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**THE PLACE AND ROLE OF SPIRITUAL LEADERSHIP IN  
ORGANIZATIONAL PERFORMANCE. TOWARD A MODEL FOR  
PUBLIC SERVICE DELIVERY**

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**Abstract**

This paper is designed to offer insights on the place and role of spiritual leadership in organizational performance. By relying on a systematic review of literature, this paper draws on evidence from empirical and conceptual studies to make a case for the need of spirituality in leadership and how it enhances organizational performance. The theory of spiritual leadership offers important tenets (altruistic love, faith and hope) that are critical in the development of a model for public service delivery. This paper argues that spiritual leadership is the ultimate panacea for building healthy and inclusive organizations given that spirituality in leadership overemphasizes the need for team/group effectiveness. Furthermore, this paper proposes the need to enhance the capability of employees to perform their functions by among others intrinsically motivating them and ensuring that they feel and experience meaningfulness in their duties. This paper recommends the need to design public service model based on the key tenets of spiritual leadership theory: hope, faith and altruistic love given that the three dimensions are critical in enhancing the capability of individuals to find meaningfulness in their work that in turn helps to foster organizational commitment and citizenship behavior which is sine qua non for improved organizational performance. Given that many studies found existence of positive and significant relationship between spirituality in leadership and organizational performance, the current paper proposes the need for organizations to leverage spiritual leadership in their day-to-day management. The paper relied on a systematic literature review approach and was conceptual in nature, which gives room for organizational leadership scholars, researchers and practitioners to critique its propositions.

**Keywords:** Spirituality, Leadership, Citizenship behavior, Organizational Commitment, Organizational Performance.

**Introduction**

The place and relevance of spiritual leadership has expanded in monumental proportions owing to the indispensable lessons and insights that the spiritual approach offers in the day-to-day experiences. As role and acceptance of spiritual leadership grows, scholars (see, for example, Samul, 2020; Smith et al., 2018; Wang et al., 2019) have likewise increased their attention to the dynamics of spiritual leadership in augmenting organizational leadership and whether models of public service delivery can be coined from the spiritual aspect of leadership. The need for spiritual leadership has been accentuated against the backdrop of new challenges and growing uncertainties that organizations face, particularly during the pandemic period that has changed the way organizations operate (Usman et al., 2021). Occasioned by rising dynamic environments

that both public and private organizations face, the concept of spirituality has been applied to inspire and motivate employees as a basis of increasing competitiveness of organizations (Wang et al., 2019). Uncertainties caused by the covid-19 pandemic has pushed many organizations into oblivion to the extent that many of the leading family-owned companies resorted to spiritual leadership as a basis of increasing organizational commitment and reduction of workplace conflicts (Tabor et al., 2019).

The concept of spiritual leadership has received many definitions and connotations from researchers and organizational leadership scholars, where the concept has been decomposed into what entails spirituality and a leader. Spirit refers to the traditional animating principle that direct living beings (Hindmarsh, 2018). Thus, spirituality is concerned with deeper importance, meaning of something, suggesting that spirituality of an individual defines the way of life and meaning attached to actions taken. On the other hand, a leader is someone who leads, inspires and motivates others to accomplish given tasks or follow a specific line of thought (Frost, 2019; Smith et al., 2018; Wang et al., 2019). This definition of a leader denotes that a leader influences the manner in which the followers conduct themselves. The incorporation of spirituality in a leader means that a spiritual leadership integrates the aspects of spirituality in influencing the conduct of the followers, where followers are positively persuaded to find and attach inner meaning to the way they conduct themselves (Gjorevska, 2021; Siddiqi et al., 2017). Put differently, incorporation of spirituality in leadership means that the spiritual leader persuades the followers to demonstrate concern for the work by finding and attaching meaning to the work, not as an employee, but as a whole person. Thus, spirituality in leadership underscores the centrality of wholistic attachment to the organizational functions in a meaningful manner.

