STUDY TO EXAMINE THE IMPACTS OF SPIRITUAL LEADERSHIP STYLE ON ORGANIZATIONAL PERFORMANCE BASED ON INDIVIDUAL-LEVEL PERFORMANCE: A META-ANALYSIS

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Abstract

Background: *We undertook meta-analyses to see the impacts of spiritual leadership (SL) style on organizational performance based on the individual level performance indicators like job satisfaction, organization commitment, personal fulfillment, turnover intention, and employees' well-being.*

Method: *A Random-Effects Model was carried out for all meta-analyses. Q statics and I-Square provide evidence of homogeneity in the effect sizes of the studies. This leads us to give more emphasis on the reporting bias analysis. We covered graphics as well statistical methods for reporting bias analysis. We applied Rosenthal's failsafe N, for estimating the number of unpublished studies for sampling bias, Begg & Mazumdar rank correlation test for selection process bias, Egger's linear regression approach for funnel plot asymmetry, and association with reporting bias, and Funnel plot with trim-and-fill methods for detecting availability bias. We also conducted an outlier check-in effect size with a Galbraith plot.*

Results: *Our results show that the SL styles have a positive impact on organizational performance based on the individual level performance measurement such as job satisfaction and organizational commitment.*

Keywords: *Spiritual Leadership, Organizational Performance, Mata-Analysis, Job Satisfaction, Organization Commitment*

1. INTRODUCTION

A leader's way of managing organizational affairs is known as the leadership style. Scholars have identified different styles of leadership addressing two axes; concern for people and concern for the task (Blake & Mouton, 1976). Tannenbaum and Schmidt (1973) find leadership style a blend of autocracy and democracy suiting to the context to achieve organizational success. House (1996); Hersey & Blanchard (1982); and Charan (2011) have also found leadership responsible for achieving organizational success.

In the late 1990s, the Management, Spirituality, and Religion (MSR) emerged as a research area. Role of spirituality and religion in organizational life and management has enhance (Fry, 2018). We also need to investigate for clarity in perspectives and definition of spiritual leadership (SL). After a thorough search, in domain of SL, we able to trace five literature reviews. Dent, Higgins, & Wharff, (2005), promoted a theory of SL within context of workplace based on their review of eighty-seven scholarly articles and argued that SL as a researchable phenomenon. In another review of over 150 studies, Reave, (2005), collaborated on the link between spiritual values and

leadership. Meng, (2016) reviewed SL in the workplace and its Perspectives and theories focused exclusively on the theoretical foundation of SL. Mubasher et al. (2017), conducted a systematic review of sixty-two research studies and concluded that there is no agreement on the definition of SL. Finally, a most recent systematic review conducted by Oh & Wang, (2020) in which they show ten different definitions of SL were provided specified in the fifty-nine studies, However, Fry's (2003) definition of SL is arguably the most frequently cited (cited in forty-seven studies out of fifty-nine studies). According to Fry, (2003) SL is defined as "Comprising the values, attitudes, and behaviors that are necessary to intrinsically motivate one's self and others so that they have a sense of spiritual survival through calling and membership". Further, Fry (2003) classified the qualities of SL into three categories such as vision, altruistic love , and hope/faith . Fry (2003) proposed a causal theory of SL and suggested that it should include workplace spirituality and spiritual survival within a motivation theory framework. Covey, (1989, 1991) took the lead to discuss spirituality in leadership. Conger (1994) linked spirituality and leadership in the workplace. Fairholm, (1996) suggest that spirit at work may influence our identity, values, memories, and sense of humor. Along with this it also worked as guiding forces for wholeness, wisdom, relationships and inner authority.

The Academy of Management (AOM), The Leadership Quarterly (TLQ) and Journal of Business Ethics published special issues that focused on workplace spirituality, spirituality, and SL during 2003 to 2005. Which indicates that SL has attracted increasing research attention. In the special issue of TLQ, Dent et al., (2005) use a qualitative narrative integrated analysis for the development of SL theory based on workplace spirituality. Reave (2005) described those spiritual values and practices are related to effective leadership. In addition, SL conceptual framework is well described based on ego-transcendence (Parameshwar, 2005), organizational transformation (Benefiel, 2005), and nondual theories of leadership (Kriger & Seng, 2005). Whittington et al., (2005) shows lives of followers are effected through legacy leadership and a causal model of SL. Duchon & Plowman (2005) established the relationship between spirituality, leadership, and performance through their empirical research in a hospital unit.

SL has also been used for application to other areas such as for organizational transformation and work hours cultures (Fry & Cohen, 2009), a source for character development (Sweeney & Fry, 2012), a model for Islamic leadership development (Egel & Fry, 2017), a model for student inner development (Fry, 2009), a theory of being-centered leadership (Fry & Kriger 2009), and for articulating organizational values (Ferguson & Milliman, 2008). Work on SL emphasize its importance for sustainability. Crossman (2011) synergies between spiritual and environmental leadership and Fry & Egel (2017) show that SL is key to maximizing the Triple Bottom Line with emphasis on sustainability. Egel & Fry (2018) emphasize the role of SL in cultivating a global mindset. Workplace spirituality and SL have been indicated for faults for exploitation of workers economically by organizations (Case & Gosling, 2010). Krishnakumar et al., (2015) highlighted the causes for "dark side" of SL. Mabey et al., (2016) argue that teaching of its founder, Jesus, Christian standpoint misapply and largely misconstrue with workplace spirituality and SL. Crossman (2010) critically examine substances between SL in secular organizational contexts and other forms of leadership for theory development. we find empirical studies of SL have included both quantitative (Chen, Chin-yi., 2012; Chen, Yang, & Li, 2012; Fry et al., 2005; Fry et al., 2017; Hunsaker, 2016; Jeon et al., 2013) and qualitative (Cregard, 2017; M. R. Fairholm & Gronau, 2015) research.

