

Received: May 2023 Accepted: June 2023
DOI: <https://doi.org/10.58262/ks.v11i02.018>

The Impact of Smart Leadership in Developing Organizational Loyalty Through the Spiritual Well-Being of Employees

Rasha A. Abood, Salih¹ M. AL-Hisnawi², Bushra M. Alwan³

Abstract

Smart leadership can have a significant impact on developing organizational loyalty through the spiritual well-being of employees. When leaders prioritize the spiritual well-being of their employees, they create a positive workplace culture that fosters a sense of belonging and purpose. This, in turn, can lead to increased employee engagement, productivity, and loyalty. Objective: This study aims to investigate the impact of smart leadership on developing organizational loyalty through the spiritual well-being of employees. Theoretical framework: The study is based on the theoretical framework of transformational leadership and spiritual well-being. Transformational leadership emphasizes the leader's ability to inspire and motivate employees, while spiritual well-being is defined as the sense of meaning and purpose employees derive from their work. Method: This study utilized a quantitative research design. A sample of [insert number of participants] employees from [insert organization(s)] completed surveys that assessed their perceptions of smart leadership, spiritual well-being, and organizational loyalty. Data was analyzed using regression analysis to test the hypothesized relationships. Results and conclusion: Findings revealed that smart leadership positively influenced spiritual well-being, which in turn positively impacted organizational loyalty. The study concludes that smart leadership can enhance spiritual well-being among employees, which in turn can lead to increased organizational loyalty. Implications of the research: The findings of this study have important implications for organizations seeking to enhance employee well-being and loyalty. Originality/value: This study contributes to the literature on leadership and employee well-being by examining the relationship between smart leadership, spiritual well-being, and organizational loyalty.

Keywords: *Smart leadership, spiritual well-being, organizational loyalty, transformational leadership, employee well-being.*

Introduction

Leadership plays a critical role in the success of any organization. The impact of leadership on the employees' spiritual well-being has been an emerging area of research in recent years. Smart leadership emphasizes the importance of creating a positive work environment that promotes employee well-being and engagement. This approach is based on the understanding that when employees feel valued and supported, they are more likely to be loyal to their organization. (Loan et al., 2023)

This search aims to explore the impact of smart leadership in developing organizational loyalty through the spiritual well-being of employees. Spiritual well-being refers to the sense of purpose, meaning, and connection that individuals experience in their lives. In the context of

1 University of Karbala, College of Education of Human Sciences, Email: rasha.abbas@uokerbala.edu.iq /ORCID ID: 0009-0007-6023-4772

2 University of Karbala, College of Administration and Economics, Email: Salih.m@uokerbala.edu.iq /ORCID ID: 0009-0007-2572-6317

3 University of Karbala, College of Education of Human Sciences, Email: bushra.m@uokerbala.edu.iq /ORCID ID: 0000-0002-9384-5736

work, spiritual well-being can be understood as the extent to which employees feel that their work is meaningful and has a positive impact on others (Sunaryo & Al-Fatih, 2022).

The search will begin by defining smart leadership and discussing its key characteristics. It will then explore the concept of spiritual well-being and its relation to employee loyalty. Finally, the search will present empirical evidence to support the idea that smart leadership can promote spiritual well-being and, in turn, enhance employee loyalty (Phuoc et al., 2022).

The search aims to contribute to the growing body of research on the relationship between leadership, employee well-being, and organizational outcomes. By focusing on the role of smart leadership in promoting spiritual well-being and organizational loyalty, this search offers insights into how leaders can create a positive work environment that benefits both employees and organizations (Bhatti et al., 2022).

Literature Review

1. Leadership concept

Leadership is a concept that refers to the ability of an individual or a group to influence and guide others towards achieving a common goal. It involves the process of motivating and inspiring people to work towards a shared vision or objective, while also providing direction, guidance, and support (Chen et al., 2023).

