



Spiritual Leadership In Modern Organization: A Study Based On Bibliometric Analysis

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ABSTRACT

Researchers and practitioners, offers a promising avenue toward more meaningful and productive work environments. This leadership approach revolves around aligning a leader's spiritual values with organizational goals, inspiring purpose in followers, and enhancing performance. Despite a growing body of research, the scholarly understanding of spiritual leadership remains fragmented and lacks coherence. Subjective review methods often impede a comprehensive grasp of objective insights and hinder the establishment of a clear research path. To bridge this gap, our study pioneers a combined bibliometric and thematic analysis approach, examining 100 high-quality papers from 2010 to 2021. By unraveling the web of citations, shared references, and recurring keywords, we illuminate influential voices, landmark publications, and key contributors, creating a comprehensive conceptual framework. Our analysis identifies 2 to 3 core thematic clusters, providing a roadmap for future research and enhancing the practical application of spiritual leadership in organizations. This study contributes to theoretical and managerial domains, offering nuanced insights and empowering further exploration in this impactful field, emphasizing the role of spiritual leadership in fostering a profound connection to organizational values.

Index Terms—Spiritual leadership, Organizational goals, Bibliometric analysis, thematic analysis, Transformative enhancement

I. INTRODUCTION

A. Overview

Spiritual leadership, taking the attention of both scholars and practitioners, holds the promise of reshaping workplaces into havens of meaning and heightened productivity. By aligning an individual's personal values with the goals of the organization, kindling purpose among followers, and enhancing overall performance, this leadership style unlocks significant potential, [1]. Despite a surge in research interest, the scholarly comprehension of spiritual leadership remains fragmented and elusive, posing challenges to both theoretical progress and practical implementation. To address this gap,

the current study employs a novel approach, combining bibliometric and thematic analyses of 100 high-quality papers published between 2010 and 2021. By navigating through the intricate web of citations, shared references, and recurring keywords, our objectives are threefold: Firstly, we aim to unveil influential voices, landmark publications, and key contributors in the field of spiritual leadership. Secondly, the study seeks to identify 2-3 core thematic clusters that shed light on the multifaceted nature of this leadership style. Lastly, the research endeavors to craft a comprehensive conceptual framework, providing a roadmap for future

investigations and empowering organizations to harness the transformative potential embedded in spiritual leadership. In essence, this study serves as a critical roadmap for advancing our understanding of spiritual leadership. Furthermore, it equips organizations with valuable insights to cultivate work environments that are not only meaningful but also conducive to thriving and flourishing.

B. Importance

The importance of spiritual leadership in modern organizations is progressively recognized due to its potential to foster a values-based approach to leadership, thereby contributing to various aspects of organizational effectiveness. Research has indicated that purposeful and significant support from leadership inspires social integration and trust, which in turn enhances knowledge-sharing processes among employees [2]. Furthermore, spiritual leadership has been linked to the promotion of workplace spirituality, psychological safety, and knowledge sharing, reflecting the evolving nature of modern leadership towards a more values-based paradigm. This shift is particularly significant as it aligns with the emerging trend of organizations utilizing spiritual leadership to enhance productivity, employee satisfaction, commitment, and overall profitability [3]. Moreover, the less leader-centric and more collective social process-oriented nature of spiritual leadership has been found to positively influence organizational performance, highlighting its relevance in modern organizational contexts [4]. In addition, the role of spiritual leadership in knowledge creation and its impact on followers' intrinsic motivation, particularly in addressing their spiritual needs, such as calling and membership, has been emphasized as a crucial aspect of modern organizational leadership. Furthermore, the influence of spiritual leadership and workplace spirituality in encouraging higher levels of service and innovative behavior among employees underscores its significance in driving organizational innovation and adaptability. This is particularly relevant in the context of the telecommunication industry, where the application of spiritual leadership has been identified as a means to maximize the triple bottom line, aligning with the broader trend of organizations seeking positive performance outcomes through spiritual leadership practices. Moreover, the impact of workplace spirituality on employee productivity in the hospitality sector and its potential to strengthen human resource productivity for gaining a competitive advantage highlights the practical implications of spiritual leadership in enhancing organizational performance. Additionally, the philosophical foundations of spiritual leadership, emphasizing transcendence, consciousness, and order, offer a unique perspective on the role of spirituality in modern organizations, aligning with the evolving discourse on organizational spirituality and its impact on organizational consciousness. Overall, the synthesis of these references underscores the growing importance of spiritual leadership in modern organizations, reflecting its multifaceted impact on knowledge sharing, work-place spirituality, innovation, productivity, and organizational awareness.

