Ten Years of Research on Spiritual Leadership: a Bibliometric Analysis

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Abstract: This bibliometric analysis explores the research landscape on spiritual leadership from 2014 to 2024, utilizing Scopus data to evaluate publication trends, key contributors, keyword co-occurrence, and directions for future research. A total of 268 peer-reviewed journal articles were analyzed through bibliometric methods. The findings reveal significant growth in research, particularly after 2018, with annual increases observed thereafter. In terms of contributions, Indonesia, China, and the United States stand out, with Indonesia leading in publication volume, while the United States and Thailand exhibit higher average citation impacts, indicating varying levels of influence across regions. Thematic analysis highlights a strong focus on workplace spirituality, employee well-being, job satisfaction, and organizational commitment. Network visualization emphasizes the central role of spiritual leadership and its associations with ethical leadership, employee performance, and organizational citizenship behavior. Emerging themes include sustainability, innovation, and crisis leadership, particularly in response to the COVID-19 pandemic. These findings suggest promising research opportunities in crisis management, sustainability, and cross-cultural applications of spiritual leadership, underscoring the field's dynamic and expanding relevance in addressing contemporary organizational challenges.

Keywords: Bibliometric; Leadership; Ten year of research; Spiritual leadership

INTRODUCTION

Leadership has been a universal concern for centuries, leadership has been a topic of interest from classical thinkers like Plato to modern philosophers such as Nietzsche who explored the intrinsic qualities that define effective leaders (Cawthon, 2017). Even today, the importance of leadership and the demand for influential leaders remain critical, as effective leadership greatly impacts the success of individuals, organizations, industries, and nations (Bhardwaj et al., 2020; Shulman & Sullivan, 2015). Although the concept is

widely discussed, leadership is an elusive phenomenon that is difficult to define precisely.

Amid the increasing complexity and dynamics of organizational environments, there is a growing need for a more holistic and meaningful approach to leadership (Abrori & Sari, 2018; Rawashdeh et al., 2022; Sharif et al., 2023). Spiritual Leadership has become a concept receiving special attention in addressing this need (Bayighomog & Arasli, 2022; Luu, 2022; Sapta et al., 2021; Wahyono et al., 2021). Spiritual leadership is not merely about religious practices but rather the integration of spiritual values such as integrity, honesty, and commitment to collective well-being within the context of leadership (Bayighomog & Arasli, 2022; Mohammed & Elashram, 2022; Samul, 2020).

Research on spiritual leadership has grown rapidly in recent years (Solari-Twadell et al., 2024; Vedula & Agrawal, 2024). Various empirical studies have been conducted to explore the impact of spiritual leadership on various organizational aspects, such as job satisfaction, organizational commitment, employee performance, and psychological well-being. These studies indicate that spiritual leadership has a positive influence in enhancing employee performance and well-being, as well as creating a more ethical and meaningful organizational culture.

However, the literature on spiritual leadership is still scattered across various journals and fields of study, making it difficult to obtain a comprehensive picture of the development and research trends in this area. Therefore, a systematic analysis is needed to map the landscape of spiritual leadership research over the past few decades.

Bibliometric analysis is an effective method for evaluating and visualizing research developments in a particular field of science. Through a quantitative approach, this analysis can identify publication trends, researcher collaborations, and the most researched topics (Abbas et al., 2022; Cecilia-Martín et al., 2020; Vedula & Agrawal, 2024). In the context of spiritual leadership, bibliometric analysis can help reveal how this concept has developed, who the key researchers are, and which areas require further exploration.

Conducting bibliometric research on spiritual leadership has several important benefits. First, it can enrich the scientific community by providing a comprehensive overview of the evolution and direction of research in this field. Second, the analysis results can help other researchers identify research gaps that can serve as a basis for future studies. Third, understanding the networks of collaboration and research resources can encourage synergy among researchers and institutions.

In addition, in an era of increasingly complex information, the ability to map and understand extensive literature becomes increasingly crucial. Bibliometric research provides the necessary tools to filter this information and identify the most relevant and impactful knowledge.

Based on the above background, this research aims to conduct a bibliometric analysis of the literature on spiritual leadership over the past 23 years. Specifically, the objectives of this research are:

1. To Identify Publication Trends: Evaluate the number and distribution of publications on spiritual leadership from year to year to understand the growth of research in this field.

