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## Abstract

The purpose of this research is to find out about spiritual leadership. It is emerging research topic globally. These days organizations constantly striving to create/transform stress free performance driven culture in which goals of employees and organizations are attainable. Therefore, to investigate this, researcher followed to offer an evidence well-versed solution to identify the what assumed from spiritual leadership and what is the role spiritual leadership in organization?, SLR (Systematic Literature Review), an approach incorporated from the medicinal disciplines to synthesize research in an organized, clear, and reproducible way. A well-organized screening procedure stemmed in an ultimate sample population of 54 research studies. The synthesis of these empirical research studies shown: Spiritual leadership creates synergy and harmony between organization and individual. It is positive outcomes not only limited to individual and organizations but also on peers, customers and group outside the organization. It helps individual and organizations to attain their goals explicitly. It acts as driving force which results in better performance, commitment, satisfaction and influence of the employees or the individuals to perform better his job responsibilities which ultimately results in achieving corporate goals.

**Keywords:** Spiritual Leaders, Spiritual Leadership in Organizations, Systematic review

## 1. Introduction

Spirituality is defined as "connection" with one's self, people around you and the entire universe (Attri, 2012). When it combines with Leadership it opens the door of building relationships (Patrick, 2010). In the workplace, a spiritual leader plays an important role in increasing productivity (Attri, 2012).

Spiritual and leadership were combined and put into organizational context by Fairholm (1996, 1998). It is an emerging research area (Mubasher et., 2017) and the new paradigm in organizational science (Giacalone & Jurkiewicz 2003). It deals with values attitudes and behavior recognized of one's belief which results positively in physiological well-being (Foster, 2019).

Historically the spirituality is embedded in religion (Foster, 2019). According to Miller & Thoreson (2003) defines the relationship of religion is to spiritually be like medicine is to health. Though religion is only one important expression of spirituality.

The concept of Religion in the workplace is a controversial issue. Some researches stated that spirituality is different from religious context (Giacalone & Jurkiewicz 2004; Paloutzian & Park 2005). They define spirituality as a sense of purpose, meaning and connectedness to one another. However, Fry and Slocum (2008) suggested developing a new business model based on spiritual leadership that emphasizes employee well-being, sustainability, and social responsibility without sacrificing performance.

### 1.1. Problem Statement

Today the world has become so materialist and we are into so much in materialism that we are disconnected from spirituality and our inner peace has been gone. This lack of spirituality has been found in the leadership contest as well (Bhatti & Sadia, 2018).

### 1.2. Significance

The significance of this research is that it helps to identify the emergence of spiritual leaders and leadership in religious-based organizations that appears and connected with individuals (Low & Ayoko, 2018).

### 1.3. Contribution

This study aims to explore the concept of Spiritual leadership in an organizational context (Crossman, 2010) and it analyzes the current state of religion and spiritual practice in organizations. This systematic review further provides a framework of analysis to interpreted religion and spirituality in organizations (Cash & Gray, 2000).

## 2. Research Methodology

### 2.1. Method

The review was conducted using the guidelines How to do a systematic review (Pollock & Berge, 2018), consists of six consecutive phases namely (i) Clarify research aims and objectives, (ii) Performing literature search (finding relevant research), (iii) Data collection/extraction, (iv) Assess the quality of studies, (v) Synthesize evidence and (vi) interpret findings.

### 2.2. Search strategy

The search strategy includes 6 electronic databases (i.e, Web of Science, Scopus, Academia, SSRN and Google scholar) on basis of intensive search on the business management domain and on basis of that researcher found these important bases relevant to research domain.

The search included the following keywords Spiritual leadership, Spirituality in leadership, Spiritual leadership AND religion, religion or religiosity OR workplace OR organization.

### 2.3. Inclusion criteria

- Peer-reviewed articles published in journals.
- Studies measuring Spiritual leadership styles.
- Studies examine the relationship between spiritual leadership and religion.
- Only English publications included.

### 2.4. Exclusion criteria

The following are excluded

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- Conference proceedings
- Grey literature
- Essays
- Book chapters
- Dissertations and theses.
- Commentaries
- If the term “Spiritual leader” is not included in a keyword, title or abstract

**2.5. Screening**

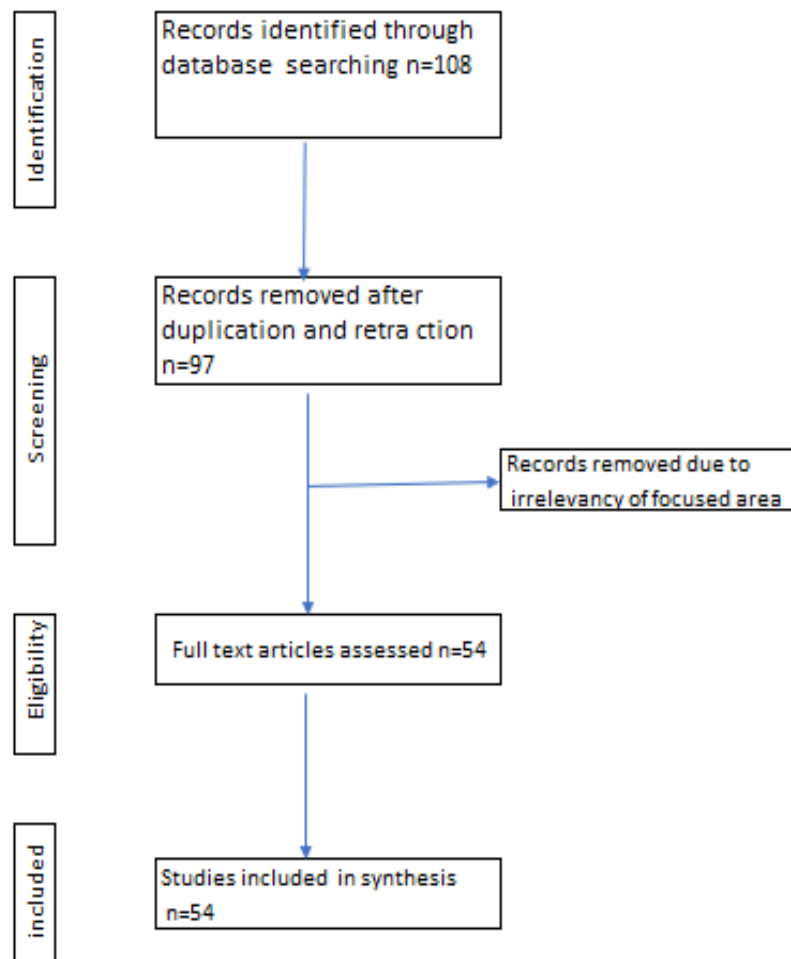
Abstracts and manuscripts were independently reviewed by the supervisor and researcher (MAQ, AJ) based on pre-determined inclusion and exclusion criteria. Articles in which spiritual leadership, spirituality in the workplace, religion or religiosity or leadership style was not clearly defined or articulated were further reviewed by the supervisor (MAQ).

**2.6. Quality Review**

Included articles were each reviewed independently twice for methodological quality by the researcher using an adapted quality assessment tool “The mixed-method appraisal tool version 2018” designed by (Hong, 2018).

**2.7. Selection of study**

From different databases mentioned above papers of interest that investigated spiritual leadership as a core topic of research, total 108 papers were collected from which 11 were excluded on the basis of retraction and duplication after which 29 papers were excluded due to irrelevancy with our focused area in the 1st screening. All papers were screened by reading the title, key words, abstract of the article & assessed by comparing with inclusion criteria. Further 14 articles were excluded on basis of exclusion criteria i.e. those were not in scope. In final screening researcher got 54 articles after qualifying MMAT 2018 Quality assessment for data extraction and further data synthesis.



Prisma diagram showing selection of articles for review.

**2.8. Data Extraction**

Data extraction elements included title, author name, journal, country, research question /purpose, hypotheses, problem statement, theoretical framework, study design, methodology/statistical techniques, sample size and results/key findings.

