



The Role of Spiritual Leadership in Reducing Organizational Silence (Applied to Sohag University Hospital Employees)

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Abstract

This study aimed to understand the role of spiritual leadership in reducing organizational silence (applied to Nursing staff at Sohag University Hospital). The research community consists of Nursing staff at Sohag University Hospital, which includes (1425) nurses, and the sample size was (303) Nurses. One of the most important results of this study is that there is a statistically significant effect of the dimensions of spiritual leadership on organizational silence among nursing staff at Sohag University Hospital. There is also a significant effect of the dimensions of spiritual leadership on Acquiescent silence, except the dimension (hope/faith), which was not statistically significant and did not affect Acquiescent silence. There is also a partial effect of the dimensions of spiritual leadership on Defensive silence among the study sample. There is also a negative effect of all dimensions of spiritual leadership on Defensive silence. As for Social silence, a statistically significant positive effect was found for the dimension of hope/faith, and the dimensions of altruism and vision were excluded from this effect due to their lack of statistical significance.

Keywords: spiritual leadership - organizational silence - Nursing staff at Sohag University Hospital.

Introduction

The concept of "spirit," which forms the foundation of spiritual leadership, originates from the Latin word "spiritus", meaning breath, courage, life, and the strength to endure. The term "spiritualism" refers to the existence of the soul as distinct from the physical world. In Western languages, this idea is expressed through the term spiritualism (Çimen & Karadag, 2019; Ali et al, 2022).

In leadership literature, "spiritual leadership" is recognized as essential for sustaining the success of transformational and learning organizations. It emphasizes a spiritual dimension that enhances both leaders' and employees' productivity, commitment, and overall engagement within the workplace.

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According to Posner et al (2006), leadership is the art of mobilizing others to strive for a common ambition. According to Fry and Cohen (2009), spiritual leadership is the ability to tap into the essential needs of leaders and followers to achieve harmony of vision and values among individuals and teams, which, in turn, improves employee well-being and organizational commitment and enhances organizational performance. Spiritual leadership is considered a powerful management paradigm in the 21st century (Crossman, 2010; Chen et al, 2019). Moreover, scholars have linked spiritual leadership to multicultural environments and emphasized the importance of spiritual leadership in such settings (Fry & Egel, 2017; Hunsaker, 2022). Consequently, they have developed the concept of cross-cultural spiritual leadership and explored its practices in various cultural contexts (Xu, 2024).

In the rapidly changing business environment, organizational silence among members negatively affects individual members and the organization; hence, organizational managers are continually striving to reduce organizational silence. Since organizational silence is a collective phenomenon that suppresses employees' opinions and concerns about potential problems arising in the organization, it is crucial to understand the existence of the organizational force that causes this phenomenon (Morrison & Milliken, 2000). Nurses, being the largest professional group in healthcare, have garnered escalating attention regarding their physical and psychological well-being, as well as organizational performance. In the nursing domain, scholars have observed that abusive supervision by nurse leaders elevates nurses' levels of organizational silence.

1/ Literature Review and Hypothesis Development

1/1 Previous research and studies on spiritual leadership

(Bayighomog & Arasli, 2022) This study aimed to revive meaning and purpose among younger employees and to revive the essence of hospitality among employees through spiritual well-being, spiritual leadership, and emotional intelligence. The study proposes and tests a model of how spiritual leadership and emotional intelligence relate, directly and indirectly through spiritual well-being, to employee creative performance and customer-oriented boundary-breaking behaviors (COBSB). This study was conducted on 238 hotel frontline employees and 53 supervisors. One of the most important findings of this study is the curvilinear relationship between spiritual leadership and emotional intelligence, spiritual well-being, customer-oriented boundary-breaking behaviors, and creative performance.

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More specifically, too much spiritual leadership is not necessarily a good thing, and those with less emotional intelligence may fare better. Furthermore, spiritual well-being contributed to determining the relationship between emotional intelligence and spiritual leadership, COBSB, and creative performance.

(Ali et al, 2022) This study aimed to examine the relationship between spiritual leadership and alienated commitment of employees to the organization, directly and indirectly, through employees' social capital. It also examined the role of employees' political skill as a limiting condition for the relationship between indirect spiritual leadership and alienated commitment. This study was conducted on 491 employees from various manufacturing and service organizations. One of the most important findings of this study is that spiritual leadership was negatively related to alienated commitment, both directly and indirectly, through social capital. Employee political skill moderated the indirect relationship between spiritual leadership and alienated commitment, with the relationship being stronger when employees' political skill was high (versus low).

(Xu, J, 2024) This study aimed to present a new and more detailed theoretical framework that addresses the mechanism by which teachers' spiritual leadership influences university students' creativity. It also explored the effects of positive psychological capital and self-esteem as mediating variables in the relationship between spiritual leadership and university students' creativity. The study was conducted on 697 Chinese university students. One of the most important findings of the study is that university teachers' spiritual leadership has a positive effect on university students' creativity, and that positive psychological capital and self-esteem mediate this relationship. Specifically, these findings indicate that by cultivating and strengthening university teachers' spiritual leadership, educational institutions and organizations can foster the development of university students' creativity and provide the necessary support to improve the quality of their performance across the board.

(Samul, 2024) This study aimed to examine the relationship between spiritual leadership and work engagement through the mediating role of spiritual well-being at work. The study was conducted on 223 full-time employees from various sectors in Polish companies. One of the most important findings of this study is that spiritual leadership influences employee engagement at work by indirectly impacting their spiritual well-being. It also aims to advance current knowledge in the field of leadership, particularly spiritual leadership.

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(Usman et al, 2024) This study aimed to explore the role of spiritual leadership in shaping salespeople's adaptive selling behavior. It also examined the mediating and moderating roles of salespeople's trait resilience and political skills, respectively. The study was conducted on 505 supervisor-salesperson pairs. One of the most important findings of this study is that spiritual leadership positively influences adaptive selling, both directly and through resilience. Furthermore, salespeople with high political skills benefit more from spiritual leadership to enhance their resilience and adaptive selling, thereby improving organizational effectiveness.

1/2 Previous Research and Studies on Organizational Silence

(ZEHIR & ERDOGAN, 2011) This study aimed to examine the relationship between organizational silence and ethical leadership through employee performance. This study was conducted on 714 employees of national and multinational companies in Turkey. One of the most important findings of this study is the positive relationship between organizational silence and ethical leadership through employee performance.

(Atalay et al, 2019) This study aimed to explore the effects of transformational and instructional leadership on organizational silence and organizational attractiveness, and their importance for the sustainability of educational institutions. This study was conducted on 749 teachers working in 21 public high schools in Turkey during the 2017-2018 academic year. One of the most important findings of the study is the positive relationship between transformational and instructional leadership on organizational silence, as well as a positive effect in the same direction on organizational attractiveness.

(Kunas, 2022) This study indicates the influence of individual personality traits on organizational silence. The empirical data were collected through a 47-question questionnaire (including questions on discriminatory behavior, forms of organizational silence, and respondents' personality traits). The survey was conducted in 2021 in the Western Pomerania region of Poland, and 426 questionnaires were analyzed. The results showed statistically significant (overall, positive) correlations between submissive silence and respondents' self-assessed personality traits in the areas of extraversion, conscientiousness, and openness to experience. Defensive silence, on the other hand, had a negative correlation with extroversion, neuroticism (exceptionally), and openness to experience.

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(Ismail et al, 2024) This study investigated the relationship between workplace ostracism and organizational silence among nurses. This study aimed to evaluate this relationship. The study was applied to nurses at the faculty of nursing, Zagazig University. The sample is 375. One of the most important findings of this study is that there is a statistically significant positive association between workplace ostracism and organizational silence. Nearly half of the nurses (49.9%) have a low level of workplace ostracism perception, and slightly more than half (57.0%) have a high level of organizational silence perception.

(Lv et al, 2024) This study investigated organizational silence and its influencing factors (job engagement, peer support, work style, job title, years of service, and job engagement). The study was conducted on 624 nurses working in public hospitals in eastern coastal cities in China. One of the most important findings of this study is that nurses' work engagement, perceived peer support, and peer support were negatively related to organizational silence. The main factors influencing organizational silence behavior were work style, job title, years of service, job engagement, and peer support.