2. To Determine Main Contributors: Identify the most productive and influential authors, Country, and Document in spiritual leadership research.

3. Keyword Co-Occurrence Analysis: Uncover the main topics, keywords, and dominant research themes in the spiritual leadership literature.

4. To Provide Recommendations for Future Research: Based on the analysis findings, offer suggestions on potential directions and focuses for further research.

By achieving these objectives, this research is expected to make a significant contribution to enriching the scientific literature on spiritual leadership. Additionally, the results of this analysis can serve as a reference for researchers and practitioners in understanding the current research landscape and directing their efforts to areas that most need attention.

RESEARCH METHODOLOGY

This study employs a bibliometric analysis to examine the evolution and current state of research on spiritual leadership over the past Ten years. Bibliometric analysis is a quantitative method that applies statistical and mathematical tools to publications and citation data to assess the impact, development, and structure of a particular field of study (Li et al., 2024; Meštrović et al., 2024; Vedula & Agrawal, 2024). By analyzing patterns such as publication counts, citation networks, authorship collaborations, and keyword occurrences, bibliometric methods provide insights into research trends, influential works, and emerging themes within a discipline.

Dalam penelitian metode Bibliometric digunakan karena fungsinya yang dapat menganlisis mapping the intellectual landscape of a research area, identifying key contributors, and understanding how knowledge in the field has evolved over time dalam topik spiritual leadership(Arjaya et al., 2024; Karakose

et al., 2022). In the context of spiritual leadership, this method allows for a systematic examination of the literature to uncover significant patterns and shifts in research focus, providing a comprehensive overview of the field's development.

Data Source

The SCOPUS database was selected as the primary data source for this analysis due to its extensive coverage of peer-reviewed literature across various academic disciplines (Cecilia-Martín et al., 2020; Rejeb et al., 2023). SCOPUS is renowned for its comprehensive indexing of high-quality journals and its advanced search capabilities, which are essential for conducting a thorough bibliometric study (Baas et al., 2020; Suyo-Vega et al., 2022). Utilizing SCOPUS ensures that the data collected is both reliable and representative of the scholarly work on spiritual leadership.

Search Strategy

A systematic search was conducted within SCOPUS to identify relevant publications. The keyword "spiritual leadership" was used and searched in the title, abstract, and keyword fields of database records. This strategy was designed to capture articles where spiritual leadership is a central theme, ensuring that the most pertinent literature is included in the analysis.

Inclusion Criteria and Data Collection

To refine the search results and ensure the relevance and quality of the data, specific inclusion criteria were applied in table 1 bellow

Table 1. Inclusion Criteria

No	Inclusion Criteria	Description
1	Language	English
2	Publication Year	2014-2024
3	Document Type	Article Journal

The initial search in SCOPUS yielded a total of 552 articles containing the term "spiritual leadership" in the specified fields. To refine the dataset, several steps were taken: first, a language filter was applied to exclude non-English publications, resulting in a more linguistically uniform dataset; second, a publication year filter was implemented to remove articles published before 2014, aligning the data with the study's temporal focus; third, a document type filter was used to exclude non-article documents, leaving only peer-reviewed journal articles. After applying these inclusion criteria, the final dataset comprised articles, which formed the basis for the subsequent bibliometric analysis.

Software tools like VOSviewer and Bibliometrix (an R package) were employed for data analysis and visualization. These tools facilitated the creation of network maps, density visualizations, and thematic evolution plots, providing a graphical representation of the data that enhances understanding of complex relationships within the literature.

Limitations

While SCOPUS provides extensive coverage, it may not include all relevant literature, especially publications in non-indexed journals or those in languages other than English. The exclusion of non-English articles may result in language bias, potentially overlooking significant contributions from researchers publishing in other languages. Additionally, relying solely on the keyword "spiritual leadership" might exclude relevant studies that discuss the concept without explicitly using this term or that use alternative terminology.

