

Spiritual Leadership and Organizational Commitment-An Empirical Review

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Abstract

Spiritual leadership (SL) and its relationship or association to organizational commitment (OC) is an important topic for management researchers and practitioners. The purpose and objective of this research is to provide a comprehensive overview of the current state of research and examine on this novel phenomenon and to encourage scholarly significance and interest. We conducted and performed a scoping evaluation of the current literature on spiritual leadership (SL) and organizational commitment (OC). We examined 14 research studies published in scholarly peer-reviewed journals, A distinctive procedure was utilized to validate and identify eight areas of distinction and/or difference in the previously published research studies on spiritual leadership and organizational commitment. The previously published publications were analyzed in terms of 1) methodology, 2) population, 3) moderators and mediators, 4) data analysis methods, 5) study area research outcomes, 6) research outcomes, and 7) study sector. The findings suggest that there is a beneficial relationship between spiritual leadership (SL) and organizational commitment (OC). This review might be a valuable resource for scholars and researchers interested in spiritual leadership studies.

Keywords: Spiritual Leadership, Population, Organizational Commitment, Spirituality, Analytical Scoping

Introduction

A number of developments in the business and HR landscape support the growth of workplace spirituality. These events include a profound shift in values coupled with social and economic upheaval, as well as a structural decay characterized by the breakdown of the interpersonal and social tissue based on extended family, neighborhood, civic, or religious communities. For many people, the workplace serves as their primary source of community (Voynnet-Fourboul, 2014). Thus, managers prioritize meaningful work and job happiness over money and time (Fry, 2003), raising the query and question of the human and social business model. Individuals increasingly want to express their inner selves, not lose a piece of

themselves at work, and be seen as whole persons (Voynnet-Fourboul, 2014). In fact, academic study and research on the relationship between SL and OC has been limited, particularly in the setting of Uncertainty, Volatility, Complexity, and Ambiguity (VUCA), which has resulted in managers losing their bearings and humanity.

The purpose of this article is to demonstrate and justify the value of encouraging SL to guarantee OC through an analysis of the textual corpus of articles, highlighting the most notable and influential publications or high-impact publications, the nations with the highest rates of research productivity, and the methodological or organizational contributions of these studies. We searched the scientific databases Google scholars, Scopus and Web of Science for papers that met the predetermined search parameters and criteria.

In addition to finding patterns and gaps in earlier research on SL's relationship to OC, the purpose of this study was to add to our existing understanding of SL and OC. It builds on earlier studies that are successful in formulating research questions and pinpointing significant issues for institutions based on the examination of pertinent scientific literature pertaining to SL and OC (Çimen & Karadağ, 2019); (Djaelani, Sanusi et al., 2021); (Fry, 2003); (Zhang & Yang, 2021); (Zou, Zeng et al., 2020).

Research Purpose and Questions

The main goals of this research are to: (a) present a comprehensive understanding of spiritual leadership and organisational commitment and an update on research articles findings between the year 2012 to 2020. We specifically addressed the following three study questions: (1) How are empirical research conceptualizing of spiritual leadership and organisational commitment? (2) How is the empirical study of SL and OC conducted? (3) What empirical data tells us about spiritual leadership and organisational commitment?

There are five sections in this article. The introduction takes up the first portion, while the literature review is covered in the second. The research methodology and their discussion are given in the third section. Results and their discussion are given in the fourth section and the conclusions and limitations will be inferred in the final section.

Literature Review

Spiritual Leadership

The origin or basis of notion and concept of spiritual leadership founded on the term spirit. According to Anderson (2000), spirit is derived from the ancient Greek term spirituous which signifies and expresses breath. Spirit which is described as the ideal power keeping people invigorated and alive means an individual's deep association with self and knowledge of facts in human nature (Fairholm, 1996). Spiritual leadership is defined as the attitudes, behaviors, and beliefs required to enable people to organically empower one another so that, through their membership and calling, they experience a sense or reason of spiritual well-being. It needs an altruistic corporate concept, a positive mindset, and an employer who is supportive and motivating (Baykal, 2019). According to Yang and Fry (2018), spiritual leadership is essential in the twenty-first century to meet the demands of an organizational environment that is changing rapidly. It necessitates adaptive organizational or administrative learning, which places a high value on acting quickly, effectively, and in response to the root of the

problem (Al-Sakinah, Sudiro et al., 2020). Hope, vision, and altruistic love are the three fundamental components of spiritual Leadership.