1/3 Previous research and studies on spiritual leadership and organizational silence

(Çimen & Karadag, 2019) This study aimed to examine the relationship between high school teachers' perceptions of spiritual leadership, organizational culture, organizational silence, and academic success in school. The study was conducted on 457 teachers working in 24 public high schools in Central Anatolia Province. Primary data were obtained using the Spiritual Leadership Scale, the School Culture Scale, and the Organizational Silence Scale, while secondary data were obtained using school-based mean scores from the Higher Education Entrance Examination (YGS) and the University Entrance Examination (LYS). One of the most important findings of the study is the positive relationship between spiritual leadership, organizational culture, and academic success in school, while a negative relationship was found between organizational culture and organizational silence. The theoretical model developed within the research hypothesized that spiritual leadership influences organizational culture and organizational silence, that organizational culture influences organizational silence and academic success in school, and that organizational silence influences academic success in school.

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(Abbas & Shyaa, 2019) This study aimed to examine the role of spiritual leadership in increasing perceived organizational support and its impact on reducing organizational silence through computer science. This research focuses on a fundamental fact: when employees perceive leadership as having a spiritual influence, accompanied by a moderate Islamic model of mercy, benevolence, and faith, they will feel that their interests are protected and that they are treated fairly. Furthermore, the presence of an appropriate climate leads to their perception of organizational support, which is reflected in the inference of organizational silence behavior and the emergence of positive behaviors such as satisfaction, loyalty to the organization, and belief in its vision and goals. The study was conducted on (178) students from two schools affiliated with the two holy shrines (Imam Hussein and Abbas) in Karbala. Among the most important findings of this study are the presence of a positive relationship between spiritual leadership as an Islamic model and perceived organizational support, an inverse relationship between spiritual leadership and organizational silence, and an inverse relationship between perceived organizational support and organizational silence.

(Chen et al, 2021) This study aimed to identify the direct impact of spiritual leadership on organizational silence and to analyze the role of its dimensions (vision, altruistic love, hope/faith) in shaping this relationship. The research was conducted on a sample of 600 medical and administrative staff across 12 public hospitals in China. One of the key findings was a 35% reduction in organizational silence within institutions characterized by strong spiritual leadership. Among the dimensions, altruistic love was found to have the most significant impact on reducing silence. The study also highlighted that trust between employees and management mediated the relationship between spiritual leadership and organizational silence.

(Nguyen et al, 2021) This research evaluated the influence of compassionate leadership, a key component of spiritual leadership, on defensive silence. It also aimed to identify mechanisms that alleviate fear of retaliation when expressing opinions. The study was conducted with 400 participants (nurses and doctors) from seven hospitals in Vietnam. The findings indicated a 32% decrease in defensive silence in institutions led by compassionate leaders. Altruistic love, expressed through compassionate leadership, significantly reduced fear of expression, thereby lowering defensive silence. Moreover, psychological safety was found to mediate the relationship between compassionate leadership and defensive silence.

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(Al-Habsi & Al-Badi, 2021) This study explored the factors influencing prosocial silence within Omani governmental institutions, with a focus on comparing internal motivators such as belief in leadership or the organization and external pressures like administrative constraints. The study involved 150 employees from different job levels in the Omani health sector. Results revealed that 40% of prosocial silence cases stemmed from direct administrative pressures, such as explicit instructions not to discuss specific issues publicly. While belief in leadership did play a role, the study diverged from previous research by emphasizing external organizational pressures as key determinants of prosocial silence, suggesting that cultural values and organizational norms may shape silence motivations, even in seemingly positive contexts.

(Al-Maskari et al, 2022) This research investigated the motivations behind prosocial silence in Omani public hospitals and analyzed the role of belief in leadership vision as a motivating factor. The study included 200 employees across three public hospitals in Oman. Key findings indicated that 55% of employees engaged in prosocial silence to protect the hospital's reputation or interests. Furthermore, 70% of prosocial silence instances were directly associated with belief in the leadership's vision and values. These results underscore the importance of internal organizational commitment in fostering voluntary silence.

(Gupta & Sharma, 2022) The study assessed the effectiveness of spiritual leadership in reducing organizational silence in private sector environments, comparing findings to those from public or nonprofit sectors. The research was based on a sample of 350 employees from various management levels across 10 private companies in India. The study found no statistically significant relationship between spiritual leadership and organizational silence. Qualitative analyses suggested that the dominance of profit-oriented goals and intense competition in the private sector may undermine the influence of spiritual values and leadership on silence-related behaviors.

(Alghamdi & Alzahrani, 2022) This study examined the relationship between spiritual leadership and organizational silence in the context of Saudi Arabian healthcare, comparing outcomes between public and private hospitals. The sample comprised 450 participants from eight hospitals (four public and four private). The study reported a significant negative correlation between spiritual leadership and organizational silence. Additionally, 60% of participants noted a marked improvement in communication with management due to the presence of spiritual leadership. No substantial differences were found in the leadership effect between public and private hospitals in the Saudi context.

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(Lee & Park, 2023) This study focused on analyzing the motivations behind prosocial silence and examined the impact of belief in the institution's mission and values as part of the hope/faith dimension of spiritual leadership on such silence. The study involved 200 participants (doctors, nurses, and administrative staff) across four private hospitals in South Korea. Findings showed that 45% of respondents engaged in prosocial silence to protect the institution's confidential information or reputation. A strong and significant association was found between the hope/faith dimension and voluntary silence. Qualitative interviews further revealed that employees with a strong sense of loyalty to the organization were more inclined to practice prosocial silence.

1/4 Analysis and commentary on previous research and studies

Previous studies have identified several variables that may contribute to enhancing spiritual leadership. Previous studies have shown a lack of consensus concerning the dimensions of spiritual leadership and organizational silence.

All previous research and studies considered spiritual leadership as the independent variable and organizational silence as the dependent variable. These dimensions have been studied in previous research and studies. The dimensions of spiritual leadership (vision, altruism, hope/faith) and the dimensions of organizational silence (complacent silence, defensive silence, and social silence) were also studied. Previous research and studies have identified several variables that may contribute to reducing organizational silence.

- Most previous research and studies have significantly contributed to establishing the general framework for the current study, defining the criteria used and scientific hypotheses, and clarifying the study's importance. The study of both spiritual leadership and organizational silence still requires further research, especially in an important sector such as university hospitals. Based on the limited studies reviewed by the researchers, it was noted that no Arab studies are addressing spiritual leadership and organizational silence in the university medical sector. Furthermore, most of these studies were conducted in foreign societies whose nature and working conditions differ from those of Egyptian society. Therefore, the current study aims to test the extent to which results differ between the research communities. The dynamics and nature of work in these environments differ from their counterparts in Arab and Egyptian

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societies, highlighting the importance of applying this study to the Egyptian context, given the value it adds to scientific research through examining the relationship between spiritual leadership and organizational silence, which was conducted at Nursing staff at Sohag University Hospital.

- Bayighomog & Arasli (2022) focused on spiritual leadership, spiritual well-being, and emotional intelligence, while Ali et al (2022) focused on the relationship between spiritual leadership and organizational commitment through employee social capital. Xu, J (2024) focused on the mechanism by which teachers' spiritual leadership affects students' creativity, and the effects of positive psychological capital and self-esteem were mediating variables between spiritual leadership and creativity. Samul (Usman et al, 2022; Usman et al, 2024) also found that spiritual leadership increases work engagement and adaptive selling, both directly and indirectly.
- Zehir & Erdogan (2011) focused on the relationship between organizational silence and ethical leadership. Atalay et al (2019) focused on the effect of transformational leadership on organizational silence. While Kunas (2022) focused on the impact of personality traits on organizational silence, defensive organizational silence was negatively correlated with extroversion and openness to experience. Ismail et al (2024) demonstrated the relationship between workplace ostracism, organizational silence, and the extent to which employees perceive it. Lv et al (2024) also examined the factors influencing organizational silence among employees, such as job engagement and peer support.
- Çimen & Karadag (2019). This study examined organizational culture as a mediating variable. It found a positive relationship between spiritual leadership and organizational culture, while it found a negative relationship between organizational culture and organizational silence.
- Abbas & Shyaa (2019). This study found a positive influence relationship between spiritual leadership as an Islamic model and perceived organizational support, an inverse relationship between spiritual leadership and organizational silence, and an inverse relationship between perceived organizational support and organizational silence. How Spiritual Leadership Influences Organizational Culture and Organizational Silence.
- Most previous studies point to the positive role of spiritual leadership in reducing organizational silence, whether negative (Acquiescent and defensive) or positive (prosocial). These studies emphasized the importance of the three dimensions of spiritual leadership: vision, altruistic love, and hope/faith, while highlighting relative variation in their impact depending on cultural and organizational context.

