

Spiritual Leadership and Workplace Outcomes: An Interpretive Structural Equation Modeling (ISEM) Approach

Pushkar Dubey¹, Alpana Sharma² and Shobhit Kumar Bajpayee³
{pushkardubey22@gmail.com¹, to.alpanasharma@gmail.com², skvajpeyee@gmail.com³}

Assistant Professor and Head, Department of Management, Pandit Sundarlal Sharma (Open) University,
Chhattisgarh, Bilaspur, India. ¹

PhD Research Scholar, Department of management, Pandit Sundarlal Sharma (Open) University,
Chhattisgarh, Bilaspur, India. ²

Professor and Principal, Dr. Jwala Prasad Mishra Government Science College, Mungeli Bilaspur,
Chhattisgarh, Bilaspur, India³

Abstract. Workplace Spirituality has become an important paradigm within the field of organization studies, stressing on ethical leadership, employee's well-being and sustainable performance. Several aspects were included as dimensions of spiritual leadership: vision, faith, altruistic love, membership, and meaning/calling and the relationship between spiritual leadership and job satisfaction, employee engagement, and counterproductive work behavior were established. Its importance is increasing, yet little is known quantitatively and structurally about the effect of a heterogeneous staff on workplace outcomes. Interpretive structural equation modeling (ISEM) was used to investigate the hierarchical relationships among the dimensions of spiritual leadership and several important workplace outcomes such as job satisfaction, employee engagement, job performance, workplace deviance, and employee turnover. Results indicate that spiritual leadership is a foundational motivational factor that creates satisfaction and engagement, and therefore contributes to performance, lowers turnover, and minimizes deviant behaviors in the workplace. By combining interpretive and structural analysis, this study has practical implications for organizational behavior literature and offers a theory that leaders, human resource practitioners, and researchers can use to strategically leverage spiritual leadership to create ethical, engaged, and high-performing organizations.

Keywords: Spiritual Leadership, Workplace Spirituality, Job Satisfaction, Employee Engagement, Workplace Deviance, Job Performance, Employee Turnover, Interpretive Structural Equation Modeling (ISEM).

1 Introduction

In recent decades, the workplace spirituality has been growing in organization, as organizations increasingly become aware of the role of ethics, meaning and purpose in promoting employee well-being, and organizational effectiveness (Vandenberghe, 2011; Binu Raj et al., 2023). Spiritual leadership, as a cantering approach within this paradigm, has been characterized by such things as vision, faith, altruistic love, membership, and sense of meaning or calling. These factors collectively contribute to employees' perceptions of

belonging, resilience, and purpose, which contribute to positive organizational cultures and beneficial performance outcomes (Fry & Nisiewicz, 2017; Samul, 2024).

The available literature provides evidence that spiritual leadership is associated with the more favourable organizational outcomes of job satisfaction, engagement, performance and retention, and is negatively related to workplace deviance and unethical behaviour (Mahyarni, 2019; Hunsaker & Nam, 2017). For instance, leaders with altruistic love harbor a trust-based context that inhibits deviant behavior, and those who foster vision and meaning will promote employee engagement and commitment (Yang, Liu, Wang, & Zhang, 2019). In addition, research confirms that spiritual leadership reduces employees' intentions to leave by enhancing their sense of fit and their AID organization's commitment (Maryati & Astuti, 2022).

Though the conceptual and practical value of spiritual leadership is well-recognized, limited attention has been paid to a systematic analysis of the structural relationships of its key dimensions and workplace-related consequences. CR and the traditional SEM approach In SEM traditional applications are statistical relationships more emphasis is placed on their identification while ISEM is offering new insights on higher level hierarchical relationships and how variables cause one another to influence changes in each other (Kumalo & Schutte, 2024). In this paper, we use ISEM to learn how spiritual leadership promotes job satisfaction and engagement, which in turn mediate performance, turnover, and workplace behaviours.

Further, by applying a hierarchical conceptualization of these relationships, this study adds knowledge to both leadership and organizational behaviour literature, and provides managerial, HR practitioners, and policy-level implications. The research also emphasizes the importance of spiritual leadership in the direction of ethical, engaged, and high performing organizations (Yang, Yang, & Gao, 2022; Malik, Yadav, & Yadav, 2018).

