



### **Impact of Spiritual Leadership on Organization Development: Moderated by Organizational Change**

Mirwais Ahmadzai<sup>a\*</sup>, Dr. Fayaz Ali Shah<sup>b</sup>, Dr. Shahid Jan<sup>c</sup>

<sup>a</sup>PhD Scholar, Management Science Department, Islamia College Peshawar & Associate Professor Faculty of Economics, Department of Management and Business Administration, Kabul University. <sup>b</sup>Associate Professor, Management Science Department, Islamia College Peshawar. <sup>c</sup>Associate Professor, Management Science Department, Islamia College Peshawar, Pakistan.

\*Email: [rahamkarya@gmail.com](mailto:rahamkarya@gmail.com)

---

#### **Abstract:**

The present study aims to examine the complex relationships between Spiritual Leadership, Organizational Change (OC), and Organizational Development (OD) within the context of the health sector in Kabul, Afghanistan. The main objective of this study is to evaluate the influence of Spiritual Leadership on OD, considering the moderating role of OC. A cross-sectional survey study design was utilized to gather and analyze data. Structural Equation Modeling (SEM) was employed using SmartPLS. The findings suggest that Spiritual Leadership has a notable and favorable impact on OD. Interestingly, it was discovered that OC plays a major and detrimental role in moderating the link between Spiritual Leadership and OD. This implies that the potential impact of Spiritual Leadership on OD may be mitigated when large organizational changes are present, potentially due to the difficulties and uncertainties connected with these transformations. The aforementioned findings present significant insights that can be of great use to leaders and policymakers operating within the health sector of Kabul, Afghanistan. These insights serve as a foundation for implementing focused interventions aimed at improving organizational effectiveness and development within a rapidly changing organizational environment.

Keywords: Spiritual leadership, Organizational change, Sustainability, Organizational development

---

## 1.Introduction

It is commonly asserted that the principal aim of organizations should not be limited to mere survival but instead focused on achieving a state of flourishing. According to Arslan and Staub (2013), firms must improve performance to effectively compete in highly competitive marketplaces. In order to maintain a competitive edge in the contemporary business landscape, firms must consistently enhance their performance by using efficacious leadership methods. The work listed above thoroughly explores the importance of leadership in ensuring the long-term sustainability of an organization. Uchenwangbe (2013) and Xenikou (2017) are two of several studies that present conflicting findings about the influence of exceptional leadership on organizational sustainability. Researchers have found that effective leadership styles motivate and guide employees to reach their maximum potential (Bhargavi & Yaseen, 2016; Bass & Riggio, 2006). According to Al Khajeh (2018), empirical research suggests a positive correlation between the leadership style exhibited by top-level executives and the enduring viability and competitive edge of a commercial organization.

Existing literature suggests that the leadership style employed by an organization can influence its success and economic growth. However, many contemporary businesses face unethical corporate practices, high staff turnover, subpar financial performance, and similar concerns. The probable cause can be attributed to leadership that lacks effectiveness. Numerous firms prioritize attaining their objectives as their foremost goal, necessitating leaders who can effectively coordinate and motivate their staff towards the same outcome (Vigoda-Gadot, 2012).

Considering the points above, spiritual leadership serves to evolve organizations into enduring and self-driven entities (Fry et al., 2011; Karadag, 2009). This phenomenon is particularly evident in Afghanistan, where a dearth of trust and the prevalence of corrupt activities contribute to diminished levels of employee dedication and productivity. The concept of spiritual leadership is employed to cultivate a highly motivated, loyal, and productive staff. This approach entails motivating and inspiring personnel via a transcendent vision and a corporate culture rooted in humanistic ideals (Fry & Slocum, 2000, p. 90).

Moreover, the primary aim of the philosophy of spiritual leadership is to develop an organization dedicated to the pursuit of knowledge and growth (Fry et al., 2005). According to Chen and Yang (2012), the intrinsic motivation theory suggests that spiritual leadership can enhance organizational efficiency, promote innovation, and enhance knowledge retention. Spiritual leaders advocate for the cultivation of professional involvement within their congregations as a strategy to aid individuals in exploring life's purpose and advancing their spiritual development. In fostering a learning organization and guaranteeing long-term success, individuals who

possess intrinsic motivation as followers demonstrate a greater propensity to share knowledge and adopt innovative ideas actively (Fraj et al., 2015). The current body of scholarly work has yet to extensively explore the correlation between spiritual leadership and organizations' sustained existence, innovative capabilities, and transformative potential.