S.No	Title	Author Name/Journal/Country	RQ Research purpose	Hypotheses	Problem statement	Theoretical framework	Study design	Methodology/Statistics/Instruments	Sample size	Resulting findings
1	A Values framework for measuring the impact of workplace spirituality on organizational performance	Carole L. Johnson & Journal of Business Ethics Netherlands 2014	The research identifies how workplace spirituality might enhance organizational performance, most particularly a significant positive impact.		Despite warnings that employees need to feel alternative sources of self-esteem, recognition, and respect (Schwartz, 2000; Kruger, 1993), the personal dependence on the social aspects of a job continues to grow, and organizations have been called upon to do their part in meeting the requirements of their employees (Holtz, 1991).	Theoretical assumptions abound as to how workplace spirituality might enhance organizational performance, most particularly a significant positive impact.	Qualitative Qualitative	Systematic Review		Empirical assessments demonstrating how spiritual values are related to individual and organizational performance indicate a need for researchers to develop causal models. The degree to which the presence or absence of each of the values for either dimensions (Holtz) makes a positive effect on organizational performance is a key area for study.
2	An Examination of Positive Psychology, Workplace Spirituality, & Positive Models of Multidimensional Constructs	Tara L. Phares & Wendy A. Casper Journal of Leadership and Organizational Studies USA 2008	The purpose of this paper is to suggest a theoretical justification for the constructs of spirituality from existing established theories.	These dimensions of spirituality have been discussed, self-work immersion, inner-work immersion, inner-work immersion, and self-work immersion. Theory has been developed to demonstrate how each of these can be measured via established organizational behavior variables.		These conceptual dimensions of workplace spirituality have been discussed in this paper. The first dimension is self-work immersion, which is defined as the extent to which employees are supported by the organization in bringing their spiritual values to work, or perceived organizational support. The second dimension is the extent to which employees experience	Quantitative	Reliability Analysis, Correlation, Confirmatory Factor Analysis	228	Three theoretical components of spirituality predicted organizational support, affective organizational commitment, and intrinsic job satisfaction. Empirical results with the components of workplace spirituality.
3	Creating Effective Core Organizational Values: A Spiritual Leadership Approach	Jeffrey Ferguson, S. John Hillman International Journal of Business Ethics USA 2008	The purpose of this article is to explore the business benefits to demonstrate how core organizational values can be developed to benefit employees and organizations in both the private and public sectors.				Qualitative	Systematic Review	80	Our research suggests that core organizational values can enable employees to meet their higher level needs and aspirations, serve as an effective guide to decision making, and help provide for more ethical decisions in both private and public sector organizations.
4	Spiritual leadership and spiritual influence	Gregory R. Scott & Tara L. Phares MIA Journal 2010	RQ1: What is Spiritual Influence? RQ2: Does Spiritual Leadership play any role in establishing Spiritual Influence?			Spiritual leadership and organizational transformation	Qualitative	Secondary Data Analysis		Workplace spirituality can produce positive results; these are something of a value that is transcending the to achieve positive outcomes for both individual and organizations. Spirituality, Spiritual Leadership can only produce spiritual practices that does not lead someone to perform in a specific way to enhance his personal as well as organizational growth. After deliberate discussion and language review, researchers concluded that workplace spirituality influences people that already give positive outcomes to individuals and organizations.
5	Spirituality and Religion in the Workplace: History, Theory, and Research	Hargrett-Barnish, Louis M. Fry and David George Psychology of Religion and Spirituality USA 2014	This article explores the underlying assumptions and history, as well as the state of current theory and empirical research regarding spirituality and religion in the workplace (SRW). We first describe the history of the efforts to integrate spirituality and religion into the workplace, with their foundational roots in the Protestant Work Ethic and the emergence through the Faith at Work movement.	RP1: Organizational vision affects employees' inner life. RP2: Autonomy affects employees' sense of community and meaningful work. RP3: Faith in work affects employees' inner life, sense of community, and meaningful work. RP4: Meaningful work affects employees' work performance, and RP5: Inner life affects employees' work performance.	The domain and delimited view of work that have been lost. These organizational changes have made employees see themselves as expendable resources (Kohn, 1980) and compelled them to seek a deeper meaning and connection in the work, and consequently, integrate a spiritual spirituality (M & Falmone, 1995).	Spiritual Leadership Theory	Qualitative	Comparative Analysis		SRW has been seen to positively influence organizational commitment, job satisfaction, performance, and productivity at both the individual and unit levels. Other promising findings have included a positive influence on ethical and organizational citizenship behaviors. The two main measurement instruments developed by Ashmos and Duchon (2000) and Fry et al. (2005) have been used to assess spirituality at work in a number of organizations across several countries.
6	A Study on Employee Satisfaction, Spiritual Leadership and Work Motivation with Reference Work Satisfaction at the University of Davao (U.D.)	Florian Kuehn, Ines A. Ansel and Abdul Hameed European Journal of Business and Management Studies Indonesia 2016	The purpose of this research is to examine a direct relationship with the emphasis on a spiritual leadership and to an extension in resulting employee performance.	H1: Work satisfaction of employees is a mediator of spiritual leadership to improve the performance of employees. H2: Work satisfaction of employees is a mediator of work motivation to improve the performance of employees.			Quantitative	Structural Equation Modeling and the Path Analysis	80	The result of this research suggests that a work motivation can be able to strengthen a employees satisfaction in improving a work performance at University of Davao (U.D.) implementing a spiritual leadership model.
7	Working an internship to cultivate spirituality through public university leadership development	Nolan Archer, S. L. & Luchie, M. D. Journal of research in innovative teaching and learning USA 2015	RQ1: How does the leadership program activities influence students' understanding of spirituality and spirituality as interwoven identities? RQ2: How did participating in a shared community service project as part of the leadership program influence students' leadership and spirituality? RQ3: What components of the leadership certificate program nurtured students' sense of spirituality? RQ4: How did participating in a shared community service project as part of the leadership program influence students' sense of leadership and spirituality?				Qualitative	Thematic Analysis - Content comparative method	90	The findings from this study may empower educators to foster contemplative facilitating students' sense of spirituality irrespective of religion. Students in this study expressed that both spirituality and leadership require levels of self-awareness and a connection to a greater purpose.
8	The impact of workplace spirituality on work-based learning	Scott Porter & Brian Fomus Journal of Work Applied Management UK 2015	The purpose of this paper is to contribute to the emerging scholarly debate with the aim of generating and sustaining tolerance for spirituality in the workplace, with a specific focus upon the impact that can have upon work-based learning "initiatives" or ongoing spiritual workbooks as a growing number of organizations are progressively accommodating from multi-faith, and multi-faith workplaces by adopting their policies to meet employees' spiritual needs.		The workplace spirituality phenomenon is also in the current business environment and it should not be dismissed. However, despite the growing interest in spirituality and its place within the organization, the concept remains underdeveloped (Dine, 2010). Scholars have not significantly come up with a greater academic explanation for the phenomenon, to the extent that the concept even lacks a generally accepted definition (Holtz, 2008).	Although the term spirituality is obtained by the lack of consensus on definition, there is a field of work implicit in spirituality with self-being (Dine, 2010). It is actually to be considered an interrelated framework which underpins sense of self (Dine, 2011) than the still undoubtedly influence employee engagement with development opportunities.	Qualitative Qualitative	Content, Reliability Analysis	80	The paper investigated the extent to which employees felt they were either prepared to participate (that is, have values at work, the policies and procedures in operation, and the management support available on issues relating to employees' spirituality. The range of responses was generally consistent, with responses tending more towards the strongly disagree end of the scale.
9	Workplace spirituality: A spiritual path of banking employees of Pakistan	Mahmood A. Buda & Noha Al-Arican Journal of Business Management Pakistan 2015	The aim of this paper, therefore, is to test empirically whether spirituality positively affects individual outcomes: Organizational commitment, job satisfaction and job performance of banking sector employees and the role of follower's need for spirit of spiritual well-being as mediator.	H1: Spiritual leadership positively predicts employee calling and membership. H2: Union positively predicts employee calling. H3: Absence love positively predicts employee calling. H4: Union positively predicts membership. H5: Absence love positively predicts membership. H6: The positive relationship between spiritual leadership and	Most of the scholars compare the concept of spirituality with religion. Through, spirituality and religion are parallel terms often used for the interchange which seems to be specific, the meaning of spirituality and religion has become a point of concern.	Quantitative	Correlation, Mediation Analysis	456	It can be concluded that union and absence love positively affects calling and membership which are elements of follower's need for spiritual well-being. The direct relationship was found between union and absence love and job satisfaction, productivity and organizational commitment. When calling and membership are considered as mediators among them, mediation effects are observed that spiritual well-being and there which shows that direct relationship between independent variable and dependent variable exists.	
10	A Research analysis on employee satisfaction: sense of Dignity, ethical Culture and Spiritual Leadership	Sulem Aydin & Adnan Cullari International Journal of Business and Management Turkey 2015	The main subject of the research model is to investigate the employee satisfaction in terms of organizational culture and spiritual leadership; and the aim is to contribute to academic researchers as well as businesses, about how to maximize the employee satisfaction.	Hypothesis 1: There is significant correlation between organizational culture and employee satisfaction. Hypothesis 2: The constructed model is significant in the framework of researched area. Hypothesis 3: The total explained variance of employee satisfaction, depending on organizational culture and spiritual leadership is greater than 75% in the framework of researched area.	There are not considerable researchers related with the development of the modeling service depending on the factors stated in our model. Hence, the organization will get an alternative vision to grow in the sector and this will help to raise the standards of professional social work.	Theory of spiritual leadership	Quantitative	Factor Analysis, Regression Analysis, Correlation Analysis	510	This means that, spiritual leadership does not have as much considerable effect as the cultural dimensions on employee satisfaction in retail banking area. There may be many factors causing this.