2 Model Construction and Literature Review

For the construction of Interpretive Structural Equation Modeling following Variables were taken with their respective codes:

Together first five variables namely Vision, Faith, Membership, Altruism Love, and Meaning/Calling make Spiritual Leadership

2.1 Spiritual Leadership Construct

1. Vision (SPV): Vision in spiritual leadership denotes a clear, compelling, and aspirational depiction of a desirable future state. It arises from the dynamic interaction of inner resources, such as insight, intuition, and perception, integrated with an external perspective of broader ideals, motivating organizational members emotionally and intellectually toward collective goals [6].
2. Faith/Hope (SPHF): Faith is the confidence that leaders and subordinates have in one another based on the organization's core values; hope refers to the capacity to share an ideal vision beyond the simple pursuit of material gain. It is an essential component that

provides a base upon which an individual retains his or her resilience, spiritual wellness, and ethical agencies in an organizational setting 1.

3. Membership (SPM): Membership describes an individual's perceived sense of belonging and community within the organization. A strong sense of membership fosters cohesive relationships, cooperative behaviors, mutual understanding, and a collective identity that enhances organizational effectiveness and member satisfaction [2].
4. Altruism Love (SPAL): Altruism love refers to selfless, compassionate behaviors motivated by concern for others' well-being, independent of personal gain or recognition. It encourages supportive, trust-based organizational cultures where members feel valued and cared for, significantly improving team dynamics and cooperation [3].
5. Meaning/Calling (SPML): Meaning or calling involves experiencing work as deeply significant and aligned with personal identity and societal contributions. It acts as a motivational factor fostering passion, commitment, and higher levels of organizational engagement among employees [4].

Table 1. Summary of Constructs Related to Workplace Spirituality.

Variable	Definition	Citations
Vision	An aspirational image of the future state guiding organizational goals and motivating members emotionally and intellectually.	Waldman (2021)
Faith	Shared trust in transcendent organizational values, enabling resilience and ethical commitment.	Fry & Nisiewicz (2017); Simpson (2018)
Membership	Sense of belongingness and community that enhances organizational cohesion and member satisfaction.	Fry et al. (2017)
Altruism Love	Selfless compassion is aimed at the well-being of others, promoting trust and a supportive organizational culture.	Post (2002); Samul & Wangmo (2021)
Meaning/Calling	A deep sense of purpose and meaningfulness derived from work, driving commitment and engagement.	Samul & Wangmo (2021)

6. Job Satisfaction (JS): It refers to employees' contentment with their job roles, rewards, relationships, and overall work environment, significantly influenced by spiritual leadership, which fosters a sense of fulfillment, meaningfulness, and alignment between personal values and organizational objectives, thereby enhancing overall satisfaction [7][8][19].
7. Employee Engagement (EE): Employee engagement is the emotional and psychological commitment of employees towards their organization's goals, significantly enhanced by spiritual leadership, which cultivates a sense of purpose, connectedness, and spiritual well-being, thereby deepening involvement, enthusiasm, and sustained dedication [9][10][16].
8. Workplace Deviance (WDB): Workplace deviance encompasses intentional behaviors that violate organizational norms and harm organizational effectiveness, mitigated by spiritual leadership, which promotes an ethical work environment, spiritual well-being,

- and organizational membership, effectively reducing unethical and deviant behaviors [11][13].
9. Job Performance (JP): Job performance refers to the effective execution of job responsibilities, enhanced through spiritual leadership by fostering intrinsic motivation, ethical alignment, creativity, and overall psychological well-being, leading employees to consistently deliver high-quality work [8][14][18].
 10. Employee Turnover (ET): Employee turnover is the frequency at which employees leave an organization and are replaced, significantly reduced by spiritual leadership through enhanced job satisfaction, organizational commitment, and a deepened sense of belonging, effectively promoting employee retention [8][15][17].

Table 2. Summary of Constructs Related to Workplace Spirituality.

