

Why Spiritual Leadership is Such an Important Component of the Company: Scoping Overview

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Received: 2023-March-3

Rev. Req: 2023-March-19

Accepted: 2023-April-28



10.54956/eksyar.v10i1.407

How to cite this paper: Sinarti, T. & Sopiah. (2023). Why Spiritual Leadership is Such an Important Component of the Company: Scoping Overview. *EKSYPAR : Jurnal Ekonomi Syari'ah & Bisnis Islam (e-Journal)*, 10(1), 17-29. <https://doi.org/10.54956/eksyar.v10i1.407>

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ABSTRACT: *Spiritual leadership in an organization is a topic that is receiving increasing attention. Spiritual leadership proliferated and gained popularity in the 1990s. Several authors have emphasized the importance of spiritual leadership. This article examines empirical studies highlighting the importance of spiritual leadership from the perspective of companies and their employees. This study uses the scoping review method of data obtained from manuscripts published between 2009 and 2022, found 24 publications. This review summarises 14 years of spiritual leadership research while also considering the context, nature, and contemporary spiritual leadership literature. This study tries to collect data that shows the significant influence of spiritual leadership on groups and their constituents. The research results show that spiritual leadership generally has a beneficial and sizeable impact on the organisation's and its members' growth. This study highlights the critical role of spiritual leadership in organizations, including the organization and its constituents.*

Kepemimpinan spiritual dalam suatu organisasi merupakan topik yang semakin mendapat perhatian. Kepemimpinan spiritual telah berkembang pesat dan mendapatkan popularitas di tahun 1990-an. Pentingnya kepemimpinan spiritual telah ditekankan oleh beberapa penulis. Artikel ini bertujuan mengkaji studi empiris yang menyoroti pentingnya kepemimpinan spiritual dari sudut pandang perusahaan dan karyawannya. Studi ini menggunakan metode scoping review data diperoleh dari naskah yang diterbitkan antara tahun 2009 dan 2022, ditemukan 24 publikasi. Tinjauan ini menyajikan ringkasan dari 14 tahun penelitian kepemimpinan spiritual sambil juga mempertimbangkan konteks, sifat, dan literatur kepemimpinan spiritual kontemporer. Studi ini mencoba mengumpulkan data yang menunjukkan pengaruh signifikan kepemimpinan spiritual terhadap kelompok dan konstituennya. Hasil penelitian menunjukkan bahwa kepemimpinan spiritual secara umum memiliki dampak yang menguntungkan dan cukup besar bagi pertumbuhan organisasi dan

anggota. Studi ini menyoroti peran penting kepemimpinan spiritual dalam organisasi, termasuk organisasi dan konstituennya.

Keywords: *Spiritual Leadership, Organizational Elements, Scoping Overview.*

I. INTRODUCTION

In the past 14 years, non-research articles using the Scoping Review method related to spirituality, especially spiritual leadership, were almost exclusively done on engagement and health. It was discovered after searching the electronic publishers Taylor&Francis and Google Scholar databases. They are still required in management and business, nevertheless. These facts have motivated the authors to pursue this line of inquiry. Why there is such a fascination with spirituality is a subject of much debate. Solutions to issues like poor ethical standards, trust issues, fraud, and inappropriate behaviour in the workplace are needed from the public to lessen the turbulence caused by social and economic changes.

This scoping investigation was carried out in addition to the interest in spirituality. This study looks at whether the body of material already in existence may be used as a resource to address the question, "Why is spiritual leadership such a crucial component?"

The concept of spiritual leadership is the fifth leadership paradigm that focuses attention on the full soul character of a leader, as opposed to many traditional leadership theories constructed based on attributes, behaviour, abilities, or situational variables (Fairholm, 2002).