In the contemporary world, the relevance and place of spiritual leadership has increased at an unprecedented level as organizations strive to strike a balance between the needs/welfare of the employees and enhancing organizational performance (Karakas & Sarigollu, 2019; Sachdeva, 2019). Majority of the studies done on the interplay between spiritual leadership and organizational performance appear to support the need for leaders to assist employees in finding meaning in their day-to-day duties since this will support an organizational culture embedded in integrity and magnanimity (Smith et al., 2018). The necessity or criticality of spiritual leadership has been voiced in the mainstream leadership literature (see, for example, Gotsis & Grimani, 2017; Yang et al., 2019), where its role and relevance appear to be gaining recognition in many organizations owing to its significance in creating meaningfulness and accomplishment of tasks considered difficult. For instance, one of the key roles of spiritual leadership is showing and integrating of altruistic love with the vision/vision of the organization to motivate others and oneself in an endeavor to achieve organizational goals (Jahandar et al., 2017). In other words, the centrality of spiritual leadership in an organization is to motivate employees to go beyond their obligations and work towards the common good of their colleagues and the organization.

Spiritual leadership has been cited as one of the cures of organizational challenges since the key approaches of this style of leadership pegs on finding meaning of oneself and applying the intentional learning to accomplish tasks in groups. Wang et al. (2020) argues that spiritual leadership in organizations helps employees to learn many life skills, such as compassion and

helping others to meet or find meaning in their duties. This suggests that spiritual leadership, integrated with other comparable leadership styles, such as transformational leadership, has the potential to effect organizational change since leaders are concerned with the welfare of others which enables them to find meaning to their work. Thus, spiritual leadership creates an organizational culture that underlines the necessity of common good of all employees. Despite resounding attention accorded to the study of place and role of spiritual leadership in organizational, there is dearth of evidence how this can be applied in enhancing public service delivery. Towards this end, the current paper attempts to delineate the place and role of spiritual leadership in building sustainable models for efficient and effective delivery of services in the public sector. Furthermore, the motivation for this paper stems from the need to propose key constructs or variables that can be leveraged to build a model for an efficacious service delivery in the public sector.

### **Statement of the Problem**

The contemporary business world has exposed many organizations to unforeseen competition, where most firms are getting profit warnings. As globalization expands at an unprecedented levels and virtual working regaining its relevance, the need for altruistic management styles has been mooted by many organizational leadership scholars: Katic et al. (2019) and Salas-Vallina et al. (2018) among others who have underlined the criticality of inspiring and motivating employees to find and attach meaning to their organizational duties and work beyond own interests for the common good of the organization and group members. Far from this approach, most organizations are interested to achieve their goals without incorporating the welfare of the employees (Bakker & Demerouti, 2018; Van Wingerden et al., 2017). Furthermore, most organizations have not embraced spiritual leadership given their workforce ascribe and subscribe to many religious doctrines that have militated consensual adoption of spiritual virtues in the places of work (Egel & Fry, 2017; Smith et al., 2018). This status quo on lack of common spiritual course continues to cast aspersions and smears on the relevance of spiritual leadership in organizational management. Most organizations appear to adopt various similar progressive leadership styles, such as ethical and benevolent leadership approaches that have less dictates on finding meaning to work related activities.

Spiritual leadership has been cited as a ‘too nice’ approach to managing organizational affairs, where spirituality in leadership intend to receive too much focus by the leaders, thus negating other critical predictors of organizational performance (Direction, 2021; Yang et al., 2019). Similarly, evidence indicates that spiritual leadership assumes seamless group tranquility, denoting that given aspects of group conflict are assumed much to the detriment of organizational harmony (Church, 2021). Importantly, non-spiritual employees of organizations may not fit when a spiritual approach is ingrained in organizational leadership since not all employees ascribe to religious philosophical propositions (Sorbello & Pandey, 2021). Other studies (see, for example, Sarkar & Garg, 2020) underscore that spiritual leadership is mediated by several other factors, such as psychological capital, meaning that spiritual leadership, alone, is a myth and cannot effect desired organizational changes and goals.

