

SPIRITUAL ORGANISATIONAL LEADERSHIP: A SYNTHESIS OF INDIAN WISDOM, ETHICAL LEADERSHIP AND TRANSFORMATIONAL LEADERSHIP

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Abstract

The present study explored the concept of Spiritual Organisational Leadership by combining the Indian philosophical wisdom, ethical leadership, transformational leadership, and workplace spirituality. Today, organisations are facing problems like employee burnout, unethical issues, lack of meaningful work, leadership distrust, toxic work atmosphere, and emotional exhaustion. The challenges provide an illustration of the shortcomings of traditional leadership models that tend to emphasise organisational performance and profitability to the exclusion of other forms of human dimensions like emotional balance, ethical consciousness, self-mastery and collective welfare. The study was designed in a conceptual and analytical approach using qualitative theoretical analysis, Comparative Leadership Analysis and Interdisciplinary synthesis. The research involved the incorporation of concepts from the Bhagavad Gita, Swami Vivekananda, ethics in leadership, transformational leadership and literature on workplace spirituality. The philosophical notions like dharma, nishkama karma, samatvam, sthitaprajna and lokasangraha were analysed in the context of organisational leadership and challenges of contemporary management. The study created a framework of Spiritual Organisational Leadership which integrates ethical integrity, emotional balance, self-mastery, service orientation, transformational capability, human empowerment and collective welfare. The results indicated that a leadership grounded in spiritual values can make a substantial contribution to an ethical organisational culture, employee involvement, psychological health, meaningful work, leadership development and long-term growth of the organisation. The study found that Spiritual Organisational Leadership is a leadership framework that is organic, humanising, and value-oriented that can harmonise organisational efficiency with human welfare and social responsibility in the current organisational contexts.

Keywords: Spiritual Organisational Leadership, Workplace Spirituality, Ethical Leadership, Transformational Leadership, Indian Philosophy.

1. INTRODUCTION

The focus in leadership studies has moved away from the performance-oriented approach in the past decade and towards a more human-centred and value-based approach. Employee burnout, ethical issues, stress, loss of trust and lack of commitment to the organisation are all issues that have become commonplace in modern organisations (Ajmal et al., 2025). All these problems show that profit and productivity are not the only factors that contribute to the success of the organisation (Azzuhri et al., 2024). For this reason, more leadership styles that are designed to integrate organisational performance, ethical, emotional balance, human welfare, and greater purpose are needed. Spiritually oriented leadership is becoming an important aspect of current studies in organisations (Bhana & Suknunan, 2022).

1.1 Crisis of Contemporary Organisational Leadership

Facing rapid technological changes, high competition, and rising workplace pressure, the modern organisational context is extremely challenging (Bhawuk, 2018). Organisations have improved immensely in productivity and innovation, but they are having serious ethical and human issues. The increase in burnout, stress, employee disengagement, toxic workplace environments and unethical management attitudes and behaviours provides clear evidence that leadership models based on one thing only—authority, targets, and performance—are failing (Borde et al., 2024).

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Traditional leadership methods have tended to focus on control, efficiency, and organisational results, without considering the emotional and moral aspects of staff members. In today's world, workers are looking for more than simply compensation - they are looking for something they can do that is meaningful, dignifying, personally enriching and that brings them emotional satisfaction. Organisations, therefore, cannot be treated only as economic organisations; they are also human communities where ethics, relations and purpose are of equal importance (Bhawuk, 2018).

The challenges raise the need for a holistic leadership approach that involves the success of the organisation in tandem with its ethical responsibility, emotional balance, and human welfare (Borde et al., 2024). Thus, spiritual leadership has become a pivotal area of focus for humanising, ethical and sustainable organisations (Broome, 2024).

1.2 Need for Spiritually Grounded Leadership

Organisations nowadays focus more on how productive they are and how profitable they are, rather than on how well their employees are doing and how their employees feel (Chan & Ananthram, 2019). This causes dissatisfaction, emotional exhaustion and a lower organisational commitment (Cho & Kao, 2022). While the current leadership models, like transactional, transformational and ethical leadership, have been very helpful in the field of organisational development, they are not able to provide a thorough description of the deeper dimensions, such as inner consciousness, self-mastery, emotional balance, and meaningful work (Crane & Hartwell, 2018).

There is ample basis in Indian philosophy for Spiritually based Leadership (Dhiman & Kumar, 2020). The dharma, selfless action, emotional balance, and welfare of the people were the subject of the Bhagavad Gita, whereas the strength, character, fearlessness, and service to humanity were the theme of Swami Vivekananda (Hattangadi & Shinde, 2025). These principles provide a complete leadership paradigm, encompassing both organisational performance and ethical and spiritual growth (Jaroliya & Gyanchandani, 2022). Spiritual leadership becomes an important strategy for dealing with the moral and human issues in today's workplaces (Kumar & Dhiman, 2020).

1.3 Scope and Significance of the Study

The present study is conceptual, analytical and is in the nature of building a framework of Spiritual Organisational Leadership by synthesising the ancient Indian philosophical thought and contemporary leadership theories (Makka, 2018). The study uses the concepts from the Bhagavad Gita, Swami Vivekananda's teachings, ethical leadership, transformational leadership, and workplace spirituality (Martinez & Leija, 2023).

