

Spiritual Leadership and Organizational Performance: A PRISMA-Based Systematic Review and Future Research Directions

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Keywords: Spiritual Leadership Organizational Performance, Systematic Review. Prisma, Workplace Success, Employee Well-being, AI-based bibliometric analysis.

Abstract: The research follows a clear methodology using PRISMA rules to study what makes employees successful in their workplace. This study is an AI-based bibliometric analysis and a systematic study. The research objective is to examine how spiritual leadership affects job satisfaction, employee engagement, job performance also employee well-being. In this study, the researcher used 524 publications and reviewed company performance it has been observed that Spiritual leadership has excellent working conditions through employee engagement and ethical decision support that produce optimized organizational excellence. The research shows that organizations should use spiritual leadership to improve their workplace performance and leadership style. It also gives new ideas for research related to management and helps in future studies on this topic.

1 INTRODUCTION

Spiritual leadership enables organizations to learn many important aspects of leadership approaches, Organization, workplace culture construction, and employee welfare dimensions. Spiritual leadership extends conventional approaches by combining employee growth with shared moral values because it draws from integrity alongside compassion and vigorous purpose. The leadership model creates a workplace environment where employees can build connections based on different goals and meet workplace objectives while being treated with respect and work motivation. The method now stands recognized because it produces Motivated and satisfied employees who help organizations advance. The review follows PRISMA criteria to evaluate spiritual leadership development and describes its impact on organizational growth. The study evaluates academic work about how spiritual leadership impacts employee satisfaction together with job engagement job performance and work-related well-being to determine its present-day organizational value. The principles of spiritual leadership in modern times carry similar concepts from ancient Bhagavad Gita wisdom because they

focus on compassionate work ethical responsibility and spiritual fulfillment. When organizational practices adopt these principles, they develop into workplaces that prioritize employee personal and professional growth. The study adopted PRISMA criteria to analyze how spiritual leadership affects employee well-being job satisfaction employee engagement and job performance. High-level investigations show that spiritual leadership creates beneficial workplace environments that lead to better organizational sustainability and growth.

1.1 Objectives and significance of the study

The research goal uses PRISMA guidelines and AI-based bibliometric evaluation to perform a thorough survey of modern organizational studies on spiritual leadership. The research finds how spiritual leadership affects both the psychological state of employees and their job contentment, as well as their satisfaction with work and dedication. This research evaluates the effects of spiritual leadership on ethical choices and both workplace environment and organizational operational outcomes. The study finds its importance through

scientific analyses of how spiritual leadership based on ancient teachings including the Bhagavad Gita techniques applies to present-day business leadership. The study combines the data from various research databases to explain that leadership principles which include selflessness purposeful and meaningful work and ethical responsibility enhance leadership performance motivate team members and build organizational growth.

2 LITERATURE REVIEW

The review of publications conducts analytical research on the different ways that spiritual leadership impacts organizations through their work progress and performance results. This study analyzed 464 key studies to illustrate spiritual leadership principles to be used for practice in different organizational contexts involving both leadership methodologies and employee wellness work engagement job performance and employee satisfaction. Many research studies provided important insights regarding the effects of spiritual leadership on management areas as well as organizational performance and employee well-being. The paper clearly shows how spiritual leadership improves work performance and employee engagement while boosting job satisfaction and positions it as a crucial factor for employee well-being and Employee engagement (Islam, A., et al. 2024). The research analyzes turnover intention reduction and work-life quality advancement through spiritual leadership while demonstrating how spiritual well-being inclusion produces desirable individual and organizational outcomes (Li, W., et al. 2023). Modern organizational leadership insights benefit strongly from the development of measurement tools that examine how spiritual leadership affects workplace performance (Karim et al. 2022). New research Demonstrates how spiritual leadership generates positive organizational results by helping organizations develop culture and maintain operational stability when analyzing working conditions and operational success (Hunsaker, W. D. (2022). The study shows that spiritual leadership along with meaning creation in organizations creates both positive job and life satisfaction and performance effects (Pio, R. J. (2022)). The research confirms spiritual leadership enhances lower burnout and stronger employee endurance through its accomplishment of better emotional exhaustion results (Astakoni et al. 2022). Professional advisor