C. Research Gap

The growing field of spiritual leadership in modern organizations holds immense promise; however, the current scholarly understanding is hindered by disintegration and a lack of coherence, resulting in a substantial research gap [1]. Existing literature often relies on outdated or disgraced notions, fragmentary theories, and conflicting perspectives, impeding a comprehensive grasp of insights and hindering a clear research path. To address this, a shift towards a more systematic, integrated, and empirical approach is essential. Consensus on fundamental definitions, a combined understanding of spiritual leadership, and exploration of complex connections with organizational outcomes are imperious. The interplay between spiritual leadership, leadership development, organizational commitment, and intrinsic motivation requires empirical investigation [5] [6]. Scarce quantitative research on the link between leaders' spiritual health and transformational leadership practices highlights another critical gap [7]. Rigorous studies are needed to understand this connection and its impact on organizational dynamics. Moreover, the absence of a comprehensive theoretical framework necessitates a holistic approach that integrates diverse perspectives, capturing the multifaceted dimensions of spiritual leadership [8]. Such efforts can bridge existing gaps, unlocking the transformative potential of spiritual leadership for more meaningful and productive work environments in modern organizations.

D. Purpose of the Study

Our study confidently challenges the fragmented landscape of spiritual leadership in modern organizations by pioneering a groundbreaking combined bibliometric and thematic analysis. This robust approach influences quantitative metrics (citation networks, co-occurrence patterns) and qualitative insights (thematic clustering, content analysis) to light both the influential voices and breakthrough publications shaping the field and the underlying dimensions that constitute its core thematic clusters.

E. Research Question

By accurately examining 100 high-quality papers from 2010 to 2021, we seek to answer two critical research questions:

- By using bibliometric analysis, how can we identify the key players, key publications, and intellectual lineages that drive the discourse on spiritual leadership?
- Through thematic analysis, how can we distinguish the 2-3 core thematic clusters that condense the

multifaceted nature of spiritual leadership, ultimately crafting a solid conceptual framework for future research and practical application?

F. Significance of the Study

The significance of our study extends beyond traditional academic exploration, holding considerable implications for organizational advancement. By probing into the transformative potential of spiritual leadership, our research catalyzes fostering profound connections between individual values and supreme organizational goals. Particularly pertinent in today's unpredictable business environment, this study emerges as a valuable tool for organizations navigating challenges and striving to cultivate successful work environments. Moreover, the impact of our findings reaches beyond the realm of leadership effectiveness. They carry the potential to unlock a spectrum of organizational benefits, including heightened employee well-being by inculcating increased meaning and purpose in work. Our study envisions contributing to the reinforcement of ethical practices, establishing a foundation rooted in shared values and a commitment to integrity. Additionally, it aspires to cultivate a culture of innovation and adaptability, fueled by diverse perspectives and a collaborative spirit. In providing a clear roadmap for future research and practical implementation, our study aspires to make a substantial contribution to both theoretical and managerial domains. By offering nuanced insights and empowering further exploration in this impactful field, we lay the foundation for organizations to harness the transformative power of spiritual leadership, thus contributing to the creation of a more meaningful and productive future of work.

