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Mapping Spiritual Leadership in Today's Organizations: Bibliometrics Analysis 2017-2021

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ABSTRACT

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Introduction/Main Objectives: Leadership research tries to find strategies and ways of good leaders in managing organizations throughout history. With the many studies conducted, various theories of leadership were born. Spiritual Leadership is a synthesis of previous leadership, namely ethics, authenticity, stewardship and other theories. SL seeks to fully pay attention to the dimensions in humans so that individuals experience fullness in the organization. Research reveals that SL has fostered intrinsic value in individuals, resolved problems in organizations well and promoted a sustainable workplace. **Background Problems:** With a variety of studies related to SL, we try to map the number of journals each year, then see what keywords are correlated with SL, and find influential SL authors. **Novelty:** This study will look at the latest research themes between 2017-2021 and be assisted by Bibliometric analysis. **Research Methods:** The search was carried out in the Scopus database, on November 8, 2021. In the search terms in all titles, abstracts, and keywords, the word "spiritual leadership" was written. The filter used is the document year range from 2017 to 2021. Then the results of the scopus analysis are mapped using VosViewer. **Finding/Results:** The results show an average of 36 articles publish each year. The three countries that produce the most writing are America, China, and Indonesia. Authors like Fry, Usman, Ali, and Yang most frequently cited by other authors. Network analysis and density visualization identify keywords related to SL: workplace spirituality, work engagement, spiritual well-being, organizational commitment, employee performance, job satisfaction and organizational citizenship behaviour. **Conclusion:** SL research can be developed more broadly on the scope of themes that appear little, such as vision, job satisfaction, employee performance, organizational citizenship behavior, and work engagement. Second, SL research whose scope does not yet exist, such as Education, organizational culture and religion.

1. Introduction

Leadership has an important role in an organization (Salsabiila, 2020). The back and forth of the organization depends on the style used by a leader. The style is adapted to the situation and members. The three are interconnected to achieve goals in the organization. Therefore, learning leadership style is a good thing to improve the organization in the present and in the future.

Leadership research continues to be a concern as organizations develop (Lumban Gaol, 2020). Researchers try to find strategies and ways of acting for good leaders in managing organizations throughout history. With so much research done, various leadership theories have been born. There are 66 leadership theories born (Akpa et al., 2021). Each theory has advantages and disadvantages that are different from each other. The existence of new theories does not mean to void the previous theory, instead of complementing the existing theory.

The early theory of leadership was called the **Genetic theory** (Lumban Gaol, 2020). The background of this theory is the kingdom. A king reigns with complete power over people and his presence is a divine symbol. In this theory, one can become a leader if one is related by blood to the previous king.

Leadership theory developed with the advent of the industrial revolution. The revolution gave birth to the leadership style of "**The Great Man**". This theory describes leaders as people who are destined to be leaders from birth. In other words, everyone is born with certain talents, generally being a follower or a leader.

After The Great Man theory, leadership research developed into several theories. **Leadership Traits**, in this theory leaders are assumed to have the character of a leader from birth and effective leaders have the same characteristics with one another (Amanchukwu et al., 2015). **Leadership Behavior**, this theory understands that every individual can learn to be an effective leader through training and observation (Amanchukwu et al., 2015), because leadership is an action not a personal quality. Research from the University of Iowa concluded that there are three leadership styles to find the most effective on, namely the autocratic style, the democratic style and the laissez-faire style. **Fiedler's Contingency Theory of Leadership**, this theory refers to situational factors, where it is realized that leadership moves according to the existing situation. No single leadership fits all situations, and that the best style depends on the context faced by the leader (Amanchukwu et al., 2015). **Leadership Skills Theory**, this theory illustrates that effective leaders must have skills that need to be continuously developed (Amanchukwu et al., 2015). **Transformational leadership theory** sees that the leader is an individual who engages with others and enters into their emotional connection, resulting in increased motivation and morality in the whole organization (Amanchukwu et al., 2015). **Transactional leadership** theory describes leaders who relate to members using a clear chain of command and rewarding and punishing members for their actions as motivators (Amanchukwu, 2015).

