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assets (Tosaporn Kaewkwankrai, 2017). The operational effectiveness of community enterprises come from the participation of all relevant parties, especially members and leaders, especially "leaders" that can be considered a key factor for an organization (Carreiro, H., & Oliveira, T., 2019) or it can be otherwise said that leaders are a key factor for success (Lukoschek, CS; Gerlach, G., Stock, R.M., & Xin, K., 2018). Therefore, what leaders should have is leadership (Sivaporn Sala Lak, 2015), which refers to the use of an individual behavior to lead group activities to achieve common goals. Therefore, community enterprise leaders must have the role of a spiritual leadership, which is a leader capable of motivation or influence on subordinates (Jureewan Chanpala, 2014) in order for subordinates to come up with ideas or motivation for innovative development because leadership or leading behaviors influence the performance of works (Nichamol Fongnam, 2015). Whether the effectiveness of the organization is good or not depends on the leaders in the organization to be able to use operational techniques and application of various technologies with a commitment to promote the organization to be an organization of innovation. Executives must have spiritual leadership, creativity, and effectiveness in community enterprise operations (Peerawut Sirisak, 2016). From this importance, the researcher is interested to study the spiritual leadership affecting the effectiveness of community enterprise operations in Ranong province. This is to further create spiritual leadership in community enterprises in Ranong province.

Research objectives

To study the conceptual framework of spiritual leadership affecting the effectiveness of community enterprise operations in Ranong Province.

Research methodology

This research is a documentary research using secondary data from relevant documents and research for the study, analysis, and synthesis of data to achieve the conceptual framework of spiritual leadership affecting the effectiveness of community enterprise operations in Ranong Province.

Literature review

Spiritual leadership

Spiritual leadership is a leadership in an integrated concept group that focuses on ethical leadership that protects, empower, pay attention, and meet the needs of followers. They stand for right things, honest, and open. In addition, spiritual leadership was also defined



in terms of an overall feeling of positivity towards a leader. Therefore, the study of leadership spirituality is therefore the study of feelings and opinions of people in order to use it to improve the efficiency of the supervisor to understand the feelings of the subordinates and can control and prevent undesirable behavior caused by work (Fry, 2003). In addition, spiritual leadership encourages people to be more willing to work, reduce absences, leave, delayed work, and lack of responsibility for work. It also helps to increase the organization's performance as well (Fernando, 2007).

In this research, the researcher has studied the concepts, theories, and related research from many academicians in order to synthesize the elements of spiritual leadership and develop into a research framework as follows.

Fry (2003) studied the characteristics of spiritual leadership, consisting of 1) Vision 2) Hope 3) Faith 4) Altruistic love 5) Trust/loyalty 6) Forgiveness 7) Acceptance 8) Gratitude 9) Integrity) 10) Honesty 11) Courage 12) Kindness 13) Empathy 14) Compassion 15) Meekness 16) Endurance and 17) Excellence fun.

Borger (2007) describes spiritual leadership as the framework or context in which leaders use, which may mean the conduct of leaders. Spiritual leadership is a kind of leader that uses reflection, which has important components including 1) Story telling) 2) Individual awareness 3) Self-awareness 4) Vision), and 5) Sense of service to others)

Fleming (2007) conducted a foundation theory research to find the relationship between spirit and spiritual leadership. In an era where modern Americans have a knowledge of not feeling of living focusing on meaning in life, especially in work, because work is the center of their life. Because without feeling the importance of work, it will result in the lack of efficiency. Therefore, spiritual leadership can help to increase the meanings of work and living values. The results of the study found that the elements of spiritual leadership consist of 1. Faith 2. Hope 3. Empowerment.

Smith (2007) conducted a study of spiritual leadership with a focus on education, especially executives, in order to develop the professionalism of educational leaders in the future. The objective of this research is to study spiritual leadership in the terms of efficiency of school administrators in government schools. The results showed that the characteristics of spiritual leadership consisted of 1) the power of vision and 2) Establishing goals. The vision must be clear, which would help adding value to the school and everyone must be aware of the vision.