The study is original in the field of leadership studies as it has suggested a model of leadership that is more humane, ethical and sustainable in the context of modern organisations (Mascarenhas, 2019). It also sheds light on the significance of Indian philosophy that includes dharma, nishkama karma, samatvam and lokasangraha in organisational leadership (Menon & Sadasivan, 2019). The spiritual dimension of leadership could facilitate the cultivation of an ethical culture, the care of employees, their involvement and, ultimately, the sustainability of organisations (Mhatre & Mehta, 2023).

1.4 Research Objectives and Questions

The present study is an attempt to create a conceptual understanding of Spiritual Organisational Leadership by incorporating the concepts of Indian philosophy and leaders with the modern theories of leadership. The study aimed to examine the significance of spirituality, ethics, emotional balance and transformational leadership in contemporary organisational settings.

Research Objectives

1. Examine the current challenges in leadership in dealing with ethical, emotional and human-centred issues within the organisation.
2. To examine the applicability of the Bhagavad Gita and Swami Vivekananda's teachings on philosophical concepts of India to organisational leadership.

3. To build a conceptual framework of Spiritual Organisational leadership by incorporating ethical leadership, transformational leadership, workplace spirituality and Indian philosophical thoughts.
4. To assess the organisational aspects of spiritual organisational leadership for fostering an ethical culture, employee well-being, meaningful work and sustainable organisational development.

Research Questions

1. What are the ethical, emotional and spiritual issues that are not being sufficiently dealt with in modern organisations by the contemporary leadership models?
2. How do Indian philosophical principles play a role in building spiritually-oriented organisational leadership?
3. How can Spiritual Organisational Leadership foster an ethical culture, employee engagement and sustainable organisational development?

2. REVIEW OF LITERATURE

The literature review was conducted in a critical manner to gain insight into the work already done on the concepts of workplace spirituality, ethical leadership, transformational leadership and spiritual leadership, along with their theoretical contributions and conceptual weaknesses. The review also examined the role of these leadership styles in dealing with the dimensions of organisational ethics, employee welfare, transformational potential and spiritual awareness in the current organisational environment.

2.1 Workplace Spirituality and Meaning-Centred Organisations

The concept of workplace spirituality has gained traction in the field of organisational studies, particularly because of the increased awareness and concern about employee stress, disengagement and lack of meaning in the workplace. Increasingly, there was a shift in thinking towards employees not being only an economic factor but as people whose need is to find purpose, emotional fulfilment, and connectedness in organisations. Rocha and Pinheiro (2021) studied the spirituality-organisational knowledge management connection and discovered that spirituality facilitated organisational practical intelligence, collective learning and organisational development (Rocha & Pinheiro, 2021). Their research highlighted the importance of spiritually oriented organisations to foster ethical interactions, trust and meaningful engagement amongst employees.

Likewise, Reddy (2019) critically examined servant leadership and workplace spirituality and noted that workplace spirituality had an enriching impact on the organisational culture, employee commitment and practice of servant leadership at the workplace (Reddy, 2019). The study recommended that spirituality at workplaces led to compassion, ethical relationships, cooperation and human-centred management. It also drew attention to the positive impact that spiritually nurturing workplaces had on employees' satisfaction and on the relationship between people in organisations.

Samul (2019) examined the issue of spiritual leadership in relation to sustainable workplaces and concluded that spirituality was a significant factor in creating meaningful organisational environments. The study revealed an increase in the culture of work with purpose, emotional well-being, and organisational sustainability as a result of spiritual leadership (Samul, 2019). It also highlighted that spiritually informed organisations were better equipped to foster long-term employee engagement and positive organisational relationships.

While these studies made substantial contributions to the field of workplace spirituality literature, little has been done to incorporate philosophical elements of self-mastery, ethical awareness, or inner growth into the field of study of workplace spirituality. Thus, a more holistic model integrating principles of spirituality, ethical and transformational leadership in the modern organisational setting is still needed.

2.2 Ethical Leadership Theory and Moral Responsibility

Ethical leadership theory emerged as a significant theory to foster ethical responsibility, fairness, accountability, and integrity in organisations. Researchers have begun to focus on the importance of leadership effectiveness in terms of the ethical conduct and responsible decision-making of a leader as well as organisational performance. Sharma, Agrawal and Khandelwal (2019) conceptualised ethical leadership

and explored its organisational antecedents and consequences. They concluded that ethical leadership had a positive impact on employees' trust, organisational commitment, responsible behaviour, and organisational ethical culture (Sharma et al., 2019). The authors also suggested that ethical leaders were involved in creating transparency, fairness and sustainability of the organisations in the long term.

On the topic of spiritual ethics decision-making, Nandram, Bindlish and Shrestha (2022) examined the concepts of yogic yamas and niyamas. They found that ethical leadership was very closely linked to self-discipline, self-consciousness, non-violence, telling the truth and moral consciousness. The authors proposed that spirituality enhanced ethical decision-making in that it helped leaders to transcend self-interest for the collective good and good organisational conduct (Nandram et al., 2022). The study also highlighted the importance of inner moral growth in achieving ethical uniformity in leadership practices.

In a literature review of leadership style and employee performance, Tamimi and Sopiah (2022) found that ethical leadership had a positive impact on employee motivation, trust and relationship in the workplace. Their results suggested that ethical leadership led to healthier organisational environments and enhanced employee performance by fostering fairness, accountability and supportive leadership actions (Tamimi & Sopiah, 2022). The study also showed that a leadership style that was not oriented towards ethics was sometimes accompanied by employee dissatisfaction and decreased organisational culture.