RESULTS AND DISCUSSION

Global Overview

To begin the bibliometric analysis, Thursday created an overview of the data used in this analysis. This overview is intended to provide readers with global information about the initial data obtained before further analysis (Abbas et al., 2022; Cecilia-Martín et al., 2020). Figure 1 provides a comprehensive overview of the bibliometric indicators for research spanning from 2014 to 2024. It includes data on 244 documents sourced from 149 publications, contributed by 579 authors. Among these, 36 documents were single-authored. The figure shows an annual growth rate of 14.87%, indicating steady growth in research output over the period. Collaboration is evident, with an international co-authorship rate of 23.77% and an average of 2.88 co-authors per document. The analysis also reveals a total of 671 unique keywords used by authors, along with 14,102 references cited across all documents. The average age of documents is 3.75 years, and the average number of citations per document is 15.93.

Figure 1. Global Overview

The data in Figure 1 highlights several important trends in the research field. The substantial annual growth rate of 14.87% demonstrates increasing interest and engagement within the academic community. The high number of authors and documents reflects a well-established and thriving research domain, with significant international collaboration, as indicated by the 23.77% co-authorship rate. This suggests that the field benefits from diverse perspectives and cross-border knowledge exchange. The average of 15.93 citations per document shows that the publications are impactful and well-cited, contributing meaningfully to the body of knowledge. Additionally, the presence of 671 unique keywords reflects a wide-ranging exploration of topics within the field, while the relatively recent average document age (3.75 years) indicates that the research remains current and continues to evolve.

Publication Trends

Figure 2 shows the publication trend over the years from 2014 to 2024, highlighting the number of documents published each year in the field of interest. Starting with a relatively stable number of documents between 2014 and 2016, the number of publications begins to rise significantly in 2017, reaching a peak of approximately 25 documents. However, there is a sharp decline in 2018, followed by a steady recovery from 2019 onwards, with consistent growth leading to a sharp increase in 2023. The number of documents slightly decreases in 2024 but remains significantly higher than the initial years.

The trend in Figure 2 suggests that research interest in the topic experienced steady but modest growth from 2014 to 2016, with a major spike in 2017, which could indicate the publication of key research works or a growing recognition of the field's importance during that period (Falah et al., 2024; Wahid et al., 2023). The sharp decline in 2018 might reflect temporary shifts in research funding, focus, or global academic priorities. From 2019 onwards, there is a clear recovery and continued growth, reaching the highest levels of output by 2023. The rapid increase in publications during the last few years indicates an intensifying focus on the subject, suggesting that the field is currently thriving and likely experiencing more attention from the global research community. Despite the slight drop in 2024, the overall trend remains positive and reflects the expanding scholarly engagement in this research area. What is interesting about this data is that publications in spiritual leadership studies are not distracted by covid 19 which means that several topics have experienced a decrease in the number of publications in 2021-2022 (Damayanti et al., 2023; Prados-Peña et al., 2023; Wahid et al., 2023). This shows that research on the topic of spiritual leadership has its own value for researchers.
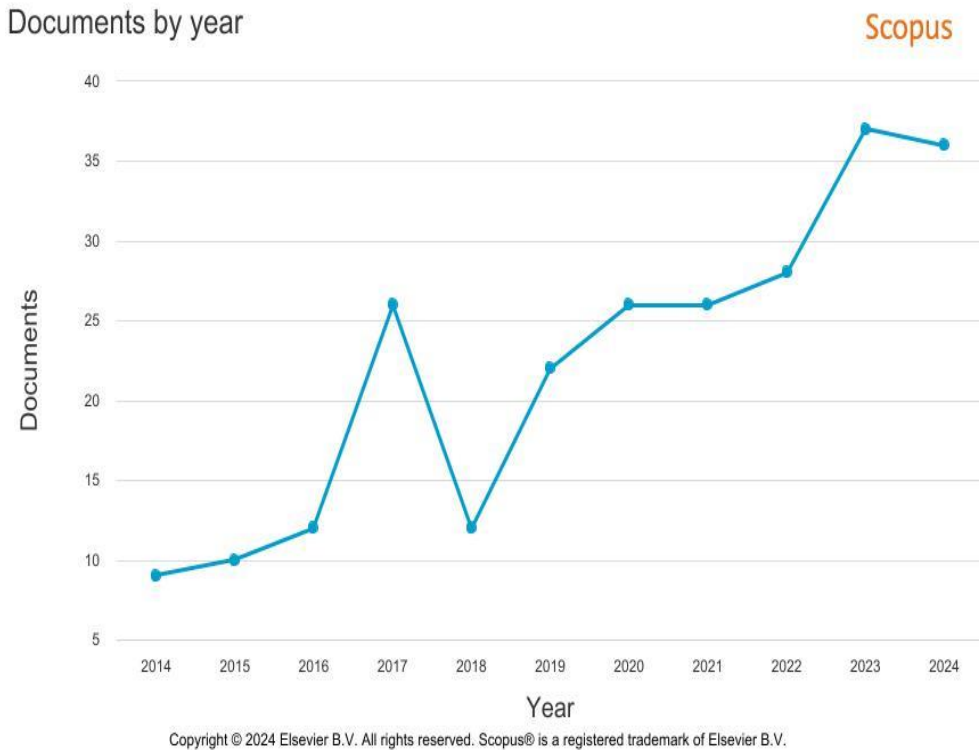
Figure 2. Publication Trend Over Years

