

# Spiritual Leadership in Organizational Growth: A Study Based on Bibliometric Analysis

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**Keywords:** Spiritual leadership, Transformational leadership Workplace spirituality, model values, employee well-being, corporate social responsibility.

**Abstract:** This study aims to explore the function of spiritual leadership in modern businesses, which is important in institutional workplaces. To evaluate the development, significance, and theoretical framework of spiritual leadership, this Study does a bibliometric analysis of research that was published between the years 2010 to 2024. To find out the significance of trends, conceptual frameworks, and research needs, 28 relevant studies from the Scopus database were examined. Workplace spirituality, job performance, Job satisfaction, workplace transformation, impact, value-based leadership Framework, and Spiritual leadership are all examined in this study. It focuses on how important spiritual leadership is for enhancing workplace culture and employee satisfaction. Moreover, considering the scarcity of research on spiritual leadership in India, this study examines its Relevance and possible impact in the Indian workplace setting. The outcomes offer insights into possible future research areas and contribute to the expanding dialogue on leadership practices that combine ethics and spirituality in the workplace.

## 1 INTRODUCTION

Spirituality has appeared as an important element in organizational behavior and management transforming from a specialized idea to an acknowledged trigger for business success. As organizations face fast evolution, the demand for leadership that motivates and nurtures meaningful connections with employees has strengthened. Spiritual leadership contains purpose, hope, and altruism love, thereby enhancing workplace culture, improving motivation, and encouraging ethical decision-making. Unlike the traditional leadership model, it nurtures the inner lives of employees, integrating them with the organization's values and motivating long-term commitment and engagement. This approach promotes intrinsic motivation, resulting in increased job satisfaction, and employee engagement also improves team dynamics, and as a whole organizational health. Regardless of the growing global interest in spiritual leadership, research analyzing its effects in non-Western scenarios, particularly in India, is still scarce. Most existing studies focus on Western organizations, creating a research gap in understanding how spiritual leadership operates within different cultural

environments. This research aims to find its influence in Indian enterprises, with a core focus on productivity, employee commitment, job satisfaction, employee engagement, and ethical decision-making. Given India's rich spiritual and cultural background, the research Aims to provide a meaningful conclusion for incorporating spiritual leadership into Indian organizational structures. Furthermore, the findings will assess how spiritual leadership can improve corporate social responsibility and ethical business practices, thereby nurturing a goal-oriented workforce. Organizations that accept this leadership style often witness improved coordination between leadership behaviors and ethical standards, resulting in improved public recognition and employee engagement. By integrating theoretical insights with observable proof, this study will present practical suggestions for the application of spiritual leadership in Indian organizations. The main purpose is to assist leaders in promoting a more adaptable, ethics-based, and peaceful work environment, promoting sustainable growth and overall well-being for all concerned individuals.

## 2 LITERATURE REVIEW

Over the past few years, the idea of spirituality has become more and more important in the literature of management and organizational behavior. Exploration of spirituality in the workplace has increased over the past ten years, and the effect of spirituality on organizational efficiency has been carefully examined. In addition, popular writing in the topic has grown significantly (Abualigah, A et al. 2022). Much research has also been done on the concept of spirituality in leadership science. Spirituality is becoming more and more of a public issue due to corporate actions (Alhan, O et al. 2022). "Spiritual leadership creates an organization that evolves by bringing out the best in its core members and employees working in the organization," according to the first academics to connect the ideas of "spirituality" and "leadership" (Ali, M et al. 2021). Spirituality and leadership are more closely connected, according to recent research. "The ideologies, attitudes, and behaviors that are essential to naturally inspire oneself and others so that they have a feeling of spiritual survival through calling, faith, altruistic love and membership" (Anser et al. 2021) According to a researcher spiritual leadership (SL) is a commonly cited definition With a focus on vision, faith/hope, altruistic love, membership, and meaning/calling as key elements, SL integrates values, ethics, and religiously based behaviors (Anser et al. 2021). To encourage corporate commitment, productivity, and employee well-being, spiritual leadership aims to meet the spiritual needs of both leaders and followers (Arifin et al. 2022). As per some theories, spiritual leadership improves commitment, mental health, and overall organizational productivity by promoting meaningful work and value in alignment with individual, team, and organizational levels (Ashfaq et al. 2021). The well-being of an organization was once mentioned as "organizational health" (OH) (Assyakur et al. 2022). The idea is that a healthy organization that adapts grows, and continuously improves its efficiency in addition to surviving in its surroundings. An organization is recognized as healthy if it can continuously survive and change over time, indicating sustainability and long-term durability (Astakoni et al. 2022). To keep a competitive advantage, many organizational leaders concentrate on creating a convincing organizational vision, nurturing a favorable culture, and motivating employees (Cao et al. 2021). To motivate oneself and others to seek spiritual survival, spiritual leadership combines vision, hope/faith, and altruistic love