Therefore, the present study aims to examine the influence of spiritual leadership on attaining sustainable growth within organizational contexts while also considering the potential moderating role of organizational change. Therefore, it addresses this gap in the existing study literature. What is the rationale behind this? According to recent research conducted by Fry and Nisiewicz (2013) as well as Yang and Fry (2018), it has been found that a spiritual leader is more inclined to cultivate a culture characterized by robust social interaction and the establishment of mutually shared values among employees. Consequently, this phenomenon can potentially impact employees' emotional well-being and disposition, fostering a greater propensity for innovative and imaginative behaviours within the organizational setting. The intrinsic motivation underlying spiritual leadership contributes to enhancing employees' socio-psychological resources by fostering a heightened sense of spiritual development. Consequently, this heightened spiritual development catalyses innovative behaviour among staff members (Carnevale et al., 2017; Fredrickson, 2001). According to this concept, spiritual leadership increases the likelihood of long-term success for a company by fostering the growth of its employees' socio-psychological resources, encompassing their spiritual well-being.

## **2.Theoretical Framework and Hypotheses Development**

### **2.1 Spiritual Leadership Theory**

According to the research conducted by Crosby and Bryson (2018), leadership may be characterized as the intentional exertion of influence by an individual or a group to motivate and guide others towards attaining common goals. The recognition of leadership's importance in influencing an organisation's future trajectory is seen in a wide range of academic literature. The performance of personnel inside a company is significantly influenced by the decisions and strategies executed by executives (Hughes et al., 2018; Yammarino & Dansereau, 2011). Incorporating ethical and moral concepts into leadership practices is a commonly utilized strategy, as evidenced by recent developments in leadership theories (Dinh et al., 2014). This study differentiates among four theoretical frameworks about moral or ethical leadership: the philosophy of servant leadership, the theory of authentic leadership, and the theory of ethical leadership. According to the findings of Dinh et al. (2014), the leadership above principles collectively emphasize the significance of exhibiting positive and considerate conduct. Hence, these leadership theories are expected to address the deficiencies identified in other leadership theories effectively. Despite the existence of numerous leadership theories, this inquiry focuses

specifically on the topic of spiritual leadership.

Spiritual leadership is characterized by the leader's ethical behaviour, deeply held beliefs, and aspirational values, encompassing their visionary outlook, unwavering optimism or faith, and selfless care for others. A clear vision for the future can imbue employees with a renewed feeling of purpose and job fulfilment. The leader's optimism and confidence in realising the vision are evident. When these factors are heightened, they can inspire employees to achieve their goals and advance the organization's development. A range of leadership behaviours that prioritize the welfare and respect of others, thereby cultivating a feeling of being esteemed and appreciated by colleagues within an organization, characterizes altruistic love. As a result, this is expected to foster a more favourable atmosphere within the firm. According to Chen and Yang (2012), the spiritual leadership paradigm suggests that vision plays a crucial role in instilling individuals with an innate sense of purpose. The employees' motivation to pursue future objectives is enhanced by their confidence or expectation in the shared vision, as supported by Fry et al. (2005) and Fry and Cohen (2009). According to Chen and Yang (2012), when this attitude reaches its highest level, it inspires individuals to develop strong beliefs and actively contribute to realising a significant organizational vision.

## **2.2 Spiritual Leadership and Organizational Development**

The literature review conducted by Wang et al. (2019) suggests that the presence of spiritual leadership in the workplace is linked to favourable outcomes for both individuals and groups within the organizational context. According to Fry et al. (2011), spiritual leadership fosters unit trust, intrinsic desire, and organizational commitment, which are necessary to influence unit performance (p.263) positively. Based on the findings of Giacalone and Jurkiewicz (2003), implementing spiritual leadership within the workplace has yielded a range of favourable individual outcomes, including increased levels of serenity, tranquillity, job satisfaction, and loyalty. Moreover, this form of leadership has also been found to positively impact organizational productivity by elevating worker output and reducing employee turnover.

Implementing spiritual leadership in the workplace fosters a heightened employee commitment towards the organization's mission, resulting in a more vital willingness to exert additional efforts to ensure its success. The ability of spiritual leadership to instil intrinsic motivation, mutual trust, and dedication can positively affect both professional success and personal happiness. Previous research has demonstrated that integrating spirituality inside the workplace positively impacts employee productivity and morale (Chand & Koul, 2012).