Main Contributors

In this section we identify the most productive and influential authors, Country, and Document in spiritual leadership research. Table 2 lists the most productive authors in the field, ranked by the number of articles they have published. Hunsaker WD, from the School of Business Administration in South Korea, is the most productive author with 11 articles. Ali M, from the Institute of Information Technology Lahore, Pakistan, follows with 10 articles, while Usman M, from the University of Sharjah, United Arab Emirates, has authored 9 articles. Several authors, such as Fry LW (Texas A&M University, US), Liu P (Beijing Institute of Technology, China), and Liu Y (Taiyuan University of Technology, China), have each contributed 6 articles. EkoWati VM and Supriyanto AS, both from Universitas Islam Negeri Maulana Malik Ibrahim Malang in Indonesia, have contributed 5 and 4 articles, respectively, while Samul J (Bialystok University of Technology, Poland) and Yang F (Yunnan University of Finance and Economics, China) round out the top contributors with 5 articles each.

Table 2. Most Productive Author

No	Authors	Articles	Affiliation	Country
1	Hunsaker Wd	11	School of Business Administration	South Korea
2	Ali M	10	Institute of Information Technology Lahore	Pakistan
3	Usman M	9	University of Sharjah	United Arab Emirates
4	Fry Lw	6	Texas A&M University	US
5	Liu P	6	Beijing Institute of Technology	China
6	Liu Y	6	Taiyuan University of Technology	China
7	Ekowati Vm	5	Universitas Islam Negeri Maulana Malik Ibrahim Malang	Indonesia
8	Yang F	5	Yunnan University of Finance and Economics	China
9	Samul J	4	Bialystok University of Technology	Poland
10	Supriyanto As	4	Universitas Islam Negeri Maulana Malik Ibrahim Malang	Indonesia

Table 2. highlights the geographical diversity of the most productive authors in this field, spanning from South Korea, Pakistan, and the United Arab Emirates to the US, China, Indonesia, and Poland. This diversity suggests that research on this topic is globally distributed, with contributions coming from both Western and non-Western countries. The dominance of authors from Asia, particularly from China and Indonesia, shows the region's growing influence in academic research. Additionally, the presence of multiple authors from institutions in Indonesia underscores a potential focus on spiritual leadership in the Indonesian academic environment. Hunsaker WD's leading position with 11 articles signals their significant influence and potentially establishes them as a key figure in the field. The varying levels of productivity across the authors may also indicate differing levels of research funding, institutional support, and collaboration opportunities in different regions

After we analyzed the most productive authors, then we compiled the most influential and influential countries in the development of research on the topic of spiritual leadership. Figure 3 illustrates the number of documents produced by country or territory, showing the top 10 most productive countries in research output. Indonesia leads the list with the highest number of documents, closely followed by China. The United States ranks third in terms of research output, followed by Pakistan and South Korea. Malaysia, the United Kingdom, India, Turkey, and South Africa also feature on the list with a significant number of publications, though their output is comparatively lower than the top three countries.