S. No	Title	Author Name/Journal/Country	RQ/Research purpose	Hypotheses	Problem statement	Theoretical framework	Study design	Methodology/statistics	Sample	Result/key findings
1	A study of relationships between teachers and Principals: Spiritual Leadership, Quality of Work Life, Job Satisfaction and Productivity	Navee Chaiwong, Pinyopon Deenan, S. Suresh Daghur, American Journal of Scientific Research, Jan 2012	The goal of the research is to investigate the relationship between spiritual leadership, quality of work life, job satisfaction and productivity in Thailand high school principals and teachers.	There is a significant relationship between spiritual leadership and quality of work life. There is a significant relationship between spiritual leadership and job satisfaction. There is a significant relationship between quality of work life and job satisfaction. There is a significant relationship between quality of work life and productivity. There is a significant relationship between job satisfaction and productivity. Each of these variables has a different positive contribution to quality of work life and job satisfaction.	An evident and apparent issue is moving the universal society and organizational change as there has been a need to move toward leadership which integrates four main areas of human nature, i.e. body (physical), mind (logic), nature (behavior and feeling) and soul.	The theory of spiritual leadership.	Quantitative	Path analysis, Correlation	300	There is a significant relationship between spiritual leadership and quality of work life.
2	The influence of religion-based workplace spirituality on business leader decision-making: An exploratory study	Florian F. P. J. van der Wal, Journal of Management & Organization Studies & Research, 2006	The study set out to learn about how religion-based spirituality influences business leaders' decision-making. The study also explored the relationship between spirituality and decision-making.	Some researchers argue that spirituality can be identified and defined independently of religious contexts (Chernin & Antoniazzi, 2003; Pakarinen & Puhakka, 2005; De Vries, 2005).	While recognizing the influence of the non-rational, the following paper is likely to be a contribution to the understanding of religion-based workplace spirituality. It is a study of the relationship between spirituality and decision-making.	Grounded Theory Framework	Qualitative	Interviews	10	The findings suggest that religion plays a significant role in influencing the judgments, emotions and moral-based qualities of SLL and its leaders' decision-making. In this sense of influence, based on a connection with a transcendent and universal reality leads to a sense of calm, guidance, and a perspective on leader's ethical decision-making.
3	Spiritual leadership and spiritual care in nursing	Selma Caldera & Jerry Hal, Journal of Nursing Management, UK, 2012	This article aims to explore spiritual care in the nursing context and to explore the importance of spiritual leadership of health care.	It is the positive relationship between spiritual leadership and organizational outcomes (performance, organizational citizenship behavior, and organizational commitment) to fully understand the follower's motivational.	The literature identifies that the cases should consider carefully on how case given over when the patient and family.	Spiritual Leadership Theory	Qualitative	Systematic review		Spiritual needs should be acknowledged with respect to whether there are of belief, faith or no faith received.
4	Assessing the spiritual leadership effectiveness: The contribution of follower's self-esteem and religious faith for promotion of culture and managerial position	Chen-Yi Chen & Chen-Li Yang, Journal of Business Ethics, 2010	This research examines the relationship between spiritual leadership and organizational citizenship behavior (OCB) effectiveness, including one dimension of religious faith (follower's self-esteem), and its contribution to the promotion of culture and managerial position in a non-profit organization.	It is the positive relationship between spiritual leadership and organizational outcomes (performance, organizational citizenship behavior, and organizational commitment) to fully understand the follower's motivational.	In addition to the spiritual self-leadership of meaning, self-leadership and membership, spiritual leadership is likely to be a contribution to the understanding of religion-based workplace spirituality. It is a study of the relationship between spirituality and decision-making.	Spiritual Leadership Theory	Quantitative	Path analysis, Correlation	530-700	The results showed that culture differs on the SL effectiveness, while positive beliefs (stronger in non-management position) does not moderate between the positive motivations of SL and its influence on OCB performance.
5	Constructing spiritual leadership: A conceptual framework and measurement	Andrew Cohen, Journal of Business Ethics, 2009	This article presents some thoughts that appear to assist in the conceptualization of spiritual leadership.	It is the positive relationship between spiritual leadership and organizational outcomes (performance, organizational citizenship behavior, and organizational commitment) to fully understand the follower's motivational.	The article makes an original contribution to highlighting and defining the relationship of spiritual leadership to other value-based leadership theories and contributing to critical and theoretical understandings essential in developing spiritual leadership from its status as a concept to one as a discipline.	The theory of spiritual leadership.	Qualitative	Systematic Review		The article has argued that congruence between spiritual and SE appear to exist. They do so by historical, philosophical, ethical, social, and cultural reasons that are embedded in identifiable contemporary conceptualizations. Environmental and spiritual leadership have emerged powerfully in the twenty-first century in public and business spheres with a focus and energy that has begun to influence organizational practices. The potential for bringing together environmental and spiritual issues through leadership exhibits a great, not only because globalization through technology and
6	Environmental and Social Leadership: Facing the Challenges in Organizations	Aranya Crossman, Journal of Business Ethics, 2011	This article presents some thoughts that appear to assist in the conceptualization of spiritual leadership.	It is the positive relationship between spiritual leadership and organizational outcomes (performance, organizational citizenship behavior, and organizational commitment) to fully understand the follower's motivational.	One challenge in coming to a clear view of what environmental leadership appears to capture the kinds of values, systems, and approaches that bring to the management of environmental issues, and so any attempt to apply a	The theory of spiritual leadership.	Qualitative	Systematic Review		This article has argued that congruence between spiritual and SE appear to exist. They do so by historical, philosophical, ethical, social, and cultural reasons that are embedded in identifiable contemporary conceptualizations. Environmental and spiritual leadership have emerged powerfully in the twenty-first century in public and business spheres with a focus and energy that has begun to influence organizational practices. The potential for bringing together environmental and spiritual issues through leadership exhibits a great, not only because globalization through technology and
7	Exploring the connection among spiritual leadership, altruism, and trust in family business	Nurain Fidiyah, Dinda D. Gunawan, Journal of Business Ethics, 2014	The purpose of this study is to test the claim that the top managers (family members) altruism and trust with regard to other family members should be connected with these top managers' spiritual leadership features.	According to family business literature, low, and hope are widespread (Latham & Sitkin, 2008; Sitkin, 2013) and are important factors for altruism and trust within the family, which, in turn, are also important factors to gain legitimacy in both family and business contexts to become a future leader (Elsasser-Alvarez et al., 2002; Christian et al., 2002).	The presence of kind reactions between family and business are ongoing nature and also recognize the professional aspects that investigated with the inclusion of the family relationships and issues regarding organizational non-family members, the professional context within family business becomes increasingly more complex and fluid, across researchers' interests.	Spiritual Leadership Theory	Qualitative	Interviews	300	Analysis of the study results confirmed the claim of the literature. It was found that when top managers (family members) are considered, it is highly relevant to consider spiritual leadership in addition to altruism and trust.
8	Spiritual Leadership and organizational culture: An exploratory study	Eugen KAWONG, Turkey, 2013	The aim of the study is to test the spiritual leadership behavior of school principals in a spiritual equation model.	The study is designed to test causality with the assumption that causality exists between the two variables, behavior of manager and organizational culture.	Regardless of the growing interest in the spiritual aspect in organizational leadership, it is clear that there is not sufficient data exploring the impacts of spiritual leadership on organizational culture (Mullins & Waddock, 2003; Mullins, 2003; Whetten, 1994).	Spiritual Leadership Theory	Quantitative	Structural Equation Modeling (SEM)	2407	Findings show that attendance highly affects performance and, in turn, performance affects school culture. At the individual level, it is suggested that the perception of spiritual leadership be improved. Structural equation models in future studies.
9	Spiritual leadership and workplace spirituality: The Role of Organizational Commitment	Arif Setiawan, JEMBA Indonesia, 2016	This study aims to examine the spiritual leadership influence and workplace spirituality on the organizational commitment of lecturers of Islamic Private University in the city of Medan.	H1-Spiritual leadership has a significant relationship with organizational commitment. H2-Workplace spirituality had positive and significant effects on organizational commitment. H3-Organizational commitment has a significant effect on organizational commitment.	One's commitment to the institution becomes an important task. However, although it is already very common, but not rare institutions and lectures still do not understand the meaning of commitment seriously. Yet understanding these commitments is essential to create an atmosphere conducive working conditions so that the organization can run efficiently and effectively.	Organizational commitment and workplace spirituality and Spiritual Leadership	Quantitative	Regression Analysis, Correlation	100	Based on the research results, it can be concluded that Spiritual Leadership had positive and significant impact on organizational commitment lecturers.
10	The Impact of spiritual leadership on organizational citizenship behavior: A multi-sample analysis	Chen-Yi Chen & Chen-Li Yang, Journal of Business Ethics, Taiwan, 2012	This study investigates and compares the impact of spiritual leadership on organizational citizenship behaviors in finance and retail service industries to determine the possibility of generalizing and applying spiritual leadership to other industries.	H1-Leaders' spiritual leadership positively affects employees' perception of meaningful and membership. H2-Employees' perception of meaningful and membership positively affects employees' altruism toward colleagues. H3-Employees' perception of meaningful and membership positively affects employees' conscientiousness.	These studies have investigated the relationship between leadership and organizational citizenship behavior. However, few studies have explored the impact of spiritual leadership on organizational citizenship behavior.	Leader's Spiritual Leadership/Spiritual Social Altruism/Conscientiousness	Quantitative	Structural Equation Modeling (SEM)	26	The results show that values, attitudes, and behaviors of leaders have positive effects on meaningful and membership of the employees, and further facilitate employees to perform excellent organizational citizenship behaviors, including the altruism of assisting colleagues and the responsible conscientiousness toward organization.