encourages incorporating spiritual leadership principles within leadership research methods to create improved organizational frameworks that focus on top-level ethical decisions Pio, R. J. (2022). This paper shows how spiritual leadership creates ethical behavior while creating trust through spiritual value execution which raises organizational commitment Göçen, A., & Şen, S. (2021). Research findings attest to the positive relationship between spiritual leadership and employee job satisfaction, job performance, and employee engagement while it improves their work-life quality and prevents turnover Gunawan, I., & Adha, M. A. (2021). The examination studies how spiritual leadership elements in higher education institutions affect both faculties and student achievements (Yang et al. 2021). The paper examines ethical management cases and stress management methods that produce performance improvements from spiritual leadership implementations Anser et al. 2021). Scientific investigations demonstrate that spiritual leadership techniques should be included in modern management to create honesty and participation while promoting ethical conduct (Supriyanto et al. 2020). The research shows that leadership that supports spiritual integration helps develop long-lasting positive organizational cultures that link personal values to institutional values Oh, J., & Wang, J. (2020). Spiritual leaders actively improve teamwork and increase workplace cooperation inside their organizational structures Pio, R. J. (2020). Several studies prove that spiritual leadership creates higher job satisfaction, and good performance because employees under such a leadership context achieve enhanced workplace purpose alongside superior work satisfaction Karadag et al.2020. The research confirms that spiritual leadership functions as a stress reduction tool that helps employees develop better well-being methods, to gain job performance and also helps in employee engagement while minimizing professional stress elements Fry, L. W., & Nisiewicz, M. S. (2020). The findings confirm that spiritual leadership in organization and management produces desirable performance benefits that combine financial advantages with improved operational results and innovative solutions Samul, J. (2019). The observed findings reveal spiritual leadership facilitates organizations to pursue ethical decisions together with responsible CSR actions directed toward society and the environment (Wang et al. 2019). Spiritual leadership in organizations affects creativity and innovation while leaders build innovative settings through customer value incorporation alongside innovative thoughts Pio, R.

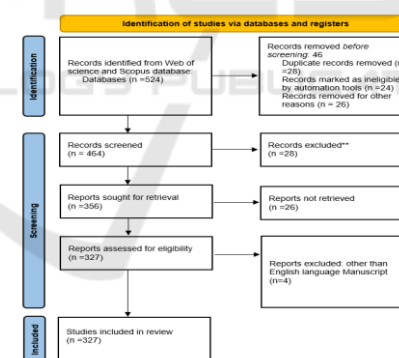
J., & Tampi, J. R. E. (2018). Organizations gain increased strength from spiritual leadership according to the review because spiritual leaders use positive thinking to direct employees toward a meaningful approach during crises (Jabeen, N et al. 2017). The concept of spiritual leadership improves employee commitment while improving retention because workers feel stronger associations with leaders and also work effectively to achieve organizational goals Fry, L. W., et al, 2017. Spiritual leadership practices increase employee engagement, and job performance, job satisfaction through their effect on building community connections and staff member belongingness according to research findings Fry, L et al. 2011. The paper explores how spiritual leaders encourage communication to resolve workplace conflicts thus improving teamwork Chen et al. 2013. Additionally, it investigates spiritual leadership impacts on corporate ethics through role modeling and ethical leadership guidance for organizations Fry, L et al. 2010. Workers blossom in their personal and professional lives through spiritual leadership which enhances their work-life balance according to research Sweeney et al. 2012. The paper explores spiritual leadership's effects on cultural evolution by analyzing how leaders integrate spiritual approaches to create moral work environments that draw attention to staff welfare and enduring business success while encouraging united teams and continuing performance Kaya, A. (2015). The review demonstrates that spiritual leadership located within transformational leadership helps organizations improve their performance through employee commitment, job satisfaction, and employee engagement also trust creation, and innovative solutions Latham, J. R. (2014). Spiritual leadership promotes goal coordination between employees and their organizations which gives leaders directions to develop goal-oriented innovation within the workplace Fry, L et al. 2010.

3 METHODOLOGY

Using the PRISMA 2020 guidelines, the systematic review of literature on "Spiritual Leadership and Organization Performance" in the Web of Science and Scopus database forms the basis of this analysis (Figure 1). A three-phase method was followed to find and evaluate the most accurate and legitimate items. The first phase of record identification was done using a generic Web of Science and Scopus Database search turning up 524 records. The second step screening took place. 46 records were

disqualified before 2010. Fourteen records were eliminated since they were from non-article sources. Of 464 documents, 24 were chosen for detailed textual analysis. In the last stage, three 22 confirmed valid records were added for examination for the whole research. Between 2010 and 2025, the data set was gathered using the literature database Web of Sciences and Scopus using the keywords "Spiritual leadership" and "Organizational Performance". The hunt turned up 26 papers from 24 separate sources. Still, the yearly growth rate comes out to be 8.45%. Calculated at an average of 18.69 citations per document, the citation count for the documents comes to 689 references. Furthermore, suggestive of a great degree of cooperation is the pattern of document authorship. With 137 dedicated researchers, every document has an average of 2.49 co-authors. Furthermore, the figure of 21.76% for international cooperation indicates that the topic is of general global importance. Thus, over the 15 years, the subjects "Spiritual Leadership" and "Organizational Performance" have generated great academic interest and curiosity; different authors cut across document-type published publications. This accumulated data was subjected to bibliometric analysis using the biblioshiny technique using the R Studio program.

PRISMA 2020 flow diagram for new systematic reviews which included searches of databases and registers only



*Consider, if feasible to do so, reporting the number of records identified from each database or register searched (rather than the total number across all databases/registers).