On another hand Table 3 lists the most cited countries, ranked by total citations (TC) and the average number of citations per article. The United States leads with 835 total citations and an average of 38 citations per article. China follows with 603 total citations and an average of 15.9 citations per article. Thailand, despite having fewer total citations (337), has an exceptionally high average of 112.3 citations per article. Indonesia ranks fourth with 297 total citations and an average of 10.2 citations per article. Other countries such as Korea, Turkey, the United Kingdom, Pakistan, Cyprus, and Greece also feature on the list, with Greece having the highest average article citations (38.5) but fewer total citations (77).
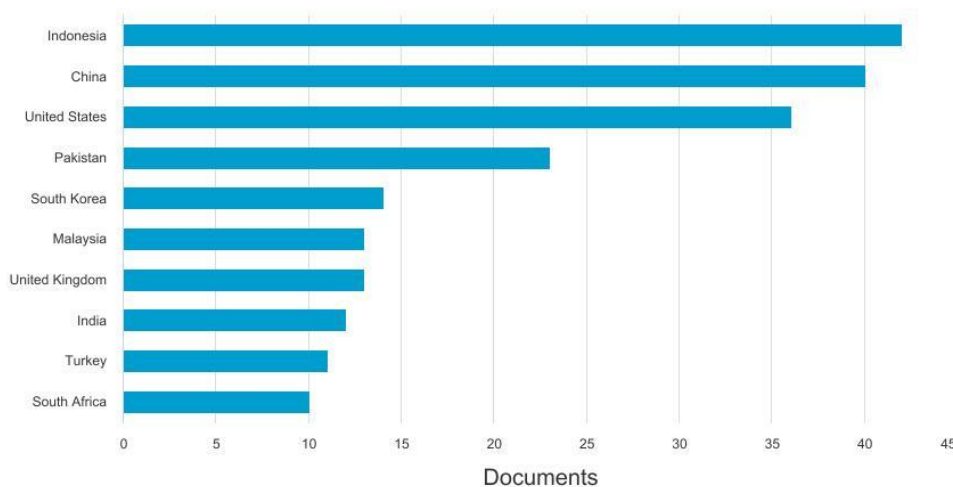
Table 3. Most Influence Country

No	Country	Total Citation	Average Article Citations
1	USA	835	38.00
2	China	603	15.90
3	Thailand	337	112.30
4	Indonesia	297	10.20
5	Korea	196	16.30
6	Turkey	137	22.80
7	United Kingdom	125	15.60
8	Pakistan	116	11.60
9	Cyprus	96	24.00
10	Greece	77	38.50

Figure 3. Most Productive Country

Based on Figure 3 and Table 3 its reveals interesting dynamics in research productivity and influence. Indonesia leads in terms of the number of documents produced, indicating its significant contribution to the volume of research in the field. However, in Table 2, Indonesia ranks lower in terms of total citations and average citations per article, suggesting that while it produces a high quantity of research, the global impact of its individual publications is relatively modest. In contrast, the United States, which ranks third in productivity, tops the list of most cited countries with a much higher average citation count per article, indicating that its research is more influential globally. Similarly, Thailand has fewer publications but ranks third in citations with an exceptionally high average, demonstrating that its research, though limited in volume, is highly impactful. This contrast highlights that while some countries like Indonesia and China focus on producing a large quantity of research, countries like the United States and Thailand are producing research that resonates more widely and receives greater academic recognition.

Next, we will explain the Most Cited Documents displayed in table 3 that providing details such as the paper's author, publication year, journal, DOI, and total number of citations. Afsar B's 2016 article in the Journal of Environmental Psychology leads the list with 336 citations, followed by Benefiel M's 2014 article in Psychology of Religion and Spirituality with 221 citations. Fry LW's 2017 paper in Journal of Management, Spirituality & Religion ranks

third with 127 citations. Yang F has three papers featured in the top 10, published between 2018 and 2019, each with citations ranging from 63 to 97. Other notable papers include those by Usman M (2021), Rocha RG (2021), Bayighomog SW (2019), and Ali M (2020), with citation counts ranging between 63 and 75.

Table 4. Most Cited Document

No	Paper	DOI	Total Citations
1	Afsar B, 2016, J Environ Psychol	10.1016/j.jenvp.2015.11.011	336
2	Benefiel M, 2014, Psychol Relig Spiritual	10.1037/a0036597	221
3	Fry Lw, 2017, J Manage Spirit Relig	10.1080/14766086.2016.1202130	127
4	Yang F, 2019, J Bus Ethics	10.1007/s10551-017-3713-1	97
5	Yang M, 2018, J Manage Spirit Relig	10.1080/14766086.2018.1482562	75
6	Rocha Rg, 2021, J Bus Ethics	10.1007/s10551-020-04463-y	71
7	Usman M, 2021, Tour Manage	10.1016/j.tourman.2020.104227	70
8	Bayighomog Sw, 2019, Serv Ind J	10.1080/02642069.2019.1570153	69
9	Ali M, 2020, Int J Hosp Manage	10.1016/j.ijhm.2020.102696	64
10	Yang F, 2019, Hum Resour Manage	10.1002/hrm.21943	63