S. No	Title	Author Name/Journal/Country	RQ Research purpose	Hypotheses	Problem statement	Theoretical framework	Study design	Methodological techniques	sample size	Result/Key findings
21	The Spiritual Leadership Based Scorecard Business Model: the case of the Gordon Blue Tomatoes Cooperative	Louo M. M., Luke L. Mubwira and J. Robert Omer Journal of Management, Spirituality & Religion, USA 2010	The purpose of this paper is to offer the Spiritual Leadership Based Scorecard Business Model as a driver of employee well-being, organizational citizenship and productivity, corporate social responsibility and, ultimately, financial performance, while impacting internal processes, output quality, and customer satisfaction		A business model to describe the architecture of the firm, its network of suppliers and customers, and how it offers value to its customers. Given the apparent failure of current business models, there is a need for developing a new model that accentuates ethical leadership, employee well-being, organizational social responsibility without sacrificing profitability, revenue growth, and other indicators of financial and performance	Spiritual Leadership Theory (SLT)	Qualitative	Thematic Analysis		Since customer needs and market conditions can change without warning, the traditional capital and more rigidly reported to these may change as well. The learning and growth balanced scores card concept focuses on employee well-being and commitment, and corporate social responsibility. These indicators in addition offer such as administration and customer relations will allow utilize human resources. Moreover, leaders must also provide employees with the knowledge of how their job and relationship with organization's performance and satisfaction.
22	The what why and how of spirituality in the workplace: a review and extension	Houghton et al. Journal of Management, Spirituality & Religion, USA 2016	The current paper provides a comprehensive update and extension of the Kilmann and Neuh (2002) "what, why, and how" framework and "spiritual leaders" model. More specifically, the paper reviews the development and expansion of the workplace spirituality literature over the past decade and a half and considers the potential contributions of a number of contemporary leadership approaches including self-leadership, shared leadership, and authentic leadership to spirituality in the workplace		We provide a retrospective update and extension of the original Kilmann and Neuh (2002) "what, why, and how" framework and their subsequent "spiritual leaders" model that reviews the development and expansion of conceptual and empirical work on workplace spirituality over the past decade and a half while also integrating the possible contributions of a number of contemporary leadership approaches within the context of encouraging authenticity at work.	The "secularist-technological perspective" theory	Qualitative	Thematic Analysis		Finally, we concluded the "how" of workplace spirituality. In light of our data, the research on the ways in which spirituality may be encouraged or implemented within organizations and proposing an expansion of the "spiritual leaders" model that incorporates leadership as a primary means of encouraging spirituality in the workplace. We now conclude by providing a brief summary of the workplace spirituality construct's development before providing a few final thoughts on future research directions in the workplace spirituality domain.
23	The Mediating Role of Organizational Identity in the Relation between Spiritual Leadership and Organization Success: A study of commercial banks in Minnesota Government	Joseph A. Haidl Case Studies Journal ISSN 2016	The overall objective of the research is to identify the role of Organizational Identity (OI) as a mediating variable of the relationship between Spiritual Leadership (SL) and Organizational Success (OS) at commercial banks in Minnesota Government	H1: There is no relationship between SL, justice, helpfulness, altruistic love, the meaning/significance of work, membership, organizational citizenship, and productivity) and OI at commercial banks in Minnesota Government. H2: There is no relationship between SL, justice, helpfulness, altruistic love, the meaning/significance of work, membership, organizational citizenship, and productivity) and OI at commercial banks in Minnesota Government. H3: There is no relationship between OI, organizational loyalty, organizational identity, and membership) and OI at commercial banks in Minnesota Government. H4: There is no significant effect of OI as a mediating variable of the relationship between SL and OI at commercial banks in Minnesota Government.	OI is the existence of some kind of condition that sets the context and the organization in which it is operating. This can be illustrated by the need to align the objectives of the organization with those of its employees and the need to establish a common purpose and develop the organization in which it is the work, whether at work or outside.	Spiritual Leadership Theory (SLT)	Quantitative	SPSS - Correlation & ANOVA - SEM	102	(1) managers should be interested in the formation of their units and departments; (2) managers have the element of hope and belief in the vision of mission; (3) the absence of spirituality in the bank; (4) the conviction of all employees of the bank that their jobs are important and meaningful both to them and to others; (5) deepening the membership of the bank with all its employees; (6) managers' interest in using the level of organizational citizenship; (7) increasing productivity and continuous improvement; (8) identifying the desired needs of employees in order to improve OI; (9) the necessity of learning teamwork in the profession and developing competencies for OI; (10) designing and implementing a series of a strong program that can be achieved among leaders in terms of the concept, importance and areas of OI, and its positive effects; (11) the need to pay attention to continuous meetings and the practice of social and recreational activities; and (12) involving employees to participate in the various decision-making processes of the bank.
24	The Relationship between Spiritual Leadership and Issue of Spirituality and Religiosity: A study of Top Turkish Managers	Özgenç, A. Tuba Semerçioz International Journal of Commerce and Management Turkey 2016	The authors of the current study aimed to contribute to this research by considering managers in terms of their spiritual leadership, spirituality and religiosity. This study addresses the relationship between the spiritual leadership attributes of top Turkish managers and the spirituality and religiosity of these individuals.	H1: There is no relationship between the two concepts - spiritual leadership and spirituality and religiosity - in statistical significant.	In the current business environment, various abstract concepts play a prominent role. Intangible concepts such as spirituality, emotional intelligence, emotional capital, intellectual capital, intellectual assets, intellectual investment, religiosity, religious capital, spirituality, spiritual intelligence, spiritual resources and spiritual leadership have been incorporated into business discussions and relationships. This inclination toward spirituality is also evident in scientific research on such topics. Some gaps, however, still remain relevant literature. Emotional, intellectual and spiritual topics in business contexts have been addressed in various studies, but religiosity has not been fully explored.	Spiritual Leadership Theory (SLT)	Quantitative	SPSS - Correlation & ANOVA	100	The results reveal four key elements. First, the spiritual leadership of top Turkish managers depends upon their wisdom and altruism. In addition, their spirituality is composed of their approach to immateriality and their spiritual awareness. Furthermore, there are no common factors among spiritual leadership, spirituality and religiosity. Finally, although the factors that form spiritual leadership, spirituality and religiosity have very weak and positive relationship, no statistically significant relationship was found between spiritual leadership and the issues of spirituality and religiosity.
25	The Role of Spiritual Leadership in Promoting Workplace Altruism: A study on the Industrial Companies of Egypt	Amr, Ibrahim & Amina Hamed Case Studies Journal ISSN Egypt 2015	The objective of the research is to identify the role of Spiritual Leadership (SL) in promoting Workplace Altruism (WA) in the industrial companies in Egypt	H1: There is no relationship between SL (justice and WA) at the industrial companies in Ismailia city in Egypt. H2: SL (justice/Wa) has no significant effect on WA at industrial companies in Ismailia city in Egypt. H3: There is no relationship between SL (altruistic love and WA) at the industrial companies in Ismailia city in Egypt. H4: SL (altruistic love) has no significant impact on WA at industrial companies in Ismailia city in Egypt. H5: There is no relationship between SL (Membership and WA) at the industrial companies in Ismailia city in Egypt. H6: SL (Organizational commitment) has no significant influence on OI in industrial companies in Ismailia city in Egypt. H7: There is no relationship between SL (Productivity) and WA at the industrial companies in Ismailia city in Egypt.	The current study need to determine the role of SL, justice, helpfulness, altruism, the meaning/significance of work, membership, organizational citizenship, productivity in Ismailia (Is) District of Ismailia for Telecom, negative management outlook for employees, massive organizational conflicts, the senior management adopts the method of bullying at work, the inability of the individual to balance the functional and social, loss of ability to develop interest at the industrial companies in Ismailia city in Egypt.	Change Management Theory	Quantitative	SPSS - T-test, T-test & Regression Analysis	351	The degree of WA varies in terms of their nature and degree of impact on employees. It may be an impetus for development and improvement, an opportunity for challenge and self-fulfillment and thus a source of innovation and the emergence of creative ideas. Therefore, it is important to consider the factors that lead to increased religiosity and altruism of the employees to express their ideas and opinions and to enhance the positive attitudes towards the process of innovation and to create by providing material and non-material incentives to motivate them to innovate and improve.
26	What Spirituality Can Bring to Leaders and Managers: Enriching Creativity, Empathy, and a healthier workplace	Uma, Shobha & Aruna Parth Journal of Organizational Psychology, USA 2016	The specific purpose of the current paper is to explore and present the process of management as viewed from the lens of spirituality in the workplace. This is an essential alongside religiosity (RFR), has gained moderate attention in recent times (Ward, 2013; Giacalone & Jurkiewicz, 2001; Miles & Sonens, 2012; Lund-Dann & Tomczak, 2007). One of the aims of this paper is to present some of the possible benefits of spirituality to managers and leaders. As such, the paper focuses on how spirituality might be considered as a resource for managers, especially as an enabler of individual outcomes such as creativity and innovation, stress reduction, and connectedness.	Proposition 1: Managers who use spirituality as a resource will show lesser levels of stress. Proposition 2: Managers who use spirituality as a resource will show greater empathy and connectedness towards stakeholders groups. Proposition 3: Managers who use spirituality as a resource will show greater levels of creativity and innovation.	The current study was originally conducted to explore the call for the International Academy of Management (IAM), wherein the practice of management was envisaged as a calling encouraging authors to explore novel areas and approaches to management. While the field of management has been extensively researched for over 100 years, the call provided researchers an opportunity to examine the field afresh and in the light of recent developments within and outside its traditional boundaries.	spirituality and authentic leadership theory.	Qualitative	Thematic Analysis	11	Inevitably, in the interviews that were conducted with participants for this study, it seemed that the interviewees were by the least affected by spirituality. Only three of the participants were convinced that spirituality helped, positive and empowered them, allowed them to be more creative. There were also amongst those who had engaged in spiritual practices for the longer duration (ranging over five years or continued to the overall average of two years), further these participants also emphasized spirituality as the most critical of all the dimensions of spirituality. While it is not possible to draw any strong conclusions at this stage of the study, the above discussion suggests that one study is indeed not enough to the dimensions of spiritual practices rather than when belief is uncertain. More research, it is possible that the impact of spiritual practices on creative abilities may be larger to understand than other stress or empathy.