Organisational Commitment

The level of a person's identification with and involvement in an organisation is referred to as organisational commitment. At least three interrelated characteristics can identify it: (1) a strong belief in and acceptance of the organization's goals and values; (2) a willingness to put forth a significant amount of effort on behalf of the organisation; and (3) a strong desire to keep one's membership in the organisation (Mowday, Steers et al., 1979). Organizational commitment, according to (Meyer & Allen, 1991), "(a) defines the employee's relationship with the organisation and (b) has ramifications for the choice to remain a member or leave the organisation."

Various theories for a common theme among an essential positive component for organisational commitment include psychological fulfilment, self-efficacy, self-directedness, emotional intelligence, transcendence, and resilience (HERMAN 2014); (Maia & Bastos, 2015); (Florescu & Nastase, 2014);(Park & Jung, 2015); (Srivastava & Tang, 2015); (Yıldırım, 2015). Organizational commitment has grown more essential for organisational effectiveness as a result of the more competitive global marketplace (Ayoade Ezekiel, Ogunnaike et al., 2018); Gul 2015). The increased organisational commitment may result in improved productivity and work performance (Maia & Basto, 2015).

Spiritual Leadership and Organisational Commitment

Spiritual leadership has the potential to instil intrinsic drive, member trust, and commitment, all of which are extremely beneficial to organisational performance and human wellness. Because spirituality in the workplace helps achieve personal fulfilment, loyalty, trust, and commitment in employees, which eventually leads to greater organisational performance (Krishnakumar & Neck, 2002). Spiritual leadership prioritizes vision, love and hope in influencing employees (Salehzadeh, Pool et al., 2015). Spiritual leadership might be an antecedent of OC (Kalantarkousheh, Sharghi et al., 2014). Furthermore, some studies displayed that a positive sense of membership and calling between members would create attachment, loyalty, and commitment across the organization. This spiritual well-being is improved by the involvement of spiritual leadership in the workplace, an developing process which is founded on the shared feeling between co-workers and eventually generates positive organizational results such as increased OC (Fry, 2003). Similarly, other studies also showed a positive relationship between spiritual leadership and OC.

Bodla and Ali (2012), study investigating the effect of spiritual leadership on follower outcomes such as OC, performance and job satisfaction in Pakistani context showed positive and significant relationship between spiritual leadership and OC. In recent studies, there were shown to be beneficial connections between organisational commitment and spiritual leadership in Asian cultures (Baykal, 2019); Dargahi & Rahmani, 2017). Dargahi and Rahmani (2017) carried out a cross-sectional study on organisational commitment and spiritual leadership among Iranian medical sciences workforce. Organizational commitment and spiritual leadership were found to be significantly correlated. The researchers found a significant association ($r = .74$) between spiritual leadership and the emotional aspect of organisational commitment.

Additionally, SL lowers burnout and improves OC, workplace productivity, and job satisfaction, according to (Yang & Fry, 2018). According to Pio and Tampi (2018), SL has a major impact on moral conduct, the quality of one's work-life balance, job satisfaction, OC, and worker productivity. Regarding employee performance and OC, Akbar, Arshad et al. (2023) confirm that SL has a direct and noteworthy positive impact. Consequently, employee performance and SL are mediated by OC, yet OC does not directly and significantly affect employee performance.

Furthermore, Baykal (2019), study to investigate the relationship between SL and OC showed that creating meaning is an vital feature of SL which can be so important in directing organizational employees attitudes concerning their OC. Similarly, other studies also showed a positive relationship among SL and OC (Arshad & Abbasi 2014), (Nguyen, Tran et al., 2018), (Rumangkit, 2020), (Maryati, Astuti et al., 2019), (Tabor, Madison et al., 2020).