2. WHY META ANALYSIS?

 In the domain of SL, we found that scholars have ambiguity to recognize it as a concept (Meng, 2016; Nicolae & Nicolae, 2013). Along with this scholars link SL and religion as both are the same or subjective phenomenon (Nicolae & Nicolae, 2013), hence not a researchable area. However, scholars had proven that SL is a clear distinction between spirituality and religion (Ashmos & Duchon, 2000; Dent et al., 2005; L. W. Fry, 2003; Kaya, 2015; Reave, 2005) and based on the causal theory of SL. In such, a scenario, meta-analysis being a tool for theory development and testing (Miller & Bamberger, 2016) will help us to address the issue of status SL. As we discussed in the previous section, integrative application of SL, critiques of SL, and SL and sustainability, present meta-analytical investigation of the impacts of SL style on organizational performance (OP) based on individual-level performance will help to build theory in the domain of SL. We also find that as discussed in the previous section five review studies were conducted in the domain of SL, however, no study has yet meta-analytically investigate the relationship between SL and OP.

Scholars had advocated for investigating the relationship between SL and OP (Houghton, Neck, & Krishnakumar, 2016). However, there is a dearth of comprehensive studies examining the relationship between SL styles and OP. A conceptual model has been proposed by Houghton et al. (2016) in this regard. However, there is no available literature to validate this model. The present study is a humble attempt to investigate meta-analytically the relationship between SL styles and OP based on the individual level performance measurement indicators like job satisfaction (JS), organizational commitment (OC), personal fulfillment (PF), turnover intention (TI), and employee's well-being (EWB), as depicted in figure 1.

Figure 1 - The Proposed theoretical model for the relationship between SL and organizational performance based on individual-level measurement.
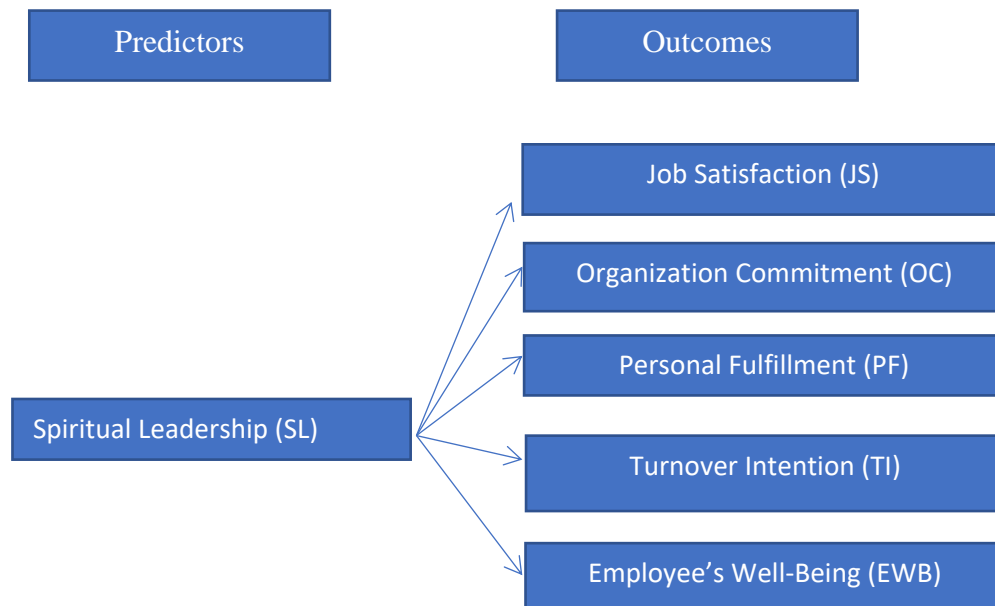
To understand the impact of SL styles on OP, there is a need to recognize the multi-faceted nature of the OP construct (Hult et al., 2008; Luo et al., 2012; Venkatraman & Ramanujam, 1986). Different shades of OP are found in the extant literature; economic and operational (Luo et al., 2012), individual-level (Houghton et al., 2016; Koopmans et al., 2011; Krishnakumar & Neck, 2002), team level (Kendall and Salas, 2004), and organizational level (Hubbard, 2009). The present study focuses only on individual-level measurements of OP in terms of JS, OC, PF, TI, and EWB (Houghton et al., 2016; Krishnakumar & Neck, 2002). We try to contribute to the literature though this study in three ways. First, to comprehensively examine the impact of SL styles on OP based on individual-level performance measurement as studied by scholars in the past in bits and pieces. Secondly, this study helps to validate OP as an outcome of SL styles. Thirdly, this meta-analytic study opens many avenues for future research at a micro-level in the studied context

3. RESEARCH HYPOTHESIS

SL leads to attaining two positive organizational attitudes outcome namely, OC and JS (Krishnakumar et al., 2015). The lack of job satisfaction and organizational commitment decreases organizational performance (Haris et al., 2016). Djaelani, Sanusi, & Trianmanto (2020) examined an indirect effect of OC on the relationship between SL and JS.