The influence of spiritual leadership in effecting service delivery within the realm of the public sector is less researched given that the existing studies appear to focus on privately owned enterprises, such as family businesses, where owners define the direction, texture and substance of the leadership style to use (Tabor et al., 2019). Notably, the management of the public sector is fundamentally different from the private sector, which illustrates that the plethora of evidence on the essentials of spiritual leadership cannot be replicated in the public sector management. Thus, this paper offers a nuanced description and understanding of the place and role of spiritual leadership, specifically how critical spiritual leadership constructs can be leveraged towards the development of a model for public service delivery. This paper portends that altruistic love, hope, and faith are key constructs of spiritual leadership that can be used in the development of a model for public service delivery.

### **Literature Review**

Without a doubt, remarkable attention has been drawn by organizational leadership scholars on the place and role of spiritual leadership in augmenting organizational performance. Likewise, several models (see, for example, Modified Quantitative Service Delivery Model developed by Khalil & Adelabu, 2012) for public service delivery have been proposed by many researchers even though their approach uses a non-spiritual leadership perspective. Several publications have been done on the role of spiritual leadership and what can be done to increase meaningfulness in the places of work. The expansion of world trade and relations between and among countries means that businesses are transacted across many geographical locations, which has in turn increased competition as new technologies and ways of business diffuse from the developed North to the Global South. As market liberation expands, business firms continue to leverage spiritual leadership in an endeavor to surge their market. Far from these private sector occurrences, management of the public sector is yet to fully embrace spiritual leadership if current statistics is anything to consider.

Tabor et al. (2019) drew insights from family-owned enterprises and how they take advantage of spiritual leadership to enhance organizational performance. By analyzing experiences of 77 business firms, the author found that spirituality in leadership was central to militating against family-work conflicts in addition to improving organizational citizenship and commitment. However, the study found that spiritual leadership had a negative effect on non-family employees. This evidence appears to suggest that other than the general perceptions of employees not being part of the families that own businesses, spiritual leadership is a key enabler to increasing policy ownership and employees feeling as part of the organization. Fry and Matherly (2016) used data from wholesale distribution businesses to test the versatility of spiritual leadership on organizational performance, where analysis of 43 companies indicated that spirituality in leadership is critical in motivating employees, which in turn augments performance of enterprises since spirituality enables employees to find and experience meaning in life, thus appreciate the criticality of creating value for the organization. This evidence is deduced to mean that spiritual leadership is sine qua non for organizational productivity, commitment and growth of sales. Put differently, as employees experience meaning in their lives, they appreciate the necessity of working for the organization and strive to make a difference, both for the organization and oneself.

Yang et al. (2019) offered critical pointers on the role and place of spiritual leadership in enhancing organizational citizenship behavior by collecting and analyzing data from 123 Chinese organizational teams. Data illustrated that spiritual leadership increases meaningfulness climate in organizational teams, which in turn surges effectiveness of teams, particularly when faced in task uncertainty. Notably, the author found that meaningful climate created by spiritual leadership was a key predictor of effecting organizational citizenship behavior and team performance. These discernments about the criticality of spiritual leadership in creating meaningfulness climate indicates that firms can increase the extent of employee attachment or commitment to the organization by enabling employees to experience and live meaningfulness through altruistic learning. Alimudin et al. (2017) delved into the interplay between spiritual leadership and employee's loyalty using a case study of a hospital in Indonesia, where analysis of data revealed that spirituality in leadership is critical in enhancing employee motivation and eventual loyalty through communicating the vision of the organization in an altruistic manner. Furthermore, Alimudin et al. found that the characteristics of spiritual leadership, such as altruistic love and hope, are central to creating an enabling organizational culture that supports employee loyalty. Thus, it seems that spiritual leadership is one of the many key ingredients that supports an enabling organizational climate that enhances meaningfulness among and between employees.

