Mutiara: Multidiciplinary Scientifict Journal
Volume 2, Number 4 April 2024
p-ISSN 2988-7860 ; e-ISSN 2988-7992

Spiritual Leadership in Organizations: Literature Review

I Gusti Ayu Agung Dewi Kurnia Uthami, Gede Supartha, I Gusti Ayu Manuati Dewi, Ida Bagus Surya
Doctoral Program of Management, Faculty of Economics and Business, Universitas Udayana, Denpasar city, Indonesia
Department of Management, Faculty of Economics and Business, Universitas Udayana, Denpasar city, Indonesia
Email: agungdewikurnia12@gmail.com

KEYWORDS
Leadership, Spiritual, Organization

ABSTRACT
Spiritual leadership has become an increasing focus of attention in organizational research. This systematic review aims to provide a comprehensive overview of spiritual leadership research in an organizational context. This study used the systematic literature review research method. The data collection technique in this study involved exploring journals, books, and other information relevant to the research. The data that has been collected is then analyzed thematically. Based on the analysis results, a person essential in leading an organization is called a leader. A leader cannot move alone; he needs members to achieve organizational goals. Leaders need a way or leadership style to direct and guide members. One leadership style that can be used in leading an organization is spiritual leadership. Spiritual leadership believes that the proper leader is God. The analysis results also show that spiritual leadership is positively related to safety compliance, employee safety participation, and employee innovative behavior, as well as increases workplace spirituality, job satisfaction, and workplace deviant behavior. Thus, spiritual leadership has a positive impact on the organization.

INTRODUCTION

Leadership is the ability of a leader to control, lead, and influence the thoughts, feelings, or behavior of others to achieve predetermined goals (Baihaqi & Nursaim, 2013). Leadership is not only an influencing factor in achieving business goals. Still, it is also closely related to aspects of individual spirituality, intrinsic motivation, and its influence on the psychological well-being of organizational members.

Spiritual leadership is the process of influencing others through spiritual values. Spiritual values come from one's beliefs about the meaning of life. These spiritual values can include love, compassion, justice, and equality. A spiritual leader uses his spiritual values to inspire and motivate his followers. Spiritual leaders can be found in various fields, including business, government, education, and non-profit organizations (Rafsanjani, 2017).

Modern organizations find it essential to align management practices with the spiritual values of the individuals involved in them. The success and sustainability of organizations often

depend on understanding and applying inclusive leadership practices, recognizing individual spiritual needs, and promoting a balance between business goals and employees' psychological well-being (Murtafiah & Ali, 2023).

The importance of spiritual leadership in today's organizational context is the focal point of research to understand its effects on motivation, performance, job satisfaction, and inclusive organizational culture. This has fueled the need for in-depth research to explore the key elements of spiritual leadership, how they can be integrated into organizational structures, and their impact on individual well-being and organizational survival.

Based on the background of the study, researchers are interested in conducting research with the title "Spiritual Leadership in Organizations: Systematic Literature Review". This research provides important insights into spiritual leadership as a concept and phenomenon. This research shows that spiritual leadership is a complex and multidimensional concept and can be defined as the process of influencing others through spiritual values. This systematic review aims to provide a comprehensive overview of spiritual leadership research in an organizational context.

RESEARCH METHODS

This study used a systematic literature review research method. A systematic literature review is a methodological approach that uses a structured, systematic, and documented process in exploring, evaluating, and synthesizing relevant literature from various sources related to a particular research topic. This approach aims to present a comprehensive, objective, and detailed review of the research topic covered based on a thorough analysis of existing studies in the scientific literature (Nurahma & Hendriani, 2021).