These studies made a major contribution towards the field of ethical leadership studies; however, most previous research only dealt with external ethical conduct and organisational outcomes. Its focus was largely on superficial aspects like outer self-control, emotional control, inner consciousness and actionless situations. Hence, a need for spiritual and transformational aspects of leadership as well as ethical aspects to create a more comprehensive and sustainable leadership model for contemporary organizations.

2.3 Transformational Leadership and Organisational Change

Transformational leadership was identified as an important leadership style that emphasised organisational change, employee empowerment, innovation and long-term development. The theory was based on the idea that leaders should motivate followers to transcend their personal interests and move to organisational goals and greater motivations. Shields (2019) studied transformative leadership and concluded that good leaders "had to take the organisation for better or worse. According to Shields (2019), the effective leader should strive to improve the organisation through empowerment, ethical responsibility, inclusiveness and social transformation. The study pointed out that transformational leadership promoted critical thinking, employee participation and collaborative culture in the organisation, which had positive effects on the development of the organisation.

Sharma and Adeoye (2024) examined the transformative leadership through the lens of fresh perspectives and identified that transformational leaders had a significant impact on the innovation, adaptability and growth of the organisation (Sharma & Adeoye, 2024). They noted that employees learned continuously, were stimulated in their thinking and tasks, and were creative in their work due to transformative leadership. The authors also noted that the practices of visionary leadership increased employee motivation and organisational commitment in the institutional settings of change.

Ragaisis (2018) studied the effect of servant leadership and transformational leadership on faculty job satisfaction and job performance. The study revealed transformational leadership to be a positive influence on employee satisfaction, employee professional performance and organisational engagement (Ragaisis, 2018). The study also revealed that transformational leaders enhanced supportive work environments by inspiring employees, acknowledging employees' strengths, and fostering the personal and professional growth of employees.

While transformational leadership played a significant role in the process of change and motivation of employees, there were some conceptual gaps that were identified in the literature. The majority of the studies concentrated on vision, charisma, organisational performance and employee empowerment and comparatively less attention was paid to inner self-mastery, emotional discipline and spiritual consciousness. Over-reliance on charismatic leadership in some instances also posed a potential for

personality-led organisational structures. Thus, a transformational leadership model must be integrated with the ethical and spiritual aspects to ensure that the organisations are transformed responsibly, in a balanced and sustainable way.

2.4 Spiritual Leadership Theory and Comparative Analysis of Leadership Approaches

The spiritual leadership theory was identified as an important perspective for incorporating leadership and meaning, purpose, inner fulfilment and value into an organisation. Spiritual leadership was different from the more common theories of leadership, which were more concerned with performance and organisational outcomes, and included concepts such as emotional wellness, compassion, hope, faith and community good. Oh, and Wang (2020) critically reviewed the state of spiritual leadership studies and found that spiritual leadership had a positive impact on employee motivation, employee commitment, psychological well-being, and harmony in the workplace (Oh & Wang, 2020). In their study, they found that spiritual leadership fostered significant work environments through the development of positive values such as altruism, trust and purposeful leadership practices. The authors also proposed to extend the study of spiritual leadership to other organisational and cultural settings.

Vedula and Agrawal (2024) did a bibliometric analysis of the spiritual leadership literature and revealed that spirituality has become increasingly important in the field of organisational studies. They identified that spiritual leadership made an important contribution to the ethical culture of the organisation, employee engagement, organisational sustainability and leadership effectiveness (Vedula & Agrawal, 2024). It was also highlighted that spiritual leadership research had become more focused on the incorporation of ethics, emotional intelligence, well-being at work and sustainable organisational development. Moreover, the authors pointed out the need for future research on interdisciplinary and culturally based leadership models.

Vu (2018) explored spiritual leadership in a Buddhist context and proposed that leadership should be grounded in compassion, mindfulness, self-awareness, and inner transformation. Spiritual leadership was highlighted as going beyond organisational performance and was seen to engage the development of emotional balance, ethical consciousness, and human well-being (Vu, 2018). Vu also argued that spiritual leadership fostered harmony, self-discipline and responsible decision making in organisations.

Spiritual leadership theory played an important role in the field of leadership studies; however, comparative analysis showed that many of the leadership models available were still limited in their understanding of the spiritual aspects of human development. Ethical leadership was about moral behaviour, transformational leadership was about vision and organisational change, and workplace spirituality was about meaningful work and employee well-being. But these methods were sometimes inadequate in the aspect of integration of inner self mastery, spiritual consciousness, emotional discipline and selfless service. Thus, the need arises to develop a more comprehensive leadership model that encompasses spirituality, ethics, transformational leadership and the collective well-being in the context of today's workplace.