Table 4 above highlights the significant impact of certain papers within the field, with Afsar B's 2016 work standing out as the most influential, garnering more than 100 citations more than the next most cited paper. The presence of multiple papers by authors like Yang F and journals like *Journal of Business Ethics* and *Journal of Management, Spirituality & Religion* indicates that these authors and outlets are central to advancing the discourse. While the range of citation counts suggests varying levels of influence, it's clear that certain papers, particularly those published in earlier years, have gained a substantial foothold in the literature. The high citation counts for these papers imply their relevance and importance to ongoing research, indicating that they may have served as foundational or widely recognized contributions to the field. This table shows a clear correlation between the age of the paper and its citation count, with older papers generally receiving more citations, though more recent papers are also making significant impacts.

Co-Occurrence Keyword Analysis

To conduct a Co-Occurrence Keyword Analysis, we first created a list of the most widely used kunic words. Table 5 lists the most frequently used keywords in the field, along with the number of occurrences for each term. "Spiritual leadership" dominates with 206 occurrences (Alfarajat & Emeagwali, 2021; Naidoo, 2014; Sapta et al., 2021), followed by "(Mydin et al., 2019; Wahyono et al., 2021)" with 41 occurrences. Other key terms include "job satisfaction" and "organizational commitment," both appearing 13 times. "Leadership" is cited 12 times, while "spiritual well-being" and "spirituality" each occur 11 times. Additionally, "employee performance" appears 9 times, and both "organizational citizenship behavior" and "work engagement" appear 8 times each.

Table 5. Most Used Keyword

No.	Words	Occurrences
1	Spiritual Leadership	206
2	Workplace Spirituality	41
3	Job Satisfaction	13
4	Organizational Commitment	13
5	Leadership	12
6	Spiritual Well-Being	11
7	Spirituality	11
8	Employee Performance	9
9	Organizational Citizenship Behavior	8
10	Work Engagement	8

The keyword analysis in Table 5 highlights the central focus of the research on spiritual leadership, as it appears overwhelmingly more than any other term, indicating its primary role in the studies under review. The prominence of terms like "workplace spirituality" and "spiritual well-being" suggests that much of the research is concerned with the intersection of spirituality and organizational contexts, particularly in how spiritual leadership affects workplace dynamics. The inclusion of terms like "job satisfaction," "employee performance," and "organizational commitment" indicates that researchers are exploring the impact of spiritual leadership on employee attitudes and behaviors, hinting at a broader interest in organizational psychology and human resource management (Arif et al., 2019; Long & Xuan, 2017; Novalita et al., 2019). This keyword distribution reflects a holistic approach to understanding how spiritual leadership influences both individual and organizational outcomes.

After we have finished analyzing the key data above, then the keywords in the CSV file are analyzed in the VOSViwer software presented in the Figure. Circles (or nodes) represent keywords, and the size of each circle corresponds to the frequency of that keyword's occurrence in the dataset. Larger circles indicate keywords that appear more frequently, while smaller circles represent less common terms. Lines (or edges) connecting the circles indicate co-occurrence relationships between keywords, meaning the terms have appeared together in the same documents. Thicker lines suggest stronger or more frequent co-occurrences, while thinner lines indicate less frequent connections between keywords.

