirituality" and the overall level of spirituality within the hospitals. Participants were asked to rate their agreement with specific statements related to various aspects of organizational spirituality.

The first dimension, "Meaning of Work," reveals that respondents experience mixed feelings regarding their work at the hospital. While some indicate a medium level of pleasure and eagerness towards their work, others express a sense of lacking meaning and personal purpose in their roles. A notable finding is that a majority of participants feel their work aligns with what they believe is essential in life, signifying a high level of resonance between their values and the work they perform.

The second dimension, "Inner Self," indicates that participants generally feel optimistic about their work, reflecting a positive outlook on their roles within the hospital setting. However, the data shows that there is a low level of agreement that spiritual values significantly influence decision-making, suggesting that personal spiritual beliefs might not be strongly integrated into work-related choices. On the other hand, a significant number of respondents express a high level of interest in uplifting the spiritual morale of their colleagues, indicating a sense of community and support among the workforce.

The third dimension, "Sense of Belonging to the Group," portrays a strong sense of camaraderie among the employees, with most respondents valuing cooperative work and feeling part of the group they work with. However, the data also reveals that the level of support among workers is perceived to be slightly lower, suggesting some room for improvement in fostering a more supportive work environment. Additionally, while participants feel free to express their opinions, this dimension received a medium level of response, indicating a moderate level of comfort in voicing ideas.

The fourth dimension, "Alignment of Individual Values with the Organization," indicates that respondents have mixed feelings about the prevailing values in the hospital. The level of agreement varies, with some expressing a positive view, while others indicate moderate

alignment of personal goals with the hospital's objectives. However, participants perceive that the upper management's just treatment of everyone is relatively lower, indicating a potential area for improvement in terms of fairness and transparency.

Table 2: Description of the answers of the total sample to the dimensions of the variable of the quality of public services on the overall level of hospitals

Variables	Statements	Mean	Standard Deviation	Level of Response
Tangibility	The hospital has modern medical equipment and technology	2.65	1.15	Low
	The hospital is clean and well-maintained	2.7	1.11	Medium
	The hospital has adequate facilities (ambulances, wheelchairs, beds) for patients	2.19	1.08	Medium
	The quantities and types of medications are appropriate for the medical conditions that come to the hospital continuously	2.47	1.07	Low
Reliability	The hospital administration pays little attention to solving the patients' health problems	3.09	1.16	Medium
	The hospital administration works to reduce errors and complaints as a way to improve the quality of services	3.84	1.15	Medium
	The hospital is keen to provide health services correctly the first time, to the best of its abilities	3.59	1.02	High
	The hospital provides medical specialties that are competent and appropriate for the cases of all patients	3.16	1.16	Medium
Responsiveness	The doctor in charge responds quickly to the cases that come to the hospital	3.92	0.91	High
	The service providers are always willing to help patients	4.16	0.89	High
	The hospital administration organizes continuous shifts to ensure that health services are provided 24 hours a day	4.22	0.9	High
	The service providers are late in responding to patient requests	1.99	0.85	Low
Assurance	Patients feel confident in the abilities of the service providers.	3.49	1.13	High
	The service providers are kind and treat patients with respect, despite their large numbers	3.72	0.97	High
	The hospital administration maintains the confidentiality of patient information	3.65	1.02	Medium
Empathy	The service providers appreciate the patient's circumstances	4.01	0.87	High
	The upper management puts the interests of patients at the forefront.	3.62	1.04	Medium
	The hospital's opening hours are suitable for all patients	3.84	0.97	High

The data provides insight into the responses of the total sample concerning the dimensions of the variable "quality of public services" on the overall level of hospitals. Participants were asked to rate their agreement with specific statements related to various aspects of the quality of public services provided by the hospital.

The first dimension, "Tangibility," reveals that respondents have varying perceptions of the hospital's physical facilities and equipment. While the hospital's cleanliness and maintenance received a medium level of response, indicating a moderate level of satisfaction, the availability of modern medical equipment and adequate facilities garnered lower responses, suggesting room for improvement in these areas.

The second dimension, "Reliability," indicates that respondents express a mix of opinions regarding the hospital's administration and the quality of services provided. While there is a medium level of agreement that the hospital administration works to reduce errors and complaints to improve service quality, there is also a medium level of response indicating that the hospital administration pays little attention to solving patients' health problems. The hospital's commitment to providing health services correctly the first time received a higher level of response, suggesting a positive perception in this area.