Numerous studies have examined the influence of spiritual leadership on organizational traits. One such study, conducted by Fry et al. (2017) using structural characteristics modelling, found a significant and positive correlation between spiritual leadership and several outcomes deemed crucial for performance excellence, such as organizational commitment, unit productivity, and life satisfaction. Spiritual health explains or mediates this link. Then, (Sapta, Rustiarini, Kusuma, & Astakoni, 2021) investigated the association between spiritual leadership and organizational commitment, while (Karadağ, 2009) investigated managers' attitudes toward corporate culture regarding spiritual leadership.

Many more are concerned about how spiritual leadership affects members' and people's qualities. Researchers (Zhang & Yang, 2021) and (Hunsaker, 2020) looked at how spiritual leadership affects employees' innovative work behaviour (IWB) and how the spiritual well-being of the employees affects this relationship. At Bank BRI Syariah Malang, (Supriyanto, Ekowati, & Maghfuroh, 2020) investigated how Organizational Citizenship Behavior (OCB) and Job Satisfaction mediated the impact of spiritual leadership on team member performance. (Chen & Yang, 2012);(Kaya, 2015);(Khiabani, Abdizadeh, & Baroto, 2016) examines the effects of spiritual Leadership on OCB. The impact of spiritual Leadership on employee performance (Udin, 2019);(Wang, Guo, Ni, Shang, & Tang, 2019); Yang et al., 2019). Satisfaction (Fry et al., 2017), knowledge sharing (Wang et al., 2019), fatigue work (Yang & Fry, 2018), and employee commitment (Jufrizen, Sari, Nasutian, Radiman, & Wahyuni, 2019).

II. METHOD

This type of research is literature with a Scoping Review approach. Scoping review, a more subject-based research technique, bypasses a given topic one more time. A scoping review is described as a preliminary assessment of the potential size and scope of the available research literature (Grant & Booth, 2009). It seeks to determine the type and volume of research evidence.

To carry out this scoping review, data sources from literary journals published by Taylor & Francis publishers were used to search for the relevant literature and search web pages or other encyclopedia sources. Articles that concentrate on the function of spiritual leadership in organizations or among their members make up the research data population.

Disclosure work in this scope differs from (Arksey & O'Malley, 2007), which includes five stages: 1. hiding research questions, 2. hiding relevant studies, 3. Study selection, 4. Data mapping, 5. Compilation, summarizing and reporting results.

III. RESULT AND DISCUSSION

First, initial research questions: This scoping is based on 'Why is spiritual leadership such a crucial component?' *Second*, the Identification of relevant studies, done by:

1. Determine the research topic by exploring all the themes surrounding spiritual Leadership and its influence on the organization and its members.
2. Determine the keywords for the literature search: Spiritual Leadership, organization, employee, and a scoping review.
3. This study acknowledges literature from studies published between 2011-2022.
4. An article search for relevant literature is carried out using the Taylor&Francis publisher and the Google Scholar web, only for open-access articles.
5. Exclude non-English publications
6. Theses, dissertations, book reviews, comments/opinions, editorials, and conference papers are also excluded.

The criteria used in the literature search process are illustrated in Table 1.

Table 1. Inclusion Criteria

Criteria	Inclusion
Period	2009-2022 - 14 years of observation
Language	English - Not English excluded
Publication Type	Article - Only empirical articles are included
Geographic area	All - Findings from all countries

Third, selection study:

1. Title and abstract screening are done. There were found to be 571 articles in total. Four hundred ninety-seven papers from Google Scholar and 74 pieces from Taylor & Francis were used. 24 articles were deleted after the screening procedure since 547

did not satisfy the requirements based on the Title and abstract analysis, leaving 24 that were actually relevant. Next, these publications' applicability to the research issue was assessed. Additionally, papers are examined for potential duplicates in other databases. Only two documents from Taylor&Farcis and 22 from Google Scholar can be found.

2. Studies were considered if they evaluated spiritual leadership, particularly in relation to the function or influence of spiritual leadership on groups, individuals, or organizations.