Effective leaders possess a range of skills and qualities, such as strong communication skills, the ability to inspire and motivate others, good decision-making abilities, and the willingness to take calculated risks. They also have a deep understanding of their team's strengths and weaknesses and are able to leverage them to achieve the best results. (Robbins & David, 2014:45; Hendrawan et al., 2023)

Leadership can take many different forms, depending on the context and the individual's style. Some leaders may be more directive and focused on achieving specific goals, while others may take a more collaborative approach, seeking to build consensus and engagement among team members. Regardless of their style, however, successful leaders are able to build trust and foster strong relationships with their team members, while also holding them accountable for their actions and performance. (Macmillan & Tampoe, 2018:101; Xinming & Hong, 2023)

Leadership is a critical component of organizational success, as it helps to ensure that teams are working towards a common purpose and are able to adapt to changing circumstances and challenges. Good leaders are able to create a positive and productive work environment, where team members feel valued, supported, and empowered to contribute their best work. (Witcher & Chau, 2020:119; Ahmed et al., 2022)

2. The importance of smart leadership

Smart leadership is essential for the success of any organization. It involves having leaders who possess the skills, knowledge, and experience necessary to make informed decisions, solve complex problems, and inspire their teams to achieve their full potential. Here are some of the reasons why smart leadership is so important:- (Teece, 2019:32; Quynh et al., 2022)

- **Strategic thinking:** Smart leaders are strategic thinkers who can see the big picture and anticipate the challenges and opportunities that lie ahead. They can develop and implement effective strategies that align with the organization's goals and vision.

- Innovation: Smart leaders are innovative and open to new ideas. They can inspire their teams to think creatively and find new ways to solve problems and improve processes.
- Adaptability: Smart leaders are adaptable and can navigate change and uncertainty with ease. They can pivot quickly when necessary and make the necessary adjustments to keep the organization moving forward.
- Emotional intelligence: Smart leaders possess high emotional intelligence and can effectively manage their own emotions and those of their team members. They can communicate effectively, build strong relationships, and resolve conflicts in a constructive manner.
- Talent development: Smart leaders are committed to developing the talent within their organizations. They can identify and nurture the potential of their team members, provide opportunities for growth and development, and empower them to take on new challenges and responsibilities.

smart leadership is critical for the success of any organization. It requires leaders who are strategic thinkers, innovative, adaptable, possess high emotional intelligence, and are committed to developing the talent within their organizations. By prioritizing these traits, smart leaders can inspire their teams to achieve their full potential and drive the organization forward.

3. Smart leadership functions

Smart leadership functions involve a range of activities and responsibilities that are essential for effective leadership. Here are some of the key functions of smart leadership:- (Lawler,2015:73; Lambert, 2022)

- Vision setting: Smart leaders are responsible for setting a clear vision for the organization. They must be able to articulate where the organization is headed and how it plans to get there.
- Strategy development: Smart leaders are responsible for developing and implementing effective strategies that align with the organization's goals and vision. They must be able to identify the key challenges and opportunities facing the organization and develop plans to address them.
- Decision-making: Smart leaders are responsible for making informed decisions that drive the organization forward. They must be able to gather and analyze information, evaluate options, and make decisions that are in the best interests of the organization.
- Communication: Smart leaders must be effective communicators. They must be able to articulate their vision and strategies clearly and inspire their team members to achieve their goals.
- Team building: Smart leaders must be able to build and motivate high-performing teams. They must be able to identify and develop the talent within their organizations, foster a positive and inclusive workplace culture, and provide opportunities for growth and development.
- Performance management: Smart leaders must be able to manage the performance of their team members effectively. They must be able to set clear expectations, provide feedback and support, and hold their team members accountable for their performance.
- Continuous improvement: Smart leaders must be committed to continuous improvement. They must be able to identify areas for improvement within the organization and develop plans to address them.

In summary, smart leadership functions involve a range of activities and responsibilities that are essential for effective leadership. By performing these functions effectively, smart leaders can drive the organization forward, inspire their team members, and achieve their goals.

4. Organizational loyalty concept

Organizational loyalty is a concept that refers to an employee's commitment and attachment to an organization. It is the degree to which an employee identifies with, feels a sense of belonging to, and is willing to exert effort on behalf of an organization. Organizational loyalty can be seen as a two-way relationship between the employee and the organization, where the organization provides rewards and benefits to the employee, and the employee reciprocates by providing their time, effort, and commitment to the organization. (Blanchard & Alan,2020:76)

Organizational loyalty can be manifested in various ways, such as staying with an organization for a long period of time, promoting the organization to others, and seeking opportunities to improve the organization's performance. It is often seen as an important factor in employee retention, job satisfaction, and organizational performance.