2.5. Research Gap

- The literature review indicated that there had been much contribution towards the study of organisations from the existing leadership theories, but some crucial gaps could not be ignored. The review of literature showed that leadership theories like ethical leadership, transformational leadership, workplace spirituality and spiritual leadership have made significant contribution to the organization studies, but several important gaps could not be neglected. While most studies were on the organisational level, employee motivation, ethical behaviour, employee well-being and with comparatively less attention to selfless service, emotional balance, spiritual consciousness, and inner self-mastery. Existing leadership practices were also weak, did not have a coherent framework and did not include the aspects of ethics, spirituality, transformational leadership and collective welfare. Moreover, there are scarce studies that incorporate Indian philosophical concepts of the Bhagavad-Gita and Swami Vivekananda's philosophy into the present-day

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organisational leadership research. These important concepts, like dharma, nishkama karma, samatvam, sthitaprajna and lokasangraha were given little attention in the context of organisational leadership and contemporary management issues. The shortcomings of traditional leadership styles were further emphasised by modern organisational problems like burnout, a toxic work environment, emotional exhaustion, employee disaffection and mistrust towards leadership. The present study thus attempted to fill these gaps and thereby, the conceptual framework of Spiritual Organisational Leadership was developed by synthesizing Indian philosophical wisdom with the contemporary theory of leadership.

3. RESEARCH METHODOLOGY

The present study has been based on a research methodology which gives an analytical and theoretical basis. This study has used a conceptual and analytical approach to explore how Indian wisdom of thought is interlinked with contemporary theories of leadership with the aim of presenting a conceptual framework for Spiritual Organisational Leadership.

3.1 Nature of the Study

The present study was conceptual and analytical, and aimed to build a framework of Spiritual Organisational Leadership by integrating the concepts of Indian philosophy with contemporary leadership theories. It is a theoretical interpretation study, a conceptual synthesis and a comparative study that was not empirical or quantitative.

The research was conducted on the basis that the new problems within the organisation, including moral deterioration, employee demoralisation, and leadership crisis, need a more humanistic and spiritual approach.

3.2 Research Design and Philosophical Approach

A qualitative theoretical research design with a philosophical and interpretive approach was used in the study. The analysis of leadership concepts was conducted in two ways: first, by understanding the concepts in the texts and second, by means of reflection theory. The Indian philosophical concepts like dharma, nishkama karma, samatvam and lokasangraha were explained with reference to organisational leadership and human behaviour.

Theories of ethical leadership, transformational leadership, spiritual leadership and workplace spirituality were also comparatively analysed to draw out strengths, weaknesses, and gaps of these theories. A multi-disciplinary approach, combining philosophy, ethics, spirituality, organisational behaviour, and management studies, was used to create a holistic view of leadership.

Table 1: Research Design of the Study

Components	Description
Nature of Study	Conceptual and Analytical
Research Design	Qualitative Theoretical Design
Research Approach	Philosophical and Interpretive
Method of Analysis	Comparative and Conceptual Analysis
Research Orientation	Interdisciplinary

3.3 Sources of Data

Secondary data sources such as philosophical texts, books, journal articles, workplace spirituality studies and leadership literature were used for the study. The Bhagavad Gita gave the philosophical basis of ideas like Dharma, Karma, Emotion and collective welfare. Swami Vivekananda imparted some ideas about strength, character, service, and human potential.

Theories of ethical leadership, transformational leadership, spiritual leadership and workplace spirituality were also critically examined and integrated in the light of modern literature.

Table 2: Major Sources of Data and Their Relevance

Sources	Major Concepts Used
Bhagavad Gita	Dharma, Nishkama Karma, Samatvam
Swami Vivekananda's Teachings	Strength, Character, Service
Ethical Leadership Literature	Integrity, Accountability
Transformational Leadership Literature	Vision, Inspiration
Workplace Spirituality Literature	Meaningful Work, Compassion
Spiritual Leadership Literature	Purpose, Collective Welfare

3.4 Method of Analysis and Theoretical Synthesis

Conceptual integration, textual interpretation, comparative leadership analysis and interdisciplinary synthesis were the major analytical approaches used in the study. Philosophical principles in India were adapted to the modern theories of leadership to bring together a concept of Spiritual Organisational Leadership.

The similarities, strengths, and limitations were compared to the workplace spirituality, ethical leadership and transformational leadership theories in relation to spiritual leadership theory. Philosophy, ethics and spirituality were integrated with the studies of organisations, resulting in a holistic and human-centred leadership approach for the organisations of today.

4. THE PHILOSOPHICAL FOUNDATIONS OF SPIRITUAL ORGANISATIONAL LEADERSHIP IN INDIA.

Ethics, self-discipline, emotional balance and collective welfare were important parts of Indian philosophical traditions and were considered vital attributes of leadership. This is the philosophy of Indian leadership, which was not merely a process of achieving performance and organisational success, but also of self-mastery, moral responsibility and service to society – a unique vision from many of the contemporary leadership models. Indian philosophy provides a complete perspective to guide spiritual leadership in the times of moral degeneration, stress and lack of meaning in today's organisations.

The Bhagavad Gita and teachings of Swami Vivekananda are essential to ethical leadership, emotional stability, purpose-driven action and human empowerment. These principles are an essential aspect of the development of Spiritual Organisational Leadership.