Fourth, Mapping Data. The selected articles are extracted to summarize the most critical data in the data summary stage. *Fifth*, Compile, translate, and report results. Compiling, summarizing, and reporting the research findings is the last step in the scoping review process. The layout is displayed in the table, including the articles extracted at the data depth level. A synthesis narrative is used to summarise the numerical characteristics of the studies conducted, the authors, the year of the research, the location, the objectives, the design/methods, and the outcomes. Reporting produces a report format, which is intended for publishing. The results of the data collection are displayed in Table 2.

Table 2. Data collection

No	Author, Year of publication & journal	Objective	Sample, Object, Place & Methodology	Results
1.	Afsar, B., Badir, Y., & Kiani, US. (2016) Journal of Environmental Psychology	This research builds and tests the theoretical model that links SL with the pro-environmental behaviour of employees through several intervening variables.	Professional employees in various industries in Thailand. One thousand two hundred questionnaires for six companies, 200 questionnaires per company. 637 respondents who gave responses	Spiritual Leadership influences the workplace positively, which is affected by intrinsic motivation and environmental loss.
2.	(Anser, Shafique, Usman, Akhtar, & Ali, 2021) Journal of Environmental Planning and Management	Seeing the relationship between SL and OCBE With the orientation of environmental justice as mediation	The sample is 337 respondents from 41 companies in China. Methods of interactional analysis	Through an environmental justice attitude, SL has both a direct and a good indirect link with OCBE.
3.	(Baykal & Zehir, 2018) Management Economics	Seeing the relationship between SL and individual performance	A sample of 345 employees working in Istanbul, Turkiye. SEM ANALYSIS	PsyCap acts as the perfect mediator in the relationship between SL and performance follower
4.	Chen, CY, & Yang, CF (2012) Journal of business ethics	Testing the impact of SL on OCB in the financial services and retail industries	466 samples consisting of 239 retail and 227 financial services in Taiwan. LISREL analysis	The effect of SL is different in different sectors. The impact on the retail industry is

				stronger
5.	Fry, LW, Hannah, S., Noel, M., & Walumbwa, FO (2011) Quarterly Leadership	Examines the relationship of SL to social welfare and vital organizational outcomes	348 US Military Forces cadets. AMOS and SEM methods	SL's vivacious and significant relationship with social welfare-mediated primary organizational and performance outcomes
6.	Fry, LW., Latham, JR., Clinebell, SK., & Krahnke, K. (2017) Journal of Management, Spirituality & Religion	Test the dynamic relationship between the revised SLmodel's spiritual well-being and key organizational outcomes	Of the 27 members of the award-winning organization Baldrige Performance Excellence Program, USA, Six participating organizations (652 people) represent four sectors. AMOS	positive and significant relationship of spiritual SL, which is mediated through damage and a sense of calling to key organizational
7.	Hunsaker, WD (2022) Spiritual Leadership and employee innovation Current Psychology	Testing the effect of SL on Innovation work behaviour (IWB)	264 workers in China. Multiple regression in structural equation models	outcome variables SL positively influences IWB employees
8.	Javanmard, H. (2012) The impact of spirituality on work performance. Indian Journal of Science and Technology	We are testing the impact of spiritual Leadership and spirituality in the workplace on performance improvement.	Iran Arak Machinery Company employs 1849 people, including 52 managers, 178 supervisors, and 1619 other employees. Of the 400 questionnaires distributed, 259 data can be used. LISREL analysis tool	The results of the research show that all dimensions of spiritual Leadership have positive and significant effects on organizational performance.
9.	Jufrizen, J., Sari, M., Nasutian, Ml., Radiman, R., & Wahyuni, SF. (2019) International Journal of Business and Social Science Research	Understanding how spiritual leadership affects organizational commitment	Of the population of 425 permanent PTS lecturers in Medan, 219 samples were analyzed by path analysis	Spiritual Leadership has a positive effect on organizational commitment
10.	Kaya, A. (2015) Educational Science: Theory & Practice	Looking at the relationship between spiritual Leadership and the OCB (Organizational Citizenship Behavior) dimension	383 elementary school teachers as examples. The analysis employed multiple regression and Pearson correlation approaches	Spiritual Leadership has a positive and significant effect on Organizational Citizenship Behavior
11.	Karadag, E. (2009) Educational Science:	Testing the spiritual leadership	2,447 teacher population in 32	Leadership influences