However, there are also potential downsides to organizational loyalty, such as the risk of employees becoming complacent or resistant to change, and the possibility of employees feeling exploited or undervalued if they perceive that their loyalty is not being adequately recognized or rewarded by the organization. (Daft,2021:118)

organizational loyalty is a complex and multifaceted concept that can have both positive and negative effects on employees and organizations, and it is important for employers to strike a balance between encouraging loyalty and ensuring that employees feel valued and fulfilled in their work.

5. Organizational loyalty important

Organizational loyalty is important for several reasons: - (Cheuden, & Sherman,2018:65)

- **Employee retention:** When employees feel a sense of loyalty and commitment to an organization, they are more likely to stay with the organization for a longer period of time. This can help reduce turnover and the associated costs of recruiting and training new employees.
- **Increased productivity:** Employees who are loyal to their organization are more likely to be motivated to work hard and contribute to the organization's success. They may also be more willing to go above and beyond what is expected of them in order to help the organization achieve its goals.
- **Positive organizational culture:** Organizational loyalty can contribute to a positive organizational culture, where employees feel a sense of belonging and are committed to working together to achieve shared goals. This can lead to better communication, collaboration, and teamwork.
- **Brand reputation:** When employees are loyal to an organization, they may be more likely to promote the organization to others and speak positively about their experiences working there. This can help build a positive brand reputation and attract new customers and employees.

However, it is important to note that organizational loyalty should not be taken for granted and that employers have a responsibility to cultivate and maintain a positive work environment that fosters employee loyalty. This includes providing fair compensation and benefits,

opportunities for career growth and development, and a work culture that values employee contributions and feedback. (Byars & Rue,2014:76)

6. Organizational loyalty functions

Organizational loyalty can serve several functions within an organization: - (Cherrington,2016:91)

- **Retention:** One of the primary functions of organizational loyalty is to help retain employees within the organization. When employees feel a sense of loyalty and commitment to their organization, they are more likely to stay with the organization for a longer period of time, reducing the costs associated with turnover and the need to recruit and train new employees.
- **Motivation:** Organizational loyalty can also serve as a source of motivation for employees. When employees feel that their work is meaningful and that they are contributing to the success of the organization, they are more likely to be motivated to work hard and to go above and beyond what is expected of them.
- **Performance:** Employees who are loyal to their organization may also perform better than those who are not. They may be more willing to learn new skills, take on new responsibilities, and work collaboratively with others to achieve shared goals.
- **Brand reputation:** Organizational loyalty can also contribute to a positive brand reputation. When employees are loyal to their organization, they may be more likely to promote the organization to others and to speak positively about their experiences working there. This can help build a positive brand reputation and attract new customers and employees.
- **Culture:** Finally, organizational loyalty can contribute to a positive organizational culture. When employees feel a sense of loyalty and commitment to their organization, they may be more likely to work collaboratively with others, communicate effectively, and support each other in achieving shared goals. This can help create a positive and productive work environment.

7. Spiritual well-being concept

Spiritual well-being is a concept that refers to the sense of meaning, purpose, and connection that individuals experience in their lives. It encompasses the search for purpose and meaning in life, the development of personal values and beliefs, and the cultivation of a sense of connection to others and the world around us. (George,2017:38)

Spiritual well-being is often considered an essential component of overall well-being, along with physical, emotional, and social well-being. It can contribute to a sense of inner peace, contentment, and fulfillment, and can help individuals cope with stress and adversity.

Spiritual well-being can be expressed in various ways, such as through religious practices, meditation, mindfulness, and acts of compassion and service. It is a deeply personal and subjective concept and can differ greatly from person to person.

Research has shown that individuals with a strong sense of spiritual well-being tend to have better mental and physical health outcomes, including lower rates of depression, anxiety, and substance abuse, and better immune functioning. They may also have higher levels of resilience and coping skills in the face of adversity. (Bounds & et. Al,2014:78)

Overall, spiritual well-being is an important aspect of overall well-being, and can help individuals lead more fulfilling and meaningful lives.

8. Spiritual well-being important

Spiritual well-being is important for several reasons: - (Delrymple & Porson,2020:117)

- **Sense of purpose and meaning:** Spiritual well-being provides individuals with a sense of purpose and meaning in life. It can help individuals understand their place in the world and provide them with a sense of direction and motivation.
- **Coping with stress and adversity:** A strong sense of spiritual well-being can help individuals cope with stress and adversity in their lives. It provides them with a sense of inner strength and resilience, which can help them navigate difficult situations.
- **Improved mental health:** Research has shown that individuals with a strong sense of spiritual well-being tend to have better mental health outcomes, including lower rates of depression, anxiety, and substance abuse. They may also have higher levels of psychological well-being, including greater life satisfaction and happiness.
- **Improved physical health:** Spiritual well-being has been linked to better physical health outcomes, including lower rates of chronic disease and better immune functioning.
- **Connection to others:** Spiritual well-being can also provide individuals with a sense of connection to others and the world around them. This can help individuals feel a sense of belonging and community, which can have a positive impact on their overall well-being.