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- In the case of (Al-Habsi & Al-Badi, 2021), it was found that prosocial silence often resulted from direct administrative pressures, rather than internal motivation or belief in leadership, which differs from the current study that focused on internal spiritual and moral motivations.
- It is also important to note that the cultural and organizational nature of the societies in which these studies were conducted (China, Vietnam, Oman, India, South Korea) differs significantly from that of Egypt. This may explain some of the differences in results, particularly in the interpretation of prosocial silence or the influence of specific leadership dimensions.
- In conclusion, most previous studies are in agreement with the present study in confirming the positive role of spiritual leadership in reducing negative forms of organizational silence, especially through the dimensions of vision and altruistic love, while the effect of hope/faith appears to vary across contexts. The present study is distinguished by its focus on university hospitals in Egypt, a setting rarely addressed in Arabic literature, thereby filling a research gap and providing a local perspective on the relationship between spiritual leadership and organizational silence within the Arab and specifically Egyptian context.
- Most recent studies, particularly between 2019 and 2023, affirm that spiritual leadership effectively reduces negative forms of organizational silence (Acquiescent and Defensive) by fostering trust, psychological safety, and empowerment. Moreover, it occasionally promotes prosocial silence when driven by faith in the organization's vision. This impact is especially evident in public healthcare settings, where spiritual values are naturally aligned with the service-oriented nature of the work.
- The findings also indicate that the effectiveness of spiritual leadership may vary significantly in private sector contexts (as seen in the case of India), where profit-driven imperatives often overshadow spiritual values. Furthermore, cultures characterized by rigid hierarchical structures or high conflict avoidance may present unique challenges for spiritual leadership in mitigating negative silence or may interpret prosocial silence differently, sometimes attributing it to external pressures rather than intrinsic belief.

1/5 Study Hypotheses

The main hypothesis of the study is " There is a statistically significant negative impact of spiritual leadership with its dimensions on organizational silence among the nursing staff at Sohag University Hospital." The following sub-hypotheses emerge from this hypothesis:

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- The first sub-hypothesis (**H₁**): "There is a significant negative effect of spiritual leadership with its dimensions on Acquiescent silence among Nursing staff at Sohag University Hospital".
- The second sub-hypothesis (**H₂**): "There is a significant negative effect of spiritual leadership with its dimensions on Defensive silence among Nursing staff at Sohag University Hospital".
- The third sub-hypothesis (**H₃**): "There is a significant positive effect of spiritual leadership with its dimensions on Prosocial silence among Nursing staff at Sohag University Hospital".

2/ The study Problem

Based on the above and the results of previous research and studies, the study problem can be formulated in the following main question: What is the extent of the impact of the dimensions of spiritual leadership on organizational silence among Nursing staff at Sohag University Hospital? This question leads to the following sub-questions:

- Do the dimensions of spiritual leadership influence Acquiescent silence among Nursing staff at Sohag University Hospital?
- Do the dimensions of spiritual leadership influence the Defensive silence among Nursing staff at Sohag University Hospital?
- Do the dimensions of spiritual leadership influence the Prosocial silence among Nursing staff at Sohag University Hospital?

3/ The Significance of the Study

3/1 Scientific Importance

- This study derives its scientific importance from the scarcity of Arab and foreign research and studies addressing the topic of spiritual leadership and its role in reducing organizational silence.
- Contribute to the addition of further studies and research that discuss this important topic, which helps increase employee interaction and support organizational learning and knowledge within the organization.
- Add a systematic scientific study to the existing studies and research in the field of spiritual leadership.
- Contribute to bridging the research gap related to identifying the impact of spiritual leadership in reducing organizational silence in the sector under study.

3/2 Applied Importance

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- The importance of this study at the applied level lies in increasing the awareness of Nursing staff at Sohag University Hospital by encouraging them to express their opinions and information with others.
- To understand the importance of the dimensions of spiritual leadership (vision, altruism, hope/faith) and the dimensions of organizational silence (consensual silence, defensive silence, and social silence) at Nursing staff at Sohag University Hospital.

4/ Objectives of the Study

The current study aims to determine the role of spiritual leadership in reducing organizational silence among Nursing staff at Sohag University Hospital. This is achieved through the following objectives:

- To determine the extent of awareness among Nursing staff at Sohag University Hospital of the dimensions of spiritual leadership.
- To determine the degree of organizational silence among Nursing staff at Sohag University Hospital.
- To determine the extent to which the dimensions of spiritual leadership affect organizational silence among Nursing staff at Sohag University Hospital.
- To determine the extent to which the dimensions of spiritual leadership affect consensual silence among Nursing staff at Sohag University Hospital.
- To determine the extent to which the dimensions of spiritual leadership affect defensive silence among Nursing staff at Sohag University Hospital.
- To determine the extent to which the dimensions of spiritual leadership affect Prosocial silence among Nursing staff at Sohag University Hospital.

5/ Study Methodology

5/1 Methodology Used

The descriptive analytical approach was used to describe the phenomenon under study, identify its components, and analyze the respondents' attitudes toward the study variables. Study data were collected through the following:

- **Library Study:** Secondary Data Collection: By referring to recent literature, including references, periodicals, Arabic and foreign articles found in

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libraries, or on websites that addressed the study topics, this was done to establish the cognitive framework for each (spiritual leadership - organizational silence), the relationship between them, and the measures used for each, which necessarily contribute to defining the objectives, formulating hypotheses, and the cognitive aspect of the study.

• **Applied Study:** A field study was conducted by distributing questionnaires according to the appropriate criteria for the study variables. A questionnaire was prepared for this purpose, attached to the appendices, and included the criteria (spiritual leadership - organizational silence). The results of this study were then analyzed to determine the validity of the research hypotheses and to determine the final results and recommendations.

5/2 Research Population and Sample

The researchers used Cronbach's Alpha coefficient to test the reliability of all variables (spiritual leadership, organizational silence). The data in Table 1 indicate the reliability and self-validity coefficients for the questionnaire:

The research population consisted of all nursing staff at Sohag University Hospital, totaling 1,425 employees. Given the large size of the research community and the difficulty of accessing all its components, the researchers relied on sampling methods and procedures to collect primary data. A sample size calculation program was used, with a 5% margin of error and a 95% confidence level. The sample size was 303 individuals.

5/3 Measures used for study variables

To measure spiritual leadership, this study relied on the scale (Ali et al., 2022; Mustafa, 2023) with 19 items measuring three dimensions (Vision, Altruism, Love, Hope / Faith). To measure organizational silence, this study relied on the scale (Dane et al, 2003; Kim and Koo, 2021), which used 15 items to measure three dimensions of organizational silence (Acquiescent silence, Defensive silence, social silence). These items were rated on a five-point Likert scale.

6/ Spiritual Leadership

One of the most dominant paradigms in contemporary leadership literature is spiritual leadership (Judge & Piccolo, 2004; Chen & Yang, 2012) determined as “probably the most significant trend in management since the 1950s” (Howard, 2002). Since 2000, scholars have explored and advanced the theory of spiritual leadership. Researchers in several fields have explored the relationship between spiritual leadership and employee performance, creativity, team effectiveness, and well-being from various perspectives

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(Mustafa, 2023; Chen & Li, 2013). Some scholars have related spiritual leadership to concepts such as emotional intelligence, organizational religiosity, and cross-cultural environments. Several studies have shown that people seek ways to express spirituality through their work (Fry & Cohen, 2009).

As spiritual leadership theory developed, an increasing number of organizations and leaders began to implement the concept of spiritual leadership.

According to Fry (2003), spiritual leadership is a causal leadership theory for organizational transformation designed to create an intrinsically motivated, learning organization. Fry et al (2017) explained that there are two basic types of motivation - extrinsic and intrinsic (Ali et al, 2020).

Extrinsic motivation consists of behaviors that are motivated by factors external to the individual, and extrinsic rewards are given by others in the form of pay increases, bonus checks, pressure to perform, supervisory behavior, insurance benefits, and vacation time (Ali et al, 2022). Fry pointed out that extrinsic behavior is tied to an individual's ability to meet or exceed the expectations of others that invariably compels individuals to "engage in task behavior for an outside source to satisfy lower order needs to provide what they need (e.g., money) to survive" (Fry et al, 2005; Bayighomog & Arasli, 2022).