S. No	Title	Author Name/Journal/Country	RQ research purpose	Hypotheses	Problem statement	Theoretical framework	study design	Methodological/ statistical techniques	sample size	Resulting findings
27	Spiritual intelligence: A model for spiritual leadership	Michael D. Mumford The international journal of research in organizational behavior and management studies 2012	This paper deals with the importance of growing spirituality at workplace to progress from cognitive work to emotional intelligence and ultimately spiritual intelligence which acts as a catalyst for spiritual leadership and management excellence.		Spirituality is the basic feeling of being connected to one's complete self, others, and the entire universe. "If a single individual expresses the spiritual quality and the vital role that it plays in people's lives, that is called 'spiritual excellence.' Spirituality should not be treated as a topic to find place in philosophical journals but it is important in the very essence of practicing life with equanimity. Spirituality in the workplace can be of great help in increasing the productivity of each individual and organization in totality. In contrast to religion, that is organized and ceremonial, spirituality is highly individual and intensely personal. One doesn't have to be religious in order to be spiritual. The values-based organization results when the founders or leaders are guided by general philosophical principles or values that are not aligned or associated with a particular religion. In the changing business scenario there is a need to integrate spirituality into management. No organization can survive for long without spirituality and its values.	Spiritual Intelligence	Qualitative	Thematic Analysis		There is a positive effect when the spiritual values are shared with those whose charges and equanimity through "connection with empathizing colleagues" to "team performance, which is expressed in increased support, elevated trust, and enhanced understanding," thereby leading to "a greater degree of responsibility and ownership." The outcomes to the response include greater support, better organizational performance, and increased job satisfaction.
28	Exploring value components of leaders in organizations: evaluating new spiritual anchors	Kamalya Puri Journal of Business Ethics UK 2010	This article aims to develop an image of leaders set for analyzing and capturing diverse forms of value components of leaders in organizations.		The research helps to fill the gap in holistic theories on the value components by expanding the scope of our knowledge about all different value components of leaders. It discusses individual styles, and of different team roles in organizations, based on spiritual anchors. The spiritual anchors model is a multidimensional model of leadership styles and individual differences and provides professionals and managers with "a big picture" of dimensions of spirituality, values and leadership in organizations.	Spiritual Leadership Theory (SLT)	Case study		52	The results of this research can be used by organizations to design more enabling work environments for leaders and employees to have domain needs for and meaning of spirituality at work. It is important for organizations to acknowledge and know leaders' spiritual needs, practices and performance.
29	Servant Leader: Spiritual Leader: The case for convergence	James A. Lynch & Heather H. Fairburn Journal of Leadership, Accountability & Ethics USA 2012	The authors show how the concept of servant leadership can be enhanced by combining it with spiritual leadership. In fact, a true servant leader should also be a spiritual leader. The authors demonstrate that one of the wisest servant leaders, Moses, was also a spiritual leader.		Despite the positive attributes often associated with servant leaders there still remains a serious problem with the concept itself. That is, it appears that it is quite possible to consider some self-serving leaders as servant leaders. There may be individuals who care about their organizational but disregard the needs of society.	Spiritual Leadership Theory (SLT)	Case study			Servant leadership is a valuable approach in policy and industry. Adding the spiritual component - aiming to build a spiritual workplace and seeking to improve society - completes the paradigm and makes it more valuable as a leadership theory. Further biblical-type ethics are important lessons for all leaders.
30	Towards a theory of spiritual leadership	Louis M. Fry The leadership quarterly USA 2003	A capital theory of spiritual leadership is developed within an intrinsic motivation model that incorporates vision, hope, faith, and altruistic love. Features of workplace spirituality and spiritual renewal. The purpose of spiritual leadership is to create vision and value convergence across the organization, empower self, and individual levels and dimensions, to foster higher levels of organizational commitment and productivity.		With the dawn of a new century, there is an emerging and exponentially accelerating force for global spiritual and organizational change. From this realization has come a call for more holistic leadership that integrates the four fundamental virtues that define the essence of human existence: the body (physical), mind (spiritual/ethical thought), heart (emotions, feelings), and spirit (Minsky, 2003). One of the main driving forces behind this phenomenon is the Internet, which is bringing about forces for change at a seemingly light-speed.	Spiritual Leadership Theory (SLT)	Qualitative	SPSS & AMOS - SEM	100	Research on spiritual forms is necessary to establish the validity of spiritual leadership theory before it should be widely applied as a model of organizational/professional development to foster systemic change and transformation. Past research suggests that increased organizational commitment strengthens motivation and reduces turnover (Bassie, Pines, & Shier, 1992) and that organizational productivity is at the heart of the total quality organization movement (e.g., total quality management). Empirical research is just beginning on the relationship between the qualities of spiritual leadership and organizational outcomes.
31	Spiritual leadership and organizational transformation: Theory, measurement and establishing a baseline	Louis M. Fry, Steve Vitucci & Kate Cerdas The leadership quarterly USA 2005	The primary purpose of this research is to test the SLT model that hypothesizes positive relationships among the qualities of spiritual leadership, spiritual renewal, and organizational productivity and commitment using longitudinal data from a newly formed Apache Longbow helicopter attack squadron at Ft. Hood, Texas. The results provide longitudinal support for SLT and its measures.	There is a relationship among qualities of spiritual leadership, spiritual renewal, and organizational productivity and commitment.	In the new century of our leaders must address the well-being in the physical, mental, moral, and spiritual domains, and the fact that the Army's mission, Army leaders must inspire soldiers to a higher sense of calling and membership, while providing the organizational and leadership environment of a learning organization.	Spiritual Leadership Theory (SLT)	Quantitative	SPSS & AMOS - SEM	100	Spiritual leadership theory (SLT) offers promise as a paradigm for a new paradigm for leadership theory, research, and practice given that a (1) empirical and methodological and validation research as well as ethical and value-based research that have led empirical research in data, e.g., authentic and servant leadership and (2) avoids the pitfalls of measurement model misspecification. The results of this study, plus those of Minkoff & Fry (2003), provide strong initial support for the reliability and validity of the SLT measures and the moral model of spiritual leadership. In one sense we have come full circle and returned to the beginning of moral theorizing on leadership as measurement.
32	Spiritual leadership as a paradigm for organizational transformation and recovery from extended work hours culture	Louis M. Fry, Melissa P. Cohen Journal of Business Ethics USA 2009	In this article, we propose that the processes of employee recruitment and selection, employee self-selection, cultural socialization, and reward systems help create extended work hours culture (EWHC) that reinforces these results.		Various explanations are offered to explain why employees work such long hours. One explanation is that the combined effects of technology and globalization are forcing people to work longer and harder because of email, wireless devices, and the fact that globalized business never close. Another explanation is that people are caught up in consumerism - wanting to live more goods and services, which require more income earned through longer work hours.	Spiritual Leadership Theory (SLT)	Qualitative	Thematic Analysis		There are links to this in terms of performance and employee well-being and, to be clear, EWHC organizations push their people beyond the optimum limit. It should be clear that the more you push for organizational decline for EWHC organizations, we have proposed that over time, the processes of employee recruitment and selection, employee self-selection, cultural socialization, and reward systems in conventional, lean-based organizations could well be used to create an organizational culture which could reinforce non-consumptive satisfaction.
33	Spiritual leadership and its impact on organization performance	Dr. Rajesh Kumar Journal of Commerce & Trade India 2017	The purpose of this paper is to review the concept of spiritual leadership and its relationship with Organizational performance. Spiritual leadership consists of components such as vision, altruistic love, faith and Organizational Commitment.		Leadership style is influenced by various factors such as capabilities, knowledge and skills, organizational values, and reliability of employees in different situations. However, no one leadership style is ideal for every situation, since a leader has to use knowledge and skills to act effectively in one situation but not in another as effective leader in different situations. To be effective, leaders must behave differently in different situations.	Spiritual Leadership Theory (SLT)	Qualitative	Thematic Analysis		This paper has been divided into two parts. The first part deals with introduction to the concept of spiritual leadership. The second part deals with the importance of spiritual leadership in organizational performance. Spiritual leadership consists of components such as vision, altruistic love, faith and Organizational Commitment. All organizations have potential to grow and succeed. The least effective leadership. Spiritual leadership has emerged in the mind of people desiring for something for their spiritual growth in today's chaotic business environment. For organizations that aim to succeed and gain a competitive advantage, they have to retain a team of highly motivated and talented employees to attain optimum performance.