Through a systematic literature review, Mubashar et al. (2020) analyzed the place and relevance of spiritual leadership in Asia, where three dimensions (hope, faith and altruistic love) were cited as key approaches that can be applied in building a model for service delivery. In addition to the three dimensions, it was established that South Asian countries, such as India and Pakistani among others, can take advantage spiritual leadership tenets to entrench an organizational citizenship culture (OCB) centred on hope, faith and love. This finding agrees with the key constructs contained in the Spiritual Leadership Theory (SLT) proposed by Fry (2003), where the dimensions of altruistic love, hope and faith were cited as key constructs that underline spiritual leadership. This implies that spirituality in leadership is critical in defining the direction and substance of organizations in enhancing loyalty and commitment of their workforce through intrinsic motivation. Most studies done on spiritual leadership (see, Siddiqi et al., 2017; Tabor et al., 2019; Wang et al., 2019) have supported the key dimensions (love, faith and hope) contained in the SLT, where various empirical authentications have been applied to verify the SLT causal model on organizational performance.

Pio and Tampi (2018) delved into the effect of spiritual leadership on organizational citizenship behaviour (OCB), job satisfaction, and quality of work life (QWL) by drawing from the experiences of 292 hospital nurses. Using Structural Equation Modelling (SEM) in analyzing the collected data, findings revealed that QWL was positively and significantly influenced by spiritual leadership. Furthermore, the study indicated that spiritual leadership had a positive and significant effect on job satisfaction, QWL on OCB, QWL on job satisfaction, and job satisfaction on OCB. This finding signifies that spiritual leadership is a key enabler to enhancing quality of work life, which has a trickledown effect on job satisfaction and commitment to the organization. Yang et al. (2019) agrees with this proposition by asserting that spiritual leadership is one of the most important factors in enhancing job performance. Drawing data from 108

groups constituting of 497 employees, Yang et al. found that the relational energy and leaders integrity mediated the relationship between spiritual leadership and job performance. This finding illustrates that spiritual leadership, alone, may not effectively enhance job performance, signifying that other aspects of leadership traits, such as integrity and ethics, are critical in enhancing organizational performance.

Bafadal et al. (2018) tested the effect of spiritual leadership on the quality of teachers' performance by analyzing data from 46 teachers, where results indicated that spiritual leadership in addition to other leadership styles considered in the study (change leadership and instructional leadership) had a significant influence on the teachers' performance quality. This result denotes that the quality-of-service delivery increases when spiritual leadership is at the heart of organizational planning and decision making. Bayighomog and Araslı (2019) states that spiritual leadership is critical in enhancing the engagement between frontline service employees and their customers, where employee spiritual wellbeing and survival are central to managing the relationship. By collecting data from 5-star Turkish hotel frontline employees, the study found that spiritual leadership is sine qua non for customer engagement and boundary-spanning behaviors. Yang and Fry (2018) agrees with the work of Bayighomog and Araslı (2019) by arguing that spirituality in leadership is essential in reducing burnout among health sector employees by reducing instances of employee absenteeism, errors, job satisfaction and turnover. To this end, it can be argued that spiritual leadership and spirituality in workplaces are critical in fostering and entrenching altruistic behaviors that increase organizational learning and adaptive management.

Fry et al. (2017) portends that workplace spirituality and spiritual leadership are key enablers of life satisfaction, unit productivity, and organizational performance, which form the key indicators of performance excellence. Thus, it is instructive to note that spirituality in leadership is one of the key approaches to creating an organizational culture that manages for results since finding and experiencing meaningfulness by employees fosters OCB in addition to intrinsic motivation. Gotsis and Grimani (2017) appears to agree with the assertions of Fry et al. by suggesting that spirituality in leadership is critical in enhancing workplace diversity since spiritual values support an inclusion culture. Furthermore, spirituality creates and expands a climate of belongingness and uniqueness, which translates into multi-level beneficial results and the overall perceptions of inclusion. By supporting a diversity culture, organizations are able to inculcate inclusive ideas into their plans and thus build more strategically agile organizations. Over and above, spirituality in places of work integrates employees into the work setting and helps them to express genuine selves, which in turn augments organizational commitment and quality of job performance.

