

The Relevance of Spiritual Leadership in Hospitality Organizations in Sanur



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ABSTRACT: Sanur's charm makes it a tourist attraction which is now being transformed for the better with the development of Special Economic Zones which aims to foster new centers of economic growth in Indonesia, as well as encourage regional economic development. The SEZs in question are the Sanur SEZ (Health) and the Kura-Kura Bali SEZ (Tourism). The existence of this in the Sanur area must be supported by the availability of reliable human resources (HR). Human resource management or management is one of the most important aspects in an organization. The management of an organization is not only the leader who runs it, but also the members and parties concerned with the organization. The leader has a big role. Without a leader, it is difficult for an organization to have a clear and accountable strategy. Every leader must have a leadership spirit within him. In this century, there are enormous forces for social and organizational change, and this requires more holistic leadership. Spirituality emphasizes its existence to increase leadership effectiveness. Spiritual leadership is leadership that prioritizes morality, sensitivity, mental balance, inner wealth and ethics in interacting with other people. A hotel is a building, or company that provides a service. Generally, the services offered by hotels are in the form of accommodation. However, there are many more services that a hotel can offer that show its complexity in an organization. Furthermore, the relevance of spiritual leadership is questioned in hospitality organizations in Sanur.

KEYWORDS: relevance, spiritual leadership, hospitality, special economic zones

INTRODUCTION

The charm that Sanur has makes it as object current tourtransform become more good again with exists purposeful development of Special Economic Zones. For grow centers growth economy new in Indonesia, as well push enhancement economy in the region. SEZ in question is the designated Sanur (Health) SEZ through Regulation Government Number 41 of 2022 and the Bali Kura-Kura SEZ (Tourism) has been established through Regulation Government Number 23 of 2023. The existence of the Sanur SEZ with all over facility health classy and technological tall the later expected capable absorb previous patient treatment to overseas (Laksmi, Arjawa, et al., 2023).

Existence of special economic zones in the Sanur area must be supported by availability source power reliable human resources (HR). HR is one of them very important factor even no can released from a organization (Laksmi, Putra, et al., 2023). HR basically form human being employed in a organization as planner and implementer, as mover for reach objective organization. HR is very important prioritized and paid attention to its management with good in matter its availability nor his abilities. Availability of human resources is needed because believed that there is ratios certain things to be guidelines For solution something activity or work (Laksmi, Arjawa, et al., 2023). The number of human resources in the hotel determines in calculation effective and efficient solution work (Atmadja et al., 2021). Inaccuracy in providing human resources in hotels can result no efficient and effective solution work. HR capabilities in hotels are it's also an important thing inside support achievements and targets organization especially face torrential development technology. Because of that, is needed ability for managing human resources at the hotel with good (Gannon et al., 2015; Muktadir et al., 2020).

Management or hotel HR management is not it only question amount employee. HR is mandatory notice quality power work (Almada & Borges, 2018; Bahuguna et al., 2023). Qualified and potential hotel employees tall will produce good performance. This leads to an increase in profits and company value in the eyes of the public. Management of human resources is one of the most important aspects of a company (K. A. K. Saputra et al., 2019). Organizational management is planning, organizing, mobilizing and monitoring activities, where all of these activities aim to achieve organizational

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targets. The management of an organization is not only the leader who runs it, but also the members and parties concerned with the organization. In simple terms, an organization is defined as a forum for a group of people who work together rationally and systematically, are managed or controlled to achieve a predetermined goal. The organization is never free from various problems that hit it (Kim et al., 2019; K. A. K. Saputra et al., 2021). Once one problem is resolved, other problems come and go endlessly. The development of the times undoubtedly calls for change, fighting for many improvements so that the relevance of the demands and needs of the relevant stakeholders can be found. Stakeholder satisfaction is a central indicator of the success of an organization, whether it is managed well or not (Delantar et al., 2024; Lockhart et al., 2020).