S.No	Title	Author	Journal/Conference	HR Research purpose	Hypotheses	Problem statement	Theoretical framework	Study design	Methodology/ statistical techniques	Sample size	Resulting findings
34	Right from being: Influence of spirituality on perceptions of ethical business activity	Robert A. Giacalone & Carlene L. Jurkiewicz	Journal of Business Ethics Marketplace 2000	A network sample of 80 employees from across the U.S. is studied to assess the relationship between individual spirituality and perceptions of unethical business activities.	HR in those instances where there is no clear integrity, individuals with some higher measures of individual spirituality will be more likely to characterize a morally questionable incident as unethical than will individuals who score lower on the measures.	Traditional approaches in the workplace that show a heavy focus on the value of individual ethical progressions (Gardner et al., 2005; Shaw et al., 1994; structural behavioral factors (Cohen, 2001; Wad and Jones, 1997), and how to change things for the better (Trevino, 1986; Cassell et al., 1997; Arel and Davis, 1998). Research on ethical decision-making has been primarily focused upon ethical codes, culture, and leadership styles (Dennis, 2007; Trevino, 1993), despite alternative theories and evidence in the media that suggest these efforts may not be effective.	Spiritual Leadership Theory (SLT)	Quantitative	Thematic Analysis	80	In summary, the results of this study indicate that awareness and subsequent spiritual practices that encourage the effects of spirituality in organizations can be approached with the same level of scientific rigor afforded other variables in the organization of sciences. This empirical study can contribute to a foundation of literature necessary to assess other dimensions of spirituality and ethics in the workplace, toward the end of promoting the growing field of ethical research.
35	Spiritual and religious diversity in the workplace: implications for leadership	Douglas A. Hicks	The leadership quarterly USA 2000	The article offers a critical analysis of scholarship on spirituality and leadership. The article argues that the concept of spirituality is more disparate and confused than the current leadership literature acknowledges.	The article builds a case to argue that the term "spirituality" unless, like religion studies," is much more problematic than scholars of spiritual leadership in the workplace could have or believe it is. In the corresponding definitions of spirituality are not found to be coherent and the leadership scholars' frequent emphasis on the potential of spirituality to create unity or common ground in the workplace overlooks debate and diverse issues.	The article builds a case to argue that the term "spirituality" unless, like religion studies," is much more problematic than scholars of spiritual leadership in the workplace could have or believe it is. In the corresponding definitions of spirituality are not found to be coherent and the leadership scholars' frequent emphasis on the potential of spirituality to create unity or common ground in the workplace overlooks debate and diverse issues.	Spiritual Leadership Theory (SLT)	Qualitative	Thematic Analysis		The concluding section offers implications from this critical exploration of leadership and spirituality and suggests that the task of effective organizational leadership is not to promote a single, spiritual worldview but, rather, to create an environment in which leaders and followers can mutually appreciate religious and spiritual diversity.
36	The good and the bad of spiritual leadership	Journal of Management, Spirituality & Religion USA 2015	The paper develops and presents a spiritual contingency model of spiritual leadership that includes spiritual leadership outcomes such as follower's feelings of interconnectedness, religious or spiritual faith, and leader charisma along with such leadership conditions and contingencies (moderators) as religious, personal motivation to lead, follower perceptions of leader integrity (ethics), and perceived organizational support.	Proposition 1: Meritocracy moderates the relationship between spiritual leadership and workplace outcomes such that effects of spiritual leadership on positive outcomes are attenuated when leaders are higher in meritocracy. Proposition 2: AITL moderates the relationship between spiritual leadership and workplace outcomes such that effects of spiritual leadership on positive outcomes are attenuated when leaders are	Over the past few decades, scholars have attempted to better explore the spiritual leadership construct, both conceptually and empirically. There is now a substantial body of work on the subject. However, although the current body of spiritual leadership research has produced greater insights into the potential role of leadership, there are still gaps in our understanding of spiritual leadership.	Spiritual Leadership Theory (SLT)	Qualitative	Thematic Analysis		This paper extends the literature on spiritual leadership by developing and presenting a spiritual contingency model of spiritual leadership. Specifically, we delineated such leaders who experience a feeling of interconnectedness, religious or spiritual faith, and leader charisma. By assessing these characteristics in the context of our model, we hope to stimulate more research in the broad area of spirituality.	
37	The emergence of spiritual leader and leadership in religion-based organizations	Jason T. G. Lee & Glenn R. Hughes	Journal of Business Ethics Australia 2018	In the present research, we qualitatively document the process by which spiritual leader and leadership emerge in religion-based organizations repeated three or a total of three that depict (1) the development of spiritual leader (e.g., embodiment of a spiritual leader/spiritual leader), (2) the process of developing a spiritual leader (e.g., socializing, personal assessment) and spiritual leadership (e.g., appointment, training), and (3) outcomes of spiritual leader and leadership development (e.g., personal, follower and organizational growth).	In the last decade, there is an increasing emphasis on the study of Spiritual Leadership (SL). For (2020) refers to SL as "the values, attitudes, and behaviors that are necessary to intrinsically motivate one's self and others so that they have a sense of spiritual meaning through leading and membership" (p. 71) while Paulsen (1998) argued that SL is concerned with teaching followers the sacred principles and application of techniques that enhance self-governance.	In the last decade, there is an increasing emphasis on the study of Spiritual Leadership (SL). For (2020) refers to SL as "the values, attitudes, and behaviors that are necessary to intrinsically motivate one's self and others so that they have a sense of spiritual meaning through leading and membership" (p. 71) while Paulsen (1998) argued that SL is concerned with teaching followers the sacred principles and application of techniques that enhance self-governance.	Spiritual Leadership Theory (SLT)	Qualitative	Thematic Analysis	28	The present research aimed to gain insights into the process by which spiritual leader and leadership emerge. In doing this, we wanted that we needed to explore the participants' understanding of spiritual leader and leadership in the context of religion-based organizations. Data analysis revealed several important themes such as embodiment of a spiritual leader, spiritual leader/leadership—the process, cultivating and developing spiritual leader/leadership, and outcomes of becoming a spiritual leader as well as the impact of spiritual leadership.
38	Spiritual leadership at workplace: Perspectives and Practice (Review)	Journal of Business Ethics China 2017	The aim of the present review is to discuss the theories on spiritual leadership at the workplace.		Value-based leadership could emphasize the importance of the value placed on employees in a results-oriented work environment. Therefore, the 21st century marked the rise of the need to establish a value-driven culture, inspiring the workforce to struggle and struggle seek a shared vision. This can be accomplished by an effective and motivating leadership.	Value-based leadership could emphasize the importance of the value placed on employees in a results-oriented work environment. Therefore, the 21st century marked the rise of the need to establish a value-driven culture, inspiring the workforce to struggle and struggle seek a shared vision. This can be accomplished by an effective and motivating leadership.	Spiritual Leadership Theory (SLT)	Qualitative	Thematic Analysis		To summarize, religious ethics as well as value-based leadership approach seek to give a local and clear message that leaders may be viewed with their own values and impact them to the follower through vision and personal actions. They must attempt to connect with the follower's needs for spiritual renewal and deliver enough to encourage membership through the basic values of humility, honesty, and integrity like serving the follower and other relevant stakeholders.
39	Leadership ethics in corporate chaplains: business, socio-culture and spiritual justifications	David T. Hill & Travis Wambua	Journal of Management, Spirituality & Religion USA 2015	This paper uses a case study on workplace chaplains life that is studied by exploring the business reasoning, sociocultural explanations, and spiritual justifications behind organizational leaders' decisions to incorporate workplace chaplains into their employee benefit programs.	HQ 1—How do business leaders explain the business rationale for corporate chaplaincy? HQ 2—How do business leaders explain the socio-cultural justifications for corporate chaplaincy? That is, what is happening in society and the modern business context that motivates leaders to hire chaplains for the workplace? HQ3—How do business leaders explain their spiritual/theological justifications for corporate chaplaincy, and how does that fit with today's diverse, multi-faith, and secular corporate context?	The study of spirituality in the workplace is gaining increased scholarly study and popular interest as demonstrated by a growing number of empirical and conceptual studies, popular publications including books and web reports on the phenomenon, and group meetings on- or off-campus pressing on or discussing issues of faith, spirituality, values, and work. However, many scholars recognize workplace spirituality as an emerging area of study, as disagreement remains on definitions, conceptualizations, and measurement of the phenomena. This paper offers an in-depth study of one aspect of workplace spirituality known as workplace or corporate chaplaincy.	Spiritual Leadership Theory (SLT)	Qualitative	Thematic Analysis	11	This study found that workplace chaplains offer a unique kind of care for employees' others less usual in other benefit programs, and appears to contribute positively to organizational commitment, employee well-being, reduced operational costs, reduced turnover/loss of retention, and an overall positive, welcoming organization culture.
40	Organizational spirituality: An ideology based ideology	Richard R. Crotts, Amanda Roper & Teresa D. O'Brien	Business & Society 2006	In this article, we explore the presence of spirituality in management ideologies over time, first departing from its apparent public appearance. Our discussion is in two major parts: first, an analysis of the representation of people and organization in managerial ideologies, and second, on the analysis, we build a sociology of organizational spirituality.	The topic of spirituality is gaining increasing scholarly attention in organizational studies. It is the subject of numerous articles that many theories of organization have applied or applied views of spirituality in the workplace. To analyze the presence of spiritual ideologies in management theories, they depart from Sherry and Kundu's (1998) and Sorenson (2004) article and analyze management theories as spirituality theories with regard to representations of people and the organization. From this analysis, we suggest two major dimensions of people (as dependent or independent workers) and the organization (as spiritually grounded or spiritually ungrounded).	The topic of spirituality is gaining increasing scholarly attention in organizational studies. It is the subject of numerous articles that many theories of organization have applied or applied views of spirituality in the workplace. To analyze the presence of spiritual ideologies in management theories, they depart from Sherry and Kundu's (1998) and Sorenson (2004) article and analyze management theories as spirituality theories with regard to representations of people and the organization. From this analysis, we suggest two major dimensions of people (as dependent or independent workers) and the organization (as spiritually grounded or spiritually ungrounded).	Spiritual Leadership Theory (SLT)	Qualitative	Thematic Analysis		First, we suggested that organizational ideologies may be approached from a spiritual perspective. Some ideologies offer more or less clear guidelines on how to deal with spirituality when it comes with religion (which is the case of so-called Christian organizations or spiritual communities, see Paul, 2008) although others exclude it from the sphere. Considering organizations as ideological projects is indeed a strong position regarding workplace spirituality.

