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THE EFFECT OF SPIRITUAL LEADERSHIP, SERVANT LEADERSHIP, AND ORGANIZATIONAL CULTURE ON EMPLOYEE ENGAGEMENT AMONG MILLENNIAL EMPLOYEES AT HOSPITAL X IN CIREBON

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Abstract—Employee engagement is an important factor in improving employee performance and service quality, particularly among millennial employees who dominate the workforce in the healthcare sector. A high level of employee engagement is essential for hospitals as service-oriented organizations to ensure optimal patient care. This study aims to examine the effects of spiritual leadership, servant leadership, and organizational culture on employee engagement among millennial employees at Hospital X in Cirebon. Data were collected through a survey using structured questionnaires distributed to 70 (seventy) employees of Hospital X in Cirebon using a non-probability sampling technique. Data analysis was conducted using multiple linear regression, accompanied by validity and reliability tests. The results indicate that spiritual leadership has a positive and significant effect on employee engagement, servant leadership does not have a significant effect, and organizational culture has a positive and significant effect on

employee engagement among employees at Hospital X in Cirebon.

Keywords—*Spiritual leadership, servant leadership, organizational culture, employee engagement*

I. INTRODUCTION

Employee engagement is believed to influence employee performance, loyalty, and service quality within organizations, particularly in service-based organizations such as hospitals (Purwanto & Asbari, 2020). When the level of employee engagement is high, employees tend to demonstrate stronger commitment, positive emotional involvement, and a greater willingness to deliver their best performance for the organization (Asbari et al., 2021). In the context of healthcare services,

employee engagement is a crucial factor because it is directly related to service quality for patients and the sustainability of the organization. Therefore, employee engagement has become a strategic issue in the field of Management Science, especially in human resource management within the healthcare sector.

Previous studies indicate that employee engagement is influenced by various organizational and leadership factors. Purwanto and Asbari (2020) found that spiritual leadership has a positive relationship with employee engagement through the creation of meaningful work and intrinsic motivation. Meanwhile, Nugroho et al. (2021) reported that servant leadership plays a role in enhancing work engagement through leadership practices that emphasize service and employee development. In addition to leadership, organizational culture has also been reported to influence employee engagement by creating a conducive work environment and increasing employees' sense of belonging to the organization (Chumaedi et al., 2024). However, research findings remain varied, particularly regarding the strength of the influence of different leadership styles. Moreover, studies on employee engagement in hospital settings that focus specifically on millennial employees are still relatively limited, indicating the need for further research to enrich empirical understanding.

Based on these research gaps, this study aims to examine the effects of spiritual leadership, servant leadership, and organizational culture on employee engagement among millennial employees at Hospital X. This study is expected to contribute to the development of human resource management literature by (1) strengthening empirical evidence regarding factors influencing employee engagement in the healthcare sector, (2) expanding employee engagement research in the context of millennial employees, and (3) providing practical implications for hospital management in designing leadership strategies and strengthening organizational culture to enhance employee engagement.

Employee engagement is defined as a positive psychological condition that reflects employees' cognitive, emotional, and behavioral involvement in performing their work (Schaufeli & Bakker, 2010). Furthermore, employee engagement is characterized as a positive, fulfilling work-related state marked by vigor, dedication, and absorption (Schaufeli, 2013). High levels of employee engagement indicate a strong attachment between employees, their work, and the organization. The dimensions of employee engagement include: (1) cognitive engagement, (2) emotional engagement, and (3) behavioral engagement.

In addition to being viewed as a positive psychological state, employee engagement is also considered a multidimensional construct that reflects employees' levels of energy, dedication, and involvement in their work. Employees with high engagement tend to demonstrate enthusiasm, persistence, and a willingness to exert extra effort in completing tasks (Bakker & Albrecht, 2018). In healthcare organizations, employee engagement plays a critical role in maintaining service quality, patient safety, and organizational sustainability, as employee

involvement is closely related to empathy and professional responsibility in service delivery (Simpson, 2010).

Spiritual leadership refers to a leadership style that emphasizes values, meaningful work, vision, and concern for employee well-being in achieving organizational goals (Fry & Slocum, 2011). This leadership approach focuses on creating a meaningful work environment grounded in moral and ethical values. Empirical studies suggest that spiritual leadership influences employee engagement by enhancing intrinsic motivation and employees' sense of attachment to their work. Fry and Cohen (2009) and Fry et al. (2017) found that spiritual leadership is positively associated with employee engagement and organizational commitment.