Indeed, the measure of an organization's success is determined by various factors such as human resources, organizational resources, and the availability of other resources from within and outside the organization. Organizations' growth and development are greatly influenced by many things such as internal and external influences, positive and negative influences (Pham et al., 2019). Organizations grow and develop like humans who need thoughts, time, energy and other organizational resources. As the organization develops towards growth, it certainly requires many needs to advance the organization. The bigger an organization, the more challenges and problems it will face. In fact, the many organizational problems are not something detrimental. These problems show how dynamic and adaptive an organization is. However, it all comes back to the organization itself, namely how to respond to various problems and challenges that come. As an organizational manager, it is certain that the biggest burden for solving various organizational problems falls on the shoulders of the decision makers (Yin et al., 2019).

Decision holders seem to need and have tried hard to iron out the problems that exist in their organization. Many ideas, discourses and notions have been echoed. Many change programs have been disseminated and applied (Wang et al., 2021; Yin et al., 2019). Many programs have been successfully realized, but quite a few programs have experienced obstacles or failure. However, it seems that sometimes all these efforts still do not meet the expectations of the relevant stakeholders, some achievements are less than adequate, let alone ideal. The public is still not satisfied, still demanding better changes in the future (Ali et al., 2021). Changes in a direction that can bring them to an optimal level of satisfaction for each individual in the organization, such as achieving the welfare of members' lives and fulfilling the expectations of organizational members. Changes in an organization that have a positive impact are changes that are able to provide motivation and inspiration for members of the organization to move forward in the organization (Pham et al., 2019; Úbeda-garcía et al., 2021).

Every leader must have a leadership spirit within him. In this century, there is a great force for social and organizational change, and this requires more holistic leadership that integrates the four basic essences of human existence, namely body, heart, mind and spirit. Spirituality-based leadership is not just about intelligence and skills in leading, but also upholding the values of truth, honesty, integrity, credibility, wisdom, compassion, which shape the morals and morals of oneself and others (Cova & Cova, 2019; Park et al., 2020). Spiritual leadership is leadership that prioritizes morality, sensitivity, mental balance, inner wealth and ethics in interacting with other people. The spiritual leadership paradigm can be used to transform an organization. Strategic leaders through choices regarding vision, goals, mission, strategy and implementation are responsible for creating vision and value alignment at all levels of the organization and developing effective relationships between the organization and its stakeholder environment (Horton, 2022; Movahed et al., 2019). Based on background behind that has been stated above, then can made a number of formulation problem that is as following:

- 1) How? Understanding hotel employees in Sanur against spiritual leadership?
- 2) What is the relevance of spiritual leadership in hospitality organizations in Sanur?

Based on exposure about background behind research, problems research, and objectives special research, then can stated urgency study This is own benefit nature theoretical that is for add theory HR management that relies on theories such modern management complex, giving treasury theory HR management with various study that is about relevance inner spiritual leadership organization hotels in Sanur.

LITERATURE REVIEW

Spiritual Leadership

A person's soul is the vital principle or animating force generally believed to be formless, the life-affirming force within the self and all humans. Some researchers believe that workplace spirituality is an important subject for study (Shellenbarger, 2000; Madison & Kellermanns, 2013; Geh 2014). Workplace spirituality recognizes that employees have

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inner lives that nurture and are nourished by meaningful work in the context of society (Ashmos & Duchon, 2000; Poole, 2009; Robbins & Judge, 2012). In addition, the relationship between spirituality and leadership in the workplace has been studied in several studies (Dent et al., 2005), and several authors have linked spirituality to organizational leadership. Fry (2005) defines spiritual leadership as a unity consisting of the values, attitudes and behavior needed to intrinsically motivate oneself and others to increase their sense of spirituality through calling and membership. Spiritual leadership theory is an emerging paradigm for organizational development and transformation that draws from these two areas and has the potential to guide positive organizational evolution in which human well-being and organizational performance can not only coexist but can also be optimized.

Spiritual Leadership Model

The initial model of spiritual leadership was developed by Fry (2003) in the framework of intrinsic motivation which unites spiritual leadership (vision, hope / faith, and altruistic love) and spiritual well-being (calling and membership). The goal of spiritual leadership is to create vision and value alignment across strategies, empowering individual and team levels. Ultimately, it should drive higher levels of important individual and organizational outcomes such as organizational commitment and productivity, financial performance, employee life satisfaction, and corporate social responsibility (Fry et al., 2010; Fry & Nisiewicz, 2013).