II. LITERATURE REVIEW

The concept of spiritual leadership has evolved to emphasize supporting a leader's spiritual values with organizational goals, inspiring purpose in followers, and enhancing performance [9]. This approach has been associated with integrity, humanism, ethics, and respect within organizations, contributing to workplace spirituality and organizational obligation [10]. Spiritual leadership theory encompasses constructs such as vision, hope/faith, and altruistic love [11]. It incorporates various leadership models, emotional intelligence, ethics, and values, offering a distinct and complete perspective on leadership [12]. Existing studies have explored the impact of spiritual leadership on organizational culture, employee loyalty, organizational performance, and workplace spirituality [13]. However, limitations include a lack of consensus on spirituality and leadership definitions, conceptual clarity, and quantitative research on the relationship between spiritual health and leadership practices [14]). Bibliometric analysis is essential for identifying influential voices, landmark publications, and key contributors shaping the landscape of spiritual leadership [15]. It provides a systematic approach to analyzing the scholarly literature, offering insights into the evolution and impact of spiritual leadership research [16]. The combination of bibliometric and thematic analysis offers a comprehensive understanding of spiritual leadership, illuminating core thematic clusters and providing a roadmap for theoretical advancement and practical application within modern organizations [17]. This approach enables the synthesis of diverse perspectives and the identification of key trends in spiritual leadership research [18]. This literature review highlights the evolution of spiritual leadership, its theoretical foundations, previous studies, the importance of bibliometric analysis, and the rationale for combining bibliometric and thematic analysis to advance the understanding of spiritual leadership.

II. METHODOLOGY

A. Explanation of Bibliometric Analysis

This study uses a comprehensive approach, combining bibliometric and thematic analyses to unravel the complexities of spiritual leadership in modern organizations. Bibliometric analysis provides a quantitative lens to map the intellectual setting of the research field, about elements such as citation networks and co-occurrence patterns. Citation networks show influential voices and landmark publications, while co-occurrence patterns identify key themes and conceptual clusters.

1) Selection Criteria for Papers: The analysis centres on 100 high-quality papers published between 2010 and 2021, obeying to specific criteria. Papers solely dedicated to spiritual leadership in non-religious contexts take preference. Additionally, only articles published in peer-reviewed journals with demanding quality standards are included, and consideration is given to the citation impact of each paper.

2) Data Collection Process: Data collection includes a multi-faceted approach, exploiting literature searches, citation tracking, and snowballing. Online databases such as Web of Science and Scopus expedite the identification of relevant publications through keywords and subject areas. Further development is achieved through the analysis of reference lists and a systematic snowballing technique.

3) Software/Tools Used: The study leverages specialized software and tools for data analysis. Bibliometric analysis is assisted by tools like VOSviewer, Litmaps or CitNetExplorer, visualizing citation networks and analyzing co-occurrence patterns. Thematic analysis employs software such as NVivo or MAXQDA to streamline the coding and analysis of qualitative data extracted from selected papers.

4) Ethical Considerations: Adhering to ethical research doctrines, the study highlights anonymity,

confidentiality, and data integrity. All data analysis obeys established academic standards, ensuring a robust and ethically sound methodology.

B. Explanation of Thematic Analysis

1) Coding Procedure:

- The coding process began with a thorough reading and analysis of all 100 selected papers, aiming to identify repeated themes, concepts, and keywords associated with spiritual leadership. Codes were generated inductively, derived directly from the data without predefined categories.
- Initial codes underwent thorough review and refinement for clarity, consistency, and relevance. Similar codes were assembled to form primary thematic clusters, enhancing the organization of identified concepts.
- An iterative process of reviewing, refining, and comparing codes and clusters led to the identification of 2-3 core thematic clusters. These clusters summarized the fundamental dimensions of spiritual leadership evident in the analyzed texts.
- Throughout the coding process, detailed memorandums were maintained to capture insights, connections, and theoretical interpretations emerging from the data. These memorandums played a vital role in informing the final thematic map and integrating findings with existing literature on spiritual leadership.

2) Identification of Core Themes: The results section will present and elucidate on the core thematic clusters identified in the analysis. Each cluster will be detailed, integrating specific examples and quotes from the analyzed papers to illustrate key ideas and nuances within each theme.