Variable	Definition and Impact of Spiritual Leadership	Citations
Job Satisfaction (JS)	Employees' contentment is fostered by fulfillment, meaningfulness, and value alignment through spiritual leadership.	Yang et al. (2022), Binu Raj et al. (2023), Awais et al. (2022)
Employee Engagement (EE)	Emotional commitment is enhanced by spiritual well-being, purpose, and connectedness through spiritual leadership.	Samul (2024), Hunsaker & Jeong (2020), Hunsaker (2018)
Workplace Deviance (WDB)	Reduced deviant behaviors through fostering ethical behavior, respect, and integrity by spiritual leadership.	Mahyarni (2019), Hunsaker (2017), Hunsaker & Nam (2017)
Job Performance (JP)	Enhanced execution of duties driven by intrinsic motivation and spiritual well-being from spiritual leadership.	Malik et al. (2018), Yang et al. (2019), Al Doghan & Zakariya (2023)
Employee Turnover (ET)	Reduced turnover through increased satisfaction, commitment, and belonging fostered by spiritual leadership.	Vandenberghe (2011), Maryati & Astuti (2022), Al Doghan & Zakariya (2023)

3 Research Methodology

3.1 Research Design

This study employs a mixed-method approach integrating Interpretive Structural Equation Modeling (ISEM) to investigate the hierarchical relationships among spiritual leadership components (vision, faith, membership, altruistic love, and meaning/calling) and their influence on key workplace outcomes (job satisfaction, employee engagement, workplace deviance, job performance, and employee turnover). The research follows a qualitative and quantitative approach, using expert input to construct the Structural Self-Interaction Matrix (SSIM) and subsequent mathematical transformations to derive a hierarchical model explaining the relationships among variables.

3.2 Data Collection

To ensure a robust and comprehensive understanding of the variables and their relationships, data were collected from 20 experts in the fields of leadership, organizational behavior, and workplace spirituality. The expert panel comprised:

- 10 academic experts (professors and researchers specializing in leadership, management, psychology, and organizational behavior).
- 10 industry professionals (senior managers, HR executives, and leadership development consultants with practical experience in implementing spiritual leadership principles in organizations).

Experts were selected using a purposive sampling technique, ensuring that participants had substantial knowledge and experience in leadership, employee engagement, and workplace ethics. The Delphi method was used to obtain consensus on the relationships among variables, with participants completing multiple rounds of structured questionnaires.

Interpretive Structural Equation Modeling (ISEM) Analysis for Spiritual Leadership and Workplace Outcomes: To analyze these spiritual leadership components (vision, faith, membership, altruistic love, and meaning/calling) and workplace outcomes systematically, Interpretive Structural Equation Modeling (ISEM) was employed in this study to analyze hierarchical relationships and relationships among these variables (JS, EE, WDB, JP, and ET). Based on structured methodology, the analysis encompasses multiple matrices such as Structural Self-Interaction Matrix (SSIM) (Fig 1), Reachability Matrix (RM)(Fig 2), Final Reachability Matrix (FRM),(Fig 3), Level Partitioning,(Fig 4), Conical Matrix, (Fig 6), and MICMAC Analysis to determine the interdependence/hierarchy of the two variables.

The first or underlying step in ISEM is the Structural Self-Interaction Matrix (SSIM), (Fig 1), which captures subjective expert judgments regarding the pairwise relationships descriptive of the direction of influence across characteristics. The matrix contains four symbols that represent the directions of influence: V (A affects B), A (B affects A), X (mutual influence), and O (no direct influence). SSIM analysis shows that job satisfaction and employee engagement are positively influenced by the spiritual leadership variables (SPV, SPHF, SPM, SPAC, SPML) and, in turn, have a positive effect on job performance, workplace deviance, and employee turnover. This ensures not only a well-synchronized organization but also reinforces the need for spiritual authority.