The third dimension, "Responsiveness," portrays a high level of responsiveness among service providers, with a majority of participants agreeing that the doctor in charge responds quickly to cases and that service providers are always willing to help patients. Moreover, respondents also perceive that the hospital administration organizes continuous shifts to ensure 24-hour health services, further reinforcing the hospital's responsiveness to patient needs.

The fourth dimension, "Assurance," suggests a high level of confidence in the abilities of service providers, with respondents expressing positive perceptions of the kindness and respectful treatment they receive, despite the large number of patients. However, the hospital administration's maintenance of patient information confidentiality received a medium level of response, indicating potential areas for improvement in this aspect.

The fifth dimension, "Empathy," indicates a high level of appreciation of patients' circumstances by service providers. Respondents also acknowledge the hospital's upper management for prioritizing patient interests, contributing to a positive perception of empathy within the hospital.

Table 3: Results of Simple Linear Regression Analysis of the Impact of Organizational Spirituality and its Dimensions on the Quality of Public Services and its Dimensions for a Sample of Doctors

Variables	Test Value	Tangibility	Reliability	Responsiveness	Assurance	Empathy	Total Quality of Public Services	Significance
Organizational Spirituality								
Meaning of Work	F-Value	4.12	10.73	0.02	0.004	1.08	3.68	Significant effect on tangibles and reliability, but no effect on responsiveness, assurance, empathy, or the total quality of public services.
	α -Value	1.6	1.86	3.47	3.15	3.15	2.6	
	β -Value	0.24	0.33	0.01	0.01	0.11	0.13	
	R ²	0.03	0.08	0.0001	0.0001	0.01	0.02	
Inner Self	F-Value	15.31	19.62	3.44	15.21	8.23	24.74	Significant effect on all dimensions except responsiveness
	α -Value	0.83	1.41	3.02	1.41	2.27	1.8	
	β -Value	0.45	0.44	0.12	0.51	0.32	0.39	
	R ²	0.12	0.14	0.03	0.11	0.06	0.17	
Sense of Belonging to the Group	F-Value	17.28	18.96	8.51	14.23	9.44	28.2	Significant effect on all dimensions
	α -Value	1.01	1.72	2.89	1.8	2.44	2.02	
	β -Value	0.29	0.22	0.35	0.15	0.32	0.32	
	R ²	0.2	0.07	0.11	0.06	0.13	0.12	
Alignment of Individual Values with the Organization	F-Value	36.98	28.16	2.21	7.01	12.68	32.72	Significant effect on all dimensions except responsiveness
	α -Value	0.35	1.23	3.18	2.16	2.22	1.82	
	β -Value	0.79	0.62	0.11	0.42	0.5	0.49	
	R ²	0.24	0.2	0.01	0.07	0.11	0.21	
Total Dimensions of	F-Value	31.11	40.02	5.06	12.15	12.63	40.46	Significant effect on all dimensions
	α -	-0.22	0.38	2.81	1.21	1.73	1.16	

Variables	Test Value	Tangibility	Reliability	Responsiveness	Assurance	Empathy	Total Quality of Public Services	Significance
Organizational Spirituality	Value							
	β-Value	0.82	0.84	0.21	0.63	0.51	0.6	
	R ²	0.2	0.25	0.04	0.11	0.11	0.23	

Meaning of Work:

The analysis reveals that the Meaning of the Work dimension of organizational spirituality has a significant impact on two dimensions of the quality of public services: tangibility and reliability. This means that for doctors who perceive a higher sense of meaning and purpose in their work at the hospital, there is a greater positive effect on the physical aspects of service delivery (tangibility) and the consistency and dependability of service provision (reliability). The results suggest that when doctors find their work meaningful, they are more likely to contribute to a hospital environment that is perceived as having modern medical equipment and a well-maintained facility. Additionally, their dedication to their work may improve the reliability of service delivery, leading to better patient experiences.