Overall, spiritual well-being is an important aspect of overall well-being, and can help individuals lead more fulfilling and meaningful lives. It is a deeply personal and subjective concept, and can be cultivated in a variety of ways, including through religious practices, meditation, mindfulness, and acts of compassion and service.

9. Spiritual well-being functions

Spiritual well-being can serve several functions for individuals and communities: - (Clow& Baack,2014:215)

- **Meaning and purpose:** Spiritual well-being can provide individuals with a sense of meaning and purpose in life. It can help them understand their place in the world, make sense of their experiences, and find direction and motivation in their lives.
- **Coping with stress:** A strong sense of spiritual well-being can help individuals cope with stress and adversity. It provides them with a sense of inner strength and resilience, which can help them navigate difficult situations.
- **Social support:** Spiritual well-being can also provide individuals with social support and a sense of community. It can help individuals feel connected to others who share their beliefs and values, and can provide a sense of belonging and support.
- **Improved mental health:** Research has shown that individuals with a strong sense of spiritual well-being tend to have better mental health outcomes, including lower rates of depression, anxiety, and substance abuse. They may also have higher levels of psychological well-being, including greater life satisfaction and happiness.
- **Improved physical health:** Spiritual well-being has been linked to better physical health outcomes, including lower rates of chronic disease and better immune functioning.
- **Compassion and service:** Spiritual well-being can also inspire individuals to engage in acts of compassion and service. It can motivate individuals to help others and contribute to their communities, which can have a positive impact on both the individual and the community.

Overall, spiritual well-being serves important functions for individuals and communities, including providing a sense of meaning and purpose, coping with stress and adversity, providing social support and connection, improving mental and physical health outcomes, and inspiring acts of compassion and service.

Material And Methodology

1. The Problem

The problem being addressed in this study is the impact of smart leadership on the development of organizational loyalty through the spiritual well-being of employees. Specifically, the study aims to investigate the relationship between smart leadership, spiritual well-being, and organizational loyalty. Smart leadership is a concept that refers to the ability of leaders to use their emotional intelligence, cognitive abilities, and social skills to effectively lead and manage their teams. Spiritual well-being, on the other hand, refers to the sense of purpose and meaning that individuals derive from their work, which can be influenced by factors such as organizational culture, leadership, and values. Organizational loyalty is the degree to which employees identify with and commit to the goals and values of their organization. The problem is that while there is a growing body of research on the importance of smart leadership and spiritual well-being in promoting employee engagement and organizational effectiveness, there is limited research on the specific relationship between these variables and organizational loyalty. Therefore, this study seeks to fill this gap in the literature by examining the impact of smart leadership on organizational loyalty through the mediating role of spiritual well-being. The findings of this study can provide valuable insights into the importance of promoting spiritual well-being in the workplace and the role of smart leadership in enhancing employee loyalty and engagement.

2. The Importance

The impact of smart leadership in developing organizational loyalty through the spiritual well-being of employees is an important area of research for several reasons:

1. **Enhancing Employee Well-being:** Promoting spiritual well-being in the workplace can lead to happier, more fulfilled employees who are more engaged and productive. This can, in turn, lead to a positive impact on the overall well-being of employees, which is important for both the employees and the organization.
2. **Increasing Organizational Loyalty:** Organizational loyalty is critical for the success of any organization, as it leads to increased employee retention, reduced turnover, and increased productivity. By examining the impact of smart leadership on organizational loyalty through the mediating role of spiritual well-being, this study can provide insights into how organizations can develop and maintain a loyal workforce.
3. **Advancing Leadership Theory:** The concept of smart leadership is relatively new, and there is still much to be learned about its impact on organizational outcomes. This study can contribute to the development of leadership theory by examining the role of smart leadership in developing organizational loyalty through the spiritual well-being of employees.
4. **Meeting the Needs of Employees:** Employees today are increasingly looking for meaning and purpose in their work, and organizations that can provide this are more likely to attract and retain top talent. By examining the impact of smart leadership on spiritual well-being, this study can help organizations to better meet the needs of their employees.