Then, rules are applied to the SSIM to represent relationships in binary form (0 and 1), resulting in the Reachability Matrix (RM), (Fig 2), The matrix shows the driving power of each variable, which reflects how many variables this variable affects, and also the dependence power, which indicates how many other variables this variable is affected by. It shows that spiritual leadership variables have the highest driving power (6), implying they are the root causes, while workplace deviance, job performance, and employee turnover are the most affected outcomes in the system with the highest dependence power (8). After ensuring transitivity among the relationships, we get the Final Reachability Matrix (FRM),(Fig 3), which confirms the hierarchical structure among the variables (Fig 3).

Level Partitioning is used to reduce the hierarchy even further by calculating the Reachability Set (the variables that a given element can affect), the Antecedent Set (the variables affected by a given element), and the Intersection Set (the common elements in both sets). The findings set up a hierarchical model:

- **Top-Level Variables (Level 1):** Workplace Deviance, Job Performance, and Employee Turnover, clearly positioning them as the outcomes serving as key indicators of success or failure for organizations.
- **Variables of Level 2 and Level 3 (Intervening Factors):** Employee Engagement and Job Satisfaction, acting as intermediaries between leadership and results.
- **Level 4 - Bottom-Level Variables:** Spiritual Leadership dimensions, categorized as the enabling constructs fostering workplace well-being.

The Conical Matrix (Fig 6), arranges variables by their hierarchical level and shows their driving power and dependence power in a well-organized case. The analysis of the results shows that spiritual leadership factors possess the highest driving power, whereas deviant behavior, work performance, and turnover are the most dependent variables. As a result, based on these associations, the Digraph Representation visually illustrates that spiritual leadership also has a direct positive relationship with job satisfaction and increases employee engagement, job performance, and decreases turnover and lower workplace deviance.

In this analysis a crucial step is MICMAC Analysis that splits the variables into four quadrants based on their driving power and dependence power to which they are sensitive. The results divide into four categories:

- **Spiritual leadership variables** are independent variables (high driving power, low dependence).
- **Job satisfaction and employee engagement** are linkage variables (both high driving and dependence power).
- **Workplace deviance, job performance, and turnover** are dependent variables (low driving power, high dependence).

This supports that aspects of spiritual leadership are the building block enablers of work behavior and performance.

Finally, the Final Model (Fig 7) depicts all the structural paths, which provides a visual causal map between spiritual leadership and job satisfaction as a precursor to positive employee engagement and then high job performance, low turnover and low workplace deviance. By implication, at a more general level, but equally importantly, our findings indicate the widespread impact of spiritual leadership in the workplace and provide empirical endorsement for leadership behaviors that promote employees' felt sense of purpose, meaning, and ethical conviction." Fig 8 The Digraph and Fig 9: The Final Model.

Structural Self-Interaction Matrix (SSIM)

Variables	1	2	3	4	5	6	7	8	9	10
SPV		O	O	O	O	V	V	V	V	V
SPHF			O	O	O	V	V	V	V	V
SPM				O	O	V	V	V	V	V
SPAC					O	V	V	V	V	V
SPML						V	V	V	V	V
JS							V	V	V	V
EE								V	V	V
WDB									O	O
JP										O
ET										

Fig. 1. (Structural Self – Interaction matrix (SSIM).**Reachability Matrix(RM)**

Variables	1	2	3	4	5	6	7	8	9	10	Driving Power
SPV	1	0	0	0	0	1	1	1	1	1	6
SPHF	0	1	0	0	0	1	1	1	1	1	6
SPM	0	0	1	0	0	1	1	1	1	1	6
SPAC	0	0	0	1	0	1	1	1	1	1	6
SPML	0	0	0	0	1	1	1	1	1	1	6
JS	0	0	0	0	0	1	1	1	1	1	5
EE	0	0	0	0	0	0	1	1	1	1	4
WDB	0	0	0	0	0	0	0	1	0	0	1
JP	0	0	0	0	0	0	0	0	1	0	1
ET	0	0	0	0	0	0	0	0	0	1	1
Dependence Power	1	1	1	1	1	6	7	8	8	8	

Fig. 2. (Reachability Matrix (RM).