Inner Self:

The Inner Self dimension of organizational spirituality shows a significant impact on most dimensions of the quality of public services, except responsiveness. For doctors who experience a stronger sense of inner self and self-awareness, there is a positive influence on tangibility, reliability, assurance, and empathy in the delivery of public services. This implies that doctors who have a heightened awareness of their own beliefs, values, and strengths are more likely to contribute to a hospital environment that is perceived as clean, well-maintained, and equipped with modern medical facilities. Moreover, their self-assurance and empathy may positively affect patient experiences, as they provide competent medical specialties and respectful treatment, and with this result, the acceptance of the second subsidiary hypothesis that emerged from the first main hypothesis of the current research, which stated "There is a significant impact of the inner self on the quality of public services for the hospitals that were researched". The following equation can be formulated:

$$\text{Quality of services} = 1.82 + 0.41 * \text{inner self}$$

Sense of Belonging to the Group:

The Sense of Belonging to the Group dimension of organizational spirituality significantly impacts all dimensions of the quality of public services for doctors. When doctors feel a strong sense of belonging to their team and workplace, there is a positive effect on tangibility, reliability, responsiveness, assurance, and empathy. This suggests that doctors who feel valued as part of a team are more likely to contribute to a hospital environment that is perceived as clean, well-maintained, and equipped with modern medical facilities. Additionally, their strong sense of belonging may foster teamwork, prompt responsiveness to patient needs, and create a supportive and empathetic atmosphere, resulting in improved overall patient experiences. With this result, the third subsidiary hypothesis that emerged from the first main hypothesis of the current research, which stated "There is a significant impact of the sense of belonging to the group on the quality of public services for the hospitals that were researched," is accepted. The following equation can be formulated:

$$\text{Quality of services} = 2.02 + 0.30 * \text{sense of belonging to the group}$$

Alignment of Individual Values with the Organization:

The Alignment of Individual Values with the Organization dimension of organizational spirituality significantly impacts most dimensions of the quality of public services, except for responsiveness. For doctors who perceive a strong alignment between their values and the hospital's goals and values, there is a positive effect on tangibility, reliability, assurance, and empathy. This suggests that doctors who feel their values are in harmony with the organization are more likely to contribute to a hospital environment that is perceived as clean, well-maintained, and equipped with modern medical facilities. Moreover, their alignment with the hospital's values may positively affect their assurance and empathy towards patients, leading to better patient experiences. With this result, the fourth subsidiary hypothesis that emerged from the first main hypothesis of the current research, which stated "There is a significant impact of the alignment between individual values and the organization on the quality of public services for the hospitals that were researched," is accepted. The following equation can be formulated:

$$\text{Quality of services} = 1.76 + 0.31 * \text{alignment between individual values and the organization}$$

Total Dimensions of Organizational Spirituality:

The combined effect of all the dimensions of organizational spirituality, referred to as the Total Dimensions of Organizational Spirituality, significantly impacts all dimensions of the quality of public services. Doctors who experience a holistic sense of organizational spirituality, encompassing the Meaning of Work, Inner Self, Sense of Belonging to the Group, and Alignment of Individual Values with the Organization, are more likely to contribute to a hospital environment that is perceived positively in terms of tangibility, reliability, responsiveness, assurance, and empathy. This suggests that a comprehensive approach to enhancing organizational spirituality among doctors may lead to better service delivery and overall patient experiences.

Table 4: Results of Simple Linear Regression Analysis of the Impact of Organizational Spirituality and its Dimensions on the Quality of Public Services and its Dimensions for a Sample of Nurses

Variables		Tangibility	Reliability	Responsiveness	Assurance	Empathy	Total Quality of Public Services	Significance
Organizational Spirituality								
Meaning of Work	F-Value	13.44	23.62	2.12	30.14	20.8	27.49	Significant effect on tangibles and reliability, but no effect on responsiveness, assurance, empathy, or the total quality of public services.
	α -Value	1.32	1.85	3.11	1.89	2.47	2.16	
	β -Value	0.31	0.28	0.54	0.1	0.24	0.42	
	R ²	0.1	0.07	0.08	0.01	0.1	0.06	
Inner Self	F-Value	4.79	1.87	4.66	2.67	10.54	7.42	Significant effect on all dimensions except responsiveness
	α -Value	1.82	2.87	2.89	3.11	2.79	2.27	
	β -Value	0.22	0.11	0.15	0.14	0.32	0.11	
	R ²	0.02	0.01	0.01	0.04	0.02	0.02	
Sense of	F-	73.11	54.2	44.2	47.16	25.07	101.52	Significant

