

THE INFLUENCE OF WORKPLACE SPIRITUALITY AND PSYCHOLOGICAL SAFETY ON HEALTHCARE WORKERS' SERVICE INNOVATION

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Abstract

This study aims to analyze the effect of workplace spirituality and psychological safety on service innovation among healthcare workers using a literature review approach. The study is based on secondary data obtained from relevant scientific sources, including journals, books, and academic publications. The analysis focuses on identifying patterns, relationships, and key findings from previous studies related to workplace spirituality, psychological safety, and service innovation in healthcare settings. The results of the study indicate that workplace spirituality has a significant role in enhancing intrinsic motivation, meaningful work, and employee engagement, which contribute to the development of innovative behavior. Psychological safety is found to have a direct impact on service innovation by creating a work environment that encourages open communication, knowledge sharing, and risk-taking without fear of negative consequences. Both variables not only influence service innovation individually but also interact in a complementary manner. The combined effect of workplace spirituality and psychological safety creates a supportive work environment that strengthens creativity, collaboration, and continuous improvement. Healthcare workers who experience meaningful work and feel psychologically safe are more likely to generate, share, and implement innovative ideas in service delivery.

Keywords: *Workplace Spirituality, Psychological Safety, Service Innovation*

INTRODUCTION

Healthcare sector has faced increasingly complex challenges due to rapid technological developments, rising patient expectations, and the demand for high-quality, patient-centered services. Healthcare organizations are required to maintain effectiveness while continuously adapting to dynamic changes. Service innovation becomes a key element in improving patient outcomes, enhancing service quality, and strengthening organizational competitiveness. Healthcare workers hold a central role in this process because they are directly involved in delivering services and interacting with patients on a daily basis (Apriliana et al., 2025). Workplace spirituality reflects the fulfillment of inner values through meaningful work, a sense of purpose, and alignment between individual and organizational values. Healthcare workers who experience meaningfulness in their roles tend to demonstrate higher levels of engagement, commitment, and motivation. These conditions encourage individuals to go beyond routine tasks and contribute ideas that can improve service delivery. A work environment that supports spiritual values also strengthens collaboration and creates a deeper sense of belonging among employees (Setiawan et al., 2025).

Psychological safety refers to a work environment where individuals feel secure to express ideas, share opinions, and take interpersonal risks without fear of negative consequences. Healthcare settings require strong communication and teamwork due to the complexity of medical services. A psychologically safe environment allows healthcare workers to speak up, report errors, and propose improvements. This condition supports learning processes and encourages the emergence of innovative ideas that can enhance service quality (Paramarta et al., 2025). Service innovation in healthcare involves the development and implementation of new ideas, methods, or processes that improve patient care and organizational performance. Healthcare workers who feel valued and supported tend to show greater willingness to engage in creative problem-solving. Innovation is not limited to technological advancement but also includes improvements in communication, workflow, and patient interaction. A supportive work environment becomes a crucial factor in stimulating continuous innovation (Nurita et al., 2026). The relationship between workplace spirituality and psychological safety provides a comprehensive approach to understanding innovation behavior among healthcare workers. Meaningful work strengthens intrinsic motivation,

while psychological safety ensures openness in communication and collaboration. These two factors contribute to the creation of a work environment that encourages creativity and innovation. Research on the combined influence of these variables remains limited, especially in the healthcare context (Wulandari et al., 2024). This study aims to analyze the influence of workplace spirituality and psychological safety on service innovation among healthcare workers. The results are expected to provide insights for healthcare organizations in creating a supportive environment that enhances innovation and improves service quality.

LITERATURE REVIEW

Workplace Spirituality

Workplace spirituality has gained increasing attention in organizational studies as an important factor influencing employee attitudes and behavior. The concept emphasizes that employees are not merely physical and intellectual beings but also possess inner values and a need for meaning in their work. Workplace spirituality is commonly understood as the recognition of employees' inner life that is nurtured through meaningful work, a sense of community, and alignment with organizational values. This perspective highlights the importance of creating a work environment that supports not only productivity but also personal fulfillment and well-being (Mhatre & Mehta, 2023). The dimension of meaningful work is a central component of workplace spirituality. Employees who perceive their work as meaningful tend to feel that their roles contribute to a greater purpose beyond financial rewards. This sense of purpose encourages higher levels of motivation, engagement, and commitment. In the context of healthcare, meaningful work becomes highly relevant because healthcare workers are directly involved in saving lives and improving patient well-being. The presence of meaningful work fosters intrinsic motivation, which can drive individuals to perform better and contribute innovative ideas in service delivery (Hunsaker & Ding, 2022).