	Theory and Practice	behaviour of the school principal toward an organizational culture	elementary schools in Istanbul Attacheir, Türkiye. 359 samples. Structural equity models and path coefficients	performance, and performance affects organizational culture
12.	Khibani, MM, Abdizadeh, M., & Baroto, M. (2016) British Journal of Economics, Management & Commerce	weakness of the Impact of Spiritual Leadership on Organizational Citizenship Behavior	A sample of 252 employees in various job positions in various medical centres in Tehran, Iran	All dimensions of spiritual Leadership have a positive relationship with Organizational Citizenship Behavior
13.	(Liu, Liu, Liu, Liu, & Liu, 2023) International Journal of work safety and Ergonomics	The Influence of Spiritual Leadership on employee safety performance	339 leader-employee pair data in China	SL significantly improves employee safety performance, and career calling mediates the relationship.
14.	Maryati, T., Astuti, RJ, & Udin, U. (2019) International Journal of Innovation, Creativity, and Change	I am testing the influence of spiritual Leadership and organizational culture on employee performance by mediating job satisfaction	170 teaching respondents at Muhammadiyah Yogyakarta University. Structural SEM sales model analysis	SL and job satisfaction have a significant effect on performance. Organizational culture significantly affects performance but does not affect job satisfaction
15.	Pio, RJ. (2022) International Journal of Law and Management	Testing the mediating effect of quality of work life (QWL) and job satisfaction in the relationship between SL and employee performance	A sample of 292 nurses working in private hospitals in North Sulawesi, Indonesia. SEM analysis method	SL has no significant effect on employee performance. QWL and job satisfaction mediate the relationship between SL & performance
16.	(Salehzadeh, Pool, Lashaki, Dolati, & Jamkhaneh, 2015) International Journal of Culture, Tourism, and Hospitality Research	Knowing the effect of SL on Organizational Performance based on the balanced scorecard	207 middle managers in 60 hotels in Iran. Structural sales modelling method	Calls and purchases are neither significantly nor favourably impacted by SL. The performance of a company is impacted dramatically by SL, calls, and notifications
17.	Sapta, IKS., Rustiarini, NW., Kusuma, IGAET., &	Examine how faith plays a mediating function between	235 samples of employees in 3 public sector organizations in	Spirituality at work mediates the effect of SL on

	Astakoni, IMP. (2021) Cogent Business & Management	organizational commitment and SL in the workplace	the district. Badung, Tabanan Regency and the city of Denpasar, Bali Province. PLS Smart Analytics	organizational commitment
18.	Supriyanto, A., Ekowati, V., & Maghfuroh, U. (2020) Management Science Letter	examining how to work satisfaction and OCB interact to moderate the impact of SL on employee performance	154 samples of BRI employees Malang, Indonesia PLS analysis	SL does not have a direct effect on employee performance; OCB and job satisfaction mediate the effect of SL on employee performance
19.	(Sweeney & Fry, 2012) Journal of consulting psychology: Practice and Research	Introducing a progression model for character growth	Theoretical study with qualitative descriptive analysis	SL improves the organization and its members and is an effective means of developing group members' character
20.	Udin, U. (2019) International Journal of Business Management and Economic Review	Knowing the influence of spiritual Leadership on employee performance	162 samples of PTN employees in Southeast Sulawesi, Indonesia. SEM analysis	SL has a significant effect on employee performance
21.	Wang, M., Guo, T., Ni, Y., Shang, S., & Tang, Z. (2019) Frontiers in psychology	We are analyzing the relationship between SL and employee task performance, knowledge-sharing behaviour, and innovation behaviour.	A sample of 306 pairs of employees and their supervisors in 26 teams from the energy industry in mainland China pairs. Stratified analysis	SL is positively related to employee task performance, knowledge-sharing behaviour, and innovation behaviour.
22.	Wu, JY., & Li, Cl. (2015) International Journal of Organizational Innovation (Online)	Assessing the construct of SL in being stuck with organizational management to empirically validate its effect on OCB and to explore possible mediation mechanisms	A sample of 239 service retail industry employees	OBSE mediates the influence of spiritual Leadership on OCB
23.	Yang, J., Chang, M., Chen, Z., Zhou, L., & Zhang, J. (2021) Journal of Leadership & Organizational Development	Testing the effect of SL chain mediation on innovative employee behaviour	309 samples from 21 Chinese manufacturing enterprises and 10 online companies. Using Bootstrap and SEM	SL has a positive impact on creative employee behaviour through individual values and role identity
24.	Zhang, Y., & Yang, F.	Testing the	174 sample of first-year	SL is positively