S. No	Title	Author Name/Journal/Country/ Publication	RD Research purpose	Hypotheses	Problem statements	Theoretical framework	Study design	Methodological statistical techniques	Sample size	Resulting findings
39	Leadership spiritual behaviours and outcomes: An empirical examination of the effects of a leader's individual spirituality and organizational spirituality	Chakrabarti S, Sharma P et al. Journal of Business Ethics 2012	The study makes three research propositions in regard to the work place spiritually namely: by conducting empirical studies, building on the existing research, and linking spiritually to organizational issues in general and leadership in particular	H1 There is likely to be a positive relation between leaders' individual spirituality and LIS directed toward subordinates. H2 There is likely to be a positive relationship between organizational spirituality and LIS directed toward subordinates. H3 The relationship between leaders' individual spirituality and leaders' spiritual behaviors toward subordinates is likely to be moderated by organizational spirituality such that the relationship is likely to be stronger when organizational spirituality is high than when organizational spirituality is low.	Important spirituals as a field of inquiry, it is not just important. Researcher has noted the relevance of this field by indicating that it is "emerging" (Folger, 2005, p. 406; "renewing" (Shaw and Dean, 2001, p. 335), "true" (Duchon and Poyman, 2005, p. 406; "renewing" (Shaw, 2006, p. 357; Tashak et al, 2007, p. 47), and "relatively rare" (Cassidy and Johnson, 2008, p. 575) in the organizational literature. However, though relatively rare, it is also a field that is generally important as it is being referred to as a "movement"	Quantitative Leadership Theory (SLT)	Quantitative SPSS - Factor analysis, T-Test Regression Analysis	100	The present study, by highlighting significance of leader's individual spirituality in accounting for LIS directed toward subordinates, has implications for the future implications that an implication for practice would be how to facilitate spiritual development of leaders. This study will serve in the Indian context and some inputs from the Indian spiritual tradition may provide guidance on facilitating spiritual development of leaders	
40	Spirituality and strategic leadership: The influence of spiritual beliefs on strategic decision making	Felix A. Papp. Journal of Business Ethics 165, 2012	This work extends the conceptualization of spirituality and leadership to the level of strategic leadership. Future development in the field of spirituality and leadership will depend on greater clarity concerning the level of analysis, and will require a distinction between personal and collective spirituality.	<b>Proposition 1</b> The personal spiritual beliefs of a leader act as a coherent during strategic decision making by filtering out information and filtering information to the leader. <b>Proposition 2</b> The leader's stage of constructive development will mediate the effect of the strategic decision making. <b>Proposition 3</b> What a leader believes about his or her spiritual beliefs (meta-belief) will mediate the effect of the leader's beliefs on strategic decision making. <b>Proposition 4</b> Components of the construct (values and organizational culture, industry and occupation, organizational structure, time) and discursive (rational) context combine to moderate the effect of the leader's spiritual beliefs on the information considered and used by the leader in strategic decision making. <b>Proposition 5</b> The leadership style in use by the leader will moderate the effect of the leader's spiritual beliefs on strategic decision making. <b>Proposition 6</b> The information considered by the strategic leader and the way that information is used in strategic decision making will be influenced by the leader's personal spiritual beliefs. That influence will be mediated by the meta-belief and constructive development of the leader and moderated by the organizational context and leadership style in use. <b>Proposition 7</b> Those spiritual beliefs that operate with moderating and mediating variables to allow the most relevant information to be considered in the strategic decision making process will provide strategic advantage to top level leaders. <b>Proposition 8</b> Those spiritual beliefs that operate with moderating and mediating variables to generate the most positive or productive framing of the organizational context will provide strategic advantage to top level leaders.	Most prior spirituality has been a popular topic in the academic community over the last decade or more, as evidenced by the number of books, articles, and conference on the topic (Bilimoria 2005, Daniels and Korten 2007). Acknowledging the importance of the topic for leaders, both the international Association of Business Deignees and the Academy of Management have created special interest groups on spirituality and leadership (Bilimoria 2005), and in 2005 there were reportedly 24 MBSA programs offering courses in spirituality in the work place for those leaders. According to other authors, organizations are a reflection of their top leaders (Bischoff-Hodgberg 2001, Hambrick and Mason 1984), making the spirituality of top leaders highly relevant, while the change of literature integrating strategic leadership and spirituality even more significant.	Spiritual Leadership Theory (SLT)	Mixed Method Thematic Analysis	100	This work has extended the conceptualization of spirituality and leadership to the level of strategic leadership by proposing a framework for understanding how a strategic leader's personal beliefs affect decision making. It is proposed that a strategic leader's spiritual beliefs act as the information filter on how the information the leader considers, and that the influence of those beliefs is mediated by the leader's constructive development and meta belief and moderated by organizational context and leadership style. It is hoped that this framework can provide a foundation for future research to develop a well tested theory of spirituality and leadership.	
41	Spiritual values and practices related to leadership effectiveness	Lara-Alecio. The leadership quarterly journal 2011	This review of over 55 studies shows that there is a clear connection between spiritual values and practices and effective leadership. Values that have long been considered as spiritual values, such as integrity, honesty, and humility, have been demonstrated to have an effect on leadership success. Similarly, practices traditionally associated with spirituality are demonstrated to help the leader's values to be connected to leadership effectiveness.	A large and growing body of evidence accumulated from studies of effective leadership shows that these traits are much closer than scholars previously thought, and they are more inseparable entities. This review of over 55 studies shows that there is a clear connection between the values (in the sense of established ideas) and practices (practices in the sense of actions) of leaders who are able to motivate followers, create a positive culture of ethics, inspire trust, promote positive work relationships, and achieve organizational goals. These spiritual values and practices also allow leaders to achieve organizational goals, such as increased productivity, lowered rates of turnover, greater sustainability, and improved employee health.	Spiritual Leadership Theory (SLT)	Qualitative Thematic Analysis	Thematic Regression, T-Test, Correlations	100	Examining the relationship between spirituality and leadership can give us valuable insight into leadership as well as followee perceptions, motivation, retention, ethics, and trust. In many studies, a leader's demonstration of spiritual values such as integrity, honesty, and humility have been found to be strongly related to leadership success. These qualities have been examined less so in the current leadership research, but that is not by no means unwise. For example, in creating a model of effective leadership, researchers often include the dimension of humble leadership, which also could be studied as a spiritual quality in relation to leadership of work relationships.	
42	Relationship between spiritual leadership and organizational commitment in Malaysian O&G Gas industry	Muhammad Fauzan, Mohd Huzefa Mohd Anwar S, Mohd Anwar A, Yusoff Saad. Journal of Business Ethics 2011	The study attempts to fill in the empirical gap of spiritual leadership relationship with organizational commitment in the oil and gas industry in Malaysia. On a wider perspective, the study will provide an insight on spiritual leadership adoption in the oil and gas industry and how such a relationship can be used to increase efficiency towards productivity and growth.	H1: Vision created by spiritual leaders has a significant relationship with organizational commitment. H2: Absolute love demonstrated by spiritual leaders has a significant relationship with organizational commitment. H3: Calling and personal meaning derived from the substance of spiritual leaders has a significant relationship with organizational commitment. H4: Mentorship, acting from altruistic love demonstrated by spiritual leaders has a significant relationship with organizational commitment.	Spiritual leadership is an emerging concept of recognizing the values, attitudes, and behaviours (personnel or obliged by core belief and religion) and how it affects the response of positive human health, psychological well-being, and self-esteem, organizational involvement and productivity, participation and financial performance. Spirituality in leadership involves all of the issues will be seen on four of positive points and more on people, fair on working and stress on organizational and discipline and stability on controlling and more on performance, satisfaction, and inspiration. The modern work place is not just a place where people work, but a place where they learn, develop, evolve, and attempt to find a sense of fulfillment.	Spiritual Leadership Theory (SLT)	Quantitative SPSS, Multiple Regression, T-Test, Correlations	200	The results of the study show that each of the elements of spiritual leadership has a significant relationship with organizational commitment in addressing the current objectives of the study, results show that the element absolute love appears to have the strongest correlation compared and by the other elements, followed by mentorship and vision. Calling meaning derived from the substance of spiritual leaders also has a significant relationship with the research objectives.	
43	Spiritual Leadership: Pulling values and work needs at work	Oliver W. Patterson. Organizational Development Journal 165, 2012	This paper focuses on the work community by focusing the most significant concept of the workplace. We are coming to expect our work to be more spiritual than of the time - to quality and needs for individuals and to help provide spiritual support for our development and our experience for personal as well as economic growth.	H1: Spiritual leadership has significant impact on psychological ownership through mediating role of calling. H2: Spiritual leadership has significant impact on psychological ownership through mediating role of mentorship. H3: Calling positively mediates the relationship between spiritual leadership and psychological ownership. H4: Mentorship positively mediates the relationship between spiritual leadership and psychological ownership.	It is particularly for many of us to integrate our work needs that are being, but spiritual work needs, our time at work, or in individualized and work activities for us to expect to continue being healthy, psychologically and more on performance, original and could experience that make the process a mix of us need to recognize and respond to the spiritual side of our work in the modern workplace.	Spiritual Leadership Theory (SLT)	Qualitative Thematic Analysis	100	Humanizing work is not just a matter of current state of work by using the same thinking that created the situation. Considering human as central based on individual thinking and responses) to be central business in many studies, but that is not by no means unwise. For example, in creating a model of effective leadership, researchers often include the dimension of humble leadership, which also could be studied as a spiritual quality in relation to leadership of work relationships.	
44	Spiritual leadership and psychological ownership: Mediating role of spiritual calling	Aruna Acharya S, Aditya Sagar, Ashish Sahil. Patrician 2011	Spiritual leadership suggests an approach to fulfill the psychological, emotional and spiritual needs of organizational members. This study determines the relationship of spiritual leadership and psychological ownership through a mediating role of spiritual calling in terms of calling and mentorship.	H1: Spiritual leadership has significant impact on psychological ownership through mediating role of calling. H2: Spiritual leadership has significant impact on psychological ownership through mediating role of mentorship. H3: Calling positively mediates the relationship between spiritual leadership and psychological ownership. H4: Mentorship positively mediates the relationship between spiritual leadership and psychological ownership.	It is well established the social and physical environment that people have the intrinsic drive and motivation to work and that the work in their work, and to be a member of a group in which they feel called for their contribution to the group's performance. Spiritually, organizations provide a proper opportunity to the members, to receive higher levels of control over a number of factors in organization, which gives also sense of psychological ownership for the organization. This study will contribute to understand that how spiritual leadership through spiritual calling of members, leads to an emergence of psychological ownership in members.	Spiritual Leadership Theory (SLT)	Quantitative SPSS, SEM	201	This study concludes that through providing a clear vision and developing self directed empowered teams, spiritual leadership can give a sense of control and ownership to employees. It is also found that through calling a culture based on altruistic love and values of respect will be possible to successfully motivate the employees and create a sense of involvement and attachment in them towards organization, which leads to giving them a sense of ownership for organization.	
45	Spiritual Leadership in Organizational Context: A Research Agenda in South Asian Countries	Minerva P. Silva, Aditya Sagar, Sita Sita A, Nisha Johnson A, Prakash K. Journal of Business Ethics 2011	The purpose of this research was to find how work studies that document spiritual leadership theory to evaluate and produce the instruments, dimensions, constructs, and effects of spiritual leadership. Thereafter, we prepared to offer an evidence based solution that will help the work - spiritual is a research work, and to what is the work on it? It is to be the (Quantitative Literature Review), an approach, advanced from the methods of disciplines to quantitative research such as organized view, and regression analysis.	The research questions stem from the literature review are: H1: We are interested to offer an evidence-based solution to how - spiritual leadership (defined in empirical/Qualitative and Quantitative) and Conceptual/Literature Review studies in organizational contexts? OR What role/dimensions do the leaders exhibit so that they are called Spiritual Leaders in organizations? H2: What are the gaps in the empirical studies, regarding their own work/real world, which have been proposed in the conceptual/literature papers? H3: In what settings/dimensions are - spiritual leadership theory empirically investigated?	The investigation discusses that there are clearly more frequently cited (74) empirical studies which have been conducted in the area of spiritual leadership and called it Empirical demonstration of - spiritual leadership studies other than by Papp (2007, 2008), 2008 which are contributing 71% or approximately 71% of the conceptual/literature studies cannot be done in establishments like schools, cities, politics, religion, etc., but in work organizations, where there is a clear spiritual side that theory is being empirical evidence in a different setting and culture but there is a significant research gap in the area of research before the spiritual leadership is being studied in organizational contexts in South Asian countries including Pakistan, India, and Sri Lanka etc.	Spiritual Leadership Theory (SLT)	Qualitative Thematic Analysis	60	This research contributes to the practice for leading Spiritually Empowered Teams in the field of management, providing an operational model for inspiring and motivating, and identifying spiritually empowered research topics. The development of - spiritual leadership as both a theoretical paradigm and a practice also add challenge to leaders work place attitudes and behaviors, propose that it takes the possibility to give an influential and called that the management should be focusing that aspects.	