(Fredrickson B.L, 2013). Employees are motivated to go above and above by this management style for the organization's overall growth. Moreover, the importance of spiritual leadership in promoting organizational development and change is becoming more widely and broadly accepted, but it is also about how it affects individuals. This research looks at the ethical, moral, and compassionate leadership features of spiritual leadership as well as the relationship between spiritual leadership and worker performance. Employees are motivated to go above and above by this management style for the organization's overall benefit. Although the importance of spiritual leadership in promoting organizational development and change is becoming more widely acknowledged, little is known about how it affects individuals. This study examines the relationship between spiritual leadership and employee performance as well as the moral, ethical, and altruistic leadership aspects of spiritual leadership. Intrinsic motivation, or the innate motivation to attempt new things, overcome challenges, and push oneself, forms the basis of the concept of spiritual leadership. Intrinsic motivation motivates creativity and learning (Fry, L. W ET AL. 2020). Many studies have linked inner motivation to improved performance, learning, and creativity. People who are intrinsically motivated perform better at work and they are more creative because they are more involved and confident (Fry, L. W ET AL. 2011). Combining spiritual leadership into business culture may have a significant influence on employee satisfaction and employee retention (Fry, L. W ET AL. 2017). Spiritual leaders create a workplace that encourages both professional and personal growth by promoting genuineness, ethical conduct, and individual development Göçen, A., & Şen, S. (2021). This approach encourages trust and respect, which improves long-term organizational effectiveness Gunawan, I., & Adha, M. A. (2021). In the fast-evolving organizational environment, spiritual leadership provides a Resource-efficient method for guiding individuals and teams through periods of change Hunsaker, W. D. (2020). Companies that adopt strong spiritual leadership practices often surpass their competitors by fostering stronger employee relationships and improving their sense of purpose in the workplace Hunsaker, W. D. (2022). These organizations experience increased commitment, job satisfaction, and engagement, all of which lead to improved productivity and efficiency Hunsaker, W. D. et al. (2005). Furthermore, spiritual leadership supports the successful management of organizational transformation by coordinating people's actions and values with the organization's