Spiritual leadership not only focuses on achieving organizational objectives but also on fostering meaning and purpose in employees' work. Leaders who practice spiritual values are able to create a shared sense of purpose, enhance psychological well-being, and build work relationships based on trust and integrity (Benefiel, Fry, & Geigle, 2014). In the long term, spiritual leadership can strengthen employee engagement, as employees perceive their work as meaningful and valuable both personally and socially (Gotsis & Grimani, 2017).

Servant leadership is a leadership style that prioritizes employees' needs, development, and well-being through service-oriented and empowering behaviors (Eva, Robin, & Sendjaya, 2019). Within the framework of contemporary leadership, servant leadership is expected to be associated with employee engagement because employees feel valued and supported by their leaders. Karatepe and Aga (2016) found that servant leadership has a positive effect on employee engagement, particularly in service-oriented organizations.

Servant leadership emphasizes the leader's role as a facilitator who supports employee growth and development. Servant leaders tend to encourage participation, build trust, and create a fair and supportive work environment (Liden et al., 2014). In service organizations, servant leadership has the potential to enhance employee engagement, as employees feel appreciated, supported, and involved in work processes, thereby fostering a stronger sense of responsibility and attachment to the organization (Yukl, 2013).

Organizational culture is defined as a system of shared values, norms, and beliefs held by organizational members that guides behavior and decision-making in the workplace (Schein, 2010). Organizational culture plays an important role in shaping employee attitudes, work patterns, and levels of engagement within the organization. A strong and positive organizational culture can create a conducive work environment, enhance work effectiveness, and encourage employees to perform more optimally.

Chumaedi et al. (2024) demonstrated that a strong and positive organizational culture has a significant effect on employee performance and productivity. An organizational culture

that supports collaboration, open communication, and value alignment can increase employees' sense of belonging and commitment to the organization. Consistently implemented organizational values also help employees understand their roles and responsibilities in achieving organizational goals.

In the context of the healthcare sector, organizational culture plays a strategic role because hospitals require high levels of teamwork, empathy, and professionalism. An organizational culture that emphasizes care, discipline, and social responsibility can strengthen employees' attachment to their work and the organization. Therefore, organizational culture is predicted to have a positive influence on employee engagement, particularly among millennial employees who tend to value supportive and value-driven work environments.

II. METHOD

This study employed a quantitative approach with an associative research design to examine the causal relationships between spiritual leadership, servant leadership, organizational culture, and employee engagement. A cross-sectional design was adopted, as the data were collected at a single point in time without any experimental treatment or repeated observation of respondents.

The population of this study consisted of all millennial employees working at Hospital X in Cirebon, Indonesia. A purposive sampling technique was applied by selecting respondents based on specific criteria, namely employees belonging to the millennial generation and having worked at Hospital X for a minimum of one year. Based on these criteria, a total of 70 respondents were included in the study.

Primary data were collected through a survey using a structured questionnaire. The questionnaire was distributed online to respondents between 23 November and 29 December 2025. Respondents were asked to provide answers that reflected their actual experiences and perceptions while working at the hospital.

All research variables were measured using a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). The measurement instruments were adapted from previous studies and adjusted to suit the hospital context and the characteristics of the respondents. Employee engagement was measured using six items reflecting employees' cognitive, emotional, and behavioral engagement, adapted from Schaufeli, Bakker, and Salanova (2006). Spiritual leadership was measured using six items describing leadership values, meaningful work, and vision, adapted from Dedi Muhammad Siddiq. Servant leadership was measured using five items capturing leaders' serving behavior, empowerment, and concern for employee development, adapted from Fry and Matherly (2006). Organizational culture was measured using five items reflecting organizational values, norms, and work practices, adapted from Denison et al. (1995).

Validity testing was conducted to ensure that each measurement item accurately represented the intended research construct. The validity of the questionnaire items was assessed using item-total correlation analysis. An item was considered valid if the correlation coefficient (r-count) exceeded the r-table value.

Based on the validity test results, all measurement items for spiritual leadership, servant leadership, organizational culture, and employee engagement showed r-count values greater than the r-table value. Therefore, all items were declared valid and suitable for further analysis.

Instrument quality was further assessed through reliability testing. Reliability was evaluated using Cronbach's Alpha, with a threshold value of 0.70 indicating acceptable internal consistency among measurement items within each variable.

Data analysis was conducted using multiple linear regression analysis to examine the relationships between the independent variables and the dependent variable. Prior to hypothesis testing, classical assumption tests were performed, including tests for normality, multicollinearity, and heteroscedasticity. Hypothesis testing was conducted at a significance level of $p < 0.05$.

III. RESULTS AND DISCUSSION

This study involved 70 millennial employees working at Hospital X in Cirebon. Based on gender, female respondents dominated the sample, accounting for 57.1%, while male respondents accounted for 42.9%. In terms of age, respondents were classified into two groups, namely employees aged 30 years and those aged over 30 years. This distribution indicates that the respondents belong to the millennial generation with a relatively mature age profile and sufficient work experience within the hospital setting Table 1 below.