Further, Delfino (2019) argued that to increased JS among employees and to create a healthy working environment, we should maximized SL in the organization. SL theory is a causal theory for organizational revolution, which has been created for a learning organization. Since SL theory was developed based on an internal motivational model, SL aims to pay attention to followers' fundamental needs to provide their agents of spiritual existence and productivity (Ghasemizad et al., 2012; Hunsaker & Jeong, 2020). Additionally, Tabor et al. (2019) theorize that SL serves as a replace resource for workers to facilitate increased OC and along with this SL also play a supporting factor to moderate the adverse effects of organizational problems, which ultimately increases OP. Elif (2019) suggest that in the 21st century, there are lots of changes happening in the business competition environment. Which has given birth to some troubles on the side of employees, as this may cause reason for dissatisfaction workers in their routine life. In such circumstances, we need to give more focus on humane ways to handle the stress of the works so that workers will perform more meaningful work. At this point, SL comes to the scene as a possible remedy for the disappointment of modern employees and meaninglessness. Yang & Fry (2018) explored that SL reduces burnout in the organization, which positively influences organizational commitment, work unit productivity, and employee job satisfaction. SL is considered essential for performance excellence, including OC (Fry et al., 2011), JS (Fry et al., 2017), PF (Wilfred et al., 2019), which lead to enhancing the OP. Hunsaker & Jeong (2020) suggested that SL enhanced the employees' well-being and socio-psychological resources, which motivate workers' commitment to their work and organizations. Hunsaker (2019) explained a causal relationship between SL and job burnout or turnover intention and SL, inversely influenced job burnout, as measured through worker exhaustion. Gill (2014) suggested that SL helps employees to find value, purpose, meaning, and a sense of worth in their work to contribute to their well-being and happiness in their lives as a whole, which leads to their personal fulfillment. Further, success and happiness or personal fulfillment may meet in the workplace through SL. Based on the above reasoning about how SL influences the positive outcome of employees' organizational commitment and job satisfaction, which ultimately enhance organizational performances, we expect that.

Hypothesis 1a: SL style has a positive relationship with (i) job satisfaction, (ii) organizational commitment, (iii) personal fulfillment, and (iv) employee's well-being, which leads to enhancing OP
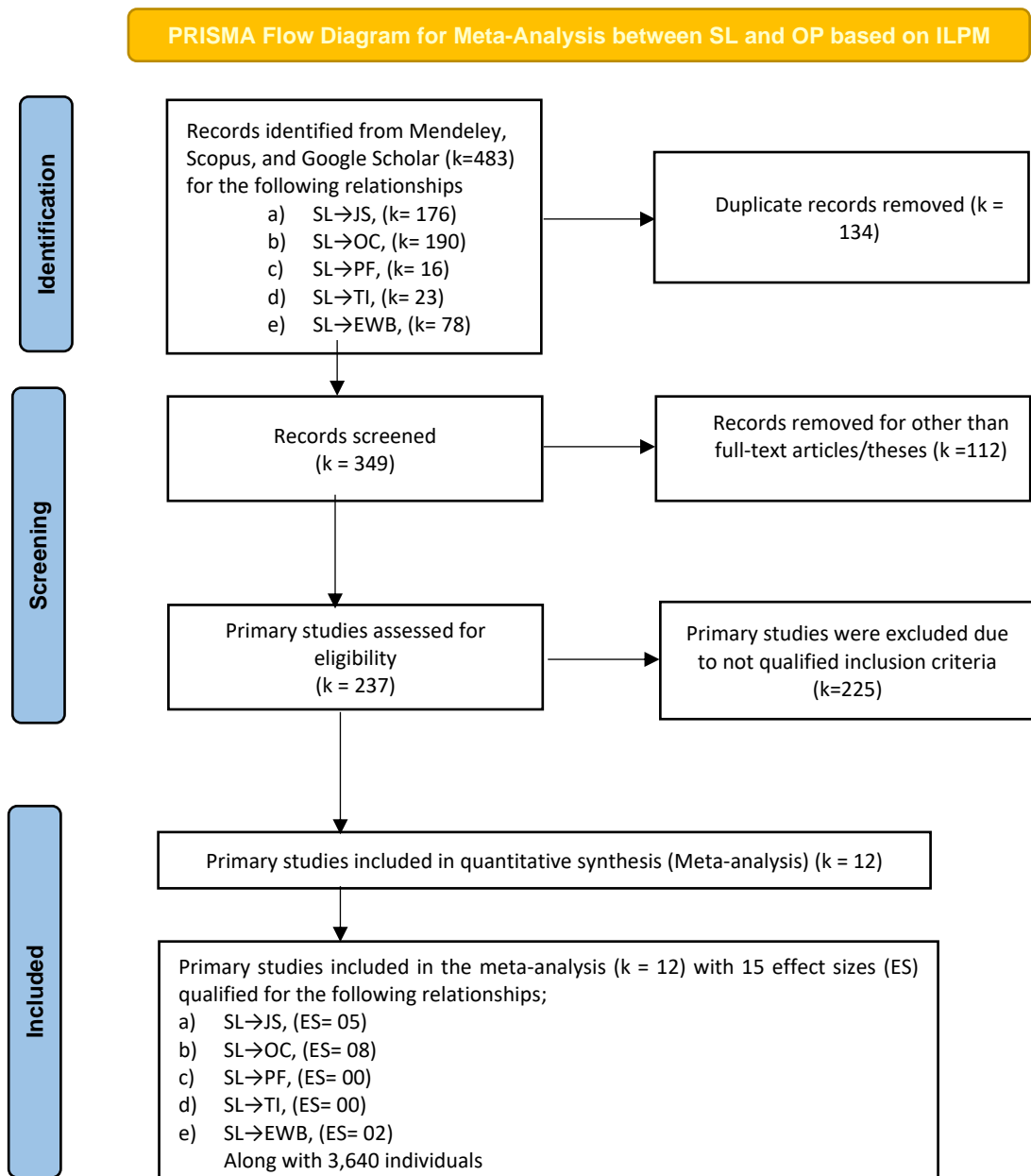
Hypothesis 1b: SL has negatively associated with turnover intention, which leads to enhancing OP