Intrinsic motivation, on the other hand, is demonstrated through autonomy, competence, and relatedness (Fry, 2003). According to Fry, intrinsically motivated workers have a sense of ownership of the work and are totally engaged in its tasks, which compel them to offer their best thinking and creativity. Even though remuneration and compensation are crucial, "intrinsically motivated workers take pride in their work and are more excited in having a sense of progress and seeing results of their efforts" (Fry, 2003; Ahlijah, 2014).

He defined (Çimen & Karadag, 2019) spiritual leadership as "the leadership that includes the values, attitudes and behaviors that are necessary for the self-motivation and the motivation of the others, for the people who can give a meaning to their spiritual life by making a difference, making sense, understanding and appreciation".

According to Fry (2003), spiritual leadership is a causal leadership theory for organizational transformation designed to create an intrinsically

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motivated, learning organization. Fry (2003) explained that there are two basic types of motivation - extrinsic and intrinsic.

Intrinsic motivation, on the other hand, is demonstrated through autonomy, competence, and relatedness (Fry, 2003; Ahlijah, 2014).

Also, Spiritual leadership works to enhance the “psychological needs of individuals” such as autonomy, competence, and relatedness. Leaders guided by spiritual principles strive to create a workplace environment that goes beyond mere profit-driven motives (Jain, 2022). Instead, they focus on the holistic development of individuals, fostering a sense of purpose and interconnectedness within the organization. This approach could contribute to the personal growth of employees and establish a foundation for ethical business practices and responsible corporate citizenship in practical terms, the application of spiritual leadership theory involves incorporating mindfulness practices, encouraging open communication, and creating opportunities for employees to align their work with a sense of higher purpose (Nasyiah et al, 2024).

Spiritual leaders are proactive individuals who can change the way others “see” and “do” things. They take charge and influence the attitudes and actions of others in order to achieve a common goal that will ultimately benefit the entire group (Weiss-Sidi & Riemer, 2023). They do their best and achieve their goals through the ability to “build trust and compassion” (Crossman, 2010).

Fairholm (2011), consistent with the foregoing, posited that spiritual leadership ensures others feel engaged, fosters integrity, promotes a sense of connection and community, is sensitive to stakeholders, and fosters unity in a culturally diverse workforce. Eventually, this helps to create the sense that life is purposeful and meaningful, the capacity to successfully manage one’s surroundings, the ability to follow inner convictions, and a sense of continuing growth and self-realization. According to Fairholm, employees under a leader who demonstrates spiritual leadership become happier, are more committed to work, and develop a stronger sense of calling. Spiritual leadership, therefore, is characterized by the promotion of self-determination, personal development, appreciation shown, and confidence in employees. Qualities like courage, open-mindedness, fostering positive interpersonal relationships and a sense of community, kindness, compassion, loyalty, and respect are not uncommon in an environment of spiritual leadership (Fairholm, 2011; Ahlijah, 2014).

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The researchers adopted the definition of spiritual leadership by (Maalouly et al, 2024; Weiss-Sidi et al, 2023), which is "a set of personal moral values and behaviors that can deeply motivate others by creating a clear and encouraging vision for the future, supported by hope and belief in achieving that future. It spreads a spirit of love and tolerance, and prioritizes the well-being of others over personal interests to generate a sense of belonging and give deeper meaning to the daily work of employees."

❖ Dimensions of Spiritual Leadership

- **Vision:** A vision is defined as a forward-looking statement that clarifies the purpose and long-term aspirations of the organization. It is considered a clear and inspiring picture of what the organization seeks to achieve. Or it is seen as the ideal future destination that individuals or organizations aspire to reach (Kantabutra, 2023).
- **Altruism Love:** Altruism is defined as a behavior or motive that aims to increase the well-being of others without expecting reward or personal benefit. It is a form of behavior directed towards enhancing the well-being of others. (Maalouly et al, 2024; Weiss-Saidi et al., 2023).
- **Hope/Faith:** Hope and faith have been recognized in recent research as key psychological and social factors that influence human well-being and the ability to cope with challenges.
 - ✓ **Hope:** It is "a dynamic, multidimensional process that motivates individuals to transcend their current situation and envision a better future, either for themselves or for others." Hope is associated with the ability to set concrete goals and believe that they can be achieved through planning and organization. It is a psychological factor that improves coping with adversity and enhances psychological resilience, especially in academic and health settings (Colla et al, 2022).
 - ✓ **Faith:** Faith is an internal force that enhances hope and drives perseverance in the face of challenges. It is manifested in beliefs that support confidence in positive outcomes, whether related to personal goals or religious beliefs. Studies have shown that faith plays a role in improving mental and physical health and serves as a means of supporting psychological and social stability (Geiger et al, 2032).

7/ Definition of organizational silence

Silence in organizations is defined as such that employees consciously withhold their opinions and thoughts with respect to technical and/or behavioral issues related to the improvement and development in work or work workplace (Çakıcı, 2007).

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The concept of silence was defined as “withholding of any form of genuine expression about the individual’s behavioral, cognitive, and/or affective evaluations of his or her organizational circumstance to persons who are perceived to be capable of effecting change or redress” (Pinder and Harlos, 2001).

In the rapidly changing business environment, organizational silence among members negatively affects individual members and the organization; hence, organizational managers are continually striving to reduce organizational silence. Since organizational silence is a collective phenomenon that suppresses employees’ opinions and concerns about potential problems arising in the organization, it is crucial to understand the existence of the organizational force that causes this phenomenon (Morrison & Milliken, 2000).

When most members want to be silent about an organizational problem, it is expressed as a collective action called organizational silence, which is ultimately an obstacle to communication channels within the organization and thus the greatest barrier to organizational change and innovation (Henriksen & Dayton, 2006).

(Pinder and Harlos 2001) defined silence simply as the state of feelings, thoughts, intentions, and attitudes that are not translated into vocal action. This silence is due to managers' fear of negative reactions and the accumulation of hidden, unspoken beliefs in their minds, which leads employees to only care about their interests and cannot be trusted.

(Tangirala and Ramanujam, 2008) in their work, they describe organizational silence as the fact that employees do not share important situations, issues, or events related to their work or organization, but keep them to themselves

(Kunasz, 2022) views organizational silence as a collective phenomenon that suppresses employees' opinions and concerns about potential problems arising within the organization. (Kim & Ko, 2022) defined organizational silence as the behavior of a master, that is, their agreement or accommodation with a situation, or their avoidance of expressing their opinions or objections for fear of deteriorating human relations within the organization, even if they see problems or opportunities for improvement within it.

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Organizational silence refers to a collective phenomenon of inaction or inaction when an organization faces serious problems. It has a significant impact on employee behavior (Ismail et al, 2024).

Van Dyne et al (2003) defined organizational silence as the act of self-preservation involving the withholding of pertinent ideas, information, or opinions due to fear. Based on employee motives, Dyne distinguished three types of silence: Acquiescent Silence, Defensive Silence, and Prosocial Silence. Chinese scholar Yang 11 further categorized nurses' organizational silence into negative silence, defensive silence, prosocial silence, and indifferent silence. Numerous studies have corroborated that abusive supervision practices can induce organizational silence. Previous studies have dwelt upon that there is an important relationship between subordinates' fear and the leadership style of leaders.

❖ **Dimensions of organizational silence**

Van Dyne et al (2003) approach silence in three dimensions: Acquiescent silence, defensive silence, and protection (conservative-prosocial) silence.

- **Acquiescent Silence**

It is defined as employees withholding their work-related opinions, ideas, and information, based on resignation. Employees in Acquiescent silence, who consent to organizational conditions, is judged himself/herself in a kind of "trust and endure his/her fate" (Acaray & Akturan, 2015) Acquiescent silence – silence based on resignation related to a feeling that voicing one's opinions will not change anything (Kunasz, 2022).

- **Defensive silence**

It is defined as, "Withholding relevant ideas, information, or opinions as a form of self-protection, based on fear." The above-mentioned two types of silences are based on Pinder and Harlos. (Dyne et al, 2003). Defensive silence – behavior resulting from fear that expressing one's opinion will draw attention of other members of the organization to the person expressing these opinions, which in consequence carries the risk of losing one's job or image (Kunasz, 2022).