TABLE I. RESPONDENT CHARACTERISTICS

Characteristics	Frequency	Percentage (%)
Male	30	42.9%
Female	40	57,1%
total	70	100%

TABLE II. RESPONDENT CHARACTERISTICS

Variable	N	Mean	Standard deviation
Spiritual Leadership	70	4,38	0,71

Servant Leadership	70	4,44	0,69
Oragnizational Culture	70	4,35	0,72
Employee Engagement	70	4,44	0,68

Table II presents the descriptive statistics of the research variables. The results show that employee engagement has a mean value of 4.38 with a standard deviation of 0.71, indicating a high level of employee engagement among respondents. Spiritual leadership and organizational culture recorded the highest mean values, each at 4.44. Servant leadership also demonstrated a relatively high mean value of 4.35. Overall, these findings suggest that respondents perceive leadership practices and organizational culture at Hospital X Cirebon positively. The results show that employee engagement has a mean value of 4.38 with a standard deviation of 0.71, indicating a high level of employee engagement among respondents. Spiritual leadership and organizational culture recorded the highest mean values, each at 4.44. Servant leadership also demonstrated a relatively high mean value of 4.35. Overall, these findings suggest that respondents perceive leadership practices and organizational culture at Hospital X Cirebon positively.

Validity testing is a procedure used to determine whether a research instrument accurately measures the construct it is intended to measure. The criteria for validity testing were based on a comparison between the calculated correlation coefficient (r-count) and the critical value (r-table). An item was considered valid if the r-count value was greater than the r-table value, whereas an item was considered invalid if the r-count value was lower than the r-table value.

The r-table value was determined based on a sample size of 70 respondents at a 5% level of significance, resulting in an r-table value of 0.235. Based on the results of the questionnaire validity testing, a summary of the validity test results is presented in the following table.

TABLE III. VALIDITY TEST

ITEM	R-COUNT	R-TABLE	DESCRIPTION
X1.1	0,724	0,235	VALID
X1.2	0,696	0,235	VALID
X1.3	0,697	0,235	VALID
X1.4	0,791	0,235	VALID

X1.5	0,711	0,235	VALID
X1.6	0,765	0,235	VALID
X2.1	0,754	0,235	VALID
X2.2	0,731	0,235	VALID
X2.3	0,783	0,235	VALID
X2.4	0,743	0,235	VALID
X2.5	0,740	0,235	VALID
X3.1	0,772	0,235	VALID
X3.2	0,786	0,235	VALID
X3.3	0,841	0,235	VALID
X3.4	0,808	0,235	VALID
X3.5	0,783	0,235	VALID
Y1	0,747	0,235	VALID
Y2	0,673	0,235	VALID
Y3	0,774	0,235	VALID
Y4	0,871	0,235	VALID
Y5	0,815	0,235	VALID
Y6	0,642	0,235	VALID

Ased on the results of data processing using SPSS, it can be concluded that all questionnaire items measuring Spiritual Leadership (X1), Servant Leadership (X2), Organizational Culture (X3), and Employee Engagement (Y) are valid.

All items showed r-count values greater than the r-table value, indicating that each measurement item was able to accurately measure its respective construct and was therefore suitable for further statistical analysis.

TABLE IV. RESPONDENT CHARACTERISTICS

Variable	Cronbach's Alpha	Reliability Criteria
Spiritual Leadership	0,824	Reliable
Servant Leadership	0,803	Reliable
Organizational Culture	0,856	Reliable
Employee Engagement	0,850	Reliable

The reliability test results indicate that all variables met the reliability criteria, with Cronbach's Alpha values exceeding the threshold of 0.70. Therefore, the research instruments used in this study demonstrated good internal consistency and were considered reliable. Based on these results, the data obtained from the questionnaire were suitable for further statistical analysis, including multiple linear regression analysis, to test the proposed hypotheses.

A. Effect of Spiritual Leadership on Employee Engagement

The regression results show that spiritual leadership has a positive and significant effect on employee engagement.

$$(\beta = 0.386; p = 0.006) \text{ — Accepted}$$

The results indicate that spiritual leadership has a positive and significant effect on employee engagement, with a regression coefficient of $\beta = 0.386$ and a significance value of $p = 0.006$ ($p < 0.05$). The positive coefficient indicates a direct relationship between spiritual leadership and employee engagement, meaning that an increase in spiritual leadership is associated with an increase in employee engagement. Statistically, this finding suggests that spiritual leadership makes a meaningful contribution to explaining variations in employee engagement. Therefore, the first hypothesis (H1) is accepted, supporting the theoretical assumption that spiritual leadership is an important factor in enhancing employee engagement.