Data collection techniques in this study by exploring journals, books, and other information relevant to the research. The research data was collected from literature published in reputable scientific journals. Literature is collected through searches in electronic literature databases, such as Google Scholar and Scopus. The data that has been collected is then analyzed thematically. The data used in this study has several inclusion criteria, including Indonesian or English, with a publication period of 2013-2023. Based on the criteria that have been determined, the flow and results of the research to be used in this study are depicted in the following PRISMA diagram:

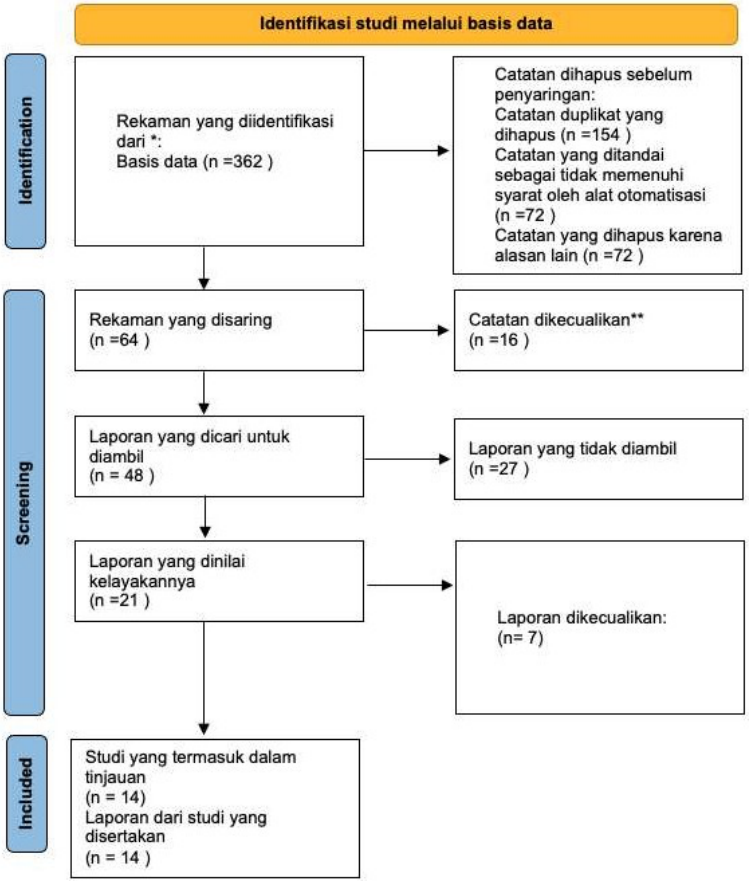


Figure 1. Diagram PRISMA

RESULTS AND DISCUSSION

Table 1. Research Results

No	Judul Artikel	Penulis & Tahun Publikasi	Hasil Penelitian
1	How and when spiritual leadership enhances employee innovative behavior	and its impacts on	(Zhang & Yang, 2021)
			(Prihandono & Wijayanto, 2021)
2	The influence of spiritual leadership on spirituality, conscientiousness and job satisfaction		

Spiritual leadership, as a new genre of leadership, is positively related to the innovative behavior of employees and the autonomous motivation of employees. That is, the autonomous motivation of employees mediates a positive relationship between spiritual leadership and innovative behavior of employees. Moreover, under the context of Chinese organizations' high power distance, we also tested the moderation role of employees' power distance orientation.

Hypothesis 1 in this study which states "Increased spiritual leadership will improve workplace spirituality" is proven.

Thus, Hypothesis 2 in this study which states "increased spiritual leadership will increase job satisfaction" is proven.

	the reduction of workplace deviant behavior		Hypothesis 3 in this study which states "increased spiritual leadership will reduce deviant behavior in the workplace" is proven. Hypothesis 4 in this study stating "increased workplace spirituality will increase job satisfaction" is proven. Hypothesis 5 in this study that states "increased workplace spirituality will reduce deviant behavior in the workplace" is proven. Hypothesis 6 in this study that states "increased job satisfaction will decrease deviant behavior in the workplace" is proven. Thus, hypothesis 7 in this study stating "increased conscientiousness will increase job satisfaction" is proven. Thus, hypothesis 8 in this study stating "there is a significant negative association between conscientiousness and deviant behavior in the workplace" was proven.
3	Studying the effect of spiritual leadership on organizational performance: an empirical study in hotel industry	(Salehzadeh et al., 2015)	The results showed that spiritual leadership had a significant positive effect on vocation (ff 0.51) and membership (ff 0.62). This finding is in line with the research of Fry et al. (2011). These results suggest that spiritual leadership helps members find a sense of calling and membership in their work. In addition, the findings showed that spiritual leadership (ff0.55), vocation (ff0.38) and membership (ff0.49) had a significant positive effect on organizational performance. Based on the results of other studies, spiritual leadership has a positive effect on organizational performance.
4	Being ignored at work: Understanding how and when spiritual leadership curbs workplace ostracism in the hospitality industry	(Ali, Usman, et al., 2020)	Based on lag time survey data (three waves, two months apart) collected from 252 hospitality employees, our findings reveal that spiritual leadership is negatively associated with workplace seclusion, either directly or indirectly through occupational social support. We also found that a justice orientation reinforces the negative relationship between spiritual leadership and workplace exile. The findings not only highlight core theoretical contributions to the existing literature on spiritual leadership, occupational social support, justice orientation, and workplace exclusion but also offer useful practical implications for hotel managers concerned about the impact of workplace exclusion on