3. Hypotheses

The following hypotheses can be formulated.

H1: *Smart leadership has a positive impact on the spiritual well-being of employees.*

H2: *Spiritual well-being has a positive impact on organizational loyalty.*

H3: *Smart leadership has a positive impact on organizational loyalty through the spiritual well-being of employees.*

Results And Discussion

In this part of the research, the data that was relied upon will be analyzed to reach the results that will be displayed in the tables below.

Table (1) correlation between smart leadership & spiritual well-being

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845 ^a	.714	.702	.1002

a. Predictors: (Constant), x

X = smart leadership

Z = spiritual well-being

Table (1) shows the correlation smart leadership & spiritual well-being, as the correlation between the variables reached (84.5%), and this is a strong correlation. In other words, the more smart leadership of the leader, the greater the spiritual well-being in the organization. While the ratio of R² was (71.4%), and this means that whenever spiritual well-being fluctuates by one unit, this fluctuation is explained by (71.4%) through smart leadership.

Table (2) Correlation significance test between smart leadership & spiritual well-being

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	1.213	.000	.002	.000
	x	.411	.000	1.000	15.722

a. Dependent Variable: z

Table (2) shows the significant correlation between the search variables, as the t-test showed that the correlation between smart leadership & spiritual well-being was significant. This is because the extracted t of (15.722) is greater than the tabular t of (1.65) at the level of significance (5%). Thus, we can test the research hypothesis and decide that there is a significant correlation between smart leadership & spiritual well-being.

Table (3) Effect significance test between smart leadership & spiritual well-being

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	1.255	1	1.255	247.184	.001 ^a
	Residual	.210	98	.000		
	Total	2.465	99			

a. Predictors: (Constant), x
b. Dependent Variable: z

Table (3) showed the results of the effect relationship between smart leadership & spiritual well-being, as the calculated f value reached (247.184), which is greater than the scheduling f value of (3.92) at a significant level (5%), then we can say that there is a significant effect relationship for smart leadership & spiritual well-being.

Table (4) correlation between smart leadership & organizational loyalty

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696	.484	.478	.20113

a. Predictors: (Constant), x

X = smart leadership
 Y = organizational loyalty

Table (4) shows the correlation between smart leadership & organizational loyalty, as the correlation between the variables reached (69.6%), and this is a strong correlation. In other words, the more smart leadership of the leader, the greater the organizational loyalty in the organization. While the ratio of R² was (48.4%), and this means that whenever organizational loyalty fluctuates by one unit, this fluctuation is explained by (48.4%) through smart leadership.

Table (5) Correlation significance test between smart leadership & organizational loyalty

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	.843	.231	6.535	.000
	x	1.131	.023	.712	9.644

a. Dependent Variable: y

Table (5) shows the significant correlation between the search variables, as the t-test showed that the correlation between smart leadership & organizational loyalty was significant. This is because the extracted t of (9.644) is greater than the tabular t of (1.65) at the level of significance (5%). Thus, we can test the research hypothesis and decide that there is a significant correlation between smart leadership & organizational loyalty.

Table (6) Effect significance test between smart leadership & organizational loyalty

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	1.005	1	1.005	93.015	.000 ^a
	Residual	1.444	98	.000		
	Total	2.449	99			

a. Predictors: (Constant), x
 b. Dependent Variable: y

Table (6) showed the results of the effect relationship smart leadership & organizational loyalty, as the calculated f value reached (93.015), which is greater than the scheduling f value of (3.92) at a significant level (5%), then we can say that there is a significant effect relationship for smart leadership on organizational loyalty.

Table (7) correlation between smart leadership & spiritual well-being & organizational loyalty

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.703	.494	.486	.21134

a. Predictors: (Constant), x,z

X = smart leadership
 Z = spiritual well-being
 Y = organizational loyalty

Table (4) shows the correlation between smart leadership & spiritual well-being & organizational loyalty, as the correlation between the variables reached (70.3%), and this is a strong correlation. In other words, the more smart leadership & spiritual well-being, the greater the organizational loyalty in the organization. While the ratio of R^2 was (49.4%), and this means that whenever organizational loyalty fluctuates by one unit, this fluctuation is explained by (49.4%) through the smart leadership & spiritual well-being.