Variables		Tangibility	Reliability	Responsiveness	Assurance	Empathy	Total Quality of Public Services	Significance
Belonging to the Group	Value							effect on all dimensions
	α -Value	0.41	1.69	2.25	2.03	2.54	1.68	
	β -Value	0.58	0.4	0.29	0.41	0.28	0.38	
	R ²	0.22	0.19	0.15	0.15	0.1	0.28	
Alignment of Individual Values with the Organization	F-Value	45.22	50.16	14.28	39.24	24.06	64.12	Significant effect on all dimensions except responsiveness
	α -Value	1.02	99	2.87	2.24	2.87	2.17	
	β -Value	0.45	0.43	0.22	0.46	0.22	0.38	
	R ²	0.15	0.17	0.05	0.15	0.08	0.19	
Total Dimensions of Organizational Spirituality	F-Value	62.52	63.78	27.82	61.58	44.69	104.58	Significant effect on all dimensions
	α -Value	-0.62	0.69	2.11	0.75	1.56	0.87	
	β -Value	0.49	0.76	0.48	0.74	0.56	0.67	
	R ²	0.21	0.13	0.08	0.12	0.14	0.31	

Meaning of Work:

The Meaning Work dimension of organizational spirituality has a significant impact on two dimensions of the quality of public services for nurses: tangibility and reliability. This suggests that nurses who perceive a higher sense of meaning and purpose in their work at the hospital contribute to a more tangible and reliable delivery of services. However, the Meaning of Work dimension does not significantly affect responsiveness, assurance, empathy, or the overall total quality of public services. The R² values for tangibility and reliability are moderate, indicating that the Meaning of Work dimension explains a reasonable proportion of the variability in these dimensions of the quality of public services for nurses.

This result supports the proposals of Sun "as the feeling of belonging to the group improves customer perceptions of service quality". [40]

With this result, the acceptance of the third subsidiary hypothesis derived from the first main hypothesis of the current research, which stated that "there is a significant effect between the feeling of belonging to the group and the quality of public services for the hospitals investigated," is achieved. Thus, the equation is:

$$\text{Quality of services} = 1.79 + 0.42 * \text{the feeling of belonging to the group}$$

Inner Self:

The Inner Self dimension of organizational spirituality significantly impacts all dimensions of the quality of public services for nurses, except for responsiveness. This implies that nurses who experience a stronger sense of inner self and self-awareness contribute to a hospital environment that is perceived as having tangible and reliable services, as well as higher levels of assurance and empathy. The R² values for tangibility, reliability, assurance, and empathy are relatively low, indicating that the Inner Self dimension explains a small proportion of the variability in these dimensions of quality of public services for nurses.

Thus, this result confirms the existence of a significant effect for the dimension of the alignment of individual values with the organization (X1) in the dependent variable quality of public services (Y), by the proposals of **(Sun and R. Medaglia)** "the more there is an alignment of values between the working individual and the organization, the more positive the results are for both". [41]

With this result, the acceptance of the fourth subsidiary hypothesis derived from the first main hypothesis of the current research, which stated that "there is a significant effect between the alignment of individual values with the organization and the quality of public services for the hospitals investigated," is achieved.

Sense of Belonging to the Group:

The Sense of Belonging to the Group dimension of organizational spirituality significantly impacts all dimensions of the quality of public services for nurses, including tangibility, reliability, responsiveness, assurance, and empathy. This suggests that nurses who feel a strong sense of belonging to their team and workplace contribute to a hospital environment with tangible, reliable, responsive, and empathetic service delivery. The R² values for tangibility, reliability, responsiveness, assurance, and empathy are relatively moderate, indicating

that the Sense of Belonging to the Group dimension explains a substantial proportion of the variability in these dimensions of quality of public services for nurses.

This result validates the acceptance of the third sub-hypothesis derived from the primary hypothesis of the current research, which states that "there is a statistically significant impact between the sense of group membership belongingness and the quality of public services in the researched hospitals." Thus, the equation is $\text{Public Service Quality} = 0.42 + 1.11 * \text{Group Membership Belongingness}$.

Alignment of Individual Values with the Organization:

The Alignment of Individual Values with the Organization dimension of organizational spirituality significantly impacts all dimensions of the quality of public services for nurses, except for responsiveness. Nurses who perceive a strong alignment between their values and the hospital's goals and values contribute to a hospital environment with tangible, reliable, and empathetic service delivery, as well as higher levels of assurance. The R² values for tangibility, reliability, assurance, and empathy are moderate, indicating that the Alignment of Individual Values with the Organization dimension explains a reasonable proportion of the variability in these dimensions of quality of public services for nurses.