			employees and employees. Organizational results.
5	A positive human health perspective on how spiritual leadership weaves its influence on employee safety performance: The role of harmonious safety passion	(Ali, Aziz, et al., 2020)	The results revealed that spiritual leadership was positively associated with safety compliance and employee safety participation. This study establishes the spirit of harmonious safety as an important mechanism underlying the relationship between spiritual leadership and employee safety compliance and the relationship between spiritual leadership and employee safety participation. These findings expand our understanding of why spiritual leadership is positively associated with employee safety performance – safety compliance and safety participation.
6	Religious tourism and spiritual leadership development: Christian leadership conferences	(Tkaczynski & Arli, 2018)	By designing a conceptual framework that includes first the theory of spiritual leadership (Fry, 2003), both the core competencies of church leadership (Malphurs & Mancini, 2004) and the three key profile segmentation variables (e.g. Tkaczynski &; Rundle-Thiele, 2011), the greatest theoretical contribution of this study is the conceptualization of intrinsically motivated religious travelers. Tourists to these events attend for the purpose of keeping a low profile and can be motivated to perform their ministry duties to serve others more effectively. Coupled with research on external drivers for event attendance (Getz, 2010; Li & Petrick, 2006), the research findings can be applied to different organizational contexts to provide a greater understanding of travelers' motivations to attend events that focus on altruism and leadership development. Age and gender are recognized as the two most frequently used variables in the event tourism literature (Tkaczynski &; Rundle-Thiele, 2011) and based on the findings of this study, the importance of classifying tourists to religious events cannot be underestimated.
7	Toward a theory of spiritual intelligence and spiritual leader development	(Fry & Wigglesworth, 2013)	Leaders who practice spiritual leadership by practicing inner life and communicating and modeling hope/faith, transcendent vision, and organizational values based on altruistic love will drive positive performance outcomes for both individuals and organizations. When leaders personify the values, attitudes, and behaviors of altruistic love that result in both leaders and employees feeling understood and

			valued and called to that their work is making a difference, they will enter an intrinsic cycle of motivation that results in high levels of human well-being, corporate social responsibility, and organizational performance.
8	Spiritual leadership	(Egel & Fry, 2017)	This document discusses the emerging paradigms of spiritual leadership theory and faith and spirituality in the workplace, and the need for further research and validation of these models. The author also discusses the importance of demonstrating the positive impact of religious and spiritual models on workplace-related functions in order to establish the legitimacy of this paradigm for both scholars and practitioners.
9	Spiritual leadership: implications for managerial action	(Nicolae et al., 2017)	The results of the study contribute only theoretically and are the starting point for further research and discussion. On the other hand, adequate new paradigm approaches to the conceptualization and measurement of spiritual leaders should be developed, to prevent research from achieving trivial results and to improve business practices and decision-making. In any case, practitioners should discourage the negative application of spiritual leadership, for example stemming from the approach of spirituality as a managerial tool to manipulate public perception or employee behavior to achieve profits. There are no studies in the literature that analyze the potential negative side effects of workplace spirituality, which is likely a source of organizational conflict; this should also be a line of spiritual leadership research.
10	Leadership and spirituality	(Dhiman, 2017)	Learning to be an effective leader needs to be approached essentially as an important dimension of one's personal growth and transformation. If leadership is an expression of who we are, then essentially all leadership is spiritual leadership. In the final analysis, spiritual leadership is about looking within the truth of our true selves. All other quests are exhaustion of the soul and dissatisfaction in his eventual offering. Only seekers and self-knowing are self-fulfilled. They act with fulfillment and not for fulfillment. The quest for spiritual leadership begins with self-awareness and self-mastery, progresses by living one's core values authentically, and