### **Spiritual Leadership Theories and Organizational Performance**

There is plethora of evidence on the relationship between spiritual leadership and organizational performance, where many theories and models have been proposed to explain the relationship. Many of the existing spiritual leadership theories offer indispensable constructs that have enhanced description of spirituality in no uncertain terms. For instance, SLT expounded by Fry (2003) offers critical insights on how the construct of spirituality can be integrated in leadership

as a mechanism of enhancing employees' commitment and overall OCB. The SLT has been used to describe various leadership styles, such as transformational leadership, servant leadership, ethical leadership among others, where the overlapping principle of the SLT hinges on the need for leadership styles to emblem the constant changes in organizations and the environments or settings that they operate in (Nurlasera, 2019). Other scholars (see, for instance, Bafadal et al., 2018; Yang & Fry, 2018; Wang et al., 2019) support the key tenets of SLT in enhancing organizational performance. For example, the construct of altruistic love has been cited as a key approach to enabling employees find meaningfulness in their places of work by mainstreaming attitudes and values that are critical in intrinsically motivating employees (Fry, 2003; Usman et al., 2021).

Social exchange and social identity theories have been applied in organizational leadership literature to indicate the extent to which employees feel attached to their jobs and the organizations that they work for (Piccoli et al., 2017; Rather & Hollebeek, 2019). The theories of social identity and exchange underscore the centrality of psychological relationships that employees attach with the organizations and how this predicts finding meaningfulness in their organizational functions (Kim et al., 2017; Malhotra et al., 2020). To a lesser or greater extent, the magnitude of the attachment that employees feel towards their organizations determines the job-related behaviors and attitudes, which is key to quality of their job performance (Sung et al., 2017; Yan et al., 2021). The connection between social exchange and social identity theories and SLT is evident on the context that both theories underscore the centrality of employees feeling appreciated and being part of the organization, where altruistic love shown to them is key in terms of motivating them in an intrinsic way.

The theory of intrinsic motivation has been used in the study of organizational performance and how it can be intertwined with a spiritual approach to deepen the extent to which employees are committed to organizational goals (Ryan & Deci, 2020). Intrinsic motivation underlines the necessity of employees discharging their duties willingly since they feel part of the group and are self-motivated to achieve the set targets (Gamba, 2018). The SLT supports this theoretical perspective by emphasizing the imminence of group harmony, where the goals of the organization or those of the group override individual goals. In explaining spirituality in leadership, Self-determination theory has been applied to stress the necessity for individuals to work towards self-growth which in turn helps organizations to grow (Ryan & Deci, 2020). Towards this end, it appears that spirituality in leadership theories stress the criticality of intrinsic motivation and organizational commitment and OCB are key to enhancing performance of enterprises. In other words, employee attachment to their jobs is essential in terms of reducing turnover (intentions) and absenteeism which have the potential to militate against organizational growth.

Theories of spirituality in leadership is the provision of theoretical constructs and models that help explain the essentials of organizational transformation and development, where humanity should be at the centre of decision-making for organizations to make positive progress. Thus, spirituality in leadership is constructed as an approach that enables top management teams to build agile and strategically oriented organizations through emotional intelligence and

organizational commitment. This suggests that business firms can achieve the desired ends by focusing on the welfare of their workforce since the level of employee citizenship behaviour predicts organizational performance. In public sector service delivery, spirituality in leadership enhances the skills and emotional maturity or intelligence of frontline bureaucrats to serve their customers in more organized and determined ways. Much of the constructs that help explain spirituality in leadership have pointed to the need for top organizational teams to help their subordinates experience meaningfulness in their duties and attachment to the organizations.