4. DATA AND METHODS

4.1. Literature Search:

We conducted a large scale search to identify as many unpublished and published studies as possible from various documents such as journal, book section, book, conference proceedings, thesis, web page, reports, newspaper articles, and magazine articles to identify relevant studies for the current study, which is essential for systematic and meta-analysis research. Setting March 22nd, 2021 as the cutoff date, we had concluded our search for the period from 2011 to 2021. Mendeley, Scopus, and Google Scholar were all used to find out key word spiritual leadership. After that, the search was refined with combinations of predictor and outcome variables like SL and JS, then SL and OC, and so on and lastly SL and EWB, see figure 2 PRISMA (Page et al., 2021) flow diagram for Meta-analysis. We decided on the following criteria to include a primary study in the systematic review and meta-analysis: the primary study must (i) be individual level, empirical, and quantitative; (ii) provide a zero-order correlation value and sample size of any one relationship between predictor and outcome variables of the present study; (iii) be available in the English language

Figure 2 - PRISMA flow diagram for Meta-analysis

PRISMA Flow Diagram for Meta-Analysis between SL and OP based on ILPM

Identification

Records identified from Mendeley, Scopus, and Google Scholar (k=483) for the following relationships
a)   SL→JS, (k= 176)
b)   SL→OC, (k= 190)
c)   SL→PF, (k= 16)
d)   SL→TI, (k= 23)
e)   SL→EWB, (k= 78)

Duplicate records removed (k = 134)

Screening

Records screened (k = 349)

Records removed for other than full-text articles/theses (k =112)

Primary studies assessed for eligibility (k = 237)

Primary studies were excluded due to not qualified inclusion criteria (k=225)

Included

Primary studies included in quantitative synthesis (Meta-analysis) (k = 12)

Primary studies included in the meta-analysis (k = 12) with 15 effect sizes (ES) qualified for the following relationships;
a)   SL→JS, (ES= 05)
b)   SL→OC, (ES= 08)
c)   SL→PF, (ES= 00)
d)   SL→TI, (ES= 00)
e)   SL→EWB, (ES= 02)
Along with 3,640 individuals

Note: SL = Spiritual Leadership; JS = Job Satisfaction; OC = Organization Commitment; PF= Personal Fulfillment; TI = Turnover Intention; EWB = Employees Well-Being; OP = Organizational Performance; ILPM = Individual Level Performance Measurement ; k = Number of Studies, ES = Effects size in primary study: PRISMA = Preferred Reporting Items for Systematic Reviews and Meta-Analyses

At first glance, we removed k=134 primary studies due to duplicates and removed k = 112 primary studies other than full-text articles/theses. Thereafter, we find k=237 primary studies assessed for eligibility. After applying all selection criteria, we excluded k = 225 primary studies. The finally, for meta-analysis, 12 primary empirical studies with 15 effect sizes as shown in Table 1 are qualified with the inclusion of 3,640 individuals.

Table 1 - Primary Studies and Effect Size Included in the Meta-Analysis

Primary Studies		Effect Size included in Analysis					
	Outcome →	JS	OC	PF	TI	EWB	Total
	Predictors ↓						
12	SL	5	8	NF	NF	2	15

Note: SL = Spiritual Leadership; JS = Job Satisfaction; OC = Organization Commitment; PF = Personal Fulfillment; TI = Turnover Intention; EWB = Employees' well -being; NF = Not found

For the relationship relating to the SL and PF, SL and TI, we were able to search 23, and 16 primary studies respectively, however, none of these primary studies were able to qualify as per our inclusion criteria in the present study. On the other hand, for the relationship between SL and EWB, only 02 primary studies qualified our inclusion criteria but we had decided that when K < 3, no analyses were conducted based on the systematic and meta-analysis study done by Fosse et al., (2019) and Peikai et al., (2020). Therefore, we had not analyzed the relationship between SL and PF, SL and TI, SL and EWB.