B. Effect of Servant Leadership on Employee Engagement

The regression results show that servant leadership does not have a significant effect on employee engagement.

$$(\beta = 0.201; p = 0.142) \text{ — Rejected}$$

The results of the second hypothesis test show that servant leadership does not have a significant effect on employee engagement, with a regression coefficient of $\beta = 0.201$ and a significance value of $p = 0.142$ ($p > 0.05$). Although the coefficient indicates a positive relationship, the effect is not statistically significant. This finding implies that servant leadership is not sufficiently strong to explain variations in employee engagement within the context of this study. Therefore, the second hypothesis (H2) is rejected, indicating that the effect of servant

leadership on employee engagement is not empirically supported.

C. Effect of Organizational Culture on Employee Engagement

The regression results show that organizational culture has a positive and significant effect on employee engagement.

$$(\beta = 0.409; p = 0.008) \text{ — Accepted}$$

The results of the third hypothesis test indicate that organizational culture has a positive and significant effect on employee engagement, with a regression coefficient of $\beta = 0.409$ and a significance value of $p = 0.008$ ($p < 0.05$). The relatively higher regression coefficient compared to the other variables suggests that organizational culture has a more dominant influence on employee engagement. This finding indicates that improvements in organizational culture significantly enhance employee engagement. Therefore, the third hypothesis (H3) is accepted, and this result is consistent with the conceptual framework proposed in this study.

This study aimed to examine the effects of spiritual leadership, servant leadership, and organizational culture on employee engagement among millennial employees at Hospital X Cirebon. The findings indicate that spiritual leadership and organizational culture have a significant positive effect on employee engagement, while servant leadership does not show a significant influence.

The significant effect of spiritual leadership supports the theoretical perspective that leadership emphasizing meaning, values, and vision enhances employee engagement. This finding is consistent with prior studies (Pawar, 2016; Rego et al., 2015), which highlight the role of spiritual leadership in fostering employees' sense of purpose and work engagement. In the hospital context, where empathy and meaningful work are essential, spiritual leadership appears to be particularly relevant.

In contrast, servant leadership does not significantly affect employee engagement in this study. This result suggests that although servant leadership behaviors are present, they may not be sufficiently salient to influence engagement among millennial employees. This finding aligns with Eva et al. (2019), who argue that the effectiveness of servant leadership is highly context-dependent, especially in organizations with hierarchical structures such as hospitals.

Organizational culture shows a positive and significant effect on employee engagement, indicating that a supportive and value-driven work environment enhances employees' sense of belonging and involvement. This result is consistent with previous research emphasizing the importance of organizational culture in promoting employee engagement (Alagaraja & Shuck, 2015). In the healthcare sector, a culture emphasizing teamwork, professionalism, and care plays a crucial role in strengthening employee engagement.

Based on these findings, hospital management is encouraged to strengthen spiritual leadership practices by reinforcing shared values and organizational vision. In addition, developing a positive organizational culture that promotes collaboration, effective communication, and recognition of employee contributions is essential to enhance employee engagement among millennial employees.

This study is limited by its focus on a single hospital and the use of cross-sectional data, which may restrict the generalizability of the findings. Future studies are recommended to include broader organizational contexts, incorporate additional variables such as job satisfaction or organizational commitment, and apply longitudinal designs to gain deeper insights into employee engagement dynamics.

IV. CONCLUSIONS

This study aimed to analyze the effects of spiritual leadership, servant leadership, and organizational culture on employee engagement among millennial employees at Hospital X Cirebon. Based on the results of data analysis and hypothesis testing, it can be concluded that spiritual leadership has a positive and significant effect on employee engagement. This finding indicates that leadership practices emphasizing values, meaningful work, and organizational vision are able to enhance work engagement among millennial employees.

Furthermore, servant leadership does not have a significant effect on employee engagement. This result suggests that the implementation of servant leadership at Hospital X Cirebon has not yet been optimally perceived by employees in terms of increasing their level of work engagement.

Meanwhile, organizational culture is proven to have a positive and significant effect on employee engagement. A strong, supportive organizational culture that is aligned with employees' work values is able to foster a sense of belonging and strengthen employees' engagement with the organization.

Overall, the findings of this study confirm that improving employee engagement among millennial employees in the healthcare service sector can be achieved through strengthening spiritual leadership and developing a positive organizational culture. Therefore, hospital management is encouraged to enhance leadership development programs that emphasize organizational values, work meaning, and shared vision, as well as to cultivate a supportive organizational culture through teamwork, effective communication, and recognition of employee contributions in order to sustain employee engagement.

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