4.1 Leadership Principles in the Bhagavad Gita

The Bhagavad Gita referred to leadership as a combination of moral duty, karma yoga, emotional balance and mastery of nature and social service. The Gita did not accept the modern concept of leadership, which is largely based on organisation and authority and instead emphasised inner transformation and moral discipline as crucial characteristics of a good leader. These principles of dharma, nishkama karma, samatvam, sthitaprajna and lokasangraha were the tools used to create a holistic approach to spiritual leadership in organisational contexts. A holistic approach to spiritual leadership in organisational contexts was developed through the application of philosophical ideas of dharma, nishkama karma, samatvam, sthitaprajna and lokasangraha. The concept of dharma reinforced the moral responsibility and moral decision-making of its leaders and followers to show integrity, fairness and devotion to doing “what is right.” Nishkama karma meant an action with no aim or attachment to outcome, service and purpose-oriented leadership. Similarly, samatvam emphasised emotional balance and stability on the day of success and failure, which is very much applicable in stressful organisational situations. The theme self-mastery, emotional discipline and inner stability was the focus for Sthit Prajna and the theme collective welfare, social responsibility, and sustainable organisational behaviour was the focus for Lokasangraha. These principles make up for some missing components in many of the leadership approaches that are used today, which are often lacking in ethics, emotional competence, self-awareness, and social responsibility. Thus, Spiritual Organisational Leadership, based on the Bhagavad-Gita, is a suitable philosophical

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foundation that incorporates the effectiveness of the organisation with moral awareness and the value of human people.

Table 3: Leadership Principles from the Bhagavad Gita

Philosophical Concept	Leadership Relevance
Dharma	Ethical Responsibility
Nishkama Karma	Selfless Leadership
Samat Vam	Emotional Balance
Sthit Prajna	Self-Mastery
Lokasangraha	Collective Welfare

The major principles of leadership from the Bhagavad Gita and their relevance in organisational contexts are given in Table 3. It is to be noted that Indian philosophical notions play an important role in the areas of ethical leadership, emotional stability, self-discipline and social responsibility as shown in the table. The overall implications of these principles are that spiritually based leadership is capable of dealing with the challenges of the modern organisation, including stress, unethical behaviour, employee disengagement and excessive materialism.

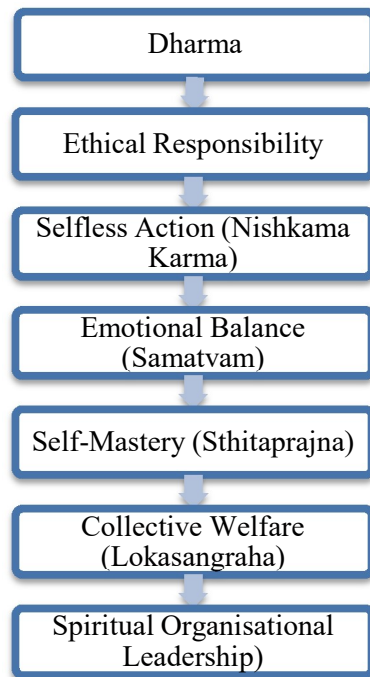


Figure 1: Bhagavad Gita-Based Leadership Framework

Figure 1 shows the philosophy of the transferability of the principles of leadership from the Bhagavad Gita to the development of Spiritual Organisational Leadership. The framework suggests that spiritual leadership is the result of the combination of ethical responsibility (dharma), selfless action (nishkama karma), emotional balance (samatvam), self-mastery (Sthit Prajna) and collective welfare (lokasangraha). The figure also shows that managerial skills are not enough for effective organisational leadership; one should also be ethically responsible, emotionally controlled, and have a sense of the welfare of the group.

4.2 Swami Vivekananda's Philosophy of Leadership

Swami Vivekananda's philosophy on leadership was that it should be strong, fearless, character, service and human empowerment. The concept of true leadership that Vivekananda had was one of moral values, self-confidence, discipline and human service; qualities he believed were not required for anyone who wanted to exercise their authority or control over others or to attain their selfish goals. He believed in

building up inner strength and ethical consciousness, something still relevant in the context of the challenges of the modern organisation. Vivekananda's emphasis on strength and fearlessness brought resilience, confidence and will to conquer organisational problems. Leadership behaviour demonstrated integrity, honesty, discipline and ethics. Leadership is inspired and encouraged within the organisational context. Similarly, the service was oriented on compassion, the welfare of the people and responsibility towards society. Vivekananda also called for tapping the human potential that lies in every employee, which is essential to employee empowerment, motivation and development of their human capital for creativity and leadership in the organisation. All of these are very important in developing human, ethical and purposeful organisational leadership.

Table 4: Leadership Dimensions in Vivekananda's Philosophy

Leadership Principle	Organisational Application
Strength and Fearlessness	Organisational Resilience
Character-Based Leadership	Ethical Conduct
Service Orientation	Human-Centered Leadership
Human Empowerment	Employee Development
Awakening Inner Potential	Leadership Growth

Table 4 highlights the salient features and dimensions of leadership that are acquired due to Vivekananda's philosophy and how they relate to the organisational context. The table below shows the ways in which Vivekananda's ideas contribute towards improving organisational resilience, ethical behaviour, employee empowerment, and leadership development. These principles have an underlying philosophy that could be developed into healthy, compassionate and human cultures within organisations that preserve the balance between organisational performance and ethical and social responsibility in organisations.



Figure 2 Vivekananda's Leadership Philosophy

The major components of Vivekananda's leadership philosophy are shown in Figure 2 and their contribution towards purpose-driven leadership. The four components of the framework—strength, character, service orientation, empowerment, and inner potential—are all interdependent and help to build the ethical, confident and socially responsible leadership. The figure also shows that the quality of leadership is not just a function of managerial competence, as moral character and human development are also important.