Existing leadership theory has helped companies to move forward and achieve company goals. But unfortunately, some leaders achieve goals in unethical ways. This

action brings bad consequences for the company, employees, and even the wider community (Sam, 2021) (Cialdini et al., 2021). With the revelation of large companies taking non-ethical actions, leadership theories emerged that encourage leaders to act ethically (Yukl, 2010). Several theories were born from this understanding, namely ethical, authentic, servant, and spiritual leadership.

Spiritual Leadership becomes a synthesis of previous ethical leadership, namely ethical, authentic, servant and other leadership theories. Spiritual leadership is a ethical theory that was born in 1990 (Fry, 2003). Fry felt that many leadership theories only touched one side or several sides of that dimension. There is not even a theory that touches the soul (spirit) of humans. Moxley (2000) states that humans consist of body, mind, feelings, and soul. These four dimensions become an inseparable unity in humans. Spiritual leadership seeks to pay attention to the four human dimensions so that it brings goodness to leaders, employees, and organizations.

Spiritual Leadership describes the life of an individual or organization that must be sourced from the inner life (Fry, 2008). From there, three important traits will emerge in the leader and subordinates: altruistic love, faith/hope, and vision. These three parts build individual self-fulfillment so that they have intrinsic motivation and inner strength. Fry argues when a person experiences self-fulfillment, then individual has the strength to overcome problems, the resilience to complete responsibilities, tolerance for others, and the passion to achieve goals.

Spiritual leadership can help solve problems faced by organizations and their employees (Pio & Tampi, 2018)(Maidl et al., 2022). Not only related to ethical situations, but also adjustments to problems faced by subordinates, employees, and organizations or companies (Wu et al., 2020)(Yang et al., 2020). Even SL creates a sustainable organizational culture, especially in organizations engaged in health and services. But the extent to which SL research has evolved today and is well used in management, is a good thing to research.

Therefore, we are interested in seeing research on spiritual leadership. This research is the beginning of a step toward looking at existing research and finding research themes related to the spiritual leadership. Some questions were used to focus this research: how has the latest research on spiritual leadership over the past five years? Who are the influential authors of this study? What are the keywords that are the focus of this research? By answering to this question, we can finally enter into further research related to SL with themes that are still minimally researched.

2. Method, Data, and Analysis

In answering the research questions, we used bibliometric methods and reviewed literature related to spiritual leadership. Source data for bibliometrics, we get through the Scopus database. In data mapping, we used vosviewer (van Eck & Waltman, 2010) (Xie et al., 2020) and Rstudio (Li & Yan, 2018). The results of data mapping will be reviewed and compared with mapping data from other journals.

Bibliometric analysis helps in outlining and mapping scientific research with established themes. Journalized research data is a large

volume of data and requires time to be mapped manually. The bibliometric analysis aims to help create an overall picture of a particular theme, show the interrelationships among published journals, and generate ideas for further research (Bayu et al., 2020). Thus bibliometric analysis makes it easier for researchers to describe large data (Donthu et al., 2021)(Janik et al., 2020). The initial step of bibliometrics can help researchers to see the gaps in the theme of previous studies.

The search was carried out in the Scopus database, on November 8, 2021. In search terms in all titles, abstracts, and keywords, the word "spiritual leadership" is written. The filter used is the document year range from 2017 to 2021 (Cucciniello et al. 2017). The filter is taken within five years to ensure the novelty of the checked theme in the published document. The search results found 182 published articles, which will be the subject of analysis.

3. Result and Discussion

On graph 1 displayed Spiritual Leadership (SL) research for five years (2017-2021). In 2017, the most documents published were 47. In 2018, it decreased by almost half, namely 29 units. In the next two years, there was an increase in writings of 39. In 2021, only 33 documents appeared. On average, every year 36 SL articles are published.
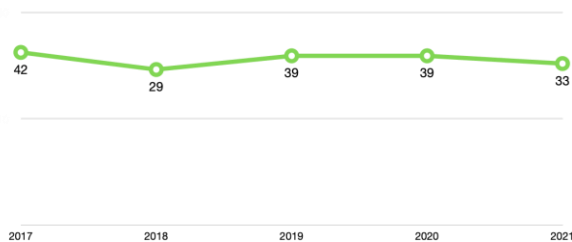
Graph 1, Number of Documents per year

Within a period of five years appeared eleven countries that became the source of the author. The United States took first place with 37 documents. Continued by Indonesia as the second country with 29 articles. The third and fourth positions were filled by China (21) and South Korea (11). Then sequentially filled by India with 10 documents, Pakistan with 9 documents, Britain, Turkey, and Israel with 7 documents. The second-last order was filled by Australia and Belgium, with 6 documents each.