Research Methodology

Three databases were utilized in the selection of the papers for this study. The databases that were gathered for this systematic empirical review were Google Scholar Scopus and Web of Science. To locate the relevant papers, we used the search phrases "spiritual leadership" and "commitment." Eighty-two articles about SL and OC were found in the first thorough search. We honed in on our search using multiple criteria: Articles that are in English and have both "Spiritual Leadership" and "commitment" in their names, peer-reviewed scientific publications only, published between 2012 and 2020. There were no books, book chapters, or other works of any kind included. The reason for selecting the databases (Google Scholar Web of Science and Scopus) is that they contain the majority of the world's indexed journals. The Elsevier-owned Scopus database offers an integrated perspective of global scientific output in the social, health, biological, and physical sciences. It indexes a wide range of scholarly works, including books, conferences, and different academic titles. The interdisciplinary nature of Google Scholar Web of Science, which provides access to all branches of knowledge, justifies the database's selection.

Using search strings covering the years 2012–2020, we conducted our search on the Google Scholar, Scopus, and Web of Science databases. After filtering by document type (i.e., "Article"), we obtained 30 documents out of the 35 articles we identified on Scopus, Google Scholar, and Web of Science. This number was then lowered to 25 after the article language was limited to English. After the outputs from the three databases were combined, 11 of them were found to be duplicates, leaving 14 articles that were ultimately chosen for this study.

Results and Discussions

The fourteen research papers were analyzed to respond to the other research question. In summary, our findings indicate that there are gaps in a number of different parameters, such as 1) population, 2) Data analysis techniques 3) mediators & moderators, 4) study areas, 5) research outcomes, and 6) sector of the research or study. The table below summarizes our findings.

Table 1
Research Articles Analysis

Author	Year	Country	Findings	Sector	Dependent Variable	Sample size	Moderators	Mediator
Bodla & Ali	2012	Pakistan	Positive effect	Bank	Organization commitment	1000	-	Spiritual Well being
Arshad & Abbasi	2014	Pakistan	Positive Impact	Police Department	Psychological ownership & Commitment	371		Spiritual Well being
Ki Seok et al	2020	Korean	Positive effect	Industry	Creativity	462	-	Affective Commitment
Norudin Mansor	2013	Malaysia	Positive effect	Gas and Oil industry	Organizational Commitment	203	-	- -
Elif Baykal	2019	Turkey	Positive effect	University	Organizational Commitment	190	-	Meaning at work
Nguyen et al	2018	Vietnam	Positive Effect	Service Industry	Behavior and Organizational commitment	329	-	-
Parivash Jahandar	2017	Iran	Positive Effect	Nurses	Productivity and Organizational commitment	14	-	-
MYang	2018	USA	Positive Effect	Healthcare workers	Life Satisfaction, Burnout, Organizational commitment, Productivity	235	-	Spiritual Well being
Abu Bakar	2018	Indonesia	Positive Effect	University	Organizational Performance	162	-	Organizational Commitment
Wong	2015	Malaysia	Positive Effect	Private Institutions	Commitment, intention to quit and Job Satisfaction	302	-	-
Stefanus	2020	Indonesia	Positive Effect	-	Affective Commitment	130	Perceived Organizational Support	-
Puteri Syarifah	2020	Indonesia	Positive Effect	lecturer	Performance	105	-	organizational commitment and work motivation
Alexander	2020	United State	Positive Effect	Religious Organizations	Organizational Commitment	88	-	-
Dargahi H	2016	Iran	Positive Effect	University	Organizational Commitment	150	-	-

Population Analysis

Every researcher uses a different sample when it comes to sample size. Following the examination of every publication, it is determined that every study's sample size varies. Bodla and Ali (2012), Arshad and Abbasi (2014); Jeon and Choi (2020); Mansor, Ismail et al. (2013); Baykal (2019); Nguyen, Tran et al. (2018); Jahandar, Tafreshi et al. (2017); Yang and Fry (2018); Mansor, Ismail et al. (2013); Wong, Mahmud et al. (2015); Rumangkit (2020); Al-Sakinah, Sudiro et al. (2020); Alexander and (Dargahi, Nasrollahzaedeh Abdochalli et al., 2017) has (n=1000, 462,371, 190, 203, 14, 329, 162, 235, 130, 302, 88, 105, 150).