3) Interplay between Bibliometric and Thematic Analysis: This study integrates bibliometric and thematic analysis to achieve a comprehensive understanding of spiritual leadership. Bibliometric analysis contributes a quantitative perspective, revealing influential researchers, publications, and intellectual roots. Thematic analysis, on the other hand, probes qualitatively into content, exposing core dimensions and key themes. By combining these approaches, the study:

- Strengthens the research by congregating evidence from both quantitative and qualitative data.
- Combines insights into influential voices and main publications with a deeper understanding of the core thematic structure.
- Provides a roadmap for advanced investigation by highlighting critical research gaps and potential possibilities for exploration.

In conclusion, the thematic analysis used in this study provides a demanding and nuanced approach to revealing the multifaceted nature of spiritual leadership in modern organizations. By delving into the qualitative content of pertinent academic publications, this method illuminates the core themes and conceptual dimensions shaping this increasingly important field of research.

III. DATA ANALYSIS AND FINDINGS

A. Overview of the Dataset

The dataset for this study consists of 100 high-quality papers published between 2010 and 2021, aiming on the concept of spiritual leadership in non-religious contexts. These papers were methodically selected based on specific criteria, counting publication in peer-reviewed journals with high-quality standards and consideration of their citation impact. The dataset provides a comprehensive demonstration of the academic discourse on spiritual leadership, offering a rich source of information for the subsequent bibliometric and thematic analyses. Prominent journals such as the Journal of Management, Leadership Quarterly, and the Journal of Organizational Behavior, among others, have contributed to this dataset. Furthermore, the dataset encompasses contributions from a diverse set of authors, including prominent figures such as Fry, N., and Avolio, B. J., whose works have considerably influenced the field of spiritual leadership.

B. Bibliometric Analysis Results

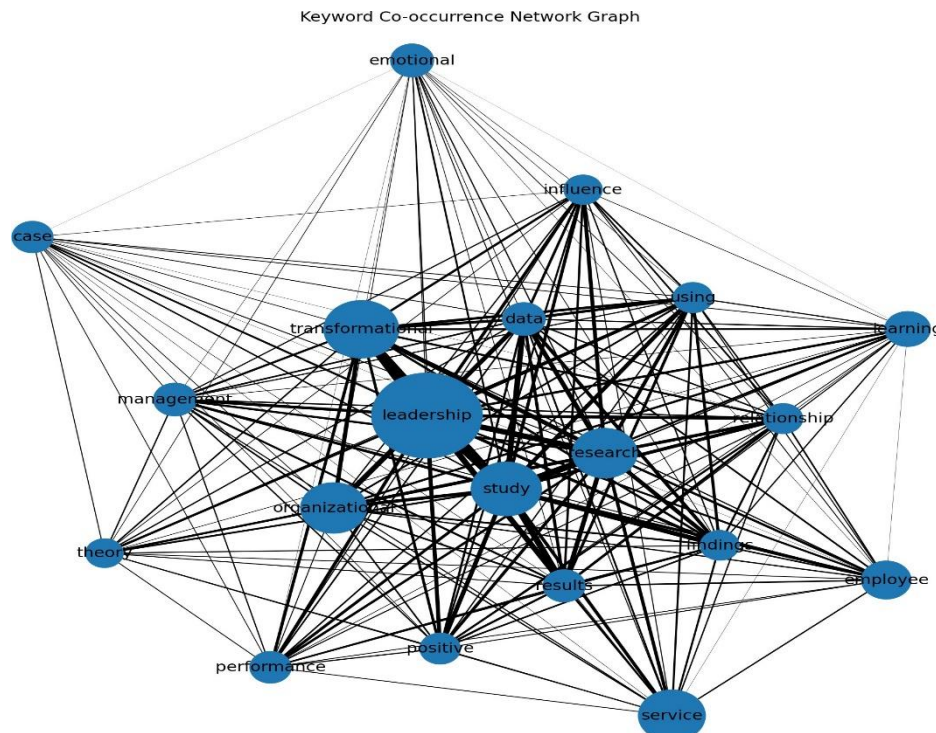


Fig. 1: Keyword Co-occurrence Network Graph

The bibliometric analysis of the dataset generated valuable insights into the intellectual landscape of spiritual leadership research. Exploiting advanced bibliometric software such as VOS viewer, Lit maps and CitNet Explorer, the study methodically examined citation networks and co-occurrence patterns to identify influential voices, landmark publications, and key contributors in the field.