			culminates in leaving a legacy by fulfilling life's purpose through selfless service for the greater good.
11	Spiritual Leadership: Background, Theory, and Application to Japanese Business Leaders	(Murayama, 2019)	Some Japanese researchers in religious studies focus on spirituality as an alternative concept to religion. However, until now, no business researcher has focused his studies on spirituality in Japan. The word "spirituality" is still not a popular term in Japanese business nor for researchers. However, it does not mean that there are no spiritual leaders in Japan. Since there is limited space to explore spiritual leadership in Japan, researchers would like to refer to some of the more important business leaders who have been spiritual from a historical business perspective.
12	Spiritual leadership: Meaning in the sustainable workplace	(Samul, 2019)	This article presents a review of research on spiritual leadership in the workplace, which has identified four main topic groups: workplace spirituality, leadership, spiritual leadership, and transformational leadership. The study found that workplace spirituality can lead to rewarding individual and organizational outcomes, positively correlated with greater worker performance and increased employee commitment, satisfaction, altruism, conscientiousness, engagement, loyalty, sales growth, work unit productivity, and organizational citizenship behavior. The study also shows that leaders with high levels of spirituality can create a sustainable work environment for employees, leading to higher productivity and greater continuity. The findings suggest that the development of spiritual leadership theory is relevant and can be applied to the creation and maintenance of a sustainable workplace for employees. This article also develops the concept of *a triple bottom line* model based on spirituality
13	Spiritual leadership: Current status and Agenda for future research and practice	(Oh & Wang, 2020)	Based on our systematic and critical analysis of 59 empirical studies, we propose a comprehensive spiritual leadership model. The model consists of five main components: predecessor, spiritual leader qualities, spiritual well-being, moderator/mediator, and outcome. The identified factors of qualitative research are distinguished by italics.
14	Spiritual leadership in organizational	(Salman et al., 2017)	This synthesis of empirical research studies shows:

	context: A research gap in South Asia		(a) there is no agreement on the definition of "spiritual leadership" (b) The investigation revealed that there are only three frequently cited dimensions (73%) that have been empirically verified through Quantitative and Qualitative Methods. These are the Altruistic Love, Hope, and Beliefs proposed by Fry et al 2003; 2005; 2008 (Table 3). The remaining 27% of dimensions are at least empirically tested and cited. (c) Empirical authentication of "spiritual leadership" models other than Fry 2003; 2005; 2008 which contributed 27% of empirical and 75% of conceptual studies/reviews need to be conducted in agencies such as schools, municipalities, police, military units, and for officials to profit with various sample dimensions for authentication of this model (d) Spiritual Leadership Theory is being cross-examined in the diversity of settings and cultures, but there is a significant research gap in this area of research (where Spiritual Leadership is being studied in an organizational context) in South Asian countries including Pakistan, India, and Sri Lanka and others. (e) Spiritual leadership is a practical leadership theory that helps organizations and improves group well-being.
15.	The Role Of Leader's Spiritual Leadership on Organisation Outcomes	(Nguyen et al., 2018)	This paper investigates the validity of spiritual leadership theory across the organizational context of 329 participants, working in the service industry in 10 downtown districts of Ho Chi Minh City, Vietnam. We found that spiritual leadership has significant associations with meaning and calling, membership, and empowerment. The study also shows that meaning and membership have a positive impact on organizational commitment and in turn have a major impact on Organizational Commitment Behavior. Membership presents the most influential spiritual leadership factor and the most profound precursor to organizational commitment, compared to meaning and empowerment. Empowerment has a positive effect on Organizational Commitment Behavior but does not statistically affect organizational commitment.