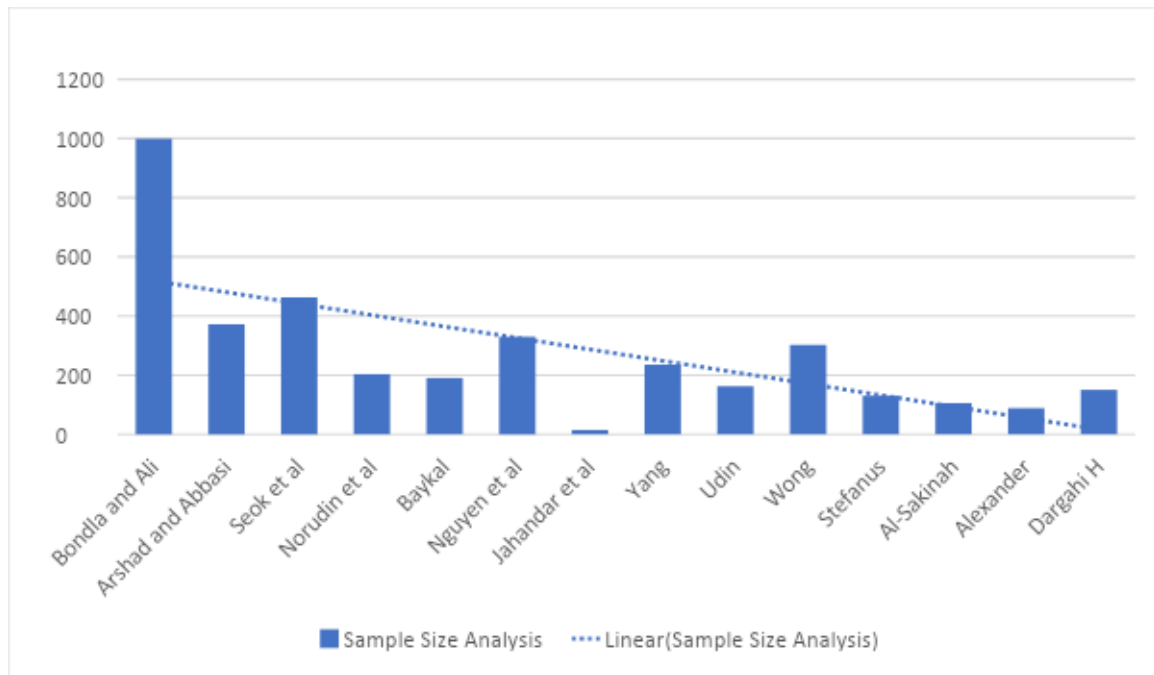


Figure 1. Sample Size

Articles Distribution by Country

In terms of data analysis of the distribution of countries by research article publications, reveals that the Indonesia leads with 3 research publications on the relationship between spiritual leadership and organisational commitment. It was followed by Pakistan, Malaysia, Iran and USA in second place with 2 research publications and Korea, Turkey and Vietnam in third place with 1 research publication.