Hunsaker (2008) studied the elements of spiritual leadership between the relationships of all assumptions. The theory is built on an internal motivation model that is relevant to



leadership values including 1) attitudes 2) behaviors of vision performance 3) hope 4) faith and 5) altruistic love which will help to meet with the needs of followers in spiritual survival through calling and membership, which will lead to improved productivity.

Boorum (2009) studied the characteristics of spiritual leadership. The data was collected from 150 randomly selected executives and 350 randomly selected respondents. The study found that the elements of spiritual leadership consisted of.

Chegini and Nezhad (2011) studied spiritual leadership with increasing spirit in the work. Spiritual leadership was needed to strengthen unity and achieve organizational goals. The results showed that the characteristics of spiritual leadership consist of 1) Vision 2) Faith 3) Love to altruism 4) Significant work 5) Membership 6) Organizational commitment and 7) Productivity.

Juhaizi and Tahir (2011) conducted a study on the conceptual framework of spiritual leadership theory and job satisfaction. This framework is from a literature review. The results of the study showed that the elements of spiritual leadership consist of 1) Vision 2) Hope 3) Faith 4) Altruistic love 5) Meaning/calling and 6) Membership. These elements help leaders to change behavior, create internal motivation, or train skills for employees to work in order to have good organizational performance.

Nooralizad and Ghorchian (2011) studied the tools to develop a working spirit. The structure of the influence on spiritual leadership in an organization is complex. Therefore, there must be an operational goal that is clear, effective, and can be applied to suit the organization. The elements of good spiritual leadership consist of 1) Vision 2) Hope 3) Faith and 4) Trust

Chen and Yang (2012) mentioned on the current research examining the relationship between leadership and organizational behavior. The results of the study showed that the elements of spiritual leadership consist of 1) Vision 2) Hope 3) Faith and 4) Altruistic love.

Phisi Kiaticchai (2014) studied the development of tools for evaluating the characteristics of spiritual leadership in the assessment center, which found that elements of the spiritual leadership consist of vision, hope / faith, love for the sake of others, and inner life, in which each of them has many other definitions.

Kamolwan Thippayanet (2014) studied the equation model for spiritual leadership structure for elementary school directors. The study found that spiritual leadership is the ability of elementary school directors to persuade or lead other people with a vision, is a creator of hope, power of faith, and trust in work. It could be measured from the elements of 4 observable variables, which are vision, hope, faith, in which each observable variable has



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unique definitions as follows: vision means the expression of executives about participation in creating vision, having clear communication ability, and following the said vision. Hope means the expression executives in working with a commitment, motivation to work, able to face crisis effectively, and being a good role model in the workplace. Trust means the expression of executives that are consistent in words, actions, and honesty, and create good working relationships.

Natnicha Hongchai (2016) Studied the spiritual leadership development in primary school directors in Bangkok. The results showed that the elements of spiritual leadership consisted of 1) ability to define a vision 2) have unselfish love 3) have hope / faith.

Nutchanat Meesompheud (2017) studied the model of the application of the principles of spiritual leadership. Auditors of the auditor groups in Thailand have found that the reasons for spiritual leadership in the workplace does not affect job satisfaction and organizational commitment is because the current situation of auditors is due to the lack of auditors, too high admission standards, and brain drain or moving out. Therefore, the development of an application of the principles of spiritual leadership for auditors from auditors group in Thailand Need to create a strategy To develop vision, hope, and love for the sake of others and the meaning of work to increase.

From the study of the elements of spiritual leadership from academics and researchers mentioned about. The researcher has synthesized it to define as a conceptual framework for further research.