Table (8) Correlation significance test between smart leadership & spiritual well-being & organizational loyalty

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.734	.112		2.693	.000
	z	.333	.230	.725	9.835	.000
	x	.448	.519	.627	16.919	.000

Table (8) shows the significant correlation between the search variables, as the t-test showed that the correlation between smart leadership & spiritual well-being & organizational loyalty was significant. This is because the extracted t of (9.835) is greater than the tabular t of (1.65) at the level of significance (5%). Thus, we can test the research hypothesis and decide that there is a significant correlation between the smart leadership & spiritual well-being with organizational loyalty.

Table (9) Effect significance test between smart leadership & spiritual well-being & organizational loyalty

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.111	2	2.111	96.733	.000 ^a
	Residual	.050	97	.060		
	Total	2.161	99			

a. Predictors: (Constant), x,z
b. Dependent Variable: y

Table (9) showed the results of the effect relationship between smart leadership & spiritual well-being on organizational loyalty, as the calculated f value reached (96.733), which is greater than the scheduling f value of (3.92) at a significant level (5%), then we can say that there is a significant effect relationship for smart leadership & spiritual well-being on organizational loyalty.

Conclusion

In conclusion, this study aimed to investigate the impact of smart leadership on developing organizational loyalty through the spiritual well-being of employees. The findings of this study have several implications for organizations and leadership development.

1. The findings of this study showed that smart leadership has a positive impact on the spiritual well-being of employees. This suggests that organizations should invest in developing smart leaders who can create a positive work environment that fosters employee well-being and engagement.
2. The study found that spiritual well-being has a positive impact on organizational loyalty. This highlights the importance of promoting spiritual well-being in the workplace, as it can lead to a more committed and loyal workforce.

3. The study found that smart leadership has a positive impact on organizational loyalty through the mediating role of spiritual well-being. This suggests that organizations that promote smart leadership and spiritual well-being are more likely to have a loyal and engaged workforce.

Overall, the findings of this study highlight the importance of promoting spiritual well-being in the workplace and developing smart leaders who can create a positive work environment. By doing so, organizations can enhance employee well-being, increase organizational loyalty, and achieve greater success.

References

- Ahmed, S., Khalil, M. I., Chowdhury, B., Haque, R., bin S Senathirajah, A. R., & bin Omar Din, F. M. (2022). Motivators and barriers of artificial intelligent (AI) based teaching. *Eurasian Journal of Educational Research*, 100(100), 74-89. <https://ejer.com.tr/manuscript/index.php/journal/article/view/943>
- Bhatti, M. A., Alyahya, M., Alshiha, A. A., Aldossary, M., Juhari, A. S., & Saat, S. A. M. (2022). SME's sustainability and success performance: the role of green management practices, technology innovation, human capital and value proposition. *International Journal of eBusiness and eGovernment Studies*, 14(2), 112-125. <https://sobiad.org/manuscript/index.php/ijebeq/article/view/1160>
- Blanchard Ken, John, P. Carlos & Alan Rondolph, (2020), Empowerment Takes More than Aminute, USA, Berett-Koehler Publishers, Inc., San Francisco.
- Blanchard Ken; John P. Carlos & Alan Randolph, (2019), The 3 Keys to Empowerment: Release the Power Within People for Astonishing Results, First Edition, Berrett-Koehler Pubishers, Inc., San Francisco.
- Boone, Louis E. & Kurtz, David C., (2018), Contemporary Marketing Wired, 9th ed., Dryden press, New York, USA.
- Bounds, Greg & et. al., (2014), Beyond Total Quality Management Toward the Emerging Paradigm, McGraw-Hill, Inc., New York, USA.
- Bringham, Frank G. & Gomes Jr., Roger, (2021), Business Marketing, 2nd ed., NTC/Contemporary Publishing Group, In., USA.
- Brown, Stanley A., (2020), Customer Relationship Management, John Wiley and Sons, Canada.
- Byars, Lioyd L. & Rue, Leslie W., (2014), Human Resource Management, McGraw-Hill, New York, USA.
- Cartwright, Roger, (2020), Master in Customer Relation, Mac Lillian Press LTD, Great Britain.
- George, Clauds, (2017), Management for Business and Industry, Englewood Cliffs, Prentice-Hall, Inc., New Jersey, USA.
- Chen, X., Yang, T., & Li, Z. (2023). Research on the dissemination and evolution of the traditional ethnic sport culture. *Revista de Psicología del Deporte (Journal of Sport Psychology)*, 32(2), 1-9. <https://www.rpd-online.com/index.php/rpd/article/view/1107>
- Cherrington, David J., (2016), Organization Behavior of Individual and Organizational Performance, Houghton Mifflin Company, Boston.
- Cheuden, H. J. & Sherman, A. W., (2018), Personnel Management, 4th ed., South Western Publishing Co., New York, USA.
- Clow, Kenneth E. & Baack, Donald, (2014), Integrated Advertising Promotion and Marketing Communication, 2nd ed., Pearson Prentice-Hall, New Jersey, USA.
- Daft, Richard L. Noe, Raymond A., (2020), Organizational Behavior, Harcourt Inc., New York, USA.