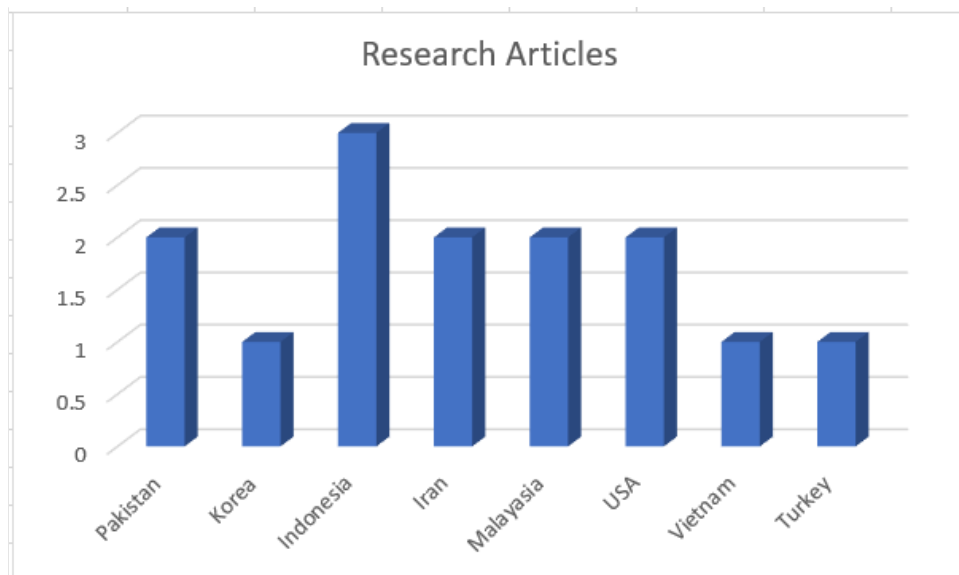


Figure 2. Articles Distribution by Countries

The Sector or Area of the Study

After analyzing the study and research sectors, it was shown that universities sector is more targeted or selected for the study between spiritual leadership and organizational commitment research. Figure 4 shows the summary of the findings:

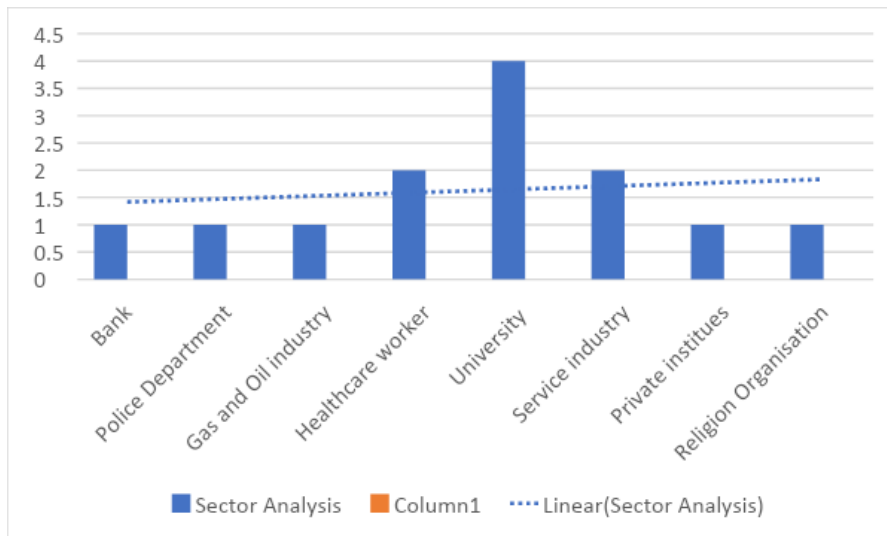


Figure 3. Study Sector

Methodology Analysis

Regarding research methodology, we found that a total of two distinct approaches were used in the 14 studies (12 of which were quantitative and 2 of which were qualitative) (see figure 5). It became clear from examining the methods used in every study that more quantitative research is being conducted than qualitative research.