### **Emerging Issues from the Literature**

The existing body of empirical evidence on the centrality of spiritual leadership on organizational performance, particularly in the public sector service delivery is agonizingly little to the extent that generalizations are not easy to make. Based on this assumption, the literature review so far appears to raise pertinent issues that need intellectual illumination for valid conclusions. The constructs of altruistic love, faith and hope seem to cut across applicability of spirituality in leadership, signifying that development of a model for public service delivery will require incorporation of the three constructs. Literature on spiritual leadership reinforces its place and relevance given that most of the studies done on the interplay between spirituality in leadership and organizational performance indicate a positive and significant relationship (Fry & Matherly, 2016; Tabor et al., 2019; Wang et al., 2019). Furthermore, existing literature seem to indicate that spirituality follows the path of altruistic leadership, where leaders motivate their followers to accomplish goals that are of common good (Salas-Vallina et al., 2018). This shows that public service provision can be enhanced through astute public service ethics based on emotional intelligence and offering of incentives that intrinsically motivate their workforce.

Much of the literature (see, for example, Katic et al., 2019; Siddiqi et al., 2017) point to the necessity of keeping healthy work setting through spiritual leadership since the dimension of hope and faith breeds a sense of meaningfulness in the workplaces much to the benefits of both the organization and the employees. Notably, literature supports the need for organizations to build models for service delivery based on integrity and responsible leadership, meaning that those occupying leadership positions should exercise their discretion in a restraint manner since public offices should not only offer effective service delivery, but must appear to attend to the needs of the citizenry in responsible way (Direction, 2021; Siddiqi et al., 2017). This evidence suggests that power or authority wielded by those occupying public offices comes with responsibility, where spiritual leadership is critical in creating just and considerate work settings.

Literature points to the need for creation of humane workplaces as defined by shared purpose and sense of community (Garg, 2017; Gotsis & Grimani, 2017). Through the creation of collaborative work settings and shared vision, top organizational teams are able to embed a result-oriented approach/culture to their mission and core values since this provide the strategic roadmap for the achievement of short-term and long-term goals (Gentili, 2017). In other words, employee well-being can be strengthened through spiritual leadership, where values and attitudes of group behavior precede those of individuals (Luu, 2019; Fry & Nisiewicz, 2020). This suggests that transformative and altruistic nature of spiritual leadership is critical in creating strong perceptions of trust, commitment and support among employees. To this end, it is



instructive to note that employee trust, support and commitment are central to enhancing organizational performance given that employees determine the quality of the results that business firms register.

Existing empirical evidence point to the essence of authentic philosophical belief on the part of the organizational leaders, where spirituality in leadership should be act as means and an end to inculcating the notion of shared attitudes and values. This notion of developing an authentic approach to leadership has been voiced in the mainstream organizational leadership literature (see, for example, Dhiman, 2017; Yanes, 2020), where it seems that spirituality reinforces the attributes of developing honest and candid relationships between the leaders and their followers. Thus, spirituality in leadership helps leaders to construct social relationships with their followers that are inclusive and honest. By reinforcing the virtues of ethical foundations and positive attitudes with followers, it becomes apparent that leaders using a spiritual approach are poised to make a positive impact on the wellbeing of the employees, which is critical in effecting organizational performance (Malhotra et al., 2020; Yan et al., 2021; Yang, Huang, & Wu, 2019).

Most of the reviewed literature points to the need for the public and private sector organizations to develop holistic approaches in developing models for public service delivery that are citizen-centered. For instance, Khalil and Adelabu (2012) stresses the necessity of leadership quality and managerial accountability as key ingredients to astute public service delivery. For effective and efficient public sector, majority of the existing studies appear to underpin the criticality of ethics in leadership, where leaders should work towards the public good by shunning social ills, such as corruption and nepotism that militate service delivery in the public sector (Kosgey, 2020; Chapman, 2019). This paper suggests that spirituality in leadership offers critical constructs, such as altruism that can be leveraged in the development of a model for public service delivery, where the frontline employees should be motivated so that they feel valued and thus take part in organizational functions in more seamless ways. It is instructive to note that a motivated workforce is able to work beyond the required scope of their functions and thus augment organizational performance.