4.2. Coding:-

The calculation of Cohen´s κ (Cohen, 1960) for inter-rater reliability is also helpful in meta-analysis during the selection of primary studies, and Cohen´s κ value was 1.00 for the selected 12 primary studies. Necessary information to perform meta-analysis are extracted from the primary studies and coded as e.g., sample size, correlation value, participant's description, country, etc. We extracted the information from the 12 qualified primary studies based on our inclusion criteria and complied with the information as shown in Table 2.

Table 2 – Information extracted from each primary study included in the Meta-Analysis

S. No.	PV	OV	Name of the Studies	Participants in the Study	Country	Published	n	r	Scale Used for PV	α of PV	Scale Used for OV	α of OV
1.	SL	JS	1) Djaelani, Sanusi, & Trianmanto, (2020)	Teachers	Indonesia	Yes	170	0.70	Fry, (2003)	0.82	Hulin & Judge (2003)	0.88
2.	SL	JS	2) Supriyanto et al., (2020)	Employees	Indonesian	Yes	115	0.28	Fry, (2003)	0.78	Saadiah et al., (2014)	0.70
3.	SL	JS	3) Delfino, (2019)	Employees	Philippines	Yes	144	0.24	Fry, (2003)	0.85*	Delfino et al., (2013)	0.82*
4.	SL	JS	4) Haris, Saidabadi, & Niazazari, (2016)	Employees	Iran	Yes	316	0.73	Delphi Technique used	0.90	Delphi Technique used	0.79
5.	SL	JS	5) Ghasemizad et al., (2012)	Employees	Iran	Yes	270	0.40	Fry et al., (2005)	0.85	Muchinsky, (1987)	0.78
6.	SL	OC	1) Djaelani et al., (2020)	Teachers	Indonesia	Yes	170	0.67	Fry, (2003)	0.82	Allen & Meyer, (1990)	0.87

7.	SL	OC	2)	Hunsaker & Jeong, (2020)	Employees	Chine	Yes	207	0.63	Fry et al., (2005)	0.95	Meyer, (1991)	0.74
8.	SL	OC	3)	Tabor et al., (2019)	Employees	USA	Yes	231	0.31	Fry et al., (2005)	0.95	Nyhan, (2000)	0.88
9.	SL	OC	4)	Tabor et al., (2019)	Employees	USA	Yes	77	0.05	Fry et al., (2005)	0.95	Nyhan, (2000)	0.88
10.	SL	OC	5)	Elif, (2019)	Employees	Turkey	Yes	190	0.41	Fry, (2013)	0.96	Meyer, Allen & Smith, (1993)	0.76
11.	SL	OC	6)	Yang & Fry, (2018)	Employees	USA	Yes	235	0.77	Fry, (2013)	0.91	Allen & Meyer, (1990)	0.86
12.	SL	OC	7)	Fry et al., (2017)	Members of Baldrige recipient organizations	USA	Yes	652	0.87	Fry, (2008)	0.94	Allen & Meyer, (1990)	0.87
13.	SL	OC	8)	Fry et al., (2011)	Military Soldiers	USA	Yes	62	0.79	Fry et al., (2005)	0.92	Allen & Meyer, (1990)	0.81
14.	SL	EWB	1)	Hunsaker & Jeong, (2020)	Employees	China	Yes	207	0.87	Fry et al., (2005)	0.95	Fry et al., (2005)	0.92
15.	SL	EWB	2)	Hunsaker, (2019)	Employees	South Korea	Yes	375	0.65	Fry, (2008)	0.94	Fry, (2008)	0.87

Note. PV = Predictor Variable; OV = Outcome Variable; SL = Spiritual Leadership; JS = Job Satisfaction; OC = Organization Commitment; EWB = Employees' well-being; n = Total Sample Size; r = Correlation; α = value of Cronbach's alpha; α* = Mean value of Cronbach's alpha Internal Consistency Reliabilities for All Study Variables; NF=Not found.

4.3. Meta-Analysis Methods and Tools: -

A Random-Effects Model used for all meta-analysis calculations using the R Meta Packages (Balduzzi, Rücker, & Schwarzer, 2019; Schwarzer, Carpenter, & Rücker, 2015; Schwarzer, 2007). Since we were using correlation data in our meta-analysis, therefore, we choose "Metacor' statistical methods for random effects estimates for meta-analyses with correlation provided by this package in RStudio (Team, 2020). Along with this, we also used Meta-Essentials Tool - Workbook 5, which is designed to meta-analyze correlation coefficients, (Suurmond, Rhee, & Hak, 2017) to analyze our data. More conservative estimates of the effect with large size of confidence interval along with large standard error can be derived with Random effects models (Shadish, Cook, & Campbell, 2002; Burke et al., 2006). We used Fishers' Z transformation to transformed the correlation effect sizes. Correlations were categories in Cohen's terminology (Cohen, 1988) as small (.10), moderate (.30), and large (.50).