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Table 5 illustrates the leadership studies' contribution of the major philosophical principles of Indian origin. The table shows that Indian philosophy offers a complete leadership framework with ethical values, emotional balance, self-control, service and social welfare. They respond to several shortcomings of the current models of organisational leadership, which tend to focus on the organisation without paying attention to the inner development of the leader, emotional maturity, and social responsibility.

Table 5: Contribution of Indian Philosophy to Leadership

Indian Philosophical Principles	Leadership Contribution
Dharma	Ethical Grounding
Nishkama Karma	Selfless Service
Samatvam	Emotional Stability
Sthit Prajna	Inner Self-Mastery
Lokasangraha	Collective Welfare
Vivekananda's Philosophy	Human Empowerment



Figure 3 Indian Philosophical Foundations of Spiritual Organisational Leadership

Figure 3 shows how Bhagavad Gita principles have been integrated with Vivekananda's philosophy in creating a Spiritual Organisational Leadership. The framework illustrates that the philosophical basis of spiritually grounded leadership is ethics, self-mastery, service orientation and collective welfare. The figure also suggests that such leadership is a component of building humane, ethical, and sustainable organisations that can achieve organisational success while also fulfilling responsibilities towards the social and human aspects.

5. DEVELOPMENT OF THE SPIRITUAL ORGANISATIONAL LEADERSHIP FRAMEWORK

Indian philosophical wisdom was fused with the leadership theories of the modern era to develop the concept "Spiritual Organisational Leadership. Ethical leadership, transformational leadership and workplace spirituality are among the key contemporary leadership models that have made a tremendous contribution to organisations and yet are being discussed in a piecemeal fashion. Ethical leadership is about morals, accountability, and transformational leadership is about vision and change in the organisation, and workplace spirituality is about work meaning and employee wellbeing. Indian philosophical thought brings in an extra layer of meaning in the form of self-mastery, emotional balance, selfless action and collective welfare.

The present model tries to combine these approaches into a complete leadership model that can be used for both the effectiveness of the organisation and human development. The framework suggests that a

sustainable leader ought to possess both ethical, spiritual and emotional intelligence, as well as an orientation toward service and the capacity for transformation in organisations.

5.1 Conceptual Integration of Leadership Approaches

Spiritual Organisational Leadership has been developed by amalgamating the concept of ethical leadership, transformational leadership, Workplace Spirituality and Indian philosophical thoughts. All leadership styles provided a valuable component of the framework. Integrity, accountability and fairness, vision, inspiration and organisational change, meaningful work, compassion and emotional fulfilment, and self-mastery, emotional balance and collective welfare orientation were all themes of ethical leadership, of transformational leadership, of workplace spirituality, and of Indian philosophical values. The combination of these approaches resulted in a comprehensive leadership model that transcended traditional performance-oriented leadership. The framework highlighted that the role of effective leadership should not only be productivity and managerial control of the organisation, but also the ethical consciousness, human welfare, emotional maturity and sustainable growth of the organisation. Spiritual Organisational Leadership sought to solve contemporary challenges in organisations like burnout, toxic culture, disengagement and unethical behaviour, through the infusion of spirituality, ethics, transformational capability and human-centred values.

Table 6: Integration of Leadership Approaches

Leadership Approach	Major Contribution
Ethical Leadership	Integrity and Accountability
Transformational Leadership	Vision and Organisational Change
Workplace Spirituality	Meaningful Work and Compassion
Indian Philosophical Thought	Self-Mastery and Collective Welfare

Table 6 shows the key inputs of various leadership styles from the Spiritual Organisational Leadership perspective. The table shows that each of these has added dimensions, which are vital for creating a more rounded organisational leadership. Ethical leadership leads to an increase in moral responsibility, Transformational leadership leads to growth and innovation of the organisation, Workplace spirituality leads to wellbeing and meaning for employees, and Indian philosophical thought brings emotional balance, self-mastery and orientation to collective welfare.



Figure 4 Integrated Framework of Spiritual Organisational Leadership

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The conceptual integration of ethical leadership, transformational leadership, workplace spirituality and Indian philosophical wisdom in the framework of Spiritual Organisational Leadership is shown in figure 4. The figure illustrates how spiritually-oriented leadership develops in a process of ethical responsibility, transformational leadership, meaningful organisational culture and self-mastery. Sustainable leadership of organizations also is highlighted as the need for balancing organisational effectiveness, emotional well-being and collective welfare.

5.2 Proposed Definition of Spiritual Organisational Leadership

The Spiritual Organisational Leadership is a value-based, purposeful and transformational leadership, which is responsible towards the ethics, mastering oneself, balancing emotions, serving others, empowering individuals and promoting collective well-being for creating a humane, meaningful and sustainable organisation.

It is this context that gives a central role to not only the organisational performance and profitability, but also to an ethical feeling, the employees' health and social responsibility. In this, however, spirituality is not a matter of religion; it is a matter of inner awareness, compassion, integrity and meaningful engagement in organisational life.

5.3 Core Dimensions of Spiritual Organisational Leadership

The proposed framework is divided into a number of interrelated dimensions that together make a contribution to spiritually based organisational leadership.