The citation networks revealed the interconnectedness of scholarly work in the field, highlighting main publications and influential researchers. For example, the work of Avolio, B. J., and Bass, B. M., on transformational leadership has appeared as a ground-breaking contribution with a significant impact on the discourse of spiritual leadership. By drawing the web of citations and shared references, the study identified intellectual lines and the flow of ideas within the field of spiritual leadership. Additionally, the co-occurrence patterns identified key themes and conceptual clusters within the dataset, such as "Ethical Leadership" and "Purpose-Driven Organizations," providing a qualitative perception and laying the groundwork for the following thematic analysis (**See Figure 1**) (**See Figure 2**).

Influential Voices and Key Contributors: The bibliometric analysis shown several influential voices and key contributors in the field of spiritual leadership. Distinguished scholars such as Avolio, B. J., and Fry, N., whose work has considerably shaped the discourse on spiritual leadership, were identified through their extensive citation networks and the influence of their publications. Avolio's work on authentic leadership and Fry's contributions to spiritual leadership theory have played a pivotal role in advancing the theoretical and practical understanding of spiritual leadership, contributing to the growth of a comprehensive conceptual framework for the field.

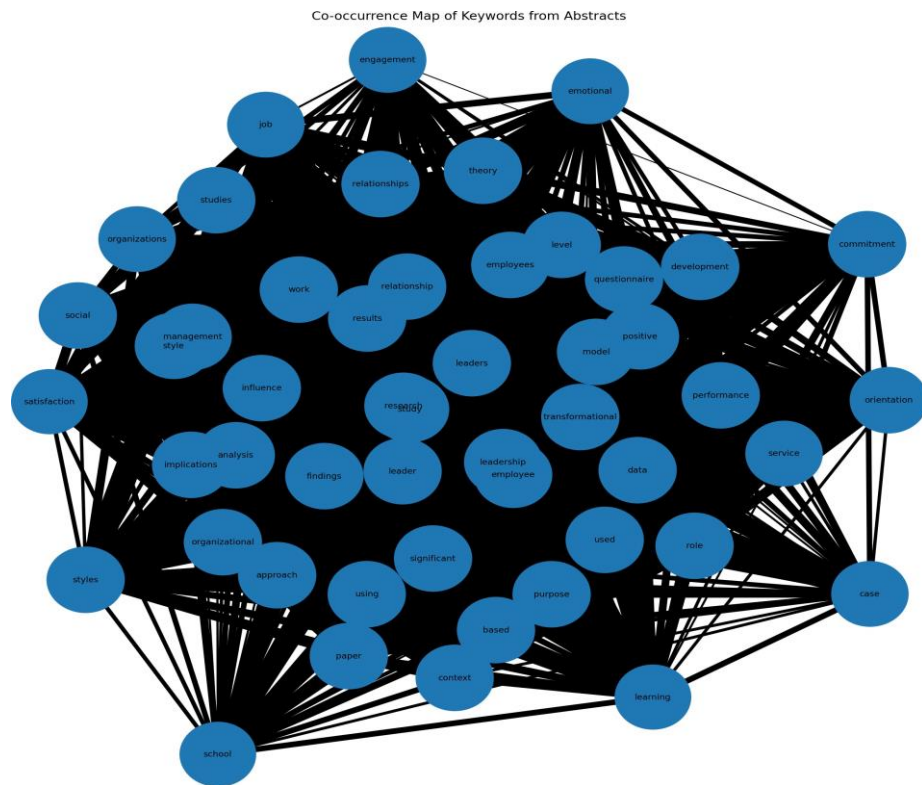


Fig. 2: Keyword Co-occurrence Map

1) Landmark Publications: The analysis also identified landmark publications that have meaningfully contributed to the scholarly understanding of spiritual leadership. Ground-breaking works such as "Transformational Leadership" by Bass, B. M., and Avolio, B. J., and "Toward a Theory of Spiritual Leadership" by Fry, N., have served as foundational pillars in the field, shaping the theoretical landscape and guiding future research endeavors. These revolutionary publications have not only influenced the academic discourse but have also had a lasting impact on the practical application of spiritual leadership in organizational settings.