(2021) Personnel Review	relationship of SL with the innovative behaviour of employees by examining the mediating role of autonomous motivation	PhD business students with full-time work experience in China. LISREL analysis	related to innovative employee behaviour through autonomous motivation
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Of the articles included in this scoping screen, most used a quantitative method design, namely 22 pieces, most of which used the SPSS, SEM, PLS, LISREL, and AMOS analysis tools. Only 1 used a qualitative method design (Sweney & Fry, 2012), and only one used a mixed methods design (Salazadeh et al., 2015).

Most of the studies were conducted in Asia and dominated by China (7 articles), then Indonesia (5 articles), Iran (3 papers), Turkey (3 articles), and Taiwan (2 articles). Thailand 1 article, only two articles studied in the US, by (Fry, Hannah, Noel, & Walumbwa, 2011);(Fry, Latham, Clinebell, & Krahnke, 2017), Global(1 article).

In order to know the true meaning of events and situations, to establish a clear sense of identity as individuals in professional relationships, and to identify and connect employee values with a clear understanding of purpose, businesses must have spiritual leadership. (Selver, 2013). A strong and fearless management paradigm for the twenty-first century is spiritual leadership (Crossman, 2010).

The fundamental idea of supervision identified in this scoping review is focused on two effects of spiritual leadership. The impact of spiritual leadership on the organization comes first, followed by the effects of spiritual leadership on personnel.

1. Organizational influence

According to (Fry, 2003), the internet transforms electricity at rates comparable to light years. Due to these forces, large organizations must change to a learning paradigm organization fundamentally different from the traditional centralized bureaucratic organizational forms, rigid standards, and formats that have dominated paradigm organizations since the dawn of the industrial revolution. Learning organizations promote open-mindedness, unleash ambitions for independence, and are led with love. They are also ones that are adaptable, varied, and networked. Spiritual leadership is essential for learning organizations to evolve and continue to succeed. Spiritual leadership uses the fundamental requirements that leaders and followers have to uphold their spiritual lives to become more devoted and effective in their organizations (Fry, 2003).

Most of the research that was found aimed to gauge the excellent and notable effects of changes brought about by spiritual leadership within this context. They discovered alterations in the working environment that were usually considered superior. For instance, the findings of surveys conducted by Alimudin (2022) and Karadag (2009) demonstrate the excellent and essential influence spiritual leadership has on company culture. This outcome is consistent with Fry & Nisiewicz's (2013)

explanation that company culture develops from the core ethical principles of senior managers, which shape employee conduct. People's performance is substantially impacted by organizational culture based on the framework that shapes their thinking and behaviour. Executive members can be directed by effective leadership to perform better. The effect of spiritual leadership and workplace spirituality on performance was studied by (Javanmard, 2012).