Final Reachability Matrix(FRM)

Variables	1	2	3	4	5	6	7	8	9	10	Driving Power
SPV	1	0	0	0	0	1	1	1	1	1	6
SPHF	0	1	0	0	0	1	1	1	1	1	6
SPM	0	0	1	0	0	1	1	1	1	1	6
SPAC	0	0	0	1	0	1	1	1	1	1	6
SPML	0	0	0	0	1	1	1	1	1	1	6
JS	0	0	0	0	0	1	1	1	1	1	5
EE	0	0	0	0	0	0	1	1	1	1	4
WDB	0	0	0	0	0	0	0	1	0	0	1
JP	0	0	0	0	0	0	0	0	1	0	1
ET	0	0	0	0	0	0	0	0	0	1	1
Dependence Power	1	1	1	1	1	6	7	8	8	8	

Fig. 3. Final Reachability Matrix (FRM).**Level Partitioning(LP)**

Elements(Mi)	Reachability Set R(Mi)	Antecedent Set A(Ni)	Intersection Set $R(M_i) \cap A(N_i)$	Level
1	1,	1,	1,	4
2	2,	2,	2,	4
3	3,	3,	3,	4
4	4,	4,	4,	4
5	5,	5,	5,	4
6	6,	1, 2, 3, 4, 5, 6,	6,	3
7	7,	1, 2, 3, 4, 5, 6, 7,	7,	2
8	8,	1, 2, 3, 4, 5, 6, 7, 8,	8,	1
9	9,	1, 2, 3, 4, 5, 6, 7, 9,	9,	1
10	10,	1, 2, 3, 4, 5, 6, 7, 10,	10,	1

Fig. 4. Level Partitioning (LP).

Level Partitioning Iterations

Elements(Mi)	Reachability Set R(Mi)	Antecedent Set A(Ni)	Intersection Set R(Mi)∩A(Ni)	Level
1	1,	1,	1,	4
2	2,	2,	2,	4
3	3,	3,	3,	4
4	4,	4,	4,	4
5	5,	5,	5,	4
6		1, 2, 3, 4, 5,		3
7		1, 2, 3, 4, 5,		2
8		1, 2, 3, 4, 5,		1
9		1, 2, 3, 4, 5,		1
10		1, 2, 3, 4, 5,		1

Fig. 5. Level Partitioning Iteration

Conical Matrix(CM)

Variables	8	9	10	7	6	1	2	3	4	5	Driving Power	Level
8	1	0	0	0	0	0	0	0	0	0	1	1
9	0	1	0	0	0	0	0	0	0	0	1	1
10	0	0	1	0	0	0	0	0	0	0	1	1
7	1	1	1	1	0	0	0	0	0	0	4	2
6	1	1	1	1	1	0	0	0	0	0	5	3
1	1	1	1	1	1	1	0	0	0	0	6	4
2	1	1	1	1	1	0	1	0	0	0	6	4
3	1	1	1	1	1	0	0	1	0	0	6	4
4	1	1	1	1	1	0	0	0	1	0	6	4
5	1	1	1	1	1	0	0	0	0	1	6	4
Dependence Power	8	8	8	7	6	1	1	1	1	1		
Level	1	1	1	2	3	4	4	4	4	4		

Fig. 6. Conical Matrix (CM).

Reduced Conical Matrix(CM)

Variables	8	9	10	7	6	1	2	3	4	5	Driving Power	Level
WDB	1	0	0	0	0	0	0	0	0	0	1	1
JP	0	1	0	0	0	0	0	0	0	0	1	1
ET	0	0	1	0	0	0	0	0	0	0	1	1
EE	1	1	1	1	0	0	0	0	0	0	4	2
JS	0	0	0	1	1	0	0	0	0	0	5	3
SPV	0	0	0	0	1	1	0	0	0	0	6	4
SPHF	0	0	0	0	1	0	1	0	0	0	6	4
SPM	0	0	0	0	1	0	0	1	0	0	6	4
SPAC	0	0	0	0	1	0	0	0	1	0	6	4
SPML	0	0	0	0	1	0	0	0	0	1	6	4
Dependence Power	8	8	8	7	6	1	1	1	1	1		
Level	1	1	1	2	3	4	4	4	4	4		