5.3.1 Inner Self-Mastery and Ethical Integrity

Self-Mastery is having emotional discipline, self-awareness and keeping things balanced when dealing with organisational problems. Ethical Integrity includes Honesty, Fairness, Accountability and Responsible Decision Making. These dimensions can help the leaders to create a culture of trust, emotional stability and moral health within the organisation.

5.3.2 Purpose, Meaning, and Service Orientation

Purpose-driven leadership is a leadership that is aligned with purpose and organisational values, and values are aligned with humans. Service orientation is based on the principles of compassion, cooperation and responsibility towards employees and society. These dimensions allow for job engagement, harmony and commitment at the organisation level.

5.3.3 Empowerment, Vision, and Collective Welfare

Empowerment and Human Development nurtures human beings to be leaders, confident, creative and develop their employees. Transformational vision relates to innovation, inspiration, progress, for the organisation; collective welfare vision relates to sustainability, social responsibility, benefit to society in general, for the long-term.

Table 7: Core Dimensions of Spiritual Organisational Leadership

Dimensions	Organisational Relevance
Inner Self-Mastery	Emotional Stability and Self-Discipline
Ethical Integrity	Trust and Accountability
Purpose and meaning	Employee Engagement
Service and compassion	Human-Centred Leadership
Empowerment and Human Development	Employee Growth
Transformational Vision	Innovation and Organisational Change
Collective Welfare and Sustainability	Social Responsibility

5.4 Conceptual Analytical Framework

Spiritual Organisational Leadership suggested the conceptual analytical framework of the effective organisational leadership should embrace ethical consciousness, spiritual awareness, emotional balance, and transformational capability. The framework pointed out that spiritually-driven leaders create

productive and harmonious workplaces, that is, workplaces that are good for the organisation and good for people.

The proposed framework was more "human, ethical and sustainable" in organisational development than the traditional framework, which was mainly productivity, authority and organisational control. In the framework, the leadership is not only managerial, but also self-awareness, compassion, emotional maturity, service orientation and commitment towards collective welfare as well. By fostering a spirit of unity, ethical principles, and transformational leadership, organisations can develop a positive work culture, employee engagement, and sustainable growth. Table 8 shows the key organisational outcomes of Spiritual Organisational Leadership. The Table indicates that when dimensions of leadership are added immediately, they increase the ethical culture, employee well-being, workplace harmony, innovation and sustainable development. The framework proposes that the spiritual aspect of leadership may contribute to the resolution of problems in and/or with the organisation, such as burnout, lack of engagement, unethical behaviour, and dysfunctional organisational culture, through appropriate working, emotional balance and joint responsibility.

Table 8: Organisational Outcomes of Spiritual Organisational Leadership

Leadership Dimensions	Expected Organisational Outcomes
Ethical Integrity	Ethical Organisational Culture
Emotional Balance	Reduced Workplace Stress
Purpose-Driven Leadership	Meaningful Work
Empowerment	Employee Motivation
Service Orientation	Positive Work Relationships
Transformational Vision	Organisational Innovation
Collective Welfare	Sustainable Development



Figure 5 Conceptual Analytical Framework

The conceptual analytical framework of the Spiritual Organisational Leadership is depicted in Figure 5. The framework shows how each of these spiritual values, ethical leadership, transformational capability

and human development will help in the development of spiritually grounded organisational leadership. The figure also shows that this type of leadership results in an ethical organisational culture, well-being of the employees, meaningful work environments, and sustainable organisational development. The figure also reveals that such a leadership is able to create an ethical company culture, employee well-being, meaningful company environments, and sustainable company development.

6. THE IMPLICATIONS OF SPIRITUAL ORGANISATIONAL LEADERSHIP ARE EVIDENT ORGANISATION-WISE

Spiritual Organisational Leadership has implications for contemporary organisations coping with problems like employee burnout, poisonous work culture, unethical practices, mistrust in leadership and rampant materialism. Leadership models for modern organisations now need to be more concerned with the organisation's performance and its ethics, human development, and emotional well-being and welfare as a whole. The incorporation of 'spirituality', 'ethical consciousness' and 'transformational leadership' in the proposed framework contributes to developing humane, ethical and sustainable organisational systems.

6.1 Ethical Organisational Culture and Human-Centred Management

A great implication of Spiritual Organisational Leadership is the formation of an ethical organisational culture. The framework identified 6 leadership qualities: Integrity, Accountability, Fairness, Compassion, Responsible Decision Making. These leadership behaviours foster trust and lower unethical behaviours, corruption, negative culture and misuse of authority. Spirituality motivates leaders to act in an ethical and socially responsible manner, not for monetary gain and influence over the organisation.

Human-centred management is another part of Spiritual Organisational Leadership. The concept of the framework is not to view employees as sources of productivity only, but as human beings with emotional, psychological and ethical needs that need to be understood and met. This helps to support dignity, empathy, working together, respect and supportive relationships in the workplace. Consequently, spiritually based organisations can develop a better work culture, better employee satisfaction and a better organisational commitment. Table 6.1 shows the main organisational issues that were tackled in the context of Spiritual Organisational Leadership and the leadership responses. Spiritually-based leadership creates an ethical culture, transparency, compassion and human-centred organisations as shown in Table 9. By addressing the above-mentioned leadership responses, organisations can reduce unethical behaviours, toxicity, distrust among leaders, and overemphasis on materialism in the workplace—while enhancing employee welfare and harmony.