			By combining qualitative methods, we receive important feedback, which helps us clearly explain quantitative results and appropriate scenarios in the Vietnamese context.
16.	Spiritual leadership and employee innovation	(Hunsaker, 2022)	Research findings from this paper have provided strong support for the role of spiritual leadership and spiritual well-being in influencing employee innovation in the workplace. The research findings from this paper have filled several research gaps in augmenting the existing body of research on leadership, employee well-being, and innovation. First, the study is one of the first to introduce the effects of spiritual leadership on Innovative Work Behavior with findings supporting the expectation that spiritual leadership positively influences employee innovation. Second, in expanding on the construct of employee well-being, these findings also support Spiritual Work Behavior as an important intervening variable in explaining how spiritual leadership influences Innovative Work Behavior. Research findings suggest that organizational culture is influenced by spiritual leadership behaviors, which in turn enable employees to experience purpose and membership within and at work and positive emotional states to engage in Innovative Work Behaviors (Staw et al. 1994). Overall, these findings also expand the field of workplace spirituality, in line with Afsar and Badir's (2017) findings that cultures that embrace workplace spirituality values influence employee creativity and innovation.
17.	Fueling the intrapreneurial spirit: A closer look at how spiritual leadership motivates employee intrapreneurial behaviors	(Usman et al., 2021)	Results showed that spiritual leadership was positively associated with the psychological empowerment of *frontliner* employees, which in turn increased intrapreneurial behavior. We found evidence that centrality of work increases the strength of these positive relationships. Our results thus provide new insights into how spiritual leadership motivates hotel frontline employees to shift away from the usual way of doing their jobs, towards seeking new opportunities to create value for the organization. We suggest that managers, through their vision, altruistic love, and beliefs, can indeed inspire feelings of

			empowerment among frontline employees and encourage them to engage in intrapreneurial behavior.
18.	The relationship between spiritual leadership to quality of work life and ethical behavior and its implication to increasing the organizational citizenship behavior	(Pio & Lengkong, 2020)	The conclusions obtained from the results of the study are as follows: (1) spiritual leadership does not directly affect employee performance. (2) Work quality is an intermediate variable in the relationship between spiritual leadership and employee performance. Given the positive coefficient shown, higher spiritual leadership will result in higher employee performance if the quality of mediated work is also higher. This is because the direct influence of spiritual leadership on employee performance is not significant (with the coefficient of ownership); This shows that work quality is pure moderator, meaning that there is a relationship between spiritual leadership and employee performance only if the employee has quality work. (3) Work Quality is an intermediary variable in the relationship between spiritual leadership and employee performance. Given the positive coefficient shown, higher spiritual leadership will result in higher employee performance if mediated job satisfaction is also higher. This is because the direct influence of spiritual leadership on employee performance is not significant (with the coefficient of ownership); This shows that work quality is pure moderator, meaning that there is a relationship between spiritual leadership and employee performance only if the employee has quality work.
19.	The Effect of School Administrators' Spiritual Leadership Style on School Culture	(Özgenel & Ankaralioglu, 2020)	Based on the findings, it can be said that administrators who adhere to a spiritual leadership style are valued, respected, rewarded, in solidarity, communicate healthily, strive to fulfill their duties and responsibilities, and are willing to solve problems. According to Fry (2003), spiritual leaders help employees understand their lives and feel valued by giving them responsibility in realizing their organization's vision. Spiritual leaders reward employees' devoted behavior and develop their sense of belonging. Thus, it can be said that there is a significant relationship between the spiritual leadership style perceived by teachers

			and school culture, and spiritual leadership style is a functional leadership style in realizing school culture. This situation can be explained by a spiritual leadership style that is human-centered, values kindness, strengthens the sense of belonging of the company, promotes solidarity between members, and instills a sense of responsibility to its members. Based on these findings, it can be said that bureaucratic work and transactions do not overlap with spiritual leadership styles.
20.	Engaging employees through spiritual leadership	(Hunsaker & Jeong, 2023)	The results showed that employee work engagement was significantly influenced by spiritual leadership, influenced by a heightened sense of meaning within and at work (Pratt & Ashforth, 2003), or Spiritual Work Behavior, which expanded spiritual leadership construction and employee engagement. In addition, the results showed that employees' work attachment affects their commitment to the organization. In addition, as an intervention model, the results suggest that organizational commitment is also explained through the mediating effects of spiritual work behavior and work engagement, which supports the researchers' call to further explore the intrinsic motivation mechanisms that explain the effects of spiritual leadership on employee behavior (Chen et al., 2019; Meyer & Gagne, 2008).