In the type of document published, Scopus analysis shows that SL research is published in eight types (see table 1), namely articles, book chapters, reviews, notes, conference papers, books, editorials, and errata. The total number of articles published in journals amounted to 143 pieces, and the smallest in the erratum amounted to 1 piece.

Table 1, Types of Publications Spiritual Leadership Issue

Publications	Total
Article	143
Book Chapter	16
Review	9
Note	5
Conference Paper	4
Book	2
Editorial	2
Erratum	1

Calculation of the number of writings, Fry as the originator of this theory, continues to contribute to research. This can be seen from the bibliometric mapping that shows Fry in the ranking of the top 5 authors

(see Table 2). The first in the number of articles is Hunker (8), followed by Fry (5), Ekowati (5), Usman (4), and Ali (4).

The top five authors, in table 2, serve as references to the other authors. This can be seen through the large number of citations in table 2. The top three names in the citation by others are Fry, Yang, and Ali. The three also have a relationship in writing, which can be seen from the number of total link strength points. The attribute Total link strength describes the total strength relationship of the co-authorship relationship from one researcher to another researcher. If we look at table 2, Hunker is the most author in various documents with the number of eight, but the citation points are at 22. Fifth place after Fry, Yang, Ali and Usman.

Table 2, Authors and Writing Citation

| Author	Documents	Citation	Total Link Strength
Fry, L.W.	5	93	17
Yang, F.	4	52	10
Ali, M.	4	26	16
Usman, M.	4	26	16
Hunker, W.D.	8	22	3
Pio, R.J.	3	21	5
Egel, E.	4	19	1
Ekowati, V.M.	5	17	5
Supriyanto, A.S.	4	16	5
Malik, R.	3	2	0
Yadav, J.	3	2	0
Dhiman, S.	3	1	0

Looking at the total link strength data (see table and graph 2), Fry, Ali M., Usman M, Yang F., and Pio RJ have a high correlation between authors. Fry has 17 points, followed by Ali and Usman with 16 points each. Yang has a connectedness score of 10 points. Even though Hunker has a lot of writing, the connection with other writers is still too small, namely 3 points.

In the mapping that connects journal sources, keywords, and assisted states of the rstudio application obtained an overview as in graph 3. The results of the analysis show that the keyword "spiritual leadership" is the most common main theme in some journals and most countries. Other themes included in the discussion were keywords of spirituality, leadership, job satisfaction, organizational commitment, organizational citizenship behavior, work involvement, employee performance, theory of self-determination, intrinsic motivation, performance and membership. From sl themes relating to religious institutions, only Buddhism emerged.