A sense of community represents another important dimension of workplace spirituality. It reflects the quality of relationships among employees characterized by trust, mutual support, and shared values. A strong sense of community creates a positive work environment where individuals feel connected and valued. This condition enhances teamwork and collaboration, which are essential in healthcare settings that rely heavily on coordinated efforts among professionals. Employees who experience a supportive community are more likely to share knowledge, assist colleagues, and engage in constructive communication. Alignment with organizational values is also a key aspect of workplace spirituality. Employees tend to feel more satisfied and committed when their personal values are consistent with the values upheld by the organization. This alignment strengthens organizational identification and reduces internal conflict. In healthcare organizations, value alignment can be reflected in a shared commitment to patient care, ethical standards, and service excellence. Such alignment encourages employees to act in ways that support organizational goals and enhances their willingness to contribute to improvements and innovation (Aftab et al., 2023).

Psychological Safety

Psychological safety has become a critical concept in organizational behavior, particularly in environments that require high levels of collaboration, communication, and continuous learning. It refers to a shared belief among team members that the workplace is safe for interpersonal risk-taking, where individuals feel comfortable expressing ideas, asking questions, admitting mistakes, and providing feedback without fear of punishment or humiliation. This concept emphasizes the importance of creating a supportive and trusting work environment that allows employees to fully contribute their thoughts and capabilities (Vella et al., 2024). The foundation of psychological safety lies in trust and mutual respect within a team. Employees are more likely to engage openly when they believe that their opinions will be valued and not judged negatively. A work environment characterized by respect encourages individuals to participate actively in discussions and decision-making processes. In healthcare settings, where teamwork is essential, psychological safety enables professionals to communicate effectively, especially in critical situations that require quick and accurate responses.

Open communication is a key dimension of psychological safety. Employees who feel psychologically safe tend to share information more freely, including concerns, suggestions, and innovative ideas. This openness supports knowledge exchange and collective problem-solving. In contrast, a lack of psychological safety often leads to silence, where employees choose not to speak up due to fear of criticism or negative consequences. Such conditions can hinder organizational learning and limit opportunities for improvement (Ito et al., 2024). Another important aspect of psychological safety is the ability to acknowledge and learn from mistakes. In a psychologically safe environment, errors are viewed as opportunities for learning rather than as grounds for punishment. This perspective encourages continuous improvement and supports the development of innovative solutions. In healthcare organizations, this is

particularly important because the ability to report and analyze errors can significantly enhance patient safety and service quality. Psychological safety has been widely associated with positive organizational outcomes. Research indicates that it contributes to increased employee engagement, job satisfaction, team performance, and innovation. Employees who feel safe are more likely to take initiative, experiment with new ideas, and collaborate effectively with others. This condition fosters a culture of learning and adaptability, which is essential in dynamic and complex work environments such as healthcare. The role of psychological safety in promoting innovation is especially significant. A safe environment encourages employees to propose new ideas and challenge existing practices without fear. Healthcare workers who experience psychological safety are more willing to participate in improving service processes, developing new approaches to patient care, and engaging in creative problem-solving. Psychological safety therefore serves as a crucial factor in building an innovative organizational culture that supports continuous improvement and high-quality service delivery.

Service Innovation

Service innovation is a crucial concept in the healthcare sector, as it reflects the ability of organizations to develop and implement new ideas, processes, and approaches to improve the quality of care and patient satisfaction. Innovation in services is not limited to technological advancements but also includes improvements in service delivery, communication, workflow, and patient experience. In healthcare settings, service innovation plays a vital role in addressing complex challenges, increasing efficiency, and ensuring better health outcomes (Yuliaty et al., 2025). Service innovation involves the introduction of new or significantly improved service processes that create value for patients and organizations. This can include redesigning service procedures, integrating digital systems, enhancing patient interaction, or improving coordination among healthcare professionals. Healthcare workers are key actors in this process because they are directly involved in delivering care and identifying areas that require improvement. Their experiences and insights become valuable sources for generating innovative solutions.