The results showed that employee work engagement was significantly influenced by spiritual leadership, a heightened sense of meaning within and at work (Pratt & Ashforth, 2003), or spiritual work behavior, which expanded spiritual leadership construction and employee engagement. In addition, the results showed that employees' work attachment affects their commitment to the organization. In addition, as an intervention model, the results suggest that organizational commitment is also explained through the mediating effects of spiritual work behavior and work engagement, which supports the researchers' call to further explore the intrinsic motivation mechanisms that explain the effects of spiritual leadership on employee behavior (Chen et al., 2019; Meyer & Gagne, 2008).

The existence of an organization certainly cannot be separated from a certain goal. There is an inseparable correlation between the two. However, it is not easy to achieve the goals of a good organization without the involvement and relationships of other supporting components (Wahono, 2014). Organizations can be thought of as a container, a process, and a system that is seen as a tool to achieve common goals (Muspawi et al., 2023). Organizations can also influence human behavior through habits that, over time, will become a person's style. Through the organization, one can get rewards in the form of both material and non-material things (Julkifli & Darma, 2021). According to Marno and Triyo (Daulai, 2019), The elements of the

organization, namely leaders and those led, goals, authority, division of tasks, and technology in the form of relationships between humans with one another and the environment means an environment that influences each other, for example, there is a system of social cooperation.

A leader is someone who functions or has leadership qualities and is able to guide or guide the behavior of a person or community (a group of people to follow in his footsteps) (Dahlan, 2016). The role of the leader is very strategic because being the formulator of the vision, mission, and goals of the organization also plays an important role in determining the achievement strategy and directing the members of the organization to the achievement of goals (Kurniawan, 2014).

A good leader not only manages and always orders subordinates but can also communicate well with subordinates and instill values in their subordinates. A leader needs a way to move subordinates in work so that organizational goals can be carried out properly. In order to run an organization, every leader has a different leadership style (Utari & Hadi, 2020). Ideal leadership is the dream or expectation of every organization. This can bring blessings to all members of the organization. A leader must have a mature leadership spirit and certainly have a high sense of responsibility in every mandate and activity that has become his responsibility (Setyaki & Al Farqan, 2021).

Leadership is any attempt to influence (Yudiaatmaja, 2013). Leadership is the ability of a person to influence and motivate others to do something according to a common goal. Leadership includes the process of influencing and determining organizational goals, motivating follower behavior to achieve goals, and influencing the improvement of the group and its culture (Solikin et al., 2017). Leadership patterns play an important role in improving employee performance (Nurhalim et al., 2023). Therefore, leadership is a significant factor in influencing and providing direction to employees (Mukhtar & UA, 2020).

Guiding and directing employees (employees) to be able to work to achieve organizational goals and create employee satisfaction at work is the duty and responsibility of organizational leaders (Pally & Septyarini, 2022). Leaders usually apply certain leadership styles to influence the performance of their subordinates. Leadership style is a leader's behavior that a person uses when he wants to influence others (Khairizah, 2015). One of the leadership styles that a leader can use in leading his organization is spiritual leadership.

Spiritual leadership brings the worldly dimension to the spiritual dimension (divinity). God is a true leader who inspires, influences, serves, and moves the conscience of His servants in a very wise way through an ethical and exemplary approach. Therefore, spiritual leadership is also called leadership based on religious ethics (Alimuddin, 2019). If leadership is an expression of who we are, then essentially all leadership is spiritual leadership. Spiritual leadership is about seeking the truth of our true selves. All other quests are the exhaustion of the soul and dissatisfaction with his eventual offering. Only seekers and self-knowing are self-fulfilled. They act with fulfillment and not for fulfillment. The quest for spiritual leadership begins with self-awareness and self-mastery, progresses by living one's core values authentically, and culminates in leaving a legacy by fulfilling life's purpose through selfless service for the greater good (Dhiman, 2017).

According to Ali et al. (2020), spiritual leadership is positively related to safety compliance and employee safety participation. According to (Zhang & Yang, 2021), Employee autonomous motivation mediates the positive relationship between spiritual leadership and employee innovative behavior. Increased spiritual leadership will improve workplace spirituality, job satisfaction, and deviant behavior in the workplace (Prihandono & Wijayanto, 2021). An important factor to consider also in improving employee performance is organizational commitment. Organizational commitment is an attitude that reflects employee loyalty to the organization and continuous processes, where members of the organization

express concern for organizational success and continuous progress (Noor in Rahmawaty, 2016).