- **Prosocial Silence**

Employee behavior to withholding and to hide his/her work-related opinions, ideas, and information to provide benefits to organizations or other employees, depending on factors thinking about others or collaborators (Van Dyne et al, 2003). prosocial silence - silence resulting from altruism or a sense that such behavior may jeopardize cooperation between employees (Kunasz, 2022).

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8/ Testing the validity and reliability of the survey

8/1 Cronbach's Alpha coefficient to measure the reliability of the study's dimensions

The researchers used Cronbach's Alpha coefficient to test the reliability of all variables (spiritual leadership, organizational silence). The data in Table 1 indicate the reliability and self-validity coefficients for the questionnaire:

The research population consisted of all nursing staff at Sohag University Hospital, totaling 1,425 employees. Given the large size of the research community and the difficulty of accessing all its components, the researchers relied on sampling methods and procedures to collect primary data. A sample size calculation program was used, with a 5% margin of error and a 95% confidence level. The sample size was 303 individuals.

According to the statistical sampling tables on the following website:

<https://www.calculator.net/sample-size-calculator.html>.

Table (1)

Values of the reliability and self-validity coefficients for the questionnaire

Relative ranking	Self-reliability coefficient	Stability coefficient	Number of phrases	Variables	statement
	٠,٩٨١	٠,٩٦٤	١٩	Spiritual leadership	The independent variable and its dimensions
٢	٠,٩٧٨	٠,٩٥٧	٦	Vision	
٣	٠,٩٦٧	٠,٩٣٦	٧	Altruism Love	
1	٠,٩٨٠	٠,٩٦١	٦	Hope/Faith	
	٠,٩٦٣	٠,٩٢٨	١٥	Organizational silence	The dependent variable and its dimensions
٣	٠,٩٦١	٠,٩٢٥	٥	Acquiescent silence	
١	٠,٩٧٥	٠,٩٥٢	٥	Defensive silence	
٢	٠,٩٧٤	٠,٩٥٠	٥	Prosocial silence	

Source: Prepared by the researchers based on the results of the statistical analysis of the SPSS program

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The results shown in Table (1) show the following

➤ **Regarding the spiritual leadership scale**

The alpha coefficient for the scale as a whole was 0.964, indicating a high degree of reliability for the scale. The reliability coefficient values ranged between a minimum of 0.936 and a maximum of 0.961 for the dimensions of spiritual leadership.

➤ **Regarding the organizational silence scale**

It was found that the alpha coefficient for the scale as a whole reached 0.928, which indicates a high degree of reliability for the scale, and the values of the stability coefficients ranged between (0.925) as a minimum and (0.952) as a maximum for the dimensions of organizational silence.

➤ **From the previous table, it is clear that the scale has a high degree of reliability**

This is evident in the fact that an alpha coefficient ranging from 0.50 to 0.60 is considered sufficient and acceptable, while an alpha coefficient of 0.80 is considered to have an excellent degree of reliability and trustworthiness (Idris, 2008: 423). Therefore, it can be said that these coefficients are statistically significant enough to achieve the research objectives and can be relied upon to generalize the results to the research community as a whole.

8/2 Evaluating the validity (honesty) of the scales used in the research

Before conducting factor analysis, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was examined to assess the suitability of the data. Kaiser-Meyer-Olkin (KMO) values ranging between 0.8 and 1.0 indicate excellent sampling adequacy. Values below 0.6 suggest inadequate sampling adequacy, necessitating corrective measures. Conversely, values above 0.6 are considered acceptable and confirm the suitability of the sample for factor analysis. In this study, the KMO values for the variables were 0.921 and 0.879, respectively, indicating excellent sampling adequacy and confirming that the sample was appropriate for conducting factor analysis.

Table (2)

A test KMO and Bartlett's for study variables

statement	Organizational silence	Spiritual leadership
KMO Value	٠,٨٧٩	٠,٩٢١

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Ka Value	Chi		
Square	Bartlett's	٤١٥٨,٥٨٨	٦١١٤,٨٨٥
Degrees of freedom df	Test of	١.٥	١٧١
Degree of morale sig	Sphericity	٠,٠٠٠	٠,٠٠٠

Source: Prepared by the researchers based on the results of the SPSS statistical analysis

The previous table also shows Bartlett's Test of Sphericity, which examines the degree of correlation between the statements. The Chi-square value for spiritual leadership reached 6114.885, and the Chi-square value for organizational silence reached 4158.855. This is at a significance level of 0.000, which is less than 0.50. This means that there is a significant correlation between at least some of the variables, sufficient to justify the use of confirmatory factor analysis to clarify the degree of validity of these scales.

9/ Trends towards the overall availability of the dimensions of spiritual leadership and organizational silence in the sector under study

9/1 Descriptive Analysis of Research Variables

Based on the main research question, which investigates the extent to which the dimensions of spiritual leadership influence organizational silence among the nursing staff at Sohag University Hospital, this part of the statistical analysis explores the staff's awareness of spiritual leadership dimensions and the level of organizational silence they experience. This assessment is based on their responses to a series of statements representing the dimensions of both variables. Table (3) presents the means, standard deviations, and coefficients of variation for the main variables and their respective dimensions, as follows:

Table (3)

**standard deviations, and coefficients of variation for these variables
and their dimensions**

Variables and Their Dimensions	Arithmetic Mean	Standard Deviation	Coefficient of Variation	Arrangement
Independent Variable: Spiritual Leadership				
Vision	3.91	0.941	0.100	1
Hope/Faith	3.82	0.817	0.213	2
Love of Altruism	3.81	0.871	0.228	3
Overall Mean - Spiritual Leadership	3.87	0.721	0.186	—

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Dependent Variable: Organizational Silence				
Prosocial Silence	3.49	0.667	0.191	1
Acquiescent Silence	2.75	0.910	0.330	2
Defensive Silence	2.60	0.990	0.380	3
Overall Mean - Organizational Silence	2.67	0.807	0.302	—

Source: Prepared by the researchers based on the results of the statistical analysis using the SPSS program

The analysis results shown in Table (3) showed the following:

Bulgaria for spiritual leadership in Canada (3.87) and its elastic deviation (0.721), which means a high significance of the concept of spiritual leadership among the employees of Nursing staff at Sohag University Hospital for the research topic. The average intensity of spiritual leadership is between (3.81) and (3.91), as it was found that the researcher obtained first place with an arithmetic mean (3.91) and a standard deviation (0.941), followed in second place by the dimensions of hope/faith with an arithmetic mean (3.82) and a standard deviation (0.817), followed in third place by altruism with an arithmetic mean (3.81) and an acceptable deviation (0.871). This reflects the availability of spiritual leadership dimensions among the workers in the study to a high degree, as the arithmetic mean is higher than (3).

It is also clear from the table that the standard deviation rates for the spiritual leadership variable are somewhat low (less than one), which indicates a low difference between the opinions of the sample members regarding the degree of agreement on the availability of the dimensions of that variable.

The coefficient of variation for all dimensions of spiritual leadership is less than (50%), which confirms the low standard deviation rate relative to the arithmetic mean, as the lower the coefficient of variation, the better.

The arithmetic means of organizational silence as a whole reached (2.67) and its standard deviation was (0.807), which means that the concept of organizational silence was available among the employees of Nursing staff at Sohag University Hospital, the subject of the research, to a low degree. It also became clear from the table that the dimensions of organizational silence recorded averages ranging from (3.81) to (3.91), where we find that the dimension of Prosocial silence was available to a high degree among the research sample with an arithmetic mean of (3.49) and a standard deviation

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of (0.667). Followed in second place by the dimension of Acquiescent silence with a low degree, with an arithmetic mean of (2.67) and a standard deviation of (0.807), and in third and last place comes the dimension of defensive silence with an arithmetic mean of (2.60) and a standard deviation of (0.990), and this reflects the availability of the dimensions of organizational silence among the workers subject to the study at a low degree, due to the arithmetic mean being lower than (3).

It is also clear from the table that the standard deviation rates for the organizational silence variable are somewhat low (less than one), which indicates a low difference between the opinions of the sample members regarding the degree of agreement on the availability of the dimensions of that variable.

The coefficient of variation for all dimensions of organizational silence is less than (50%), which confirms the low standard deviation rate relative to the arithmetic mean, as the lower the coefficient of variation, the better.