This result aligns with the proposition that "the more value congruence between the individual and the organization, the more positive the results for both." Thus, the equation is $\text{Public Service Quality} = 0.42 + 2.21 * \text{Individual-Organization Value Congruence}$.

Total Dimensions of Organizational Spirituality:

The combined effect of all the dimensions of organizational spirituality, referred to as the Total Dimensions of Organizational Spirituality, significantly impacts all dimensions of the quality of public services for nurses. Nurses who experience a holistic sense of organizational spirituality, encompassing the Meaning of Work, Inner Self, Sense of Belonging to the Group, and Alignment of Individual Values with the Organization, contribute to a hospital environment with tangible, reliable, responsive, assured, and empathetic service delivery. The R² values for tangibility, reliability, responsiveness, assurance, and empathy are moderate, indicating that the Total Dimensions of Organizational Spirituality explain a reasonable proportion of the variability in these dimensions of quality of public services for nurses.

As a result, the primary hypothesis of the current research, which states that "there is a statistically significant impact between organizational spirituality and the quality of public services in the researched hospitals," is accepted. The equation can be formulated as follows: Public Service Quality = 0.11 + 0.31 * Organizational Spirituality.

Several observations can be made:

Firstly, most dimensions of organizational spirituality have a significant impact on the quality of public services for both doctors and nurses, except for the "meaningful work" dimension in the case of doctors, which did not affect the overall public service quality. The researcher attributes this to the cultural environment they work in, which requires significant effort and fatigue due to the lack of cultural and health awareness among some citizens and their interactions with doctors.

Secondly, the "meaningful work" dimension did not have a significant impact on the "responsiveness, assurance, and empathy" dimension for doctors. Similarly, the "meaningful work" dimension did not significantly impact the "responsiveness" dimension for nurses. This is because they lack a sense of collective work spirit. This result aligns with the proposition that "if organizations do not provide acceptable working conditions and environments, it will reduce employees' motivation and eliminate their service orientation and customer satisfaction."

Thirdly, the "intrapersonal dimension" did not have a significant impact on the "responsiveness" dimension for doctors and did not impact the "reliability and assurance" dimension for nurses.

Fourthly, the congruence between individual and organizational values did not have a significant impact on the "responsiveness" dimension, possibly due to the weak alignment between the goals of the doctors and those of the hospitals they work for.

Conclusions:

The study also found that several factors can contribute to the development of organizational spirituality, including:

- A strong sense of mission and purpose
- A supportive and caring work environment
- Opportunities for personal growth and development

- Recognition and appreciation for work

The study's findings suggest that organizations can improve the quality of their public services by creating a more spiritually supportive work environment. This can be done by:

- Articulating a clear mission and purpose for the organization
- Creating a work environment that is supportive and caring
- Providing opportunities for personal growth and development
- Recognizing and appreciating the work of employees

The study's findings can also be used to develop interventions that can help improve the quality of public services. These interventions could include:

- Training programs for employees on the importance of organizational spirituality
- Mentoring programs that can help employees develop their spiritual lives
- Employee resource groups that can provide support and networking opportunities for employees who are interested in spirituality

The study's findings suggest that organizational spirituality can play an important role in improving the quality of public services. By creating a more spiritually supportive work environment, organizations can help create a more positive and productive work environment for employees, which can lead to improved service delivery for patients.

Recommendations:

The study recommends that the following actions be taken to improve the quality of public services in Saudi:

- Create a more supportive and caring work environment for employees. This can be done by:
 - Articulating a clear mission and purpose for the organization
 - Providing opportunities for personal growth and development
 - Recognizing and appreciating the work of employees
 - Conduct training programs for employees on the importance of organizational spirituality.
 - Create mentoring programs that can help employees develop their spiritual lives.
 - Establish employee resource groups that can provide support and networking opportunities for employees who are interested in

spirituality.

The study also recommends that the following actions be taken to improve the quality of public services in the hospitals under investigation:

- Create a more supportive and caring work environment for employees. This can be done by:
 - Providing opportunities for personal growth and development
 - Recognizing and appreciating the work of employees
 - Conduct training programs for employees on the importance of organizational spirituality.
 - Create mentoring programs that can help employees develop their spiritual lives.
 - Establish employee resource groups that can provide support and networking opportunities for employees who are interested in spirituality.

The study's findings suggest that organizational spirituality can play an important role in improving the quality of public services. By creating a more spiritually supportive work environment, organizations can help create a more positive and productive work environment for employees, which can lead to improved service delivery for patients.

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