The central position of "spiritual leadership" as the largest node reflects its dominance and primary importance in this research field. Other prominent terms like "workplace spirituality" and "spiritual well-being" are connected to "spiritual leadership" by thicker lines, indicating strong thematic links between these concepts.
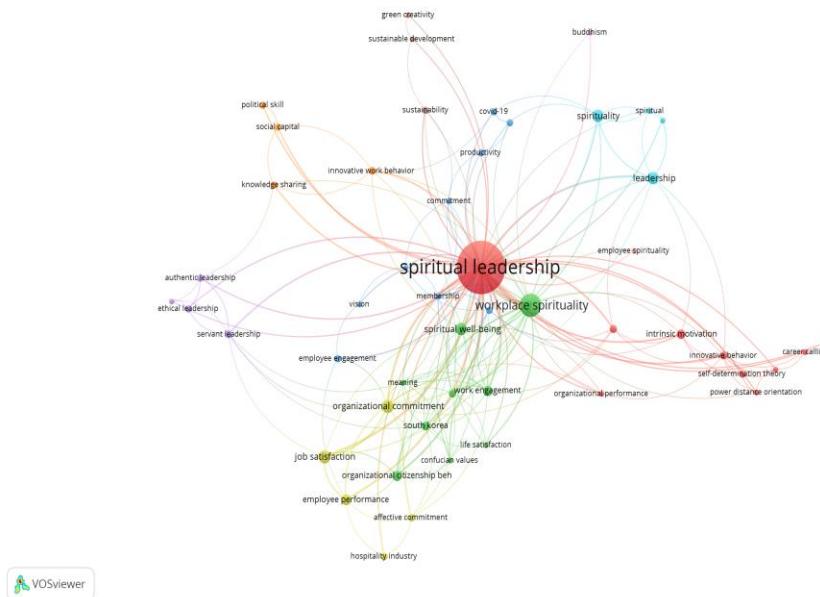

Figure 4. Keyword Co-Occurrence Network

The network visualization reveals that "spiritual leadership" is the central and most frequently discussed concept, strongly connected to other key terms like "workplace spirituality" and "spiritual well-being," suggesting that these topics are often explored together in research. The dense connections surrounding these terms indicate that researchers commonly investigate the

interplay between spiritual leadership and its impact on organizational factors like employee performance, job satisfaction, and organizational commitment. Additionally, terms like "ethical leadership," "servant leadership," and "authentic leadership" appear on the periphery, connected to the main concept of spiritual leadership but with thinner lines, implying that these leadership styles are related but perhaps less frequently discussed in conjunction with spiritual leadership. The presence of terms like "COVID-19," "sustainability," and "green creativity" suggests emerging themes, reflecting the evolving focus on how spiritual leadership can influence broader societal and organizational challenges. Overall, the visualization indicates that spiritual leadership is a widely studied concept, with strong connections to workplace outcomes and well-being, while also being linked to emerging areas of interest in leadership and sustainability.

After we have analyzed the words of the relationship between the keywords, then we group the keywords into clusters. The network visualization from VOSviewer reveals several distinct clusters, represented by groups of keywords that are closely linked through co-occurrence in research articles. These clusters indicate thematic areas within the broader research field of spiritual leadership. Here's a breakdown of the key clusters:

1. Red Cluster (Core Concepts of Spiritual Leadership and Workplace Spirituality): The largest and most central cluster, dominated by "spiritual leadership" and closely linked terms like "workplace spirituality" and "spiritual well-being." This cluster highlights the foundational concepts in the field, focusing on the role of spiritual leadership in creating spiritually enriched workplaces. Key subtopics in this cluster include "job satisfaction," "organizational commitment," and "employee performance," suggesting that much of the research in this area examines the impact of spiritual leadership on employee well-being and organizational outcomes.

2. Green Cluster (Organizational and Employee Outcomes): This cluster centers on terms like "organizational citizenship behavior," "job satisfaction," "work engagement," and "employee performance." It explores how spiritual leadership influences individual and collective outcomes in the workplace, such as engagement, performance, and satisfaction. The inclusion of terms like "organizational commitment" and "confucian values" also indicates a focus on cultural and value-based perspectives in the study of leadership.

3. Blue Cluster (Leadership and Spirituality): Keywords such as "leadership," "spirituality," and "employee spirituality" form this cluster, focusing on the broader relationship between leadership styles and spirituality. This cluster suggests a conceptual overlap between spiritual leadership and other forms

of leadership (e.g., "servant leadership," "ethical leadership," and "authentic leadership"). The links to "spirituality" indicate a holistic approach to leadership that transcends traditional organizational goals, emphasizing moral and ethical considerations.

4. Orange Cluster (Innovation and Sustainability): This cluster includes terms like "green creativity," "sustainability," "innovative work behavior," and "sustainable development." It suggests that recent research is beginning to explore the role of spiritual leadership in fostering innovation, creativity, and sustainable practices within organizations. This emerging focus aligns with broader global trends emphasizing the importance of sustainability and corporate responsibility.