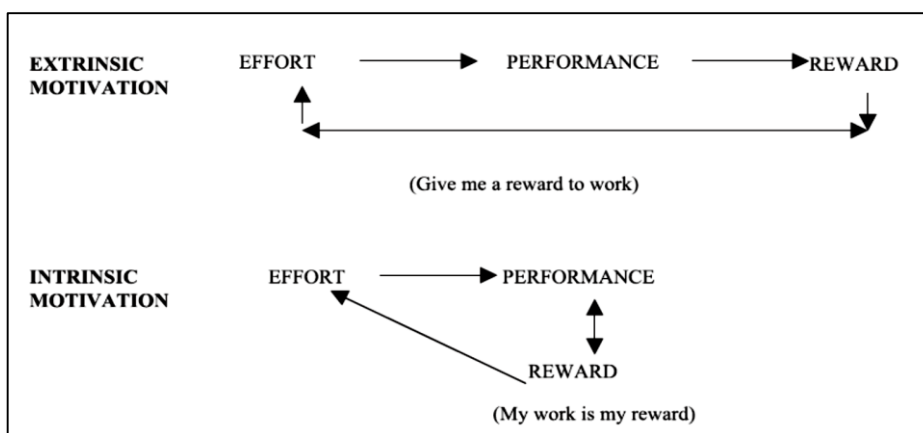


Figure 1. Motivation Extrinsic and Intrinsic

Source: Fry, et.al. (2003)

Relevance

The definition of leadership relevance can be interpreted as a form of conformity to the existence of the leadership style desired by a group or organization (Putro et al., 2022). The relevance of leadership is needed to determine policy direction to suit current challenges. As previously explained, relevance is a connection, relationship, suitability, and so on. Something is considered to have relevance if it is appropriate or relevant. This can be known from several characteristics (Melis, 2019).

METHOD

This research is a study using a qualitative approach. Sampling in this research was carried out using a purposive sampling technique. The data collection technique in this research uses the triangulation method and qualitative data analysis. In this study, the results that the researcher wants to obtain are to find out the extent to which hotel employees understand spiritual leadership and its relevance in hotel organizations (Aspers & Corte, 2019). The research object is spiritual leadership, meanwhile the research subjects are n sources. Determining the subjects of this research uses purposive sampling where the sampling technique is chosen based on certain criteria that have been determined by the researcher. Based on data sources, this research uses primary data (Nassaji, 2020). Primary data is data collected by researchers directly from the first source or object of research.

techniques and procedures used in this research are qualitative data analysis techniques, namely data analysis using the Miles and Huberman model whose phenomena are the main findings from interviews through 3 simulation activity flows consisting of data reduction, data presentation, and drawing conclusions. To be clearer, the 3 paths used in the qualitative data analysis will be described as follows (Sugiyono, 2016: 430): 1) Data reduction, namely, selection, concentration, attention and transformation of basic data that emerges from field notes. Through this reduction, we try to find phenomena. 2) Data presentation, namely, the activity of presenting data or information in tables such as tables of the main points of findings, category tables and this presentation serves to organize data or information or a form that

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can easily be seen what is happening or what was found in the research. 3) Drawing conclusions or verification, namely the activity of developing a network of relationships in order to answer the existing problem formulation. Quality in qualitative research leads to meaning, concepts, definitions, characteristics, metaphors, symbols and descriptions of something. Qualitative research includes intensive and relatively long field participation, carefully recording what happens in the field using notes on written documents, analytical reflection on field recordings, reporting results with detailed descriptions, direct quotes from interviews and comments. Interpretation (Haven & Van Grootel, 2019). On research This is the validity of the data used is use method triangulation for determine data credibility. According to Saputra et al. (2022) triangulation is technique combining data collection various technique data collection and existing data sources. Triangulation method carried out on the data sources obtained from results interview with informant. Triangulation can done with do interview to hotel management and employees.