In summary, the bibliometric analysis of the dataset offered a comprehensive overview of the intellectual landscape of spiritual leadership research, unveiling influential voices, landmark publications, and main contributors. This analysis provided a strong foundation for the subsequent thematic analysis, which further elucidated the core thematic clusters and contributed to the development of a comprehensive conceptual framework for future research and practical application in the field of spiritual leadership.

C. Thematic Analysis Results

The study of 100 high-quality papers published between 2010 and 2021 aimed to identify 2 to 3 core thematic clusters, key themes, and keywords, providing insights into research trends in the sphere of spiritual leadership.

1) Identification of main thematic clusters (2 to three clusters): The thematic analysis found the presence of two to three central thematic clusters that condense the multifaceted nature of spiritual leadership. These clusters represent critical dimensions and recurrent subjects in the instructional discourse on spiritual leadership. For example, one central thematic cluster concerns "Ethical Leadership," emphasizing the ethical considerations and moral foundations inherent in spiritual leadership. Another group revolves around "purpose-driven organizations" and emphasizes the importance of aligning organizational goals with the experience of ends and means. In addition, the thematic analysis diagnosed "spirituality in the workplace" as a major thematic cluster that emphasized the cultivation of a spiritually pleasant work environment. These clusters offer a dependable framework for expertise in different aspects of spiritual leadership and act as a foundation for future studies and practical application in organizational settings (*See Figure 3*).

2) Key Topics and Keywords: The analysis revealed key issues and key phrases that may be valuable for spiritual management information. The themes along with "Ethical Leadership", "Purpose-Driven Organizations" and "Spirituality in the Workplace" emerged as prominent recurring principles within the data set, reflecting the multifaceted nature of spiritual management and highlighting its importance in fostering meaningful and effective work environments. Similarly, keywords such as 'Values-based leadership', 'Organizational commitment', and 'Transformational leadership' have been diagnosed as key in shaping the discourse on spiritual leadership, highlighting the interconnectedness of these principles in the literature. For example, the keyword "Values-Based Leadership" is intricately related to the topic "Ethical Leadership", which means the importance of aligning management practices with ethical values.