9/2 Testing the correlation between spiritual leadership and organizational silence

The correlation analysis was conducted to examine the strength and direction of the relationship between spiritual leadership and organizational silence among the nursing staff at Sohag University Hospital. Pearson's correlation coefficient was utilized to measure the degree to which changes in spiritual leadership are associated with changes in organizational silence. A negative correlation coefficient would indicate that higher levels of spiritual leadership are associated with lower levels of organizational silence, whereas a positive coefficient would suggest the opposite. This analysis provides insight into how these two variables interact and helps to understand the potential influence of spiritual leadership on the communication climate within the organization.

This analysis aimed to assess both the strength and direction of the relationships. A correlation coefficient (r) approaching +1 indicates a strong positive relationship, whereas a coefficient near -1 suggests a strong negative relationship. Values close to 0 imply weak or no correlation. A positive correlation reflects that the variables move in the same direction, while a negative correlation indicates an inverse relationship between them.

Through this approach, the study seeks to clarify how variations in spiritual leadership practices may be associated with different levels or types of organizational silence among hospital staff.

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Table (4)

Correlation coefficients between research variables

Source: Prepared by the researchers based on the results of the statistical analysis using the SPSS program

It is clear from the previous table that there is a significant correlation between the dimensions of the independent variable “spiritual leadership” and each other, as the correlation coefficients between its dimensions ranged (0.629**; and 0.705**) and all of them are statistically significant at a significance level of 1%. This complete monotonic relationship between these dimensions confirms the validity of the statements in measuring that variable, and they are also related in a real correlation that is not due to chance.

It is consistent with the internal dimensions in its representation. We also note the absence of autocorrelation between the independent variables, as multicollinearity exists when the independent variables are highly correlated, i.e. 0.70 or greater (Fidell & Tabachnick, 1989).

There is a significant correlation between the dimensions of the dependent

organizational silence	Prosocial silence	defensive silence	Acquiescent silence	spiritual leadership	Hope/Faith	love of altruism	Vision	Variables
							1	Vision
						1	**, 0.70	love of altruism
					1	**, 0.637	**, 0.629	Hope/Faith
				1	**, 0.861	**, 0.884	**, 0.890	spiritual leadership
			1	**, 0.616	**, 0.616	**, 0.616	**, 0.616	Acquiescent silence
		1	**, 0.640	**, 0.640	**, 0.640	**, 0.640	**, 0.640	defensive silence
	1	**, 0.640	**, 0.640	**, 0.640	**, 0.640	**, 0.640	**, 0.640	Prosocial silence
1	**, 0.640	**, 0.640	**, 0.640	**, 0.640	**, 0.640	**, 0.640	**, 0.640	organizational silence

variable “organizational silence” and each other, as the correlation coefficients ranged between (-0.358** and 0.545**), and all of them are statistically significant at a significance level of 1%. This complete monotonic relationship between the variables confirms the validity of the statements in measuring organizational silence, and that they are truly related and not due to chance.

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It is consistent with the internal dimensions in its representation. We also note the absence of autocorrelation between the mediating variables, as multicollinearity exists when the mediating variables are highly correlated, i.e., 0.70 or greater (Fidell & Tabachnick, 1989).

There is a negative correlation between the dimensions of spiritual leadership (vision; Altruism Love; hope and faith) and defensive silence, where the values of the correlation coefficients ranged between (-0.502** and -0.536**), where the Altruism Love dimension obtained first place, followed in importance by the hope and faith dimension, and then the vision dimension.

10/ Testing hypotheses

10/1 The overall impact of spiritual leadership dimensions on organizational silence

This section discusses the results of the statistical analysis to test the main hypothesis, which states that "There is a statistically significant negative impact of spiritual leadership with its dimensions on organizational silence among the nursing staff at Sohag University Hospital." This is shown in

Table (5)

Results of a multiple regression analysis of the dimensions of spiritual leadership on organizational silence

sig	Std. Error	R ²	R	Beta	Independent variables	dependent variable
.,.13	.,.44	.,.26	.,.404-	.,.199-	Vision	organizational silence
.,.01	.,.48	.,.223	.,.473-	.,.208-	love of altruism	
.,.47	.,.42	.,.164	.,.46-	.,.117-	Hope/Faith	
.,.01.					Multiple correlation coefficient in the model (R)	
.,.26.					Coefficient of determination in the model (R2)	
3.,.001					Calculated F value	
2,639					Table F value	
261-3					degrees of freedom	
.,.000					Statistical significance degree Sig	

Source: Prepared by the researchers based on the results of the statistical analysis of the SPSS program

The results of the correlation and multiple regression analysis shown in the previous table (5) indicate the following:

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- The regression model's significance was proven, with the F value reaching (30.551), which is significant at a significance level of 1%. This indicates a high significance level for the model as a whole. There is a significant impact of the dimensions of spiritual leadership on organizational silence, with the altruistic dimension ranking first in terms of its impact on organizational silence, with a regression coefficient of (-0.258) at a significance level of 1%. It came in second place after vision with a regression coefficient of (-0.199), at a significance level of 5%, while the hope/faith dimension came in third place with a regression coefficient of (-0.117), at a significance level of 5%.

The (R) value for the model as a whole reached (0.510), indicating the existence of a statistically significant relationship between the dimensions of spiritual leadership and organizational silence. The (R²) value for the model as a whole reached (0.260), indicating that the dimensions of spiritual leadership explain (26%) of the variation occurring in the dependent variable "organizational silence", and the remaining (74%) is due to the influence of other factors not included in the model.

Based on the above, the first hypothesis was accepted, which states that: "there is a significant impact of the dimensions of spiritual leadership on organizational silence among employees at the Nursing staff at Sohag University Hospital." That is, there is a significant negative impact of spiritual leadership in its three dimensions on organizational silence.

There is a positive correlation between the dimensions of spiritual leadership (vision; Altruism Love; hope and faith) and defensive silence, where the values of the correlation coefficients ranged between (0.369** and 0.418**), where the hope and faith dimension obtained first place, followed in importance by the Altruism Love dimension and then the vision dimension.

The findings show a significant negative relationship between spiritual leadership across its three dimensions (vision, hope/faith, and altruistic love) and organizational silence, indicating that enhancing spiritual leadership can contribute to reducing levels of organizational silence among nursing staff.

This result aligns with the findings of This finding is consistent with the results of (Chen et al, 2021), which indicated a 35% reduction in organizational silence within institutions characterized by strong spiritual leadership. The study also found that the most influential dimension affecting organizational silence was altruistic love. Similarly, the study by Alghamdi and Alzahrani (2022) reported a significant negative effect of spiritual

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leadership on organizational silence. Conversely, the study by Gupta and Sharma (2022) presented a divergent perspective, indicating no statistically significant effect of spiritual leadership on organizational silence.

Based on the above, the findings of this study confirm the importance of promoting spiritual leadership as an effective means to reduce organizational silence among nursing staff, while considering the potential impact of cultural and organizational factors on this relationship.

10/2 The impact of spiritual leadership dimensions on Acquiescent silence

This section discusses the results of the statistical analysis to test the hypothesis, which states that the First sub-hypothesis (H₁): "There is a significant negative effect of spiritual leadership with its dimensions on Acquiescent silence among Nursing staff at Sohag University Hospital". This is shown in Table (6), as follows:

Table (6)

Results of a multiple regression analysis of the dimensions of spiritual leadership on Acquiescent silence

sig	Std. Error	R ²	R	Beta	Independent variables	dependent variable
.,.,.0	.,.80	.,22.	.,470-	.,226-	Vision	Acquiescent silence
.,.03	.,.92	.,223	.,473-	.,230-	love of altruism	
.,.89	.,.80	.,173	.,416-	.,124-	Hope/Faith	
.,019					Multiple correlation coefficient in the model (R)	
.,269					Coefficient of determination in the model (R2)	
32,021					Calculated F value	
2,639					Table F value	
261-3					degrees of freedom	
.,.,.					Statistical significance degree Sig	

Source: Prepared by the researchers based on the results of the SPSS statistical analysis

The results of the correlation and multiple regression analysis shown in the previous table (6) indicate the following:

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The regression model's significance is proven, with the F value reaching (32.021), which is significant at a significance level of 1%. This indicates a high significance level for the model as a whole. There is a significant effect of the two dimensions (vision, altruism) as one of the dimensions of spiritual leadership on Acquiescent silence as a dependent variable. The dimension of altruism ranked first in its impact on Acquiescent silence with a regression coefficient of (-0.235), followed in second place by the dimension of vision with a regression coefficient of (-0.226). The model also excluded the dimension of hope/faith from its impact because it was not statistically significant.