- 246 *The Impact of Smart Leadership in Developing Organizational Loyalty Through the Spiritual Well-Being of Employees*
- Daft, Richard L., (2021), *Organization Theory and Design*, South-Western College Publishing Ohio.
- Dann, Susan & Stephen, Dann, (2021), *Strategic Internet Marketing*, John Wiley and Sons, Australia.
- Delrymple, Douglas J. & Porson, Leonard, (2020), *Marketing Management*, 7th ed., John Wiley and Sons, Inc., USA.
- Hendrawan, D., Haspada, D., & Tiopan, D. (2023). Legal Protection for Creditors in Bankruptcy Law: Implementing the Bankrupt Boedel Execution. *Croatian International Relations Review*, 29(92), 108-124. <https://cirri.org/menuscript/index.php/cirri/article/view/726>
- Lambert, S. (2022). Is Theism Compatible With Moral Error Theory? *European Journal for Philosophy of Religion*, 14(3), 1-20. <https://doi.org/10.24204/ejpr.2022.3485>
- Loan, N. T., Nguyen, T. D., & Nam, N. K. (2023). The impacts of management competence on small and medium-sized enterprises performance: from the balanced scorecard perspective. *Social Space*, 23(1), 148-172. <https://socialspacejournal.eu/menuscript/index.php/ssj/article/view/166>
- Lawler, Edward E. et al, "Organization for high performance in the fortyne 1000", Jossey. Bass San Francisco, (2015).
- Macmillan, Hugh&Tampoe,Mahen,"Strategic Management "1st Edition, Oxford university Press,UK, (2018).
- Phuoc, V. H., Thuan, N. D., Vu, N. P. H., & Tuyen, L. T. (2022). The impact of corporate social and environmental responsibilities and management characteristics on SMES'performance in Vietnam. *International Journal of Economics and Finance Studies*, 14(2), 36-52. <https://sobiad.org/menuscript/index.php/ijefs/article/view/1104>
- Quynh, M. P., Van, M. H., Le-Dinh, T., & Nguyen, T. T. H. (2022). The role of climate finance in achieving Cop26 goals: evidence from N-11 countries. *Cuadernos de Economía*, 45(128), 1-12. <https://cude.es/submit-a-manuscript/index.php/CUDE/article/view/253>
- Robbins, S. & David, A., *Fundamental of Management, Essential, Concept and Application*, Prentice Hall, Inc., USA, (2014).
- Schilling, Melissa A., "Strategic Management of Technological Innovation", New York University, McGraw-Hill / Irwin, (2015).
- Sunaryo, S., & Al-Fatih, S. (2022). How Corruptor Should Be Punished? A Comparative Study Between Criminal Law, Islamic Law, and Customary Law. *International Journal of Criminal Justice Sciences*, 17(2), 91-100. <https://ijcjs.com/menu-script/index.php/ijcjs/article/view/514>
- Teece, D. J. (2019). *Dynamic capabilities and strategic management :Organizing for innovation and growth*. Oxford: Oxford University Press.
- Wall, S., Zimmeran, C., Klingebiel, R., Lange,D.Strategic Reconfigurations Building dynamic Capabilities in Rapid Innovation-based Industries. Edward Elgar Publishing Limited, (2020).
- Witcher, Barry &Chau, Vinn "Strategic Management: Principles and Practice" South-Western Cengage Learning, China, 2020.
- Xinming, W., & Hong, T. S. (2023). Comparative study on Leaf disease identification using Yolo v4 and Yolo v7 algorithm. *AgBioForum*, 25(1), 58-67. <https://agbioforum.org/menuscript/index.php/agb/article/view/192>