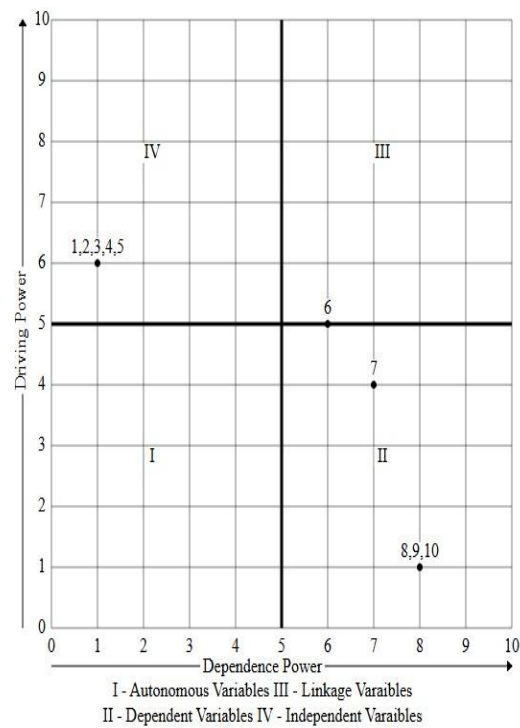


Fig. 7. Reduced Conical Matrix (CM).

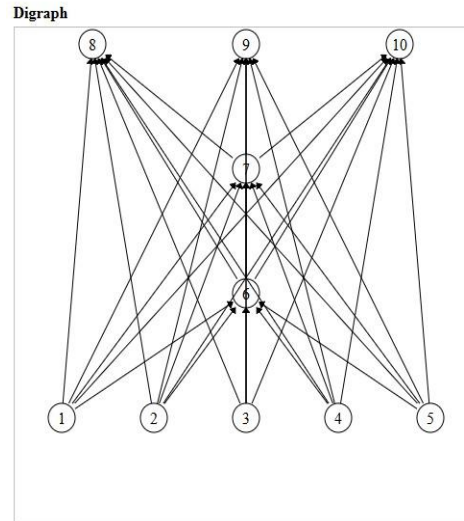


Fig. 8. Digraph.

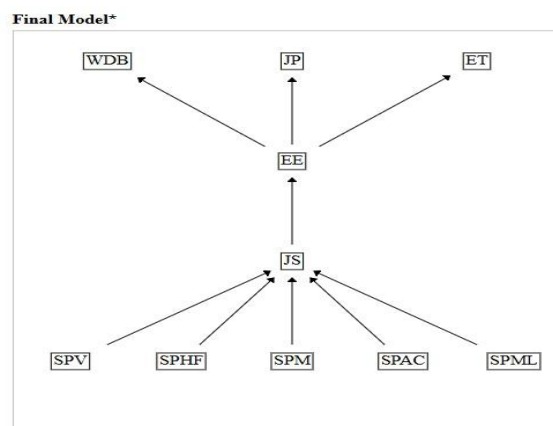


Fig. 9. Final Model.

4 Conclusion and Implications

Instead, an ISEM-based approach reveals a myriad of complex relationships between leadership, job satisfaction, and organizational functioning which can further moderate the relationships between behaviors in the work place. Research has provided that leadership commitment towards vision, faith, connectedness, compassionate care, and calling as main constructs appealed in workplace satisfaction, engagement and efficiency and to reduced possibilities of the negative workplace behavior and departure. Actionable advice for HR professionals & leaders Practical and evidence-based guidance to HR practitioners, leaders and policy-makers who want to harness spirituality and spiritual leadership to benefit organizations and the people who work within them.

In practical terms, for managers, organizations should focus on fostering spiritual leadership attributes because they may play major roles in job satisfaction, and engagement which are two of the variables through which job performance and turnover are mediated. The HR department, by implementing programs, will encourage the organization to accept spiritual leadership practices (formation of a common vision, trust-taking, creation of altruistic attitudes between the staff). Organizations can enjoy sustainable ethical working environment and motivation among the employees and also realize organizational competitive advantages through spiritual leadership sub-dimensions.