Graph 2, Networ

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Visualization
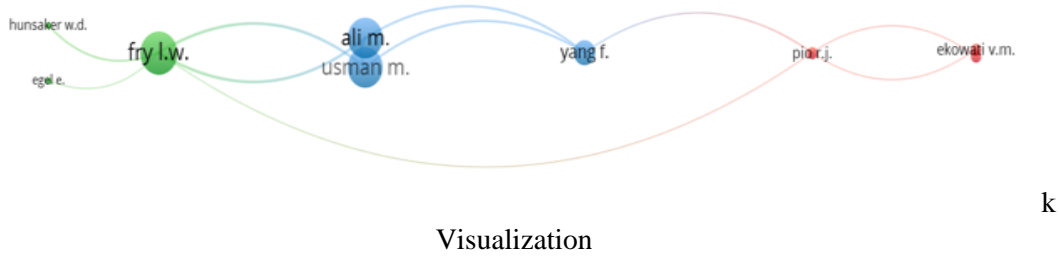
Looking at the number of articles in published journals (see graph 3), the Journal of Management, Spirituality, and Religion is the largest publisher. Journals published also link the most keywords; almost all keywords are in this journal. Furthermore, the journal Frontiers in Psychology as the largest publishers, summarize many keywords.
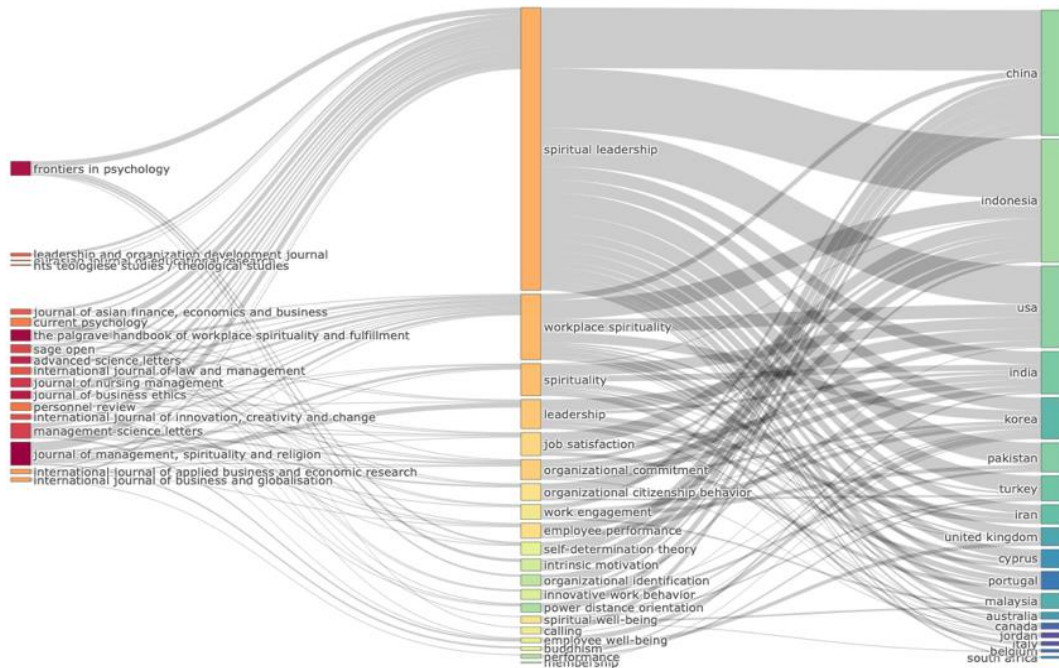
Graph 3, Publisher, Keyword, and Country
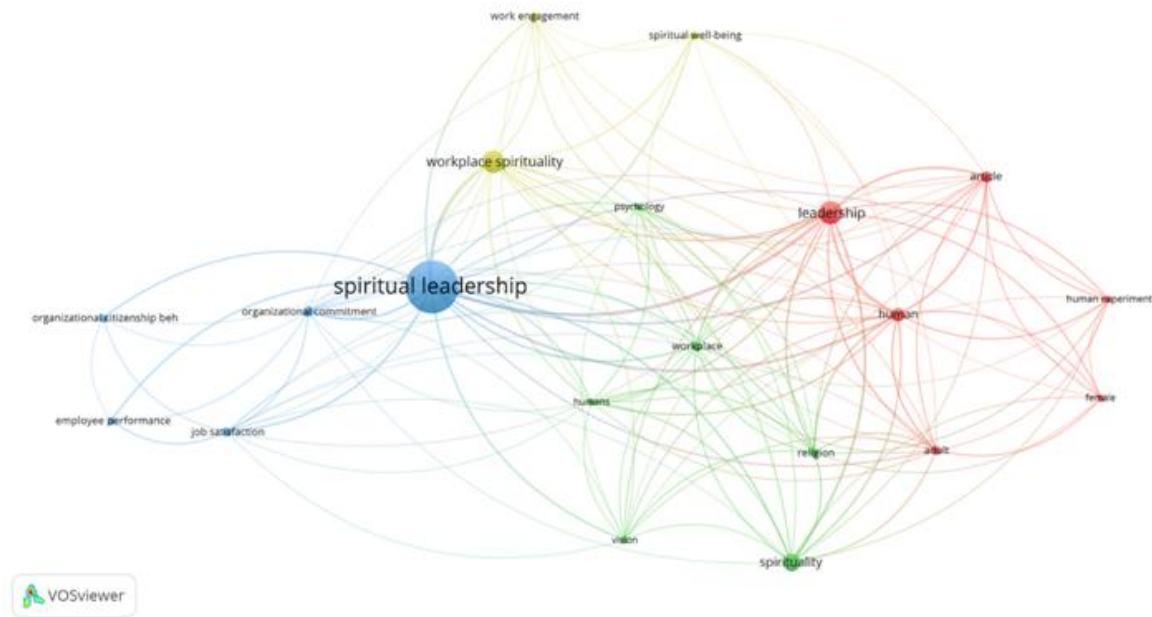
Graph 4, Keyword Network Visualization Data