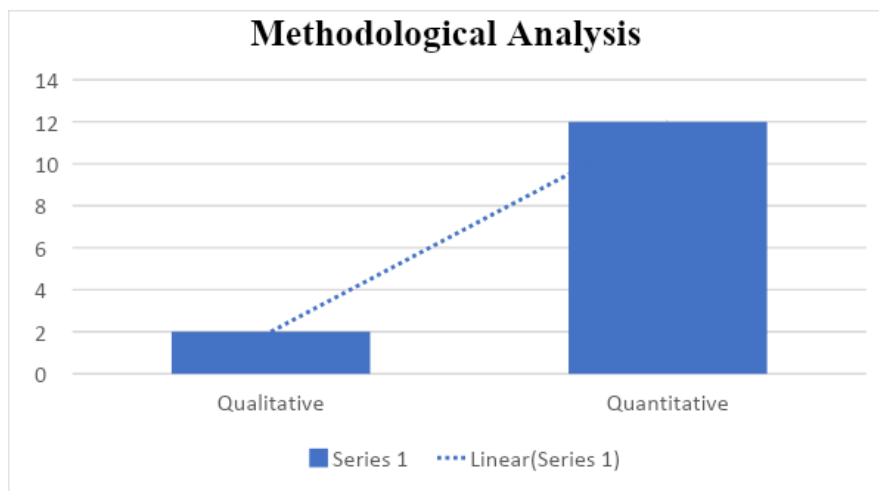


Figure 4. Research Methodology

Data Analysis and Statistical

Several statistical analyses are employed in each study to support the hypothesis and increase the dependability of the findings. It is determined from the examination of all the articles that the SEM data analysis technique is the most often utilized statistical analysis approach.

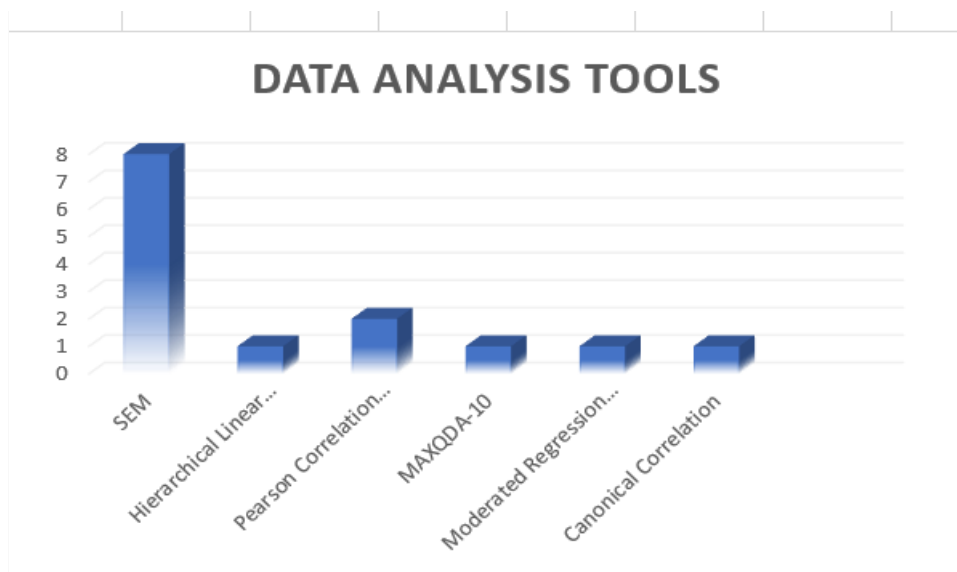


Figure 5. Data Analysis Method

Mediators and Moderators Analysis

Overall, the analysis revealed that the majority of studies used mediators in their research publications (n=7). We also discovered a variety of mediators. A few examples are Spiritual Wellbeing Arshad and Abbasi (2014); Meaning at Work Baykal (2019); Affective Commitment Jeon and Choi (2020), and Work Motivation (Al-Sakinah, Sudiro et al., 2020) at least used moderator in their research, only one research publication used moderator Perceived Organizational Support (Rumangkit, 2020). Future researchers should include additional moderators.