According to previous studies, there is evidence to suggest that implementing spiritual leadership positively impacts corporate performance (Salehzadeh et al., 2015; Chen & Li, 2013). Implementing spiritual leadership involves thoroughly considering the spiritual needs of individuals within a group, which promotes the

development of internal motivation, trust among members, and dedication to the organization. Consequently, this contributes to the overall performance of the group. According to Fry et al. (2011), organizations that consist of individuals who possess optimism towards the organization's goals and a sense of calling and membership tend to exhibit enhanced operational efficiency and productivity.

*H<sub>1</sub>: Spiritual leadership has a significant and positive effect on organizational development.*

### **2.3 Leadership and Organizational Change**

Organizational changes indicate that organizations are experiencing or have experienced transformation. It might be outlining their success narrative, or it could be defining any form of event or failure (Hage, 1999). The organizational change is a collection of many acts that culminate in a transformation in directions and/or procedures that influence the way organizations work before (Hage, 1999). When organizational management is dissatisfied with the present state, the demand for organizational transformation arises. Organizational changes can be deliberate or spontaneous, but they are both significant and, in certain situations, critical to dealing with the changes.

In today's modern competitive and globalized business world, an organization capability to responds and adapt to its surroundings, as well as its ability to manage organizational change, is critical for survival and development. Leaders' capacity to manage organizational change and generate commitment to change has become extremely critical (Jaros 2010) particularly, at a period when change is "more the rule than the exception" (Bouckennooghe et al. 2009).

In this competitive environment, when firms face changing trends, the role of leadership is critical. As a result, most organizations today require strategic leadership capable of anticipating the appropriate amendments for change and creating a highly conducive environment for employees to comprehend and successfully implement those changes (Bass, 1990; Burke & Cooper, 2004) because companies could perhaps sustain in the long term without a strategic role of leaders.

Spiritual leadership is a paradigm for organizational transformation and development designed to create an intrinsically motivated, learning organization (Fry, 2005b; Fry and Whittington, 2005a, b). Initially, the theory of spiritual leadership (Fry, 2003) was developed using an intrinsic motivation model that incorporates vision, hope/faith, and altruistic love, theories of workplace spirituality, and spiritual well-being.

### **2.4 Organizational Change as Moderator**

Mao and Long (2008) performed research in China on the consequences of organizational change considering three different perspectives: content, size, and speed. They observed that the size and scope of organizational change has some moderating role on the influence of transformational leadership and management innovation, and that the content and speed of change moderate the effect of transformational leadership and technological

innovation. When change is constant and gradual in a workplace, the functional system stays fairly stable, employees' job patterns are not regularly disrupted, and adaptability requirements are less demanding (Carter et al., 2013).

However, the organization's abilities to effect change is primarily dependent on the ability to innovate (Sung and Kim, 2021). Further, employee behavior, according to Fugate et al. (2008), can influence the change process. As a result, government entities must motivate their personnel to contribute to the creation and execution of novel ideas (Anderson et al. 2004). Since employees must deal with the obstacles of incremental change while achieving their current job objectives (Seo et al., 2012). In reality, whenever a desired change is introduced, personnel tend to adjust their previous work habits in order to maintain effective and productive work behavior (Carter et al., 2013). Therefore, we hypothesize that organizational change moderates the effect of spiritual leadership on innovative behavior.

*H<sub>2</sub>: Organizational change has a significant moderating role on the relationship between spiritual leadership and organizational development.*

## 2.5 Schematic Diagram



**Figure 1: Conceptual Model**  
Source: Author

## 3. Research Methods and Methodology

### 3.1 Research Philosophy and Design

The present investigation conformed to the standards of positivist research. Positivism asserts the presence of an external, objective reality that may be subjected to thorough scientific inquiry. Furthermore, a quantitative research technique was implemented in this study due to the collection of numerical data and subsequent application of statistical testing procedures. The current study employed a deductive methodology to clarify the

relationships between the variables. Deductive research is a methodology scholars employ to generate hypotheses based on existing ones, which are then subjected to statistical analysis to validate them. Furthermore, given the nature of this investigation as a cross-sectional study, it focuses on analyzing data collected at a particular moment.

### 3.2 Population and Sample

The primary objective of this study is to examine how organizational transformation affects the relationship between spiritual leadership and organizational development in the health sector in Kabul, Afghanistan. Consequently, the study's population encompassed all individuals employed in the health sector in Kabul, Afghanistan, encompassing administrative staff and medical practitioners.