Mapping VOSviewer using keywords shows the map as follows in graph 4. In the network visualization graph above, four clusters appear, which are distinguished by their red, green, blue, and yellow colors. This data is generated through VOSviewer calculations with a set minimum number of events of 5. From the search, 20 items of repeated words were found, which totaled 760 items. Common words are omitted in clustering. Connectivity between clusters can also be seen through nodes. The bigger the node, the higher the frequency of occurrence. The keywords that appear in each cluster can be seen in Table 3.

Table 3, Keywords Representing Each Cluster

| No.	Cluster	Element
1	The First Cluster (red)	Adult (7), Article (10), Female (5), Human (14), Human Experiment (5), and **Leadership** (31)
2	The Second Cluster (green)	Humans (5), Psychology (5), Religion (7), **Spirituality** (20), Vision (5), and Workplace (8)
3	The Third Cluster (blue)	Employee Performance (6), Job Satisfaction (7), Organizational Citizenship (6), Organizational Commitment (9) and **Spiritual Leadership** (112)
4	The Fourth Cluster (Yellow)	Spiritual Well-being (6), Work Engagement (6), **Workplace Spirituality** (29)

Each cluster has main keywords that are related to certain topics. In the first cluster, the word leadership is the most common keyword, and research related to this topic is connected with the words adult, article, female, human, and human experience. In the second cluster, spiritual words are the most common keywords, and

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keywords are related to the topics of humans, psychology, religion, vision, and the workplace. In the third cluster, keyword spiritual leadership are related to the topic of organizational citizenship, employee performance, job satisfaction and organizational commitment. The fourth cluster refers to the word workplace spirituality as the main word, which is often associated with the topic of spiritual well-being and work engagement.

Vosviewer analysis for keyword depth mapping (see graph 5) gives us a map of color differences. Bright yellow and uppercase keywords mean they are the main words in recent research. The word Spiritual Leadership is big and bright yellow because it is the main keyword. the words spirituality and leadership in the workplace are yellow although they tend to be blue, this means that this word has become a concern in recent writing. Meanwhile, words that are green and tend to be blue mean that these keywords still rarely appear in articles. Suppose the words religion, job satisfaction, work involvement are still dark and the letters are small, this means that these words have not been included in much research in the past five years.
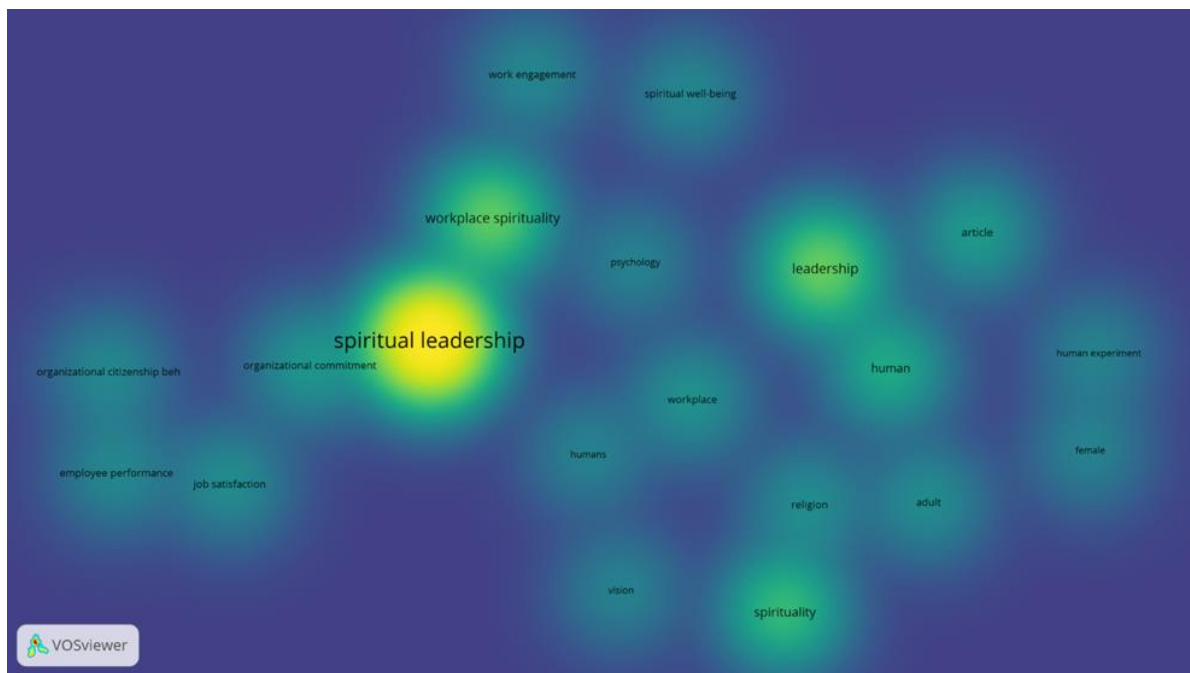
Graph 5, Density Visualization