satisfaction from spiritual sources (Bhatti & Sadia, 2018). Moreover, spiritual leadership involves three key dimensions, vision, trust/confidence, and altruistic love, as the leader's qualities, attitude, and practices, separately. Additionally, vision alludes to a significant future, making employees realize their self-worth and finding various reasons to live (Low & Ayoko, 2018). The implementation of Spiritual Leadership Theory (SLT) in the organizational setup is also profitable for the company objectives as the work culture improves along with the employees' perspectives. According to Currier, Foster & Isaak, (2019) the cognitive ability of the individuals gets a spiritual touch and hence this reflects in the decisions of the top management of the company.

This study is necessary for the systematic literature review of future studies and applied researches. Moreover, the reasons of the need of Spirituality in organization and amongst the leadership have been described. As per Cash & Gray, (2000) the reasons for the need of spirituality include the interconnectivity of the human being with their inner selves. In addition to this, the altruistic love and the realization for self value that could contribute to representation of the corporate image and stabilization of its reputation (Fairholm, 1996). Similarly, the religious context of spirituality has also been discussed as per the various religions and the commandments revealed in different religions also agree upon a certain level of spirituality in the leadership which is necessary for steering people into the correct direction (Miller & Thoresen, 2003). The spirituality is also required for instilling the values of hope, faith and trust in people which can improve their personality as it can help them realize their self-worth and help them attain self-actualization. Hence, organizational spirituality and the spiritual leadership go hand in hand, and are important for the organizational as well as individual sustainability.

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