To test our hypotheses, we performed an exhaustive meta-analysis for all the relationships covered in our analysis after the removal of artifacts due to sampling errors and measurement errors as methods suggested by Hunter & Schmidt, (2004, p 74-95). , The α (i.e., Cronbach's alpha) value of scale used to measure of predictor variable in one primary study and the outcome variable in two primary studies were not found. Therefore, correspondences were sent to extract this information from authors of primary studies. After passing reasonable time, we decided for missing Cronbach's alpha by taking the mean of Cronbach's alpha, which were calculated based on the Cronbach's alpha values of concern variable extracted from the remaining primary studies included in present studies based on the similar work of Mackey et al., (2015) and Peikai et al., (2020).

To used Q-statistics, value of I-squared and prediction intervals for test of heterogeneity (Borenstein et al.,2009). In a meta-analysis, over 95% of published meta-analysis makes a fundamental mistake in their interpretation of the value of I-squared. In some cases, including recent meta-analyses of treatments for Covid-19, these mistakes can have very serious consequences. I^2 value cannot be used as an indicator of heterogeneity as low, medium, high (Borenstein, 2021). I^2 does not tell us how much the effect size varies. It is the value of prediction intervals that tell us how much the effect size varies (Borenstein et al., 2017).
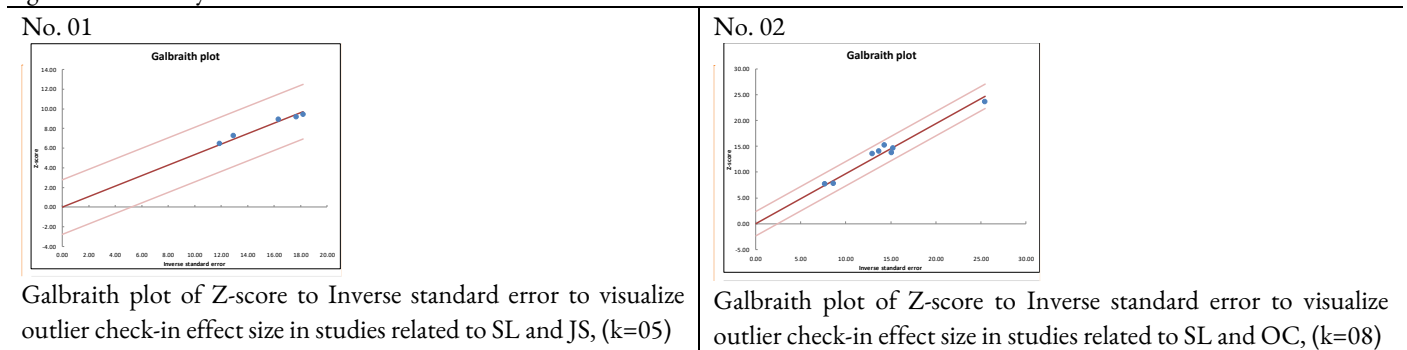
4.4. Publication Bias Analysis:

Publication bias exists when we find that published work is not representative of all existing evidence. We covered graphic as well statistical methods for publication bias analysis. Publication bias may be arising due to sampling bias, selection process bias, reporting bias. There are specific statistical tests available to check publication bias. Accordingly, we applied Rosenthal's failsafe N, for estimating the number of unpublished studies for sampling bias. Along with this, Begg & Mazumdar rank correlation test was conducted for selection process bias. Further, Egger's linear regression approach for funnel plot asymmetry, and association with reporting bias, and Funnel plot with trim-and-fill methods for detecting availability bias were conducted. We also conducted an outlier check-in effect size with a Galbraith plot

5. META-ANALYSIS RESULTS

A check for outliers in the effect sizes was conducted graphically using the Galbraith plot. Figure 3 shows Galbraith plots for both relationships in the analysis. We find that all studies covered under analysis fall within two extreme lines of the Galbraith plot, which indicates no outliers exist in our data.

Figure 3 - Summary of Galbraith Plots for outlier checks in effect size

No. 01	No. 02
Galbraith plot of Z-score to Inverse standard error to visualize outlier check-in effect size in studies related to SL and JS, (k=05)	Galbraith plot of Z-score to Inverse standard error to visualize outlier check-in effect size in studies related to SL and OC, (k=08)

Note. SL = Spiritual Leadership; JS = Job Satisfaction; OC = Organizational Commitment; k = Numbers of studies as shown in blue dots

Table 3 show the summary of the meta-analytic results. The correct correlations (ρ_{+C}) after the removal of sampling error and measurement error from observed correlation were positive for relationship between SL and organizational performance outcome variables consist of job satisfaction (k = 05, ρ_{+C} = 0.49, N = 1,234), and organizational commitment (k = 08, ρ_{+C} = 0.75, N = 1,824). Meta-analysis shows that SL styles have positive influences on organizational performances through the outcome variables covered in the present study.