Leaders who practice spiritual leadership by applying inner life practices and communicating and exemplifying hope/faith, transcendent vision, and organizational values based on altruistic love will drive the realization of positive performance outcomes for both individuals and organizations (Fry & Wigglesworth, 2013). Spiritual leadership helps members find a sense of calling and membership in their work (Salehzadeh et al., 2015). Workplace spirituality can lead to fruitful individual and organizational outcomes, positively correlated with greater worker performance and increased employee commitment, satisfaction, altruism, conscientiousness, engagement, loyalty, sales growth, work unit productivity, and organizational citizenship behavior. The study also shows that leaders with high levels of spirituality can create a sustainable work environment for employees, leading to higher productivity and greater continuity (Samul, 2019).

Meanwhile, spiritual leadership is negatively related to seclusion in the workplace, either directly or indirectly, through occupational social support (Ali et al., 2020). Thus, the importance of one's leadership style in leading positively affects the organizational environment. One leadership style is spiritual leadership.

CONCLUSION

A leader is someone who has leadership traits and is able to guide or guide the behavior of a person or community. Leaders need ways to move employees in their work to achieve organizational goals. Every leader has a different leadership style. One of the leadership styles that a leader can use is spiritual leadership. Spiritual leadership is leadership that brings the worldly dimension to the spiritual dimension by believing that the true leader is God. Spiritual leadership is positively related to safety compliance, employee safety participation, and employee innovative behavior, as well as improving workplace spirituality, job satisfaction, and deviant behavior in the workplace. Thus, spiritual leadership has a positive impact on the organization.

BIBLIOGRAPHY

Ali, M., Aziz, S., Pham, T. N., Babalola, M. T., &; Usman, M. (2020). A positive human health perspective on how spiritual leadership weaves its influence on employee safety performance: The role of harmonious safety passion. Safety Science, 131, 104923.

Ali, M., Usman, M., Pham, N. T., Agyemang-Mintah, P., &; Akhtar, N. (2020). Being ignored at work: Understanding how and when spiritual leadership curbs workplace ostracism in the hospitality industry. International Journal of Hospitality Management, 91, 102696.

Alimuddin, A. (2019). Spiritual Leadership. Manage: Journal of Islamic Education Management, 4(2), 159–170.

Dahlan, C. (2016). One two leadership. Publiciana, 9(1), 122–139.

Daulai, A. F. (2019). Fundamentals of Organizational Management. Al-Irshad: Journal of Education and Counseling, 6(2).

Dhiman, S. (2017). Leadership and spirituality. Leadership Today: Practices for Personal and Professional Performance, 139–160.

Egel, E., &; Fry, L. W. (2017). Spiritual leadership as a model for Islamic leadership. Public Integrity, 19(1), 77–95.

Fry, L. W. J., & Wigglesworth, C. G. (2013). Toward a theory of spiritual intelligence and spiritual leader development. International Journal on Spirituality and Organization Leadership, 1(1), 47–79.

Hunsaker, W. D. (2022). Spiritual leadership and employee innovation. Current Psychology, 41(8), 5048–5057.

Hunsaker, W. D., &; Jeong, W. (2023). Spiritual Leadership and Work-life Balance. Journal of Management, Spirituality & Religion, 20(1), 27–52.

Julkifli, J., &; Darma, H. (2021). Creating a good and effective organization. Serunai Journal of Educational Administration, 10(2), 52–59.

Khairizah, A. (2015). The influence of leadership style on employee performance (study on employees at Brawijaya University Library Malang). Brawijaya University.

Kurniawan, A. (2014). Effective Leaders and Leadership (Literature Review). Proceedings of Sembistek 2014, 791–802.

Mukhtar, A., & UA, A. N. A. (2020). Leadership style and motivation, its influence on employee performance. BALANCE: Journal of Islamic Economics and Business, 2(1), 35–43.

Murayama, M. (2019). Spiritual leadership: background, theory, and application to Japanese business leaders. Enterprise as a Carrier of Culture: An Anthropological Approach to Business Administration, 29–45.

Murtafiah, N. H., &; Ali, I. (2023). Implementation of Islamic Spiritual Values-Based Organization Theory in Educational Practice. Journal on Education, 5(4), 11012–11020.