RESULTS AND DISCUSSION

Tourism Industry in Sanur with New Spirit Carrying on Ancestral Heritage

It cannot be denied that tourism is the main sector that can stimulate economic development in Bali which is rich in natural beauty, local wisdom and culture, so there is great potential for a community-based tourism development model to be implemented in the form of developing tourist villages. Likewise, in the Sanur area, where every year the Coastal Village Community Celebration is held, it is always interesting to interpret the creative space of Sanur Village, when this space, apart from being able to provide beauty and comfort, also has unity with the various activities of its residents including art and culture in it (Canaan, 2019; Poux et al., 2020). Thus, this space bridges the movement of society and all its dynamics, both in programs that focus on beach life and tourism. The celebration of the Sanur Village community which is packaged in a festival with the name Sanur Village Festival or better known as SVF or Sanfest is a shared space that supports social life based on ancestral heritage as a Balinese Hindu community (Saputra & Anggiriawan, 2021). The concept of the Sanur Village Festival is as a space for creativity as well as a corridor between community life, art and culture. Furthermore, this concept is translated fluidly and contextually in the tourism industry with a new spirit of carrying out ancestral heritage. The New Spirit of Heritage in 2023 the 16th Sanur Village Festival is predicted and proven to have an impact on hotel occupancy in the Sanur area. Because, reflecting on the 2022 Sanur Village Festival, visits per day reached 15-20 thousand people (Saputra et al., 2022).

Ancestral heritage refers to the values, traditions, knowledge, and objects passed down from generation to generation within a family or community. It covers various aspects of life such as culture, religion, language, folklore, art, special foods, and traditional skills (Noermijati & Azzuhri, 2018). Ancestral heritage often includes the moral values, ethics and social norms adhered to by our ancestors. It forms the basis of behavior and social interactions within a community. Various traditions and rituals, such as religious celebrations, cultural festivals, or family events such as weddings or funerals, are part of the ancestral heritage. These traditions are often carefully guarded to ensure cultural continuity (Barnard, 2022; Zhu, 2020). Knowledge of traditional medicine, agriculture, handicrafts, traditional music, or other skills is part of ancestral heritage that can be passed on from one generation to the next. Historical artifacts, such as tools, traditional clothing, weapons, or art objects, are also part of ancestral heritage. They often have sentimental and historical value to the family or community. Ancestral heritage forms the cultural identity of a community or nation. This helps maintain cultural diversity throughout the world and provides a sense of pride and solidarity among community members (Putri & Saputra, 2022; Sara et al., 2020).

Ancestral heritage is related to spirituality which refers to the values, beliefs, traditions and spiritual practices passed down from generation to generation within a family, community or particular culture (García, 2020). It includes various aspects that reflect human relationships with things considered sacred or transcendent. This was also demonstrated by several hotels that were observed in this research. Villa Shanti is a hotel that displays a statue of Goddess Saraswati in the middle of the hotel location as the hotel's philosophy (Sara et al., 2020). Goddess Saraswati is a goddess in the Hindu belief who is worshiped as the goddess of science, art, music and wisdom. Goddess Saraswati has an important role in Hindu spirituality, as she is considered a source of inspiration for intellectual and spiritual growth. Worship of Goddess Saraswati also reflects the importance of education and knowledge in human life, as well as respect for beauty in all forms of expression (Saputra, Mu'ah, et al., 2022; Saputra, Subroto, et al., 2022). Villa Shanti makes this philosophy mean that continuing to learn to improve one's competence is a very important approach in personal and professional development. By continuing to adopt an attitude of lifelong learning and investing in self-development, management hopes that HR can reach maximum potential, both in professional and personal aspects. To implement a philosophy based on these spiritual values, Villa Shanti often carries out religious or spiritual activities such as full moon

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and talem prayers, traditional clothing, carrying out tirta yatra, listening to religious lectures (darmawacana), practicing hymns/pesantians, and yoga.

Understanding Hotel employees in Sanur against Spiritual Leadership

The interesting thing about spirituality among people is that it is always associated with religion. They consider spirituality and religion to be the same thing. This can be seen from the results of interviews with several hotel employees in Sanur as follows.

"I believe that religion and spirituality are two sides of the same coin. For me, religion is a concrete path that provides a way or order to live a spiritual life. Rituals, prayers and religious teachings help me achieve inner peace and connect myself with God. In religious practice, I feel closeness to God which becomes my spiritual experience. So, for me, religion is the way I choose to live my spiritual life" (WK, 45 years old)

"There may be differences between religion and spirituality, but for me, the two are closely related. Religion is where I find guidance and community that supports my spiritual development. Religious rituals and teachings provide me with guidance for living a meaningful and spiritually deep life. I believe that religion strengthens and deepens my relationship with God. Through religious practices, I feel a deep closeness to my spiritual origins" (IGPA, 51 years old).