Due to the considerable time and effort involved in collecting data from the entire population, a survey was conducted among 350 Kabul health sector officials, encompassing administrators and physicians. The recommendation made by Hair et al. (2018) to employ the Partial Least Square Structural Equation Model (PLS-SEM) was used as the basis for selecting the sample. In addition, the survey questionnaires were disseminated to our sample population using a basic random sampling technique. Simple random sampling is a form of probability sampling that ensures that every individual within a population has an equal chance of being selected to participate in a survey.

### 3.3 Questionnaire Development

To facilitate the gathering of data, a self-administered survey will be employed. This survey questionnaire will use a consistent framework across different situations and levels based on prior scholarly research. The survey will consist of two separate portions. Demographic inquiries encompassing gender, age, educational attainment, and professional background shall be incorporated within the preliminary section. The following section of the poll will explore several ideas, such as organizational change, sustainable development within organizations, spiritual leadership, and innovative behavior within the workplace. The study's construct will be evaluated using a five-point agreement scale, where a rating of five indicates strong agreement and a rating of one indicates significant disagreement.

**Spiritual leadership:** Fry (1903, 2008) proposed a set of five criteria for the evaluation of spiritual leadership. The following list comprises five factors:

**Vision**—Explains our organization's journey and provides an overview of our mission and core values.

**Hope/Faith**—Assurance that things desired will materialize, the belief that the organization's vision, purpose, or mission will be accomplished.

**Altruistic love**—An individual attains a state of completeness, equilibrium, and welfare by demonstrating



regard, care, and gratitude towards oneself and others.

**Meaning/Calling**—A feeling that one's existence is significant and has a positive impact.

**Membership** - a sense that one is understood and appreciated.

**Organizational change:** The study incorporates organizational change (OC) as the moderating variable. The organizational transformation was assessed utilizing a Judson (1991) scale consisting of five items.

**Organizational Development (OD):** A comprehensive evaluation was performed to assess organizational development as the dependent variable in the study. The evaluation comprised ten items that were extracted from prior investigations. The degrees of agreement among the participants were assessed using a five-point Likert scale.

### 3.4 Data Analysis

The data was analyzed using Smart PLS and SPSS. The utilization of frequency analysis will be employed in order to get a clearer understanding of the demographics. Moreover, to establish the variables' associations, a study was undertaken to ascertain their interrelationship. In order to validate the assumptions, the researchers employed the Partial Least Squares Structural Equation Model (PLS-SEM). The Partial Least Squares Structural Equation Modeling (PLS-SEM) methodology comprises two discernible steps. In order to assess the reliability and validity of the measurements, the measurement model is initially subjected to convergent validity analysis, factor loading analysis, and construct validity analysis. Additionally, hypotheses are examined using the Structural Equation Modeling (SEM) model following the establishment of the measurement model.

## 4. Results

### 4.1 Demographic Profile of Participant

The study's analysis of participant demographics indicates a strong male presence, accounting for 79.6% of the sample, with females forming 20.4% of the population. In relation to the distribution of age, the largest proportion is observed within the 26-35 age bracket, constituting 48.5% of the total. This is followed by the 36-45 age group, which accounts for 26.5% of the population. Individuals aged 15-25 make up 18.6% of the sample, while those aged 46 and above represent 6.4% of the total. In relation to the educational backgrounds of the participants, it is evident that there is a wide range of academic achievements. The majority of participants, comprising 38.1%, possess a Master's degree, while a significant portion, accounting for 43.8%, have a Doctorate. A notably lesser percentage, precisely 13.1%, holds a Bachelor's degree, while a modest 4.9% have attained an Intermediate level of study. A comprehensive analysis of the duration of individuals' employment reveals a notably balanced allocation, with around 32.2% of the workforce exhibiting a proficiency level spanning from nine to twelve years. Following this, the remaining group is composed of those with 5-8 years of



experience (24.5%), 1-4 years (23.5%), and 13+ years (19.8%). Including a detailed demographic profile of the participants in the study provides essential contextual information for the investigation.