Results

From studies of concepts and theories related to spiritual leadership (Fry, 2003; Borger, 2007; Fleming, 2007; Smith, 2007; Hunsaker, 2008; Boorom, 2009; Juhaizi & Tahir, 2011; Chegini & Nezhad, 2011; Nooralizad & Ghorchian, 2011; Chen & Yang, 2012; Phisi Kiaticchai, 2014; Kamolwan Thippayanet, 2014; Natnicha Hongchai, 2016; Nutchanat Meesompheud, 2017), The researcher has analyzed data using content synthesis and frequency analysis, which found that the elements of spiritual leadership consists of 4, which are: **1.** Vision means the expression of executives about participation in creating vision, have clear communication ability, and follow the vision. **2.** Faith means the expression of executives on beliefs based on wisdom from the cause and effect, follow the learning guidelines, and become a good role model in the workplace. **3.** Hope means the expression of executives to work with commitment, motivation, and able to face crisis effectively. **4.** Trust means the expression of

executives that consistent in speech an action, work with honesty and transparency, and create good working relationships.

These 4 elements are Fry’s (2003) framework that is consistent and covers spiritual leadership. From the above literature review, the researcher has synthesized to determine the elements that are theoretical framework and conceptual framework as shown in Table 1.

Table 1: Synthesis of elements of spiritual leadership.

Elements of spiritual leadership	Fry (2003)	Borger (2007)	Fleming (2007)	Smith (2007)	Hunsaker (2008)	Boorom (2009)	Chagini & Nezhad (2011)	Juhaizi & Tahir (2011)	Nooralizad & Ghorchian (2011)	Chen & Yang (2012)	Phisi Kiaticchai (2014)	Kamolwan Thippayanet (2014)	Natnicha Hongchai (2016)	Nutchanat Meesompheud (2017)
1.Vision	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2.Faith	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3.Hope	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓
4.Trust	✓	✓	✓			✓			✓		✓	✓	✓	✓

From the table of synthesis of elements of spiritual leadership, the researcher has synthesized from academics and related research as classified by Fry’s (2003) spiritual leadership qualities, since it is a spiritual leadership theory that has evolved from an internal motivation theory consisting of vision, hope, faith, and trust, to be used as a research framework as shown in Figure 1.

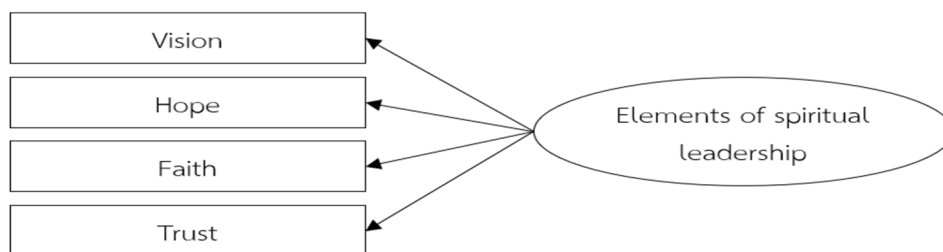


Figure 1: The elements of spiritual leadership.



Conclusion and discussion

From the studies on document, concepts, and theories relevant to the research objectives, the study results can be summarized as follows:

The conceptual framework of spiritual leadership affecting the effectiveness of community enterprise operations in Ranong Province has 4 elements: 1. Vision means the expression of executives about participation in creating vision, have clear communication ability, and follow the vision. 2. Faith means the expression of executives on beliefs based on wisdom from the cause and effect, follow the learning guidelines, and become a good role model in the workplace. 3. Hope means the expression of executives to work with commitment, motivation, and able to face crisis effectively. 4. Trust means the expression of executives that consistent in speech an action, work with honesty and transparency, and create good working relationships. These 4 elements are Fry's (2003) framework that is consistent and covers spiritual leadership, which is consistency with concepts, theories and research results of Phisi Kiaticchai (2014), Kamolwan Thippayanet (2014), Natnicha Hongchai (2016), and Nuchanat Meesompheud (2017).

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