Muspawi, M., Janati, S., Panjaitan, K., &; Mawarni, J. D. (2023). EXAMINE THE BASIC CONCEPTS OF ORGANIZATION. AL-MUADDIB: Journal of Educational Studies, 5(2), 154–167.

Nguyen, P. V, Tran, K. T., Dao, K. H., &; Dinh, H. P. (2018). The role of a leader's spiritual leadership on organization outcomes. Asian Academy of Management Journal, 23(2), 45–68.

Nicolae, M., Ion, I., &; Nicolae, E. (2017). Spiritual leadership: implications for managerial action. Business Ethics and Leadership from an Eastern European, Transdisciplinary Context: The 2014 Griffiths School of Management Annual Conference on Business, Entrepreneurship and Ethics, 15–21.

Nurahma, G. A., &; Hendriani, W. (2021). Systematic review of case studies in qualitative research. Mediation, 7(2), 119–129.

Nurhalim, N., Saputra, M. Z. A., Ningsih, N. S., Amirullah, A., Musli, M., &; Jamrizal, J. (2023). Leadership Concept: Definition, Role, Urgency and Leadership Profile. Tambusai Journal of Education, 7(1), 2070–2076.

Oh, J., &; Wang, J. (2020). Spiritual leadership: Current status and Agenda for future research and practice. Journal of Management, Spirituality &; Religion, 17(3), 223–248.

Özgenel, M., &; Ankaralioglu, S. (2020). The effect of school administrators' spiritual leadership style on school culture. Spiritual Psychology and Counseling, 5(2), 137–165.

Pally, Y. F. N., & Septyarini, E. (2022). The influence of leadership style, organizational commitment, and work motivation on employee job satisfaction. Journal of Management, 14(1), 140–147.

Pio, R. J., &; Lengkong, F. D. J. (2020). The relationship between spiritual leadership to quality of work life and ethical behavior and its implication to increasing the organizational citizenship behavior. Journal of Management Development, 39(3), 293–305.

Prihandono, D., &; Wijayanto, A. (2021). The influence of spiritual leadership on spirituality, conscientiousness, and job satisfaction and its impacts on the reduction of workplace deviant behavior. Journal of Economic and Administrative Sciences, 37(1), 90–113.

Rafsanjani, H. (2017). Spiritual leadership. Journal of Masharif Al-Syariah: Journal of Islamic Economics and Banking, 2(1).

Salehzadeh, R., Khazaei Pool, J., Kia Lashaki, J., Dolati, H., &; Balouei Jamkhaneh, H. (2015). Studying the effect of spiritual leadership on organizational performance: an empirical study in the hotel industry. International Journal of Culture, Tourism and Hospitality Research, 9(3), 346–359.

Salman, Y., Irfan, S., & Jabeen, N. (2017). Spiritual leadership in organizational context: A research gap in South Asia. South Asian Studies, 32(1), 209.

Samul, J. (2019). Spiritual leadership: Meaning in the sustainable workplace. Sustainability, 12(1), 267.

Setyaki, P. A. B., & Al Farqan, M. G. (2021). Leadership has character in the progress of the organization. Nusantara: Journal of Social Sciences, 8(3), 427–435.

Solikin, A., Fatchurahman, M., &; Supardi, S. (2017). A serving leader in developing an independent nation. Anterior Journal, 16(2), 90–103.

Tkaczynski, A., &; Arli, D. (2018). Religious tourism and spiritual leadership development: Christian leadership conferences. Journal of Hospitality and Tourism Management, 35, 75–84.

Usman, M., Ali, M., Ogbonnaya, C., &; Babalola, M. T. (2021). Fueling the intrapreneurial spirit: A closer look at how spiritual leadership motivates employee intrapreneurial behaviors. Tourism Management, 83, 104227.

Utari, S., &; Hadi, M. M. (2020). Democratic Leadership Style of Yogyakarta City Library (Case Study). Journal of Scientific Literature, 6(1), 994–1002.

Wahono, J. (2014). The importance of organization in achieving a goal. Academy of Education Journal, 5(1).

Zhang, Y., & Yang, F. (2021). How and when spiritual leadership enhances employee innovative behavior. Personnel Review, 50(2), 596–609.