Table 3 - Meta-Analysis results

| Variable	K	N	r	ρ_+	ρ_{+C}	CI_{LL}	CI_{UL}	PI_{LL}	PI_{UL}	Q	P_Q	I^2	P_{ERT}	P_{BMT}	$TFM\rho_{+C}$	IS_{TFM}
SL →Employees behavioral and attitudinal outcomes																
SL→JS	05	1,234	0.48	0.44	0.49	0.47	0.51	0.47	0.51	0.36	0.985	0.00%	0.11	0.142	0.53	0
SL→OC	08	1,824	0.62	0.66	0.75	0.73	0.77	0.73	0.77	5.70	0.576	0.00%	0.31	0.322	0.93	4
	0	582														
SL→EWB	2															

Note:

a) k= Number of studies; N = Total sample size; r = Sample-size-weighted mean observed correlation; ρ_+ = Sample size adjusted correlation mean after removing the artifacts of the sampling error; ρ_{+C} = from observed correlation, first remove sampling error then, same was corrected for measurement error using coefficient alpha, it is also known as corrected correlation; CI_{LL} and CI_{UL} = Lower level and upper level bound, of the 95% confidence interval; PI_{LL} and PL_{UL} = Lower level and upper level bound, of the 95 % Prediction Interval;

b) Q = Test of heterogeneity (i.e., yes or no heterogeneity); P_Q = p-value <0.001 of Q test; I^2= is an index of heterogeneity;

c) P_{ERT} = p values at .05 level from the results of Egger Regression Test; P_{BMT} = p values at .05 level from the results of the Begg & Mazumdar Test; $TFM\rho_{+C}$ = Combined Effect Size - Adjusted with the Trim and Fill Method; IS_{TFM} = Imputed studies in the analysis of Combined Effect Size - Adjusted with Trim and Fill Method

d) SL = Spiritual Leadership; JS = Job Satisfaction; OC = Organization Commitment; EWB = Employees' well -being;

e) When k<3 no analyses were conducted

The Q-statistic are not significant at the .05 level, see table 3, for both relationships, which indicates no heterogeneity, and we need not conduct any further examination of moderators or sub-group analysis (Borenstein et al.,2009). In addition, the I^2 value of both relationships is 0.00 % see Table 3, along with this value of predicted intervals indicates that we need not conduct any further examination of moderators being homogeneity in data. To check the robustness of our results we conducted the reporting bias analysis. We used the p-value (i.e., P_{ERT}) egger's regression test (Egger et al., 1997) for reporting bias and we find that this value not statistically significant in both the relationships covered in the present meta-analysis, see Table 3, which indicated that no publication bias because of reporting bias exists in the present meta-analysis. Begg & Mazumdar (1994) have proposed a `rank correlation test' to examine the relationship between effect estimates and their variances. We used the p-value (i.e., P_{BMT}) of the Begg & Mazumdar Test, see Table 3, in our analysis to see an association with publication bias because of selection process bias. Both relationships show a non-significant p-value of the Begg & Mazumdar Test, which indicated that our analysis is not affected due to publication bias because of selection process bias, and our pooled effect sizes are robust. Terrin et al., (2003) suggested that trim and fill method (Duval & Tweedie, 2000) does not provide accurate results if the data contain moderator variables. In such a case, our results provide accurate results with the use of the trim and fill method because of the absence of moderate variables in our data based on the results of Q-statistic, I^2 values, and predicted intervals already explained above. Missing studies is ero was retained in the relationship SL and JS. This is a clear evidence for non-existence of publication bias (Borenstein et al., 2013) being symmetry in the funnel plot see figure 4 as a summary of funnel plots with trim and fill method. The adjusted effect size with the trim and fill method for SL and OC relationship improved from the combined effect size observed see table 3. The results of this analysis for the relationship of SL and OC with 04 imputed studies (i.e., IS_{TFM} see table 3) are k = 08, adjusted ρ_{+c} = 0.93, 95 % CI (0.87, 0.99), 95% PI (0.81, 1.06).
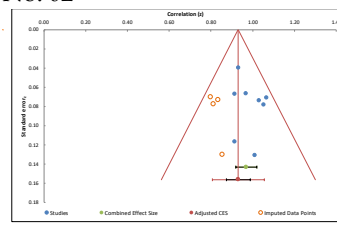
Figure 4 - Summary of Funnel Plots with Trim and Fill Method
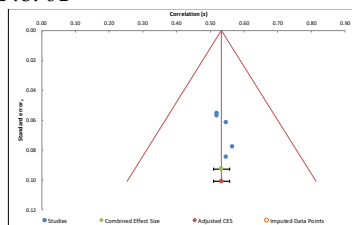
No. 01	No. 02
Funnel plot for publication bias analysis in which trim and fill method applied in studies related to SL and JS, (k= 05), (IS = 0)	Funnel plot for publication bias analysis in which trim and fill method applied in studies related to SL and OC, (k =08), (IS=04)

Note. SL = Spiritual Leadership; JS = Job Satisfaction; OC = Organizational Commitment; k = Numbers of studies shown as blue dots; IS = Trim and Fill Method imputed studies in the analysis as shown in orange

Applying Rosenthal's method for sampling bias in the relationships between SL & JS, and SL & OC, we need a least 625 and 4503 respectively unpublished studies with mean zero treatment effect to change the statistically significant result of present study into a statistically non-significant result. Which indicate that sampling bias may well be in operation but is unimportant and our results are robust. Rosenthal suggested that the `fail-safe n' may be considered as being unlikely if it is greater than a tolerance level of `5K+10' (Rosenthal, 1992) the value of tolerance level of both relationship shown in table 4 below

Table 4 - Meta-Analysis results for Rosenthal's Failsafe N and Rosenthal's Tolerance Level for sampling bias