**Table 1: Demographic Characteristics**

<b>Characteristic</b>	<b>Frequency</b>	<b>Percent</b>
<b><i>Gender</i></b>		
Male	309	79.6
Female	79	20.4
<b><i>Age</i></b>		
15-25	72	18.6
26-35	188	48.5
36-45	103	26.5
46 & Above	25	6.4
<b><i>Education</i></b>		
Intermediate	19	4.9
Bachelor	51	13.1
Master	148	38.1
Doctor	170	43.8
<b><i>Experience</i></b>		
1-4	91	23.5
5-8	95	24.5
9-12	125	32.2
13 & above	77	19.8

## 4.2 Factor Analysis

The factor loadings of each item in a factor analysis reflect the extent to which that item is correlated with a particular factor. According to Hair et al. (2011), loadings on variables that surpass 0.708 are generally considered significant and indicative of a robust relationship between the item and the underlying component. According to Hair et al. (2014), factor loadings for all items must be at least 0.708 and statistically significant.

However, this study considers factor loading of 0.50 or above if all other parameters are fulfilled. The results show that all the items have an acceptable level of factor loading suggesting a reliable indicator reliability.

**Table 2: Factor Analysis**

Factors	Altruism	Hope	Membership	Meaning	OC	OD	Vision
AL1	0.785						
AL2	0.822						
AL3	0.816						
AL4	0.837						
AL5	0.772						
HP1		0.81					
HP2		0.72					
HP3		0.79					
HP4		0.808					
HP5		0.739					
MB1			0.833				
MB2			0.829				
MB3			0.798				
MB4			0.85				
MG1				0.846			
MG2				0.839			
MG3				0.769			
MG4				0.79			
OC1					0.831		
OC2					0.825		
OC3					0.788		
OC4					0.828		
OC5					0.777		
OC6					0.731		
OD10						0.792	
OD2						0.673	
OD3						0.716	
OD4						0.716	
OD5						0.724	
OD6						0.715	
OD8						0.804	
OD9						0.782	
V1							0.837
V2							0.835
V3							0.765

### 4.3 Construct Reliability and Validity

The study demonstrates strong reliability and validity metrics for the assessed variables, as seen by the utilization of Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). The constructs demonstrate a high level of internal consistency, as evidenced by Cronbach's Alpha values over 0.80 for Altruism, OC, OC, and Membership. This indicates a significant level of reliability. Moreover, the Composite Reliability scores for Altruism, Hope, Meaning, Membership, OC, and OD exceed 0.88, indicating a high level of reliability for these constructs. The constructs also exhibit satisfactory convergent validity, as seen by AVE values above 0.55 for all dimensions. This indicates that over 50% of the variability in the measured items can be accounted for by their respective constructs. The findings as a whole provide evidence supporting the strength and dependability of the measuring model utilized to evaluate the several characteristics being studied.

**Table 3: Reliability and Validity**

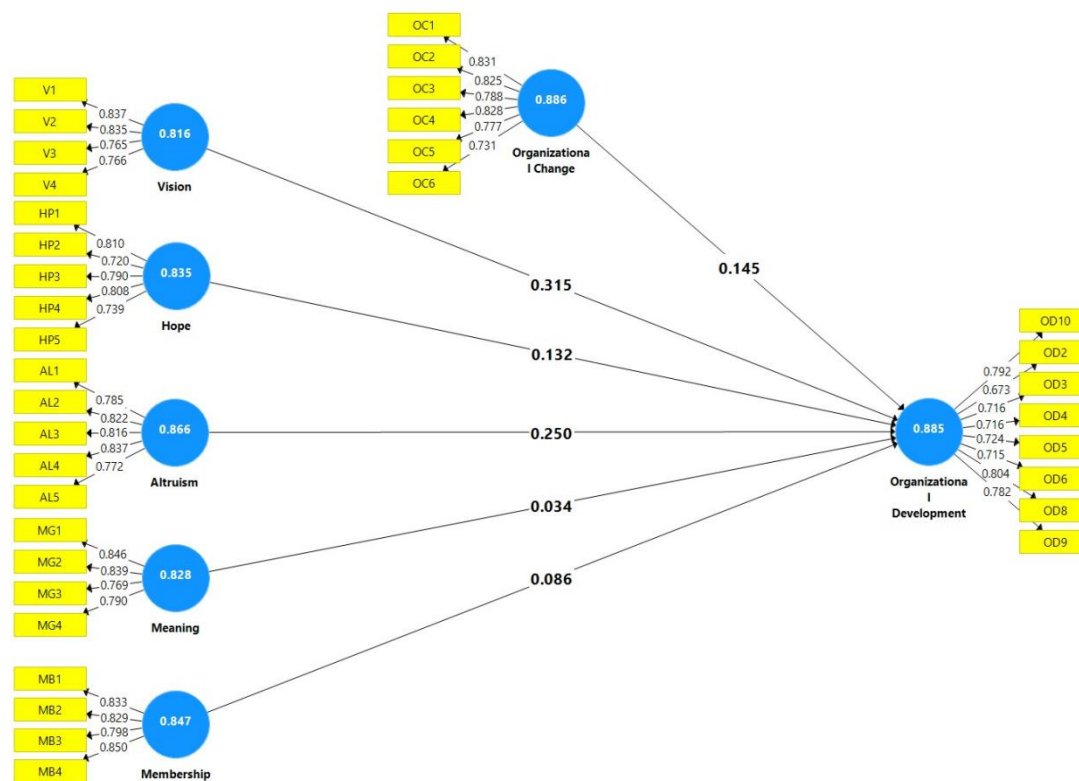
Construct	Cronbach's Alpha	Composite Reliability	AVE
Altruism	0.866	0.903	0.651
Hope	0.835	0.882	0.599
Meaning	0.828	0.885	0.659
Membership	0.847	0.897	0.685
Organizational Change	0.886	0.913	0.636
Organizational Development	0.885	0.907	0.55
Vision	0.816	0.877	0.642