overall vision (Jabeen et al. 2017). In terms of employee motivation, spiritual leadership appeals to internal motivators like the need for purposeful work and a feeling of community (Latham et al. 2014). Along with enhancing performance, this inner motivation generates a welcoming and inclusive workplace where staff members feel valued and respected (Mabey et al. 2017). The need for leaders has never been higher who can motivate and inspire with a sense of purpose as firms continue to tackle complicated challenges Mathuki, E., & Zhang, J. (2022). Despite its growing significance, little empirical research has been done on how spiritual leadership affects organizational outcomes in various cultural contexts, especially in India Oh, J., & Wang, J. (2020). A unique opportunity to explore the application of spiritual leadership in the Indian organizational context is provided by the country's rich cultural and spiritual legacy Pio, R. J. (2022). By exploring the impact of spiritual leadership in Indian firms and its possible effects on both organizational performance and employee well-being, this study seeks to close this gap Pio, R. J., & Tampi, J. R. E. (2018). Gaining an understanding of how spiritual leadership functions in many cultural contexts will advance academic research on cross-cultural leadership techniques (Raza et al. 2020). Along with it will offer guidance to practitioners who seek to integrate spiritual leadership into their leadership strategies, particularly in areas where spirituality is a major aspect of everyday life Reave, L. (2005). In Indian enterprises, the use of spiritual leadership has the ability to transform the way leaders interact with their staff, resulting in more moral, driven, and resilient workers (Rego et al. 2009). The influence of spiritual leadership goes beyond the internal working of an organization to include its external relations. Effective use of spiritual leadership can enhance a company's reputation and attract socially responsible investors and clients who place a higher value on sustainability and moral business conduct Samul, J. (2019). Spiritual leadership encourages better alignment with stakeholders' values by bringing company ideals into line with social standards, which eventually enhances reputation and long-term viability (Tefera et al. 2021). The growth of corporate social responsibility (CSR) programs is heavily reliant on spiritual leadership, which motivates businesses to concentrate on their ethical behavior and societal influence (Tefera et al. 2021). Spiritual leadership creates an environment where organizations can make a positive contribution to society, thereby improving their reputation and securing long-term success. This approach

emphasizes the importance of altruism and ethical principles. Initiatives based on spiritual values within corporate social responsibility often result in positive outcomes for both the organization and its stakeholders, enhancing sustainability and community involvement. Additionally, successfully managing corporate crises and disruptions requires the strategic application of spiritual leadership (Terzi et al. 2020). Spiritual leaders help organizations stay committed to their mission and core values by providing direction, clarity, and a sense of purpose during periods of uncertainty or transition. (Wang et al. 2013). Consistent leadership, supported by committed staff who coordinate with the organization's objectives, empowers businesses to manage difficult periods and emerge more resilient. (Wang, M et al. 2019). The increasing focus on mental health and wellness within modern work setting has rendered spiritual leadership especially important. Spiritual leaders play a vital role in improving employees' overall well-being by serving as mentors and assisting them in finding balance and meaning in their personal and professional lives. Weissbrodt, D., & Kruger, M. (2017) Employers who implement spiritual leadership to enhance their employees' well-being may experience reduced absenteeism, heightened employee engagement, and reduced turnover rates. (Xu, B et al. 2022) In conclusion, the incorporation of spirituality into leadership practices can significantly transform organizations and strengthen their long-term sustainability. This study offers a thorough examination of the effects of spiritual leadership on organizational results, highlighting how spirituality can uplift both organizational performance and the effectiveness of leadership. (Yang et al. 2021). Future studies will be crucial for gaining a deeper awareness of the complexities of spiritual leadership across different organizational settings. Additionally, these studies will assist in developing a framework that can support leaders in promoting spiritual well-being within their teams. Zakkariya, K. A., & Aboobaker, N. (2020). The growing need for leaders able to skillfully balance spiritual and professional dimensions highlights the importance of ongoing research in spiritual leadership. This study is crucial for promoting environments that encourage sustainable success, ethical practices, and overall well-being. (Zou, W et al. 2022).

### 3 MATERIAL AND METHODOLOGY

The authors conducted a bibliometric analysis utilizing the Scopus database and identified 40 relevant works of literature for this study. Relevant areas including Workplace Spirituality, Job Satisfaction, Employee Engagement, and Transformational Leadership, were highlighted. These significant subjects were used to classify the

literature that was collected between the years 2010 and 2024. Transformational leadership and Spiritual leadership were found to be the two main leadership philosophies that had an impact on organizational structure in connection to employee engagement, job satisfaction, and workplace spirituality. The bibliometric analysis was supported by Biblioshiny software, which collected data to gain deeper insight into the relationships between these variables. General information and yearly publishing output from bibliometric analysis:

Table 1: Scopus data description.