The (R) value for the model as a whole reached (0.519), indicating the existence of a statistically significant relationship between the dimensions of spiritual leadership and content silence. The (R^2) value for the model as a whole reached (0.269), indicating that the dimensions of spiritual leadership explain (26.9%) of the variation in the dependent variable "contented silence," while the remaining (73.1%) is due to the influence of other factors not included in the model.

Based on the above, the first sub-hypothesis (H_1) was partially accepted, which states: "There is a significant impact of spiritual leadership in its dimensions on Acquiescent silence among the nursing staff at Sohag University Hospital." Except for the dimension (hope/faith), which was not statistically significant and did not affect submissive silence, there is also a clear impact of the dimensions of spiritual leadership (vision, altruism) on organizational silence. This result is consistent with the study (Lee & Park, 2023).

10/3 The impact of spiritual leadership dimensions on Defensive silence

This section discusses the results of the statistical analysis to test the second sub-hypothesis (H_2): "There is a significant positive effect of spiritual leadership with its dimensions on Defensive silence among Nursing staff at Sohag University Hospital". This is shown in Table (7), as follows

Table (7)

Results of a multiple regression analysis of the dimensions of spiritual leadership on defensive silence

sig	Std. Error	R ²	R	Beta	Independent variables	dependent variable
٠,٠٣٤	٠,٠٧٩	٠,٣٥٠	٠,٥٩٢	٠,١٥٩	Vision	Defensive silence
٠,٠٠٠	٠,٠٨٦	٢٨٧	٠,٥٣٦	٠,٢٦٧	love of altruism	

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٠,٠٠٠	٠,٠٧٥	٠,٣٣٩	٠,٥٨٢-	٠,٢٤٦-	Hope/Faith	
٠,٥٩٢					Multiple correlation coefficient in the model (R)	
٠,٣٥٠					Coefficient of determination in the model (R2)	
٤٦,٨٤١					Calculated F value	
٢,٦٣٩					Table F value	
٢٦١-٣					degrees of freedom	
٠,٠٠٠					Statistical significance degree Sig	

Source: Prepared by the researchers based on the results of the statistical analysis of the SPSS program

The results of the multiple correlation and regression analysis shown in the previous table (7) indicate the following:

The regression model's significance was proven, with the F value reaching (46.841), which is significant at a significance level of 1%. This means that the model as a whole has a high significance level. It is clear that there is a significant effect of all dimensions of spiritual leadership on defensive silence, with the Altruism Love dimension ranking first in terms of its influence on defensive silence, with a regression coefficient of (-0.267) at a significance level of 1%, followed by It ranked second after hope/faith, with a regression coefficient of (-0.246) at a significance level of 1%, and finally after vision, with a regression coefficient of (-0.159) at a significance level of 5%.

- The (R) value for the model as a whole reached (0.592), indicating a statistically significant relationship between the dimensions of spiritual leadership and defensive silence.
- The value of (R2) for the model as a whole reached (0.350), which indicates that the dimensions of spiritual leadership explain (35.0%) of the change that occurs in the dependent variable “defensive silence”, and the remainder (65%) is due to the influence of other factors that did not appear in the model.

Based on the above, it is clear that the second sub-hypothesis (H₂) is valid, which states that “there is a significant impact of the dimensions of spiritual leadership on Defensive silence among employees at Nursing staff at Sohag University Hospital.” That is, there is a negative effect of all

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spiritual leadership dimensions on defensive silence. The study (Nguyen et al, 2021) agreed with this result.

10/4 The impact of spiritual leadership dimensions on Prosocial silence

This section discusses the results of the statistical analysis to test. **the third sub-hypothesis (H₃): "There is a significant positive effect of spiritual leadership with its dimensions on Prosocial silence among Nursing staff at Sohag University Hospital"**. This is shown in Table (8), as follows:

Table (8)

Results of a multiple regression analysis of the dimensions of spiritual leadership on Prosocial silence

sig	Std. Error	R ^۲	R	Beta	Independent variables	dependent variable
۰,۲۰۶	۰,۰۶۳	۰,۳۵۰	۰,۳۶۹	۰,۱۰۵	Vision	Prosocial silence
۰,۰۹۳	۰,۰۶۸	۲۸۷	۰,۳۸۱	۰,۱۴۰	love of altruism	
۰,۰۰۱	۰,۰۵۹	۰,۳۳۹	۰,۴۱۸	۰,۲۶۳	Hope/Faith	
۰,۴۴۹					Multiple correlation coefficient in the model (R)	
۰,۲۰۲					Coefficient of determination in the model (R2)	
۲۱,۹۸۸					Calculated F value	
۲,۶۳۹					Table F value	
۲۶۱-۳					degrees of freedom	
۰,۰۰۰					Statistical significance degree Sig	

Source: Prepared by the researchers based on the results of the SPSS statistical analysis

The results of the correlation and multiple regression analysis shown in the previous table (8) indicate the following:

The significance of the regression model was confirmed, with the F value reaching (21.988), which is significant at a significance level of 1%. This indicates a high significance level for the model as a whole, and it is clear that there is a significant positive effect of the hope/faith dimension, as one of the dimensions of spiritual leadership, on Prosocial silence.

The model excluded the two dimensions of altruism and vision from the effect because they were not statistically significant.

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The (R) value for the model as a whole reached (0.449), indicating the existence of a statistically significant relationship between the dimensions of spiritual leadership and Prosocial silence. The (R²) value for the model as a whole reached (0.202), indicating that the dimensions of spiritual leadership explain (20.2%) of the variation in the dependent variable “Prosocial silence,” while the remaining (79.8%) is due to the influence of other factors not included in the model.

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Based on the above, the third sub-hypothesis (H3) was partially accepted, which states "There is a significant positive effect of spiritual leadership with its dimensions on Prosocial silence among Nursing staff at Sohag University Hospital". The dimensions of altruism and vision were also excluded from the effect due to their lack of statistical significance. However, a significant positive effect was found for the dimension of hope/faith, as one of the dimensions of spiritual leadership. The study of (Al-Habsi and Al-Badi, 2021; Lee & Park, 2023; Al-Maskari et al, 2022) agreed with this result.

11/ Results and recommendations

11/1 Discussion and Interpretation of Results

- ✓ The main hypothesis was accepted, which states that: "there is a significant impact of the dimensions of spiritual leadership on organizational silence among employees at the Nursing staff at Sohag University Hospital." That is, there is a significant negative impact of spiritual leadership in its three dimensions on organizational silence. The results of this study are consistent with those of (Chen et al, 2021; Nguyen et al, 2021; Alghamdi & Alzahrani, 2022), which demonstrated a clear negative effect of spiritual leadership on reducing organizational silence, especially defensive silence, confirming that spiritual leadership helps reduce fear and hesitation in expression.
- ✓ The first sub-hypothesis (H₁) was partially accepted, which states: “There is a significant impact of spiritual leadership in its dimensions on Acquiescent silence among the nursing staff at Sohag University Hospital.” Except for the dimension (hope/faith), which was not

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statistically significant and did not affect submissive silence, there is also a clear impact of the dimensions of spiritual leadership (vision, altruism) on organizational silence.

- ✓ The second sub-hypothesis (H₂) was partially accepted, which states that “there is a significant impact of the dimensions of spiritual leadership on Defensive silence among employees at the Nursing staff at Sohag University Hospital.” There is a negative impact of all dimensions of spiritual leadership on defensive silence.
- ✓ The third sub-hypothesis (H₃) was partially accepted, which states that "There is a significant positive effect of spiritual leadership with its dimensions on Prosocial silence among Nursing staff at Sohag University Hospital". The dimensions of altruism and vision were also excluded from the effect due to their lack of statistical significance. However, a significant positive effect was found for the dimension of hope/faith, as one of the dimensions of spiritual leadership.
- ✓ Previous studies are consistent with the findings of the current study in terms of the general agreement on the positive role of spiritual leadership in reducing organizational silence, whether negative (acquiescence and defensiveness) or positive (prosociality). They emphasized the importance of the three dimensions of spiritual leadership: vision, altruistic love, and hope/faith, highlighting the relative variance in their impact depending on the cultural and organizational context. The results of this study are consistent with those of Chen et al (2021); Nguyen et al, (2021); Alghamdi & Alzahrani, (2022), which demonstrated a clear negative effect of spiritual leadership in reducing organizational silence, particularly defensive silence, confirming that spiritual leadership helps reduce fear and hesitation in expressing oneself. Additionally, studies (Chen et al., 2021; Nguyen et al, 2021) highlighted the specific effectiveness of the dimensions of vision and altruistic love in reducing negative forms of silence, and the mediating role of trust and psychological safety in the relationship between spiritual leadership and organizational silence. This indirectly aligns with the findings of the current study, which indicate that spiritual leadership plays a role in improving the psychological climate of the workplace.
- ✓ Lee & Park (2023; Al-Maskari et al., 2022) also confirmed the positive effect of hope/faith on social silence, and this was also reflected in the current study, where the hope/faith dimension had a significant effect on social silence.