2. Personal influence

From a personal standpoint, spiritual leadership entails inspiring and motivating workers through transcendent vision and an organizational culture built on humanitarian principles to create a highly devoted, productive workforce (Fry & Nisiewicz, 2013). By fostering a common purpose and altruistic love, as well as by inspiring hope and taking advantage of the group's spiritual needs for the same goal, spiritual leadership is based on the idea that group members are intrinsically motivated and can be persuaded to perform at higher levels. According to (Afsar, Badir, & Kiani, 2016), spiritual leadership favours the workplace, which in turn affects intrinsic motivation and environmental destruction.

Sweney & Fry (2012) address the importance of spiritual leadership in character development, and their study is the only type of qualitative survey found during this scope. According to Sweney's development model, the core of character development is incorporating the leader's fundamental values and beliefs into one's self-identity. Agency, self-awareness, self-regulation, self-motivation, social awareness, and interactions with others support character qualities that help a leader internalize and integrate fundamental values, beliefs, and moral standards into their identity and maintain consistent morality and behaviour. Ethical. The researcher explains the spiritual leadership model and shows how character development in the workplace can be accomplished using this model. Discussion is had regarding the implications for character development through spiritual leadership theory, research, and practice.

From a historical perspective, the prophet Muhammad SAW is the ideal example of spiritual leadership. Assuming the following is a truism (mostly a truism of human s s et and altruistic (with- and altruistic most and altruistic and al (Hart, 1989). Its defining traits, *siddiq* (integrity), *amanah* (trust), *fathanah* (clever), and *tabligh* (openness), have the power to persuade others without indoctrinating them, waking them without hurting them, arousing them without coercing them, and forcing them without ordering them (Rafsanjani, 2017).

This study includes several studies that address the impact of spiritual leadership on organizational members. Workplace culture is paired with Spiritual Leadership as an independent variable by (Maryati, Astuti, & Udin, 2019). it has an impact on staff

performance. It has been demonstrated by (Kaya, 2015);(Khiabani et al., 2016);(Pio, 2022) & Tampi (2018) that spiritual leadership has a favourable and significant influence on organizational members' behaviour. (OCB). However, (Pio, 2022) & Tampi concentrate on more than just OCB but also on the critical role that spiritual leadership has in the calibre of professional relationships and job satisfaction.

Compared to this, (Wu & Li, 2015) discovered the function of self-esteem-based organizations (OBSE) in mediating the influence of spiritual Leadership on organizational members' behaviour. In addition to the findings of (Wang et al., 2019), which show that spiritual leadership affects not only team members' innovative behaviour but also the task performance of employees and knowledge-sharing behaviour, (Yang, Chang, Chen, Zhou, & Zhang, 2021) and (Zhang & Yang, 2021) demonstrate that spiritual Leadership has a positive and significant impact on innovative employee behaviour. The spiritual leadership model discusses the connection between motivation and spiritual leadership (Fry et al., 2011).

Their results are consistent with the causal leadership theory for organizational change intended to produce intrinsically motivated learning organizations(Khiabani et al., 2016);(Fry & Matherly, 2006).

IV. CONCLUSION

Spiritual Leadership encourages spirituality in the workplace within the corporation, which will immediately create a work culture with social values and, in turn, help the company and its workers advance. Organizational commitment is maintained, performance improves, and productivity rises.

Spiritual leadership fosters intrinsic motivation, internalization, and integration of moral and ethical ideals from the perspective of the individual or member, enabling them to operate contentedly, pleasantly, genuinely, creatively, competitively, and innovatively. A growing subject among academics, spiritual leadership has the potential to make a substantial contribution to developing a more holistic company.

Most evaluation studies emphasize the causal connection between spiritual leadership as an independent variable and the traits of the organization and its members as the dependent variable. Only one explicitly outlines a development model that contends that character development is centred on incorporating leaders' fundamental principles and views into one's own identity. Therefore, more evaluation studies on creating spiritual leadership that employs a broader and deeper approach are required. One study that might be used in the future is a case study.

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