Description	Result
Main information about the data	
Timespan	2010:2024
Sources (Journals, Books, etc.)	126
Documents	229
Annual Growth Rate %	17.77
Document Average Age	6.03
Average citations per doc	28.12
References	0
DOCUMENT CONTENTS	
Keywords Plus (ID)	194
Author's Keywords (DE)	695
AUTHORS	488
AUTHORS COLLABORATION	
Single-authored docs	58
Co-Authors per Doc	2.64
International co-authorships %	24.45
DOCUMENT TYPES	
article	183
book chapter	27

Table 1 the collected information from the Scopus database is described in 183 articles that were published between 2010 and 2024. Research publications on spiritual leadership have gradually grown, as seen in Figure 1, implying that academics are becoming more aware of the importance of spiritual leadership in the study of organizations.

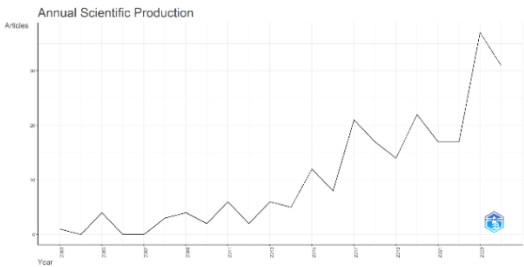


Figure 1: Global trends in publications on Spiritual leadership from 2010 to 2024.

Table 2 and Figure 2 Attract attention to the Key figures in Spiritual Leadership. Demonstrating that these nations are more engaged in acknowledging new and real problems. United States (2744) China (501), Canada (472), and they have the most cited articles & 7th place with 159 citations for Turkey.

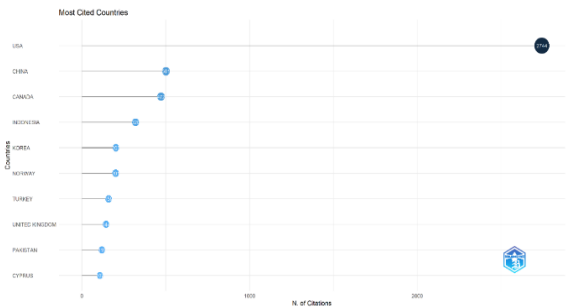


Figure 2. Spiritual leadership trends in most cited nations from 2010 to 2024.

**Most cited countries:**

Table 2: Most-cited nations.

Country	Total Citations	Average Article Citations
USA	2744	74.20
CHINA	501	26.40
CANADA	472	236.00
INDONESIA	320	13.90
KOREA	203	20.30
NORWAY	201	100.50
TURKEY	159	26.50
UNITED KINGDOM	144	18.00
PAKISTAN	119	17.00
CYPRUS	107	21.40

Table 3: Most cited source.

Sources	Articles
JOURNAL OF MANAGEMENT, SPIRITUALITY AND RELIGION	19
JOURNAL OF BUSINESS ETHICS	13
LEADERSHIP AND ORGANIZATION DEVELOPMENT JOURNAL	9
THE PALGRAVE HANDBOOK OF WORKPLACE SPIRITUALITY AND FULFILLMENT	7
LEADERSHIP QUARTERLY	6
MANAGEMENT FOR PROFESSIONALS	5
SAGE OPEN	5
ADVANCED SCIENCE LETTERS	4
MANAGEMENT SCIENCE LETTERS	4
PERSONNEL REVIEW	4
ASIAN SPIRITUALITIES AND SOCIAL TRANSFORMATION	3
INTERNATIONAL JOURNAL OF APPLIED BUSINESS AND ECONOMIC RESEARCH	3
INTERNATIONAL JOURNAL OF BUSINESS AND GLOBALISATION	3
INTERNATIONAL JOURNAL OF BUSINESS AND SOCIETY	3
INTERNATIONAL JOURNAL OF LAW AND MANAGEMENT	3
INTERNATIONAL JOURNAL OF OCCUPATIONAL SAFETY AND ERGONOMICS	3
JOURNAL OF ASIAN FINANCE, ECONOMICS AND BUSINESS	3
JOURNAL OF MANAGEMENT DEVELOPMENT	3