Through application of such structured techniques of model-building as ISEM, in this paper a quantitative-interpretative foundation for effect of workplace outcomes of spiritual leadership is built. A further point to elaborate is the generalization of such a framework in other areas, the pointing of real and direct contextual inputs that would help leadership, and finally the confirmation of such findings through a longitudinal implementation of that constitutive process.

5 Discussion

Theoretical implications are that spiritual leadership has an impact on what it is that employees in role perceive and achieve. The interpretive structural equation modeling technique allows to map the relationships among vision, faith, membership, altruistic love, and meaning/calling, and, as such, decode the impact of the five DPs on employee behavior and organization effectiveness.

The current study has suggested that spiritual leadership has a significant and positive relationship with both job satisfaction and employee engagement. By the leaders exhibiting their ability to articulate a vision and inspire and foster a sense of membership and trust in employees, the intrinsic motivation and infusion that employees derive from their work will be increased (ibid). Let's Leave Our Best Footprints As leaders can practice other-centered love by developing and serving the employees, which ultimately results in causing employees to feel psychologically safe and become motivated and committed [4]. In addition, workers who find their work meaningful tend to be more motivated and perform better. In several studies, this idea has been verified in practice, meaning employees who think that their work counts, that there is a bigger frame around it, benefit from more job satisfaction and engagement [1]. Fully engaged, satisfied employees generally work harder and remain with their employer long-term.

It is also noteworthy that spiritual leadership is discovered to reduce workplace deviance like dishonesty, absence, and unsynergetic behavior, having a negative effect on the performance of the organization. If employees trust and respect their leaders, they will not demonstrate deviant behaviors at work [13]. A spiritual-led leadership creates an ethical work culture and employees take responsibility and accountability for their performance. What is more, guiding workers into honesty, equity, and reciprocated respect through leaders ensures some reduction of work place breaches [11]. Although research by [14] investigates spirituality within an ethical leadership context does find that spiritual leadership significantly reduce workplace conflicts and unethical behaviors, which create ethical workplace culture and shape employees' perspectives. As it can be seen from this study, kindness and integrity promoted

by leaders can make signs seen in order to reduce the cases of unethical behavior at the workplace.

Besides, the research shows that spiritual leadership is effective in performance of a job in a positive way. If workers perceive their contributions as essential, they normally do so with increased efficiency and originality [18]. Employee Leaders who inspire teams with ordinary mission or big vision gain the confidence of their staff so they can strive for significant work results rather than just chasing targets. People employed in spiritually inspired enterprises often demonstrate improved imagination and decision-making capabilities, primarily for the reason of trusting and facilitating atmosphere [9]. Having the sense to do more than required in their job turns them on, driving their intrinsic motivation [16]. Employees will give more if they are inspired by a sense of purpose apart from monetary incentives.

Retention of staff presents a pressing concern for most organizations. The flow of new employees to train as a result of high turn-over puts strain on a company's budget. However, this study confirms that spiritual leadership significantly reduces turnover [17]. Employees are less likely to leave their jobs when they experience satisfaction and emotional involvement regarding their work [15]. By establishing a culture of meaning in the workplace, leaders foster long-term engagement. Employees tend to stay loyal to organizations that truly care about their well-being and provide them with a sense of purpose [3].

6 Conclusion

These results suggest that spiritual leadership could be a useful mean to obtain practical outcomes within the work environment. Leaders who express vision, faith, membership, altruistic love and meaning/calling help workers to thrive at work in terms of job satisfaction, work engagement and ethical conduct. This of course leads to better job performance and less personal and organizational staff turn-over.

It can be noted that this research has highlighted the importance of Spiritual leadership in the strategies of effective organizations. At the top of the list of leadership development priorities is ethical behavior, purpose and emotional intelligence, practiced by leaders in the organization and HR. Adopt these rules throughout the company, and a culture, a foundation, for an ethical, brash, high performance team is born.

More research is required on the implications of the spiritual leader's strategy to success in variable industry, and cultural contexts. A further study with follow-ups on spiritual leadership and its consequences is necessary to demonstrate the long-term benefits for organizations. That is to say, one possible requisite to making organizations that are strong and healthy independent of the specific faith of any particular member is spiritual leadership.

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