### 4.4 Reliability and Validity of High Order Construct

The present study involved the assessment of spiritual leadership using a reflective formative high-order construct, as outlined in Table 4. This table provides the reliability and validity data for the overarching component. The statistical analysis demonstrates that the outer weights linked to the high-order construct are statistically significant, indicating the strength and reliability of the measurement model. Moreover, the factor loadings above the allowed criteria, so offering further substantiation of the construct's dependability and validity. The considerable importance of the external weights and the factor loadings beyond acceptable thresholds combined validate the strength and reliability of the reflective formative high-order construct employed to measure spiritual leadership in this study.

**Table 4: Reliability and Validity of Higher Order Construct (Spiritual Leadership)**

HOC	LOC	Weights	T Statistics	P Values	Loading	VIF
Spiritual Leadership	Altruism	0.49	6.35	0.000	0.732	1.203
	Hope	0.201	2.089	0.037	0.669	1.77
	Meaning	0.233	4.237	0.000	0.663	1.406
	Membership	0.283	2.63	0.009	0.777	1.799
	Vision	0.393	3.809	0.000	0.714	1.363

**Figure 2: Measurement Model**  
Source: Author

### 4.5 Hypotheses Testing

The findings of the structural equation modeling analysis demonstrate statistically significant associations between the main constructs. The path coefficient of 0.122, which is both positive and statistically significant, indicates a substantial relationship between OC and OD. This correlation is further confirmed by a confidence interval (CI) ranging from 0.05 to 0.202.

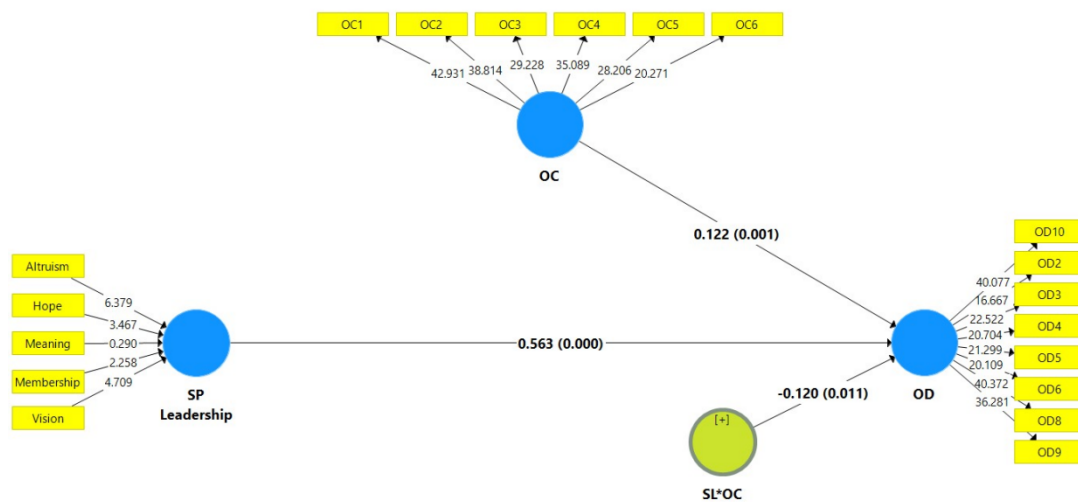
The significant and substantial impact of Spiritual Leadership (SP Leadership) on OD is shown by the strong positive path coefficient of 0.563, which falls within the confidence interval of 0.486 to 0.632.