**If automation tools were used, indicate how many records were excluded by a human and how many were excluded by automation tools.

Figure 1: PRISMA technique for inclusion of research articles.

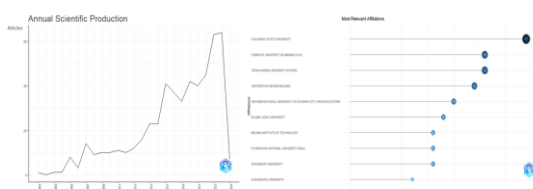


Figure 2: Annual scientific production and most relevant affiliations.

The Difference may reflect changing levels of interest in the subject under study. Figure 2 illustrates the annual changes in the number of articles published on the keywords "Spiritual Leadership" and "Organizational Performance." This area of scientific research does not show a consistent growth trend. Factors influencing these variations could include changes in government funding policies or growing trends in management theory that divert focus to new areas of interest.

4 RESULT AND DISCUSSION

Analyzing the associations contributing to the literature offers a valuable understanding of the global research landscape on "Spiritual Leadership" and "Organizational Performance." Figure 2 highlights the institutions actively publishing in this domain. According to the figure, Colorado State University leads with seventeen articles, demonstrating a strong research focus in this area. COMSATS University Islamabad (CUI) and Texas A&M University System follow, each contributing thirteen articles. Other institutions, such as Universitas Negeri Malang and Vietnam National University Ho Chi Minh City (VNUHCM) System, have each contributed thirteen and twelve articles respectively. Notably, Indian institutions do not appear among the leading contributors in this dataset, suggesting that while spiritual leadership is deeply rooted in Indian philosophy, its academic exploration of organizational performance has not been as notably represented in recent international research publications. This absence may reflect differing research priorities, financial frameworks, or publication trends across regions.

Figure 3. Presents statistics and a map illustrating the geographic distribution of scientific output on "Spiritual Leadership" and "Organizational Performance." The USA is the primary contributor with an impressive 3,913 publications, followed by China and Canada with 1,411 and 620 publications, respectively. Consequently, these nations demonstrated considerable interest in this field of study. The results from other nations, such as Australia, Thailand, Indonesia, and the United Kingdom, are negligible. Multiple reasons may elucidate this particular allocation. These factors may stem from cultural influences, scholarly pursuits in leading nations, or a financial framework. The notion of Spiritual Leadership is fundamentally entrenched in American institutional and leadership scholarship. The United States demonstrates the highest

publishing rate, reflecting its robust academic and research emphasis on the integration of spirituality with management and organizational success.



Figure 3: Country scientific production and most cited countries.

The aforementioned information Figure 3 and the accompanying chart illustrate the total citations and average article citations from nations that have contributed to the literature on Spiritual Leadership and Organizational Performance. The United States possesses the highest citation count (TCs) among the countries in the chart, with 3913. The average citation count per item is notably high at 3,913, indicating that each piece from the USA is significantly cited. China, Canada, and Australia exhibit modest citations, whereas Thailand's publications demonstrate an extraordinarily high citation rate of 88.20. Indonesian articles exhibit a notable average citation of 6.40, indicating a relatively low quantity of published works.



Figure 4: Word cloud.

The word cloud presented in Figure 4 highlights the frequency of key terms connected with the literature on Spiritual Leadership and Organizational Performance. As anticipated, the term "Spiritual Leadership" appears most frequently, emphasizing its key role in the research theme. Other renowned terms, such as "workplace spirituality," "transformational leadership," "performance," "job satisfaction," and "employee engagement," indicate a broad and interconnected investigation of the subject. These keywords reflect the different perspectives researchers have adopted in studying the relationship between spiritual leadership and organizational effectiveness. This research shows how modern

organizations and management can adopt spiritual leadership principles as an important part of their organizational and management systems. Spiritual leadership changes ethical leadership environments and enhances employee connection as well as Job satisfaction which leads to organizational performance improvements. The integration sticks to the present focus on ethical business management and workplace spirituality as it provides modern answers to workplace challenges including stress reduction ethical decisions and employee retention. The research findings from this study generate new opportunities for spiritual business ethics examination and expand the feasible use of leadership and management techniques.

5 CONCLUSIONS

Research shows how leadership techniques create a direct connection with vital workplace results that include workplace spirituality along with transformational leadership which generates better performance stronger job satisfaction and improved employee engagement. Many studies show how spiritual leadership functions as a vital mechanism to create ethical leadership together with improved employee welfare and organizational cultural development. Leadership approaches that focus on the spiritual aspects of the organization provide direct positive effects because they generate highly engaged workforces alongside satisfied employees. Spiritual leadership coordinates transformational leadership approaches so it generates workplace spiritual dimensions which enhances employee motivation according to the research review. While providing major findings to the research still requires further research that will analyze spiritual leadership effects on organization sustainability and industry-wide cultural performance. Organizations can grow moral leadership and improve employee commitment by connecting present management practices with spiritual ethics to achieve uninterrupted business success.

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