The dimensions of service innovation often include idea generation, idea promotion, and idea implementation. Idea generation refers to the ability of individuals to create new concepts or suggestions for improving services. Idea promotion involves communicating and advocating these ideas within the organization so that they gain support. Idea implementation is the process of applying these ideas into practical actions that enhance service quality. These stages highlight that innovation is not a single activity but a continuous and dynamic process (Sitepu & Kosasih, 2024). Service innovation is influenced by both individual and organizational factors. Individual factors include creativity, motivation, knowledge, and willingness to take initiative. Organizational factors involve leadership support, organizational culture, availability of resources, and a supportive work environment. In healthcare organizations, innovation is more likely to occur when employees feel valued, supported, and encouraged to contribute their ideas without fear. The importance of service innovation in healthcare is closely related to its impact on patient outcomes and organizational performance. Innovative services can improve patient safety, reduce waiting times, enhance treatment effectiveness, and increase patient satisfaction. Healthcare organizations that continuously innovate are better able to adapt to changes, compete effectively, and maintain sustainability in a rapidly evolving environment.

METHOD

This study employs a literature review method to examine the influence of workplace spirituality and psychological safety on service innovation among healthcare workers. The literature review approach is used to collect, analyze, and synthesize relevant theories and empirical findings from previous studies. This method allows for a comprehensive understanding of the relationships between variables based on existing academic sources. The data used in this study are secondary data obtained from scientific publications, including international and national journals, books, and reputable academic sources. The selection of literature is based on relevance to the research topic, publication credibility, and recency of the studies. Priority is given to articles published within the last five to ten years to ensure that the discussion reflects current developments in organizational behavior and healthcare management. The process of data collection is carried out through a systematic search of electronic databases such as Google Scholar, ScienceDirect, and other academic platforms. Keywords used in the search include “workplace spirituality,” “psychological safety,” “service innovation,” and “healthcare workers.” The collected articles are then screened based on inclusion criteria, such as relevance to the variables studied, clarity of research methods, and contribution to the discussion. Articles that do not meet these criteria are excluded to maintain the quality of the review. The data analysis technique used in this study is qualitative descriptive analysis. The selected literature is

reviewed, compared, and categorized according to key themes related to workplace spirituality, psychological safety, and service innovation.

The findings from various studies are then synthesized to identify patterns, similarities, and differences in results. This approach enables the researcher to draw conclusions regarding the relationships between the variables. The results of the literature review are presented in a narrative form to provide a structured and coherent explanation of the topic. The discussion integrates theoretical perspectives and empirical evidence to support the analysis. This method is expected to produce a comprehensive understanding of how workplace spirituality and psychological safety influence service innovation among healthcare workers, as well as to identify research gaps for future studies.

RESULTS AND DISCUSSION

The Effect Of Workplace Spirituality on Service Innovation

The literature consistently demonstrates that workplace spirituality has a significant and positive influence on service innovation, particularly through its role in strengthening intrinsic motivation and meaningful engagement at work. Workplace spirituality reflects the extent to which employees experience meaning, purpose, and alignment between personal values and organizational goals. These elements shape a deeper psychological connection to work, which encourages individuals to contribute beyond formal job requirements, including engaging in innovative activities (Apriliansa et al., 2025). Employees who perceive their work as meaningful tend to exhibit higher levels of creativity and proactive behavior. Meaningful work fosters a sense of responsibility and ownership, leading individuals to continuously seek improvements in service processes. In healthcare settings, this effect becomes more pronounced due to the nature of work that directly impacts human life and well-being. Healthcare workers who experience spiritual fulfillment are more likely to initiate new ideas, improve patient care methods, and actively participate in problem-solving efforts. This indicates that workplace spirituality serves as a strong internal driver of innovation (Setiawan et al., 2025).

The dimension of sense of community within workplace spirituality also plays a critical role in facilitating service innovation. A work environment characterized by trust, mutual respect, and shared values enhances collaboration among employees. Strong interpersonal relationships encourage knowledge sharing and open discussions, which are essential for generating and refining innovative ideas. In healthcare organizations, where teamwork is fundamental, a sense of community supports coordinated efforts in improving service quality and developing new approaches to patient care (Hunsaker & Ding, 2022). Alignment between individual and organizational values further strengthens the relationship between workplace spirituality and service innovation. Employees who feel that their personal values are consistent with organizational goals tend to demonstrate higher commitment and organizational identification. This alignment reduces internal conflict and enhances motivation to contribute positively to organizational outcomes. In the context of service innovation, value alignment encourages employees to actively support changes, adopt new practices, and participate in continuous improvement initiatives.