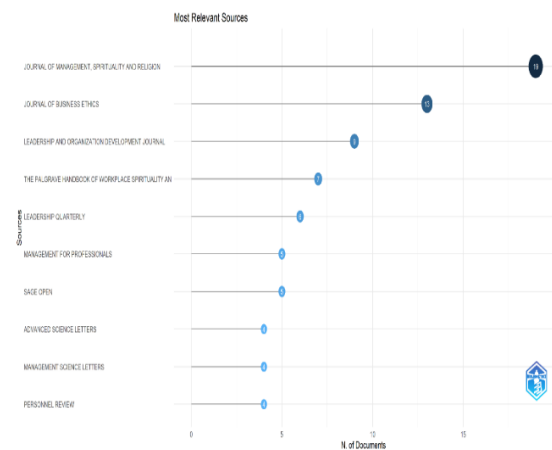


Figure 3: Spiritual Leadership Source.

Figure 3 shows the Spiritual Leadership sources that have obtained the most references between 2010 and 2024. These are some resources that writers researching spiritual leadership may find helpful. The Leadership Quarterly, the Journal of Business Ethics, and the Leadership and Organizational Development Journal were among the reviewed published sources in this study. Table 3 shows the most sited sources.

**Trends in Spiritual Leadership sources from 2010 to 2024:**

**Keyword Cloud:** The "keyword cloud" shown in Figure 4 displays the most popular search keywords for "Spiritual Leadership". The most often used keywords during the information search on Spiritual Leadership are the larger ones, while at the lowest frequency used keywords are the smaller ones.



Figure 4 Keyword cloud on Spiritual Leadership research from 2010 to 2024.

**Factorial analysis:** The Biblioshiny add-on for Bibliometrix can be employed to identify clusters of texts with similar themes by merging it with K-means clustering and multiple correspondence analysis (MCA) (Aria & Cuccurullo, 2017). Multivariate categorical analysis, or MCA for short, is a type of multivariate exploratory approach that combines numerical and visual analysis (Greenacre & Blasius,

2006). It achieves this by exploring the relationship among sets of categorical data to identify unique hidden variables or factors. As previously noted, some of the factors are shown in Figure 5.

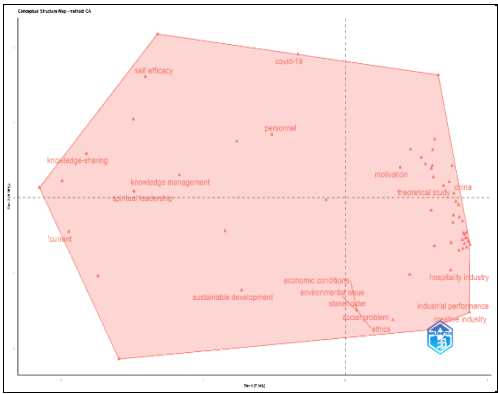


Figure 5. Spiritual Leadership MCA concept map.

**4 DISCUSSIONS**

Using bibliometric analysis and network diagrams, the author analyzes countries, organizations, journals, authors, highly cited works, and keywords to investigate Spiritual Leadership in connection to Transformational Leadership and Spiritual Leadership. Since 2010, annual publishing has increased. American researchers have generated the most research on spiritual leadership, showing their profound impact on this field of study. China comes in second place, and the UK comes in eighth place worldwide with 144 citations.

**Avenues for Future Research:** This study analyzes relevant studies from 2010 until 2024. As India has not yet done much in this field, the paper offers research ideas for upcoming academics.

**5 CONCLUSIONS**

There is a significant research gap since the benefits and impact of spiritual leadership on organizations have not been fully examined. The current study used bibliometric analysis to look at prior research and find unexplored or understudied regions to address this. The results showed that there were very few relevant studies accessible, most of which came from the United States. Turkey made few contributions in this area, emphasizing the need for more study to improve our knowledge of spiritual leadership. Additionally, limited research has been done in the Indian context,

which provides a chance for more thorough research and In-depth analysis to improve our insight and capability to apply spiritual leadership in businesses.

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