In contrast, the statistical analysis reveals a substantial negative association (-0.12, CI: -0.224 to -0.054) between the interaction term of Spiritual Leadership and Organizational Change (SL\*OC) and OD.

The results of this study suggest that Organizational Development is significantly impacted by both Organizational Change and Spiritual Leadership, providing new insights into the interrelationships among these factors.

**Table 5: Path Coefficient and Hypotheses Testing**

Path	Original Sample	Standard Deviation	T Statistics	P Values	2.50%	97.50%
OC -> OD	0.122**	0.038	3.229	0.001	0.05	0.202
SL*OC -> OD	-0.12**	0.047	2.55	0.011	-0.224	-0.054
SP Leadership -> OD	0.563**	0.038	14.915	0.000	0.486	0.632



**Figure 3: Structural Equation Model**  
Source: Author

## 5. Conclusion

The main aim of this study was to evaluate the influence of Spiritual Leadership on Organizational Development while considering Organizational Commitment as a moderating variable. The study aimed to

improve our understanding of the intricate interplay between these variables in the context of organizational structures. In order to achieve this purpose, the researchers employed a cross-sectional survey study design. The researchers combined SmartPLS with Structural Equation Modeling (SEM) to analyze the gathered data. This analytical methodology enabled a thorough examination of the hypothesized associations.

The inquiry produced significant findings concerning the interaction between organizational development, organizational change, and spiritual leadership. It is crucial to recognize that each investigated pathway significantly impacted OD. This exemplifies the significant impact that Spiritual Leadership can have on the overall performance of an organization. Moreover, empirical research has observed that the relationship between spiritual leadership and organizational development is significantly diminished when there is organizational change. The study's findings suggest that in organizations experiencing extensive and rapid change, the influence of spiritual leadership on organizational growth is diminished. Significant changes in organizational structure might lead to inherent obstacles and uncertainties, potentially contributing to this occurrence. The possible adverse effects of spiritual leadership on growth can be alleviated by considering these considerations.

The ramifications of these findings are of significant importance, particularly for the health sector in Kabul, Afghanistan. The recognition of the complex relationship between Spiritual Leadership, Organizational Change, and Organizational Development offers valuable insights that may be utilized by leaders and policymakers to inform their decision-making processes. The implementation of strategies designed to promote Spiritual Leadership within the organizational culture, along with a comprehensive comprehension of how Organizational Change influences these processes, can provide valuable insights for targeted interventions that aim to improve organizational effectiveness, resilience, and development. Consequently, these interventions can contribute to the overall progress of the health sector in Kabul.

## References

- Al Khajeh, E. H. (2018). Impact of Leadership Styles on Organizational Performance. *Journal of Human Resources Management Research*, Article ID: 687849.
- Arslan, A., & Staub, S. (2013). Theory X and Theory Y Type Leadership Behavior and its Impact on Organizational Performance: Small Business Owners in the Āžishane Lighting and Chandelier District. *Procedia-Social and Behavioral Sciences*, 75, 102-111.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational Leadership (2nd ed.)*. New York, NY: Taylor & Francis Group, LLC.
- Bhargavi, S., & Yaseen, A. (2016). Leadership Styles and Organizational Performance. *Strategic Management Quarterly*, 4, 87-117.
- Carnevale, J. B., Huang, L., Crede, M., Harms, P., & Uhl-Bien, M. (2017). Leading to stimulate employees' ideas: A quantitative review of leader-member exchange, employee voice, creativity, and innovative behavior. *Applied Psychology*, 66(4), 517–552.