Workplace spirituality also contributes to the development of a positive emotional and psychological state, which is essential for creativity and innovation. Employees who feel spiritually fulfilled are less likely to experience stress and burnout, conditions that often hinder innovative thinking. A supportive spiritual environment promotes well-being, allowing individuals to focus on generating ideas and solving problems effectively. This condition is particularly relevant in healthcare, where high job demands and emotional pressures can limit employees' capacity to innovate. Empirical findings further confirm that workplace spirituality is positively associated with innovative work behavior, including idea generation, idea promotion, and idea implementation. Employees with high levels of workplace spirituality are more willing to take initiative, explore new methods, and challenge existing practices. This behavior contributes directly to service innovation, as new ideas are translated into practical improvements in service delivery. Workplace spirituality therefore not only influences the intention to innovate but also supports the execution of innovative actions (Aftab et al., 2023). Workplace spirituality functions as a foundational factor that drives service innovation through the enhancement of intrinsic motivation, collaboration, value alignment, and employee well-being. Its influence is particularly strong in healthcare settings, where the meaning of work and human values are central to daily activities. The literature clearly indicates that organizations that foster workplace spirituality are more likely to develop an innovative workforce capable of improving service quality and responding effectively to changing healthcare demands.

The Effect of Psychological Safety on Service Innovation

The literature consistently shows that psychological safety has a strong and direct influence on service innovation, particularly through its role in enabling open communication, knowledge sharing, and risk-taking

behavior. Psychological safety refers to a work environment where employees feel secure to express ideas, ask questions, admit mistakes, and challenge existing practices without fear of negative consequences. This condition is essential for innovation, as the development of new ideas requires individuals to take interpersonal risks and engage in open dialogue (Vella et al., 2024). Employees who experience high psychological safety are more likely to contribute ideas and participate actively in problem-solving processes. A safe environment reduces fear of criticism, allowing individuals to express creative suggestions and propose improvements in service delivery. In healthcare settings, where hierarchical structures and high levels of responsibility are common, psychological safety becomes a critical factor in encouraging employees to speak up. Healthcare workers who feel safe are more willing to report errors, share insights, and suggest alternative approaches, all of which are fundamental to service innovation.

Psychological safety also facilitates knowledge sharing and team learning, which are key mechanisms underlying innovation. When employees feel comfortable interacting with colleagues, they are more likely to exchange information, discuss challenges, and collaborate in developing solutions. This collective learning process enhances the quality of ideas and increases the likelihood of successful implementation. In contrast, low psychological safety creates a climate of silence, where employees withhold ideas and avoid participation, thereby limiting innovation potential. The role of psychological safety extends to the process of idea implementation. Innovation is not only about generating ideas but also about executing them effectively. Employees who feel psychologically safe are more confident in testing new approaches and experimenting with different methods. They are also more resilient in facing potential failures, viewing them as learning opportunities rather than threats. This mindset supports continuous improvement and strengthens the organization's capacity to innovate (Ito et al., 2022).

Empirical studies confirm that psychological safety is positively associated with innovative work behavior, including idea generation, idea promotion, and idea implementation. Teams with high psychological safety demonstrate better performance in developing and applying innovative solutions compared to those with low psychological safety. This relationship is particularly evident in healthcare organizations, where effective teamwork and communication are essential for delivering high-quality services (Sitepu & Kosasih, 2024). Psychological safety also interacts with organizational factors such as leadership and culture. Supportive leadership that encourages openness, trust, and respect significantly enhances psychological safety among employees. Organizational cultures that value learning and collaboration further strengthen this condition. These factors collectively create an environment where innovation can thrive, as employees feel supported both psychologically and structurally (Aker et al., 2023). Psychological safety serves as a critical external enabler of service innovation. It creates the necessary conditions for employees to express ideas, engage in collaborative learning, and implement new solutions without fear. The literature clearly indicates that healthcare organizations that prioritize psychological safety are more likely to foster innovation, improve service quality, and adapt effectively to changing demands.