S. No.	Variable	k	Rosenthal's Failsafe N	Rosenthal's Tolerance Level
1)	SL→JS	05	625	5 × 5 +10 = 35
2)	SL→OC	08	4503	5 × 8 +10 = 50

SL = Spiritual Leadership; JS = Job Satisfaction; OC = Organizational Commitment; k = Numbers of studies

6. DISCUSSION

The present study aims to see the impact of SL styles on OP based on individual performance measurements. To achieve this aim, we conducted a meta-analysis of SL with five individual-level performance measurement outcome variables like JS, OC, PF, TI, and EWB to

see the impact of leadership styles on OP. However, we extracted the useable data for the present meta-analysis study only for two relationships. As suggested by Derue & Humphrey (2011), we also advocated that the present study intends to contribute to the literature and theory development in domain of leadership. Our results show that SL styles have positive influences on OP, which validate that OP is an outcome of leadership styles.

Our first result shows a significant positive relationship between SL and JS (ρ_{+C} = 0.49). The meta-analytic results support our hypothesis 1a (i) that SL style has a positive relationship with JS, which leads to enhancing organizational performance. Our review reviled that very few studies have been performed on this relationship. Hence, we know little about how SL influences JS, which ultimately influences OP. However, it is clear from our findings that SL has positively influenced the JS. Our result coincides with already conducted research results (Fry et al., 2017; Djaelani, Sanusi, & Trianmanto, 2020; Delfino, 2019; Yang & Fry, 2018). SL will increase employees' productivity, which is closely related to JS and OP.

Further, SL will reduce the negative work attitudes of an employee and increase job satisfaction (Haris, Saidabadi, & Niazazari, 2016). Delfino (2019) found in their study that SL has a weak correlation to the employees' job satisfaction in the organization. However, our results show a strong correlation (ρ_{+C} = 0.49) in this relationship along with this the 95 % prediction interval results show, a lower level (ρ_{+C} = 0.47) and upper level (ρ_{+C} = 0.51) bound, a powerful tool for analyzing and quantifying correlation of this relationship, should be interpreted as correlation results of future successive studies will befall in this bound. SL practices in organizations have an important role in achieving JS among the employees. In this context, it can be suggested that SL practices should be increased in organizations because it enhances the positive attitudes of an employee will follow a high level of perceived job satisfaction, which ultimately leads to enhanced organizational performance

The second result shows a high positive significant relationship between the SL and OC (ρ_{+C} = 0.75), see Table 3. The meta-analytic results support our hypothesis 1a (ii) that SL style has a positive relationship with OC, which leads to enhancing organizational performance. Our results advocates the finding of previously conducted studies (Tabor et al., 2019; Djaelani, Sanusi, & Trianmanto, 2020; Fry et al., 2011; Yang & Fry, 2018). SL help in the building the environment for employees' commitment to the organization. OC may as a result of the positive influence of employees with their SL in the organizations.

Further, SL incorporates hope, faith, vision, and altruism among the employees, which results in a higher level of OC, which leads to rising organizational performance. The findings from the study conducted by Fry (2003) as SL leads to a higher level of OC support our results. According to Tabor et al. (2019), SL helps the workers to achieve higher order of OC in the organization and overcome the stress level, which ultimately increases organizational performance. Yang & Fry (2018) explored that SL reduces burnout in the organization, positively influencing OC. SL creates trust and honesty in the organization, and these are important factors for employees' commitment and attachment to the organization they work for. Our results imply that SL may be a construct that enhances JS and OC through spiritual enrichment among the employees, enhancing OP.

7. RECOMMENDATIONS FOR FUTURE RESEARCH

We conducted an exhaustive search for relevant studies, however we found negligible empirical studies relating to SL & PF, SL &TI, SL & EWB relationships, which forced us to drop these relationships from our meta-analysis. However, the present study does open up substantial future opportunities for empirical testing for the above-mentioned relationships. We are not able to find any specific scale for the measurement of the personal fulfillment construct. Goñi et al. (2011) developed a structure of the personal self-concept (PSC) questionnaire with four dimensions, However, we suggest that future researchers must work to develop a specific scale for the measurement personal fulfillment variable. Further, on the line of suggestions given by Houghton, Neck, & Krishnakumar (2016), we also suggest that in the future, researchers should investigate the role of workplace spirituality as a possible mediator and moderator between SL styles and organizational performance. Finally, although in the present study we covered the measurement of organizational performance at the individual level (Houghton et al., 2016; Koopmans et al., 2011; Krishnakumar & Neck, 2002), we recommended that future research should measure OP at the team level (Kendall and Salas, 2004) and organizational level (Hubbard, 2009).

8. CONCLUSION

Our results shows that SL style has a positive impact on OP based on individual-level performance. Organizations must increase the role of SL, so that the benefits for it, in the form of increase in the JS and OC level can be achieved. A well satisfied and committed worker in an organization, helps in overcome the problems of the organization if SL inculcate in workers the qualities like motivation, honesty, altruistic love, hope, faith, and meaningful work. In the 21st century, a leader, by following the behavior of SL style, can save the organization from challenges because the SL style positively contributes to job satisfaction and organizational commitment among the workers.

9. FUNDING

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