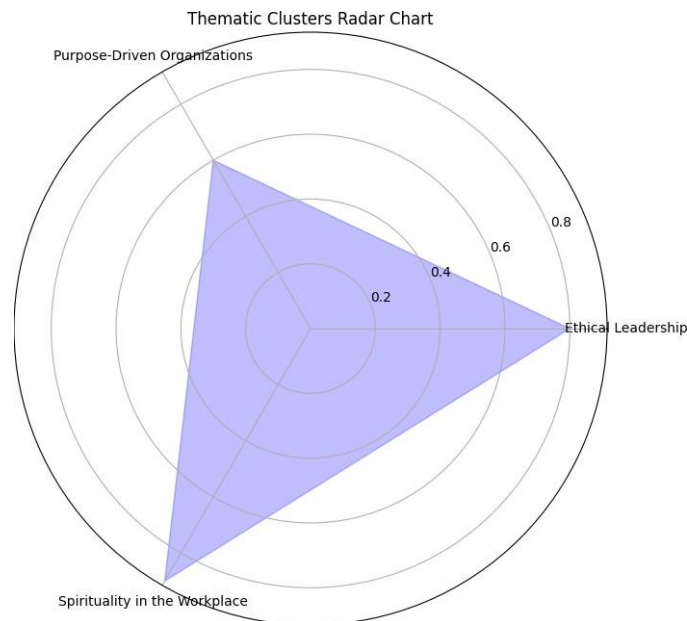


Fig. 3: Thematic Clusters Radar Chart

3) Insights to Research Trends (2010-2021): The thematic analysis provided valuable insights into the evolving features of spiritual management studies from 2010 to 2021. By analyzing recurring themes and keywords, this view brought to light the studies' shifting awareness, emerging recent ideas, and persistence. This analysis enabled a fine know-how trajectory of scholarly research and offered a comprehensive view of the research landscape and its implications for the sensible utility of spiritual leadership in top societies. For example, the increasing occurrence of the theme "Purpose-Driven Organizations" reflects a growing emphasis on aligning organizational desires with a sense of purpose, indicating a shift in organizational priorities toward meaningful work environments. Moreover, the persistence of the basic ideas consisting of "ethical leadership" underscores the enduring importance of moral issues in the exercise of spiritual leadership (See Figure 4).

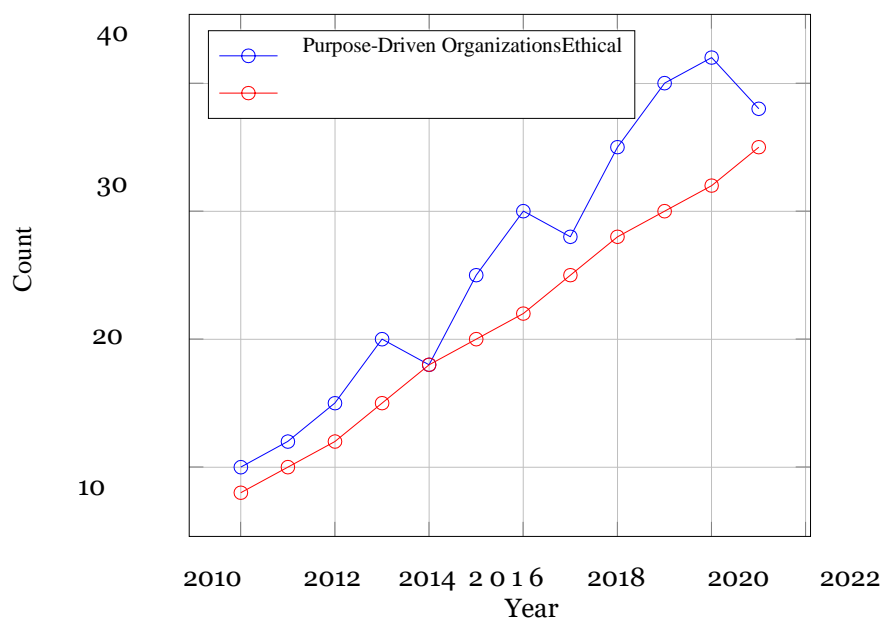


Fig. 4: Temporal Trends in Spiritual Leadership Research (2010-2021)

In conclusion, the thematic evaluation of the data set provided a comprehensive exploration of major thematic groups, key themes, and key phrases and offered valuable insights into research trends and the evolving nature of the instructional discourse on spiritual leadership. This assessment serves as a basic blueprint for advancing the information of spiritual management, enabling corporations to tap into the transformative potential rooted in this leadership technique and fostering a deep connection with organizational values. In addition, companies can use the diagnosed themes and developments to adopt ethical, cause-driven, and spiritually satisfying painting environments, thereby improving their leadership practices and organizational culture. Furthermore, aligning these thematic findings with findings from bibliometric analysis can provide an added holistic understanding of the intellectual landscape and practical implications of spiritual leadership (*See Figure 5*).