The Combined Effect of Workplace Spirituality and Psychological Safety

The literature indicates that workplace spirituality and psychological safety jointly exert a stronger and more comprehensive influence on service innovation compared to their individual effects. Both variables operate through different yet complementary mechanisms. Workplace spirituality strengthens internal motivation by fostering meaning, purpose, and value alignment, while psychological safety provides an external environment that supports openness, trust, and risk-taking. The integration of these internal and external factors creates optimal conditions for the emergence and implementation of innovative behavior. Employees who experience high workplace spirituality tend to possess strong intrinsic motivation and a desire to contribute meaningfully to their work. This internal drive encourages them to generate ideas and seek improvements in service delivery. Psychological safety ensures that these ideas can be expressed, discussed, and developed without fear of negative consequences. Literature findings show that innovation is more likely to occur when employees not only have the motivation to innovate but also feel safe to communicate their ideas openly. The absence of either factor can weaken the innovation process (Wulandari et al., 2024).

The interaction between workplace spirituality and psychological safety also enhances collaboration and knowledge sharing. Workplace spirituality promotes a sense of community and shared values, which strengthens interpersonal relationships among employees. Psychological safety complements this condition by creating a climate of trust where individuals feel comfortable engaging in open dialogue. This combination supports collective learning processes, allowing teams to exchange ideas, evaluate alternatives, and develop more effective service innovations (Apriliansa et al., 2025). The combined effect is particularly relevant in healthcare settings, where innovation depends on both individual initiative and team-based collaboration. Healthcare workers who feel spiritually fulfilled are more likely to care about the quality of their work and patient outcomes. Psychological safety allows them to translate this

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concern into concrete actions by encouraging communication and participation in decision-making processes. Studies suggest that teams characterized by both high workplace spirituality and high psychological safety demonstrate higher levels of innovative performance compared to teams that lack one of these elements (Yasin et al., 2023). The integration of these variables also influences the sustainability of innovation. Workplace spirituality supports long-term commitment and consistency in contributing ideas, while psychological safety ensures continuous feedback and improvement through open interaction. This dynamic creates an environment where innovation is not a one-time activity but an ongoing process embedded in daily work practices. Employees become more adaptive, resilient, and willing to engage in continuous improvement. Organizational support plays an important role in strengthening the combined effect of workplace spirituality and psychological safety. Leadership that promotes shared values, ethical behavior, and open communication enhances both variables simultaneously. A supportive organizational culture reinforces trust, respect, and collaboration, which further amplifies their impact on service innovation. This indicates that the relationship between these variables and innovation is not isolated but influenced by broader organizational conditions (Arthachinda & Charonsukmongkol, 2024). The literature demonstrates that workplace spirituality and psychological safety are interdependent factors that collectively shape service innovation. Their combined presence creates a balanced environment where employees are internally motivated and externally supported to innovate. Healthcare organizations that integrate these aspects are more likely to foster a culture of innovation, improve service quality, and respond effectively to the evolving demands of healthcare services (Aboramadan & Kundi, 2023).

CONCLUSION

This study concludes that workplace spirituality and psychological safety are critical factors in fostering service innovation among healthcare workers. Workplace spirituality functions as an internal driver that enhances intrinsic motivation, meaningful engagement, and commitment to work, leading individuals to generate and develop innovative ideas. Psychological safety acts as an external enabler that creates a supportive environment where employees feel secure to express ideas, share knowledge, and take interpersonal risks without fear. The findings show that both variables not only influence service innovation individually but also interact in a complementary manner. Workplace spirituality encourages the willingness to innovate, while psychological safety ensures that innovative ideas can be communicated and implemented effectively. The absence of either factor may weaken the innovation process, indicating that both are equally important in shaping innovative behavior. The integration of workplace spirituality and psychological safety creates a work environment that supports creativity, collaboration, and continuous improvement. Healthcare workers who feel that their work is meaningful and are supported by a safe and open environment tend to demonstrate higher levels of innovation in service delivery. This condition contributes to improved service quality, better patient outcomes, and stronger organizational performance. These findings imply that healthcare organizations need to adopt a holistic approach in developing human resource strategies by fostering spiritual values and building a psychologically safe climate. Efforts such as value-based leadership, open communication, and supportive organizational culture are essential in strengthening both variables. Such an approach can enhance the capacity of healthcare workers to innovate and adapt to the increasing demands of healthcare services. Overall, workplace spirituality and psychological safety serve as fundamental elements in creating sustainable service innovation. Their combined influence provides a strong foundation for healthcare organizations to improve service effectiveness and maintain competitiveness in a rapidly changing environment.

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