- Chand, P., & Koul, H. (2012). Workplace spirituality, organizational emotional ownership and job satisfaction as moderators in coping with job stress. *International Conference on Humanities, Economics and Geography*, Bangkok.
- Chen, C., and Yang, C. (2012). The impact of spiritual leadership on organizational citizenship behavior: a multi-sample analysis. *Journal of Business Ethics*, 105, 107–114. doi:10.1007/s10551-011-0953-3.
- Chen, C., and Yang, C. (2012). The impact of spiritual leadership on organizational citizenship behavior: a multi-sample analysis. *Journal of Business Ethics*, 105, 107–114.
- Crosby, B. C., & Bryson, J. M. (2018). Why leadership of public leadership research matters: And what to do about it. *Public Management Review*, 20(9), 1265–1286.
- Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *The Leadership Quarterly*, 25(1), 36–62.
- Fraj, E., Matute, J. and Melero, I. (2015). Environmental strategies and organizational competitiveness in the hotel industry: the role of learning and innovation as determinants of environmental success. *Tourism Management*, 46, 30-42.
- Fraj, E., Matute, J., and Melero, I. (2015). Environmental strategies and organizational competitiveness in the hotel industry: the role of learning and innovation as determinants of environmental success. *Tourism Management*, 46, 30–42.
- Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist*, 56(3), 218–226
- Fry, L. W. (2003). Toward a theory of spiritual leadership. *Leadership Quarterly*, 14, 693–727.
- Fry, L. W. (2008). Spiritual leadership: State-of-the-art and future directions for theory, research, and practice. In *Spirituality in business: Theory, practice, and future directions* (pp. 106-124). New York: Palgrave Macmillan US.
- Fry, L. W., & Cohen, M. P. (2009). Spiritual leadership as a paradigm for organizational transformation and recovery from extended work hours cultures. *Journal of business ethics*, 84, 265-278.
- Fry, L. W., & Nisiewicz, M. (2013). Maximizing the triple bottom line through spiritual leadership. Stanford: Stanford Business Books
- Fry, L. W., Hannah, S. T., Noel, M., & Walumbwa, F. O. (2011). RETRACTED: Impact of spiritual leadership on unit performance.
- Fry, L. W., Latham, J. R., Clinebell, S. K., & Krahnke, K. (2017). Spiritual leadership as a model for performance excellence: a study of Baldrige award recipients. *Journal of Management, Spirituality & Religion*, 14(1), 22-47.
- Fry, L. W., Vitucci, S., & Cedillo, M. (2005). Spiritual leadership and army transformation: Theory, measurement, and establishing a baseline. *The leadership quarterly*, 16(5), 835-862.
- Fry, L., & Slocum Jr., J. (2007). Maximizing the triple bottom line through spiritual leadership. *Organizational Dynamics*, 37, 86-96.
- Hughes, D. J., Lee, A., Tian, A. W., Newman, A., & Legood, A. (2018). Leadership, creativity, and innovation: A critical review and practical recommendations. *The Leadership Quarterly*, 29(5), 549–569.
- Karadag, E. (2009). Spiritual Leadership and Organizational Culture: A Study of Structural Equation Modeling. *Educational Sciences: Theory & Practice*, 1391- 1405.
- Salehzadeh, R., Khazaei Pool, J., Kia Lashaki, J., Dolati, H., & Balouei Jamkhaneh, H. (2015). Studying the effect of spiritual leadership on organizational performance: an empirical study in hotel industry. *International Journal of Culture, Tourism and Hospitality Research*, 9(3), 346–359. doi:10.1108/ijcthr-03-2015-0012
- Uchenwamgbe, B. B. P. (2013). Effects of Leadership Style on Organizational Performance in Small and



- Medium Scale Enterprises (SMEs) in Nigeria. *European Journal of Business and Management*, 5, 53-73.
- Vigoda-Gadot, E., (2012). Leadership style, organizational politics, and employees' performance: An empirical examination of two competing models. *American Journal of Business and Management*, 36(5), pp. 661-683.
- Wang M., Guo T., Ni Yakun, Shang, S., and Tang, Z. (2019). The Effect of Spiritual Leadership on Employee Effectiveness: An Intrinsic Motivation Perspective, *Frontiers in Psychology*, 9.
- Xenikou, A. (2017). Transformational Leadership, Transactional Contingent Reward, and Organizational Identification: The Mediating Effect of Perceived Innovation and Goal Culture Orientations. *Frontiers in Psychology*, 8, 1754.
- Yammarino, F. J., & Dansereau, F. (2011). Multi-level issues in evolutionary theory, organization science, and leadership. *The Leadership Quarterly*, 22(6), 1042–1057.
- Yang, M., & Fry, L. W. (2018). The role of spiritual leadership in reducing healthcare worker burnout. *Journal of Management, Spirituality & Religion*, 15(4), 305–324.