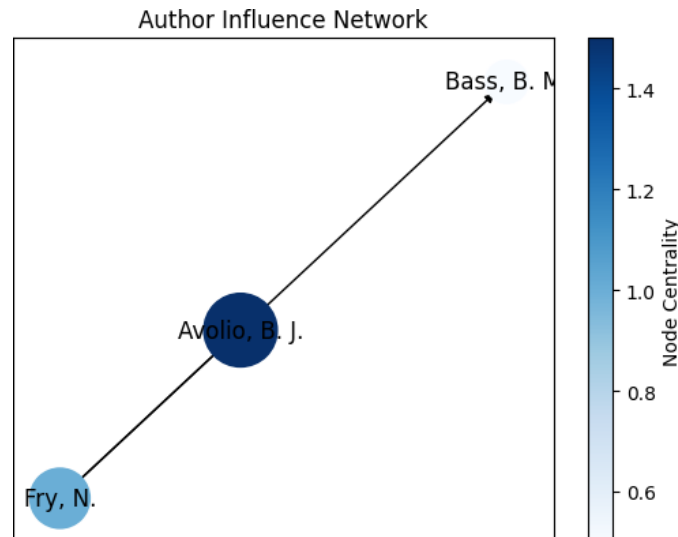


Fig. 5: Author Influence Network

V. DISCUSSION AND CONCLUSION

A. Integration of Bibliometric and Thematic Findings

Integrating bibliometric and thematic findings has yielded a comprehensive knowledge of the academic discourse on spiritual management. By unraveling influential voices, landmark guides, and main contributors, and figuring out 2-3 center thematic clusters, this look at has illuminated the multifaceted nature of religious leadership (Fry et al., 2009; Pio, 2021; Chen & Yang, 2011; Tkaczynski & Arli, 2018; Yang et al., 2018).

B. Implications for Theoretical Development

This study holds noteworthy implications for the theoretical development of spiritual leadership (Fry et al., 2009; Salehzadeh et al., 2015; Udin, 2019; Kapoor, 2021). By addressing the fragmented setting and lack of coherence in existing literature, the research has laid the groundwork for a more systematic, integrated, and empirical approach. The identification of core thematic clusters and the establishment of a comprehensive conceptual framework offer a nuanced understanding of spiritual leadership, linking existing gaps and unlocking its transformative potential for creating more significant and productive work environments (Fry et al., 2009; Salehzadeh et al., 2015; Udin, 2019; Kapoor, 2021).

C. Practical Applications for Organizational Leadership

The insights derived from this study have practical implications for organizational leadership (Fry et al., 2009; Samul, 2019; Kaya, 2015; Sheikh et al., 2019). By stressing the role of spiritual leadership in fostering a deep connection to organizational values, the research equips organizations with valuable insights to cultivate work environments that are not only meaningful but also favorable to thriving and flourishing. Leveraging the identified themes and trends can help organizations cultivate ethical, purpose-driven, and spiritually fulfilling work environments, thereby increasing leadership practices and organizational culture (Fry et al., 2009; Samul, 2019; Kaya, 2015; Sheikh et al., 2019).

D. Addressing the Fragmentation in Spiritual Leadership Research

This study successfully addresses the fragmentation in spiritual leadership research by providing a structured framework for understanding the diverse aspects of spiritual leadership (Fry et al., 2009; Pio, 2021; Chen & Yang, 2011; Tkaczynski & Arli, 2018; Yang et al., 2018). By identifying core thematic clusters and shedding light on influential voices and advanced publications, the research has contributed to bridging existing gaps and establishing a clear research path in the arena (Fry et al., 2009; Pio, 2021; Chen & Yang, 2011; Tkaczynski & Arli, 2018; Yang et al., 2018).

E. Contributions to the Field

This study makes significant contributions to the theoretical and managerial domains, offering nuanced insights and empowering further investigation in the impactful field of spiritual leadership (Fry et al., 2009; Salehzadeh et al., 2015; Udin, 2019; Kapoor, 2021). By pioneering a combined bibliometric and thematic analysis approach, the research has advanced the understanding of spiritual leadership, emphasizing its multi-faceted impact on knowledge sharing, workplace spirituality, innovation, productivity, and organizational awareness (Fry et al., 2009; Salehzadeh et al., 2015; Udin, 2019; Kapoor, 2021). In deduction, the integration of bibliometric and thematic findings has not only advanced the academic comprehension of spiritual leadership but also provided valuable insights for its practical application in organizational settings. This study has laid a critical roadmap for future research and has the potential to reform the understanding and application of spiritual leadership in modern organizations.

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