4. Conclusion and Suggestion

Looking at the comparison of research in Leadership Quaterly, The number of articles published on leadership over the past decade (2010 – 2019) averaged 61 document per year (Gardner et al., 2020). The theme of leadership research is indeed a concern. This is in line with scopus data which shows that the average leadership document appears every year. This is motivated by changes and organizational developments, thus affecting the general leadership function. But spiritual leadership itself in this journal appeared in only two studies in 2013-2014.

Bibliometric research conducted in the Scopus database on the theme of Leadership Spirituality can be said to be not bad. On average per year 36 articles appear. Within five years, in 2017 published the most SL writings, namely 42 pieces. Further research can analyze the google scholar database, as a complement to this research.

Another interesting thing can be seen in the distribution of the author's country of origin. America, Indonesia, and China are the three largest countries conducting this research. These three countries have different styles of government. The US is a liberal constitutional state, Indonesia is a divine democracy, and China is a communist country. Thus, spiritual leadership research is built on a complete understanding, not only related to religious values but also broader spiritual values. This is in line with Fry who illustrates that spiritual leadership is not only related to religion but more broadly (Demirtas & Karaca, 2020). In other words, the spiritual referred to in this theory is not narrow in nature and is related to a particular religion. But it encompasses broader spiritual values and is accepted by all religions and political views.

The contribution of bibliometric analysis regarding the number of citations may provide new gaps for further research. Based on table 2, the four authors with the highest citations in Scopus are Fry, Yang, Usman, and Ali. The four are also correlated with each other, as can be seen in chart 3. Recent research could take on other authors like Hunker. Hunker, who became the most writer, for five years was not widely cited by other authors. It is possible that Hunker's theme was not widely researched by other authors. Seeing the theme of Hunker's

writings in the Scopus database is often themed around spiritual leadership in relationships with employees. And looking at chart 4, the SL theme with employees is still a bit. Then this could be one of the new research gaps. Another thing that from chart 4 that can be a new research gap is that the SL theme relates to religious institutions. This theme still looks a little bit.

Network analysis and density visualization identify keywords that often appear in documents. Looking at graph four, Five years of spiritual leadership research related to the themes of workplace spirituality, work engagement, spiritual well-being, organizational commitment, employee performance, job satisfaction and organizational citizenship behaviour.

Further research can be based on graph five by looking at keywords in dark regions. Themes such as vision, job satisfaction, employee performance, organizational citizenship behavior, and work engagement are in the green color area. This indicates that SL research with this theme is still small, so further research can add research related to this theme. In addition, further research may look for themes that have not appeared in the past five years. Themes that can be proposed such as SL in education, SL in organizational culture, or SL in religion.

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