"For me, religion and spirituality are two things that cannot be separated. I see religion as a means to develop the spiritual dimension of my life. Through teachings, rituals, and religious communities, I receive guidance and support in searching for meaning and purpose in my life. Religion provides a structure that allows me to explore and hone my personal relationship with God. So, for me, religion is an expression of my deep spirituality" (NA, 49 years old).

Hayes (2001) and Dent et al. (2005), stated that religion can be seen as a path to spirituality. Some scholars separate spirituality and religion such as Chandler et al. (1992); Zellars and Perrew (2003) state that spirituality is a concept that includes beliefs and values, while Howard (2002) argues that religion is a system of dogma and sanctions which therefore requires faith without many questions, while spirituality involves questions of life and existence. Lee et al. (2010) argue that most of the literature on spirituality emphasizes that religion is not synonymous with spirituality. This was also expressed by several informants as follows.

"Sure, I appreciate religious values and practices as part of my cultural heritage and traditions, but for me, spirituality is about a broader personal experience than simply following the rules or rituals of a particular religion. I feel that my spiritual life is more about living values like compassion, kindness, and courage in my every action, rather than being tied to religious dogma or doctrine. For me, spirituality is about living an authentic and meaningful life, outside the boundaries that a particular religion might create" (JK, 55 years old).

"I admit that religion and spirituality can complement each other for some people, but for me, they have quite a big difference. I often see religion as having to do with structures, rules, and doctrines that must be followed, while spirituality is more about a search for meaning and a personal connection to something greater than ourselves. I feel that spirituality is not limited to one particular belief or practice, but can be discovered in a variety of ways, including through art, nature, or personal experience. So, I prefer to live a spiritual life without being tied to the boundaries of a particular religion" (PGA, 47 years old).

Religion is a system of beliefs, practices, and values followed by a group of people, which often includes a belief in the existence of a divine or transcendent power. Religions usually have rules, rituals and doctrines that provide direction for their followers in living their lives (Saputra & Sanjaya, 2019). The primary goal of religion often involves a search for meaning, purpose, or closeness to God, as well as providing moral and ethical guidance for its adherents. Religion can also be an integral part of a community's cultural and social identity, influencing aspects of daily life such as customs, norms, and social interactions (Saputra, 2018).

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Spirituality is a dimension in human life that is related to the search for meaning, purpose, and emotional depth as well as a personal connection to the transcendent or spiritual power (Cova & Cova, 2019; Park et al., 2020). It includes inner experiences, reflection, and personal growth that lead to a deeper understanding of ourselves, the world, and our place in it. Spirituality is not always associated with specific religious practices (Guo et al., 2021; Horton, 2022; Movahed et al., 2019). This state can be a diverse individual experience, it can be through meditation, contemplation of nature, art, or deep experiences in everyday life. It is often a way for individuals to search for deeper meaning beyond the material or physical dimensions of life.

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Relevance can be divided into two main types, namely internal and external relevance. Internal relevance refers to the suitability or consistency between the content of an information, topic, or concept and the topic or context being discussed. It highlights how well a piece of information or concept covers or relates to the topic or question being directly discussed. Internal relevance in the context of leadership refers to the consistency or suitability between a leader's actions, attitudes, or decisions and the values, vision, and mission of the organization or team he leads. It focuses on the extent to which the leader himself practices the values he advocates and the extent to which his actions support the achievement of organizational goals (Openshaw, 2020; Wu & Lee, 2020).

On the other hand, external relevance refers to the relationship or connection of information or concepts with a broader context outside the topic or question being discussed (Abshahi & Golparvar, 2019; Fincham, 2021). It highlights the importance of information or concepts in a larger context or broader application. For example, in a discussion of climate change, external relevance may involve consideration of how the issue affects public policy, the global environment, or individuals' daily lives (Wu & Lee, 2020). External relevance in spiritual leadership refers to the relationship between spiritual leaders and the external environment outside the community or organization they lead. This involves how spiritual leaders interact with the general public, other organizations, and the surrounding environment in order to influence and expand the positive impact of the teachings and spiritual values they profess (Moradi et al., 2023). Below are presented the results of the interview regarding the internal relevance of the multidimensional spiritual leadership, namely the inner life which indicates feeling hopeful about life.