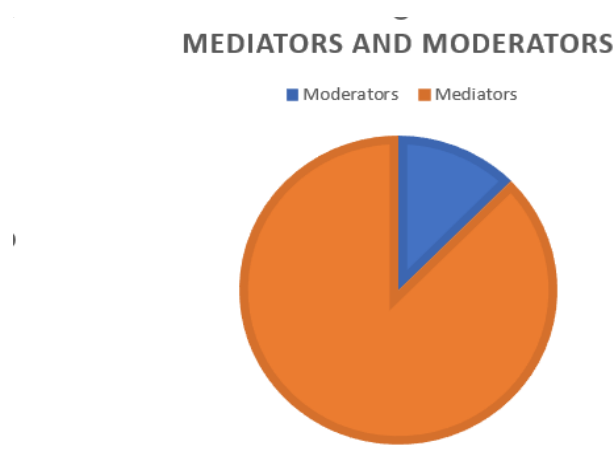


Figure 6. Analysis of Mediators and Moderators

Study Year Analysis

In this part, we examine the study years of previously published research articles (n=14). As a result of our investigation, we discovered more research publications in 2020. (n=4), and 2018 (n=3), 2017 (n=2), and only one research study (n=1) was conducted in the 2019, 2015, 2014, 2013 and 2012.

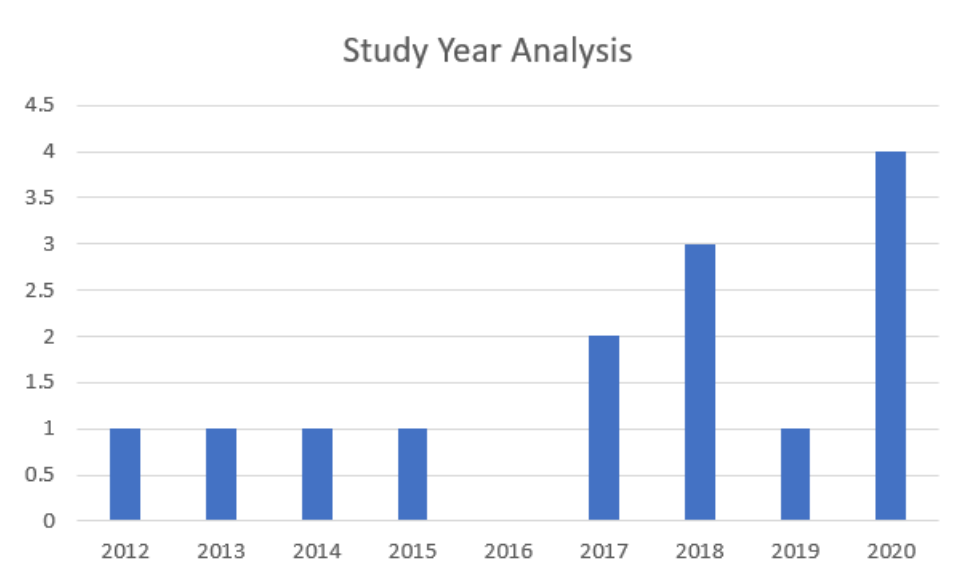


Figure 7. Analysis of Study Year

Conclusions

This study's primary objective was to perform an empirical review and compile the body of knowledge regarding the relationship between SL and OC from 2012 to 2020. Out of the 30 articles that the review identified, only 14 were relevant to the objective of this study. The findings showed that few publications were written about the subject prior to 2017; pertinent articles were released between 2017 and 2020.

The findings also indicated that the majority of researchers were based and concentrated in Indonesia with three publications followed by Pakistan, Iran, Malaysia and USA with two publications. The results showed that spiritual leadership has a positive impact on organizational commitment. After analyzing the research or study sectors, it was found that universities sector is more targeted for study area between SL and OC. We found that a total of two distinct approaches were used in the 14 studies (12 of which were quantitative and 2 of which were qualitative. Furthermore, from the analysis of all the papers, in terms of data analysis, the findings showed that SEM is the most widely used statistical analysis method ($n=8$). The findings also indicated that most studies used mediators in their research publications ($n=7$).

In light of our research, we urge that managers prioritize spiritual leadership at work and create an environment conducive to spiritual development for their employees.

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