5. Cyan Cluster (Pandemic and Crisis Leadership): Terms such as "COVID-19" and "productivity" form a smaller but notable cluster, indicating a recent trend in exploring how spiritual leadership can help organizations and employees navigate crises, particularly in the context of the COVID-19 pandemic. This suggests that spiritual leadership is being examined for its potential role in fostering resilience and adaptability during challenging times.

The clusters reveal several key themes in the literature on spiritual leadership. The red cluster highlights the core relationship between spiritual leadership and workplace outcomes, such as employee satisfaction and performance. The green and blue clusters suggest a focus on how leadership styles that incorporate spirituality or ethics contribute to organizational success, while the orange cluster points to an emerging research direction linking spiritual leadership to innovation and sustainability. Finally, the cyan cluster reflects the relevance of spiritual leadership during times of crisis, particularly in navigating the challenges posed by the COVID-19 pandemic. Together, these clusters indicate that while spiritual leadership is firmly rooted in enhancing workplace spirituality and well-being, it is also expanding into new areas such as sustainability, innovation, and crisis management, demonstrating the field's evolving and dynamic nature.

Future Research Direction

There are three future research directions that we made, first Exploring Spiritual Leadership's Role in Crisis Management: Given the recent inclusion of terms like "COVID-19" and "crisis leadership" in the network visualization, future research should explore the role of spiritual leadership in managing crises and fostering organizational resilience. Studies could investigate how spiritual leadership practices can help leaders and employees navigate uncertain and volatile environments, focusing on the post-pandemic recovery period and the

ongoing challenges organizations face globally. Examining spiritual leadership's influence on employee well-being, mental health, and organizational adaptability during times of crisis could provide valuable insights into leadership approaches that foster long-term stability and resilience.

Linking Spiritual Leadership with Sustainability and Innovation: The emerging connections between spiritual leadership, "green creativity," and "sustainability" in the keyword network suggest that this field is increasingly aligned with global trends in sustainable development. Future research could explore how spiritual leadership fosters innovation and creativity, particularly in promoting sustainable practices within organizations. Researchers could examine the potential for spiritual leadership to guide organizations toward corporate social responsibility, environmental stewardship, and ethical innovation. By focusing on the intersection of spirituality and sustainability, scholars could provide valuable frameworks for leaders seeking to integrate spiritual principles into sustainable business models.

Cultural and Cross-National Comparisons of Spiritual Leadership: With the significant contributions from countries like Indonesia, China, the United States, and others, there is a clear opportunity for comparative research that examines spiritual leadership across different cultural and national contexts. Future studies could investigate how cultural values, such as Confucianism or Islamic spiritual principles, influence the practice and outcomes of spiritual leadership. Such research could deepen understanding of how spiritual leadership is adapted and perceived in various cultural settings and how these cultural differences impact organizational outcomes like job satisfaction, employee engagement, and organizational commitment. Comparative studies across Western and Eastern contexts would provide a richer, more nuanced understanding of spiritual leadership's global applications.

CONCLUSION

This bibliometric analysis provides a comprehensive overview of the research landscape on spiritual leadership from 2014 to 2024. The analysis reveals peningkatan publikasi setiap tahunnya yang konstan terus meningkat daimuali dari tahun 2018 dan terus mengalami peningkatan. Kemudian dalam hal main contribution there is significant increase in the volume of research, with Indonesia, China, and the United States leading in publication output. However, in terms of impact, the United States and Thailand demonstrate higher average citations per article, indicating that while countries like Indonesia and China contribute heavily to the quantity of research, the influence of these publications on the global academic community varies. Hasil Keyword Co-Occurrence Analysis menujukan Core themes such as workplace spirituality,

spiritual well-being, and organizational commitment dominate the discourse, with keywords related to employee performance, job satisfaction, and ethical leadership frequently co-occurring in the literature. The network analysis highlights the centrality of spiritual leadership in shaping these organizational outcomes, while also indicating emerging areas like sustainability, innovation, and crisis management as new frontiers for this field. Adapun rekomendasi penelitian kedepannya adalah Exploring Spiritual Leadership's Role in Crisis Management, Linking Spiritual Leadership with Sustainability and Innovation, Cultural and Cross-National Comparisons of Spiritual Leadership.

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