“While there are sometimes challenges and obstacles along the way, I believe that every day brings new opportunities and potential for growth and happiness. I believe that with a positive attitude, perseverance, and determination, I can overcome any obstacles that arise and achieve my dreams and goals. I look at the future with optimism and believe that things will get better over time. This full of hope gives me energy and motivation to live life with passion and strong determination” (JK, 55 years old).

Based on the statement above, it can be seen that this informant has a positive outlook on life, seeing every day as an opportunity for growth and happiness. He believes that with a positive attitude, perseverance, and determination, he can overcome obstacles and achieve his dreams. Optimistic about the future, giving rise to the belief that things will get better over time. This belief gives him the energy and motivation to live life with passion and determination (Moradi et al., 2023). Below are presented the results of the interview regarding the internal relevance of the multidimensionality of spiritual leadership, namely the inner life which indicates maintaining spiritual practices (e.g. spending time enjoying nature, praying, meditating, reading inspirational literature, yoga, observing religious traditions).

“I maintain diverse spiritual practices in my daily life. One way is to spend time enjoying the beauty of nature. I feel connected to something bigger than myself when I'm out in nature, and it gives me a sense of peace and inspiration. I also regularly pray and meditate as a way to create space in my mind and communicate with the spiritual dimension within me. This practice helps me to find inner calm and deepen my connection with the higher. Additionally, I make time to read inspirational literature that gives me new insights and outlook on life. I also do yoga to maintain my physical health and care for my spiritual well-being. I often observe certain religious traditions that give me a deeper understanding of spiritual values and give me the opportunity to connect with communities that share similar beliefs. All these practices together help me to develop spiritually and live a meaningful and meaningful life” (JK, 55 years old).

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This informant carries out various daily spiritual practices, such as enjoying nature, praying, meditating, reading inspirational literature, and doing yoga. He also observes religious traditions for understanding spiritual values and interactions with the community. These practices helped him grow spiritually and live a meaningful life (Fincham, 2021; Wu & Lee, 2020). Based on the results of interviews regarding the relevance of indicators of feeling hopeful about life, considering oneself to be a spiritual person, caring about the spiritual health of colleagues, maintaining spiritual practices (e.g. spending time enjoying nature, praying, meditating, reading inspirational literature, yoga, observing religious traditions), Spiritual values influence the choices made showing the importance of spiritual aspects in an individual's life, especially in the context of the work environment (Affandi et al., 2022). By paying attention to the spiritual aspects of professional life, individuals can develop balance, well-being, and resilience that can improve their job performance and satisfaction. In addition, spiritual values that are consistently practiced can also influence the choices and behaviors that individuals carry out in professional contexts, creating a broad positive impact in the work environment.

CONCLUSION

There are two different groups regarding religious and spiritual understanding. The first group states that religion and spirituality are the same thing and are closely related, while the other group states that religion and spirituality are different things. So religion and spirituality are often thought to be related, but they have important differences. Even though religion and spirituality can go hand in hand, not all spiritual people have a particular religious affiliation, and vice versa, not everyone who follows a religion experiences deep spirituality. Likewise, the understanding of spiritual leadership can be seen from two different groups of thought. First, spiritual leadership in the theological sense, which is related to the leader's role as a spiritual teacher and guide in a religious context. Second, spiritual leadership that is not related to religion, which emphasizes universal values such as compassion, empathy, and wisdom in guiding others in their search for meaning and personal growth. Although religion is often closely related to spiritual leadership, the concept also exists outside of the religious framework, demonstrating the diversity in experiences and views of spiritual leadership in multicultural and pluralistic societies.

The relevance of Inner life shows the importance of spiritual aspects in an individual's life, especially in the context of the work environment. By paying attention to the spiritual aspects of professional life, individuals can develop balance, well-being, and resilience that can improve their performance and job satisfaction. In addition, spiritual values that are consistently practiced can also influence the choices and behaviors that individuals make in professional contexts, creating a broad positive impact in the work environment.

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