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- ✓ However, the current study differs from (Lee & Park, 2023; Al-Maskari et al., 2022) in that the hope/faith dimension did not have a significant effect on compliant silence, whereas those studies considered this dimension a major driver of social silence. This discrepancy suggests that the impact of hope/faith may vary depending on cultural and religious factors or the actual nature of leadership within an organization, as belief in a mission or vision may be interpreted differently from one setting to another.
- ✓ Furthermore, Gupta and Sharma (2022) reported no statistically significant relationship between spiritual leadership and organizational silence in the private sector, which contradicts the results of the current study conducted at a public university hospital. This may indicate that the effectiveness of spiritual leadership diminishes in profit-driven environments.
- ✓ In the case of Al-Habsi and Al-Bady (2021), social silence was found to often result from direct managerial pressures, rather than from internal motivation or belief in leadership. This contrasts with the current study, which focused on internal spiritual and moral motivations.
- ✓ It is also important to note that the cultural and organizational nature of the societies in which these studies were conducted (China, Vietnam, Oman, India, and South Korea) differ significantly from Egypt. This may explain some of the differences in results, particularly in interpreting social silence or the influence of specific leadership dimensions.
- ✓ In conclusion, most previous studies agree with the current study in confirming the positive role of spiritual leadership in reducing negative forms of organizational silence, particularly through the dimensions of vision and altruistic love, while the influence of hope/faith appears to vary across contexts.

11/2 Recommendations

Recommendations

In light of the study's findings, the following recommendations are proposed:

1. Enhance spiritual leadership practices among administrative leaders by instilling values such as altruism, hope, inspirational vision, and meaningful work, given their effective role in reducing organizational silence.

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2. Adopt an organizational culture that supports dialogue and participation as a means to break the barrier of organizational silence and enhance the flow of information within the institution.
3. Create a psychologically safe work environment that encourages employees to express their opinions without fear of punishment or marginalization, thus fostering openness and organizational transparency.
4. Conduct specialized training programs for leaders on active listening and values-based communication to improve the effectiveness of interactions with employees.
5. Develop scientifically-based tools for the periodic measurement of organizational silence, enabling management to monitor its levels and analyze the contributing factors.
6. Engage employees in decision-making processes as a pathway to building trust and organizational loyalty, and to reduce both Acquiescent and Defensive silence.
7. Design motivational programs based on values and meaning, allowing employees to feel that their achievements are aligned with a noble mission and higher goals.
8. Incorporate spiritual leadership indicators in leadership performance evaluations, such as levels of inspiration, fairness, shared vision, and respect for employees.
9. Promote institutional transparency through regular communication of administrative decisions and their justifications, thereby increasing policy clarity and trust in leadership.
10. Establish formal and informal communication channels with employees, such as an “electronic suggestion box” and “coffee with the manager” meetings, to foster organizational interaction and engagement.
11. Conduct detailed analyses of the underlying causes of organizational silence - whether Acquiescent, defensive, or social - and address each type based on its specific nature.
12. Identify positive opinion leaders within work teams who exhibit openness and expressive abilities, and assign them roles in promoting a culture of dialogue and openness.

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13. Integrate spiritual leadership values into the organizational code of conduct, making them a guiding reference that reflects the institution's ethical and value-based orientation.
14. Empower employees to make routine, day-to-day decisions, thereby enhancing their sense of responsibility and reducing levels of defensive silence.
15. Train employees in opinion expression and constructive confrontation skills, to help establish a communication culture based on respect and positive engagement.
16. Involve employees in the formulation of the organization's vision and mission, which enhances their organizational affiliation and reduces Acquiescent silence.

Recommendation	Implementation Mechanism	Responsible Entity	Timeframe
Design value- and meaning-based incentive programs	- Conduct workshops to identify core values and link them to the institution's mission - Recognize employees whose achievements reflect these values	Human Resources Department in collaboration with the Institutional Values Department	2–3 months
Integrate spiritual leadership indicators into leadership performance reports	- Update performance evaluation templates to include: inspiration, fairness, participation, and respect - Train evaluators on using these indicators	Human Resources Performance Management Department	4 months
Promote transparency within the organization	- Issue regular bulletins on administrative decisions - Hold open forums to address employee inquiries	Senior Management, Corporate Communication Department	Ongoing (review every 6 months)
Establish formal and informal communication channels with employees	- Activate the "Electronic Suggestion Box." - Launch a monthly "Coffee with the Manager" initiative	Employee Relations, Executive Office	2 months for launch, then ongoing
Analyze the underlying causes	- Develop analytical surveys to classify types of silence (Acquiescent,	Human Resources, Institutional Development Unit	3 months

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of organizational silence in detail	Defensive, Social) - Analyze results and develop an intervention plan		
Identify positive opinion leaders within work teams	- Monitor team interactions to identify proactive employees - Train them to become ambassadors of dialogue and openness	Employee Relations, Direct Supervisors	2 months
Integrate spiritual leadership values into the code of conduct	- Update the employee code of conduct to include spiritual values - Organize orientation sessions on the updated values	Human Resources, Legal Affairs	3 months
Empower employees to make routine daily decisions	- Define decision-making scope for each position - Provide empowerment and self-confidence training	Operations Departments, Human Resources	2 months
Train employees on expression and constructive confrontation skills	- Conduct training on “crucial conversations” and “emotional intelligence” - Offer career counseling sessions	Training and Development Department	Initially, 4 months, then annually
Involve employees in formulating the organization's vision and mission	- Launch internal surveys or brainstorming workshops - Integrate employee input into the final formulation	Strategic Planning, Corporate Communication	3 months

Future Research Recommendations:

- There is an urgent need for more in-depth comparative studies among Arab countries to understand the impact of cultural differences within the region.
- More precise measurement tools should be developed to distinguish between prosocial silence driven by faith and that resulting from external pressures.
- Longitudinal studies are recommended to track changes in organizational silence over time following the implementation of spiritual leadership principles.

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دور القيادة الروحية في الحد من الصمت التنظيمي

(تطبيقاً على العاملين بمستشفى جامعة سوهاج)

ملخص

هدفت هذه الدراسة إلى فهم دور القيادة الروحية في الحد من الصمت التنظيمي (بالتطبيق على هيئة التمريض بمستشفى سوهاج الجامعي). يتكون مجتمع البحث من هيئة التمريض بمستشفى سوهاج الجامعي، والبالغ عددهم (١٤٢٥) ممرضة، وبلغ حجم العينة (٣٠٣) ممرضة. ومن أهم نتائج هذه الدراسة وجود تأثير ذي دلالة إحصائية لأبعاد القيادة الروحية على الصمت التنظيمي لدى هيئة التمريض بمستشفى سوهاج الجامعي. كما يوجد تأثير ذي دلالة إحصائية لأبعاد القيادة الروحية على الصمت الرخو، باستثناء بُعد (الأمل/الإيمان) الذي لم يكن ذا دلالة إحصائية ولم يؤثر على الصمت الرخو. كما يوجد تأثير جزئي لأبعاد القيادة الروحية على الصمت الدفاعي لدى عينة الدراسة. ويوجد أيضاً تأثير سلبي لجميع أبعاد القيادة الروحية على الصمت الدفاعي. أما بالنسبة للصمت الاجتماعي، فقد وُجد تأثير إيجابي ذي دلالة إحصائية لبعد الأمل/الإيمان، وتم استبعاد بُعدي الإيثار والرؤية من هذا التأثير لعدم دلالتهم الإحصائية.

الكلمات المفتاحية: القيادة الروحية - الصمت التنظيمي - هيئة التمريض بمستشفى سوهاج الجامعي.