### **Discussion**

The concept of spirituality continues to attract considerable attention from management science scholars, particularly on its versatility in relation to enhancing organizational performance. Majority of the studies have supported the need for top management teams to develop wholistic and holistic approaches to their management styles, where workplace inclusivity ought to be part of the organizational structure. Majority of the studies (see, Gotsis & Grimani, 2017; Shore et al., 2018) underline the importance of using spirituality in leadership approach to foster inclusive and health workplaces. Moreover, organizational innovation is predicated on the extent to which individuals feel part of the group and thus offer more to the organization, which ultimately increases organizational performance (Arenas et al., 2017). In other words, when employees feel connected and attached to their organizations they offer more in terms of quality since the citizenship behaviors to the organization are improved. As a result of increased OCB, employees are intrinsically motivated to work towards the good of the organization without any supervision and coercion.

Many international organizations have increased their appreciation for spiritual leadership since it creates an authentic organizational climate for inclusivity and openness, which is critical in creating and fostering interpersonal relationships that are sine qua non for successful business entities (Fry & Matherly, 2016; Gotsis & Grimani, 2017; Fry et al., 2017). However, it appears that the level of spirituality in leadership in public sector administration is scantily researched and thus reaching generalizations appear undaunted given that many of the existing studies have dwelled in the private sector management. Be it as it may, many of the constructs used to explain the importance of spirituality in leadership in the private sector can be used to build resilient models for public sector management (Fry, 2003; Wang et al., 2020). The construct of altruistic love, faith and hope are critical in shaping the social realities of the workplace setting much to the improved performance levels of the employees, which has the ultimate effect on organizational performance.

Much of existing body of empirical evidence on spirituality in leadership emphasizes the place of spiritual and human elements, where the top management teams of the organizations should strive to create workplace conditions that are conducive and ideal for innovation (Wibowo et al., 2015; Yang & Fry, 2018). The prediction of spiritual leadership on organizational performance has been reinforced in the current literature (see, Udin, 2019), where the specific attention has been drawn on the entrepreneurial aspect that employees exhibit when they are integrated into the organization. For instance, evidence suggests that the orientation of organizations towards enabling employees to establish an aggressive and proactive culture enhances the extent to which employees are committed to the organization (Iqbal et al., 2021; Hahsmi & Siddiqui, 2020). This seems to imply that challenging employees to be proactive improves their performance which is critical in effecting a culture that manages for results. It can thus be argued that spirituality in leadership is critical in fostering organizational citizenship behaviour, where authentic intentions of the leader allow for altruistic learning, which in turn increases the competence and capability of employees in responding to organizational risks.

### **Conclusion**

The centrality of spiritual leadership has been reinforced by the present body of conceptual and empirical evidence, where most studies point to the need for top management teams to apply altruistic love and hope in managing the welfare of the employees. Much of the studies have underlined the necessity of spiritual leadership in that it makes a strong case for inclusive workplaces, fostering of organizational citizenship behaviors and reorienting organizations towards proactive and aggressive culture that supports organizational performance. The review in this paper has built the case for hope and faith in addition to altruistic love in developing models for effective and efficient delivery of services in the public sector. Given that governments and business firms are facing the scorching effect of covid-19, the future calls for more agile and inclusive models that will increase the capacity of frontline service providers to cope with the demands of the new normal. Towards this end, this paper proposes the need to enhance the capability of employees to perform their functions by among others intrinsically motivating them and ensuring that they feel and experience meaningfulness in their duties. Thus, spiritual leadership is the ultimate panacea for building healthy and inclusive organizations given that spirituality in leadership overemphasizes the need for team/group effectiveness.

### **Recommendations**

This paper was conceptual in nature and relied on existing evidence to make a case for spiritual leadership in enhancing organizational performance. This paper recommends the need to design public service model based on the key tenets of spiritual leadership theory: hope, faith and altruistic love given that the three dimensions are critical in enhancing the capability of individuals to find meaningfulness in their work that in turn helps to foster organizational commitment and citizenship behavior which is sine qua non for improved organizational performance. Given that many studies found existence of positive and significant relationship between spirituality in leadership and organizational performance, the paper proposes the need for organizations to leverage spiritual leadership in their day-to-day management. The paper relied on a systematic literature review approach and was conceptual in nature, which gives room for organizational leadership scholars, researchers and practitioners to critique its propositions.

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