Table 9 Organisational Culture under Spiritual Organisational Leadership

Organisational Issues	Spiritual Leadership Response
Unethical Practices	Ethical Responsibility and Integrity
Toxic Work Culture	Compassion and respect
Leadership Distrust	Transparency and Accountability
Excessive Materialism	Value-Based Leadership
Employee Exploitation	Human-Centered Management

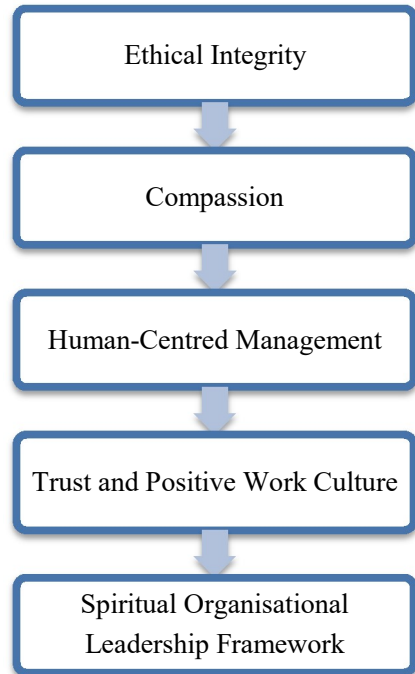


Figure 6 Ethical and Human-Centred Organisational Culture

This relationship between ethical integrity, compassion and human-centred management in the development of Spiritual Organisational Leadership is shown in Figure 6. It suggests that a set of ethical and compassionate leadership behaviours is associated with trust, positive organisational culture and employee wellbeing. The figure also suggests that there is a positive relationship between spiritually oriented leadership and humanistic and ethical systems of organisation, which provide a balance between organisational outcomes and human welfare and collective responsibility.

6.2 Employee Engagement, Meaningful Work, and Psychological Well-Being

Spiritual Organisational Leadership helps to enhance employee engagement and fulfilment of purpose by linking with higher human values and purpose. Dignity, emotional support and a sense of contribution are more likely to result in employees being motivated and committed in the workplace.

The structure also fosters emotional balance, self-awareness and relationships in the organisation that are supportive of psychological well-being. In the modern workplace, stress, burnout, anxiety and emotional exhaustion can be common as there is too much competition and too much performance pressure. Spiritually based leadership is an approach that will tackle these challenges with empathy, emotional stability and sound organisational practices.

There has also been a reinforcement of organisational commitment with meaningful work, which provides the employees with an understanding of the social and ethical value of their work. This, in turn, reduces employee disengagement and boosts employee happiness and harmony in the workplace.

Table 10: Impact on Employee Well-Being and Engagement

Leadership Dimensions	Organisational Outcomes
Purpose and meaning	Employee Engagement
Emotional Balance	Reduced Burnout and Stress
Compassionate Leadership	Psychological Well-Being
Human Empowerment	Motivation and Commitment
Supportive Work Culture	Workplace Harmony

6.3 Leadership Development and Sustainable Organisations

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Spiritual Organisational Leadership is also a factor in leadership development and organisational sustainability. The framework supports the development of leaders who have self-mastery, emotional discipline, ethical consciousness, and service orientation. These traits are conducive to responsible leadership behaviour and minimise egoistic organisational practices.

The framework also promotes sustainable organisations by focusing on collective welfare, social responsibility and ethical development in the long term, instead of maximising profits in the short term. Today, there is a lot of materialism seen in the corporate world, which affects social responsibility and employee welfare. Spiritually-led leadership overcomes this by combining success, sustainability and collective benefit.

In this context, the issue of Corporate Social Responsibility (CSR) is also more meaningful, since the organisations are encouraged to take the problem of social welfare as a moral responsibility instead of just a legal or reputation issue.

Table 11: Contribution to Sustainable Organisations

Spiritual Leadership Elements	Organisational Benefits
Self-Mastery	Responsible Leadership
Ethical Consciousness	Organisational Trust
Service Orientation	Social Responsibility
Collective Welfare	Sustainable Development
Transformational Vision	Long-Term Organisational Growth

7. CONCLUSION AND RECOMMENDATIONS

The present study experimented and integrated the concept of Indian philosophical wisdom, ethical leadership, transformational leadership, and workplace spirituality in one package to explore the concept of Spiritual Organisational Leadership. It was discovered that current leadership models do not necessarily take account of deeper human dimensions like emotional balance, ethical awareness, self-control, meaningful work and collective welfare. The Bhagavad Gita and the spiritual philosophy of Swami Vivekananda have been found to give a firm support for spiritually grounded leadership of an ideal approach based on dharma, nishkama karma, samatvam and service-oriented leadership. The study synthesized, conceptualized and analysed the research data to develop a framework for Spiritual Organisational Leadership as an amalgamation of ethical integrity, transformational leadership, emotional maturity, and the human-centred leadership. The study showed that spiritually-based leadership can foster ethical organisational culture, employees' well-being, meaningful work, employee leadership development, and sustainable organisations. Hence, Spiritual Organisational Leadership was born as a comprehensive and caring leadership model for the present organisations.

- Organisations should embed spiritual and ethical values into their leadership development programmes to encourage integrity, emotional balance, compassion and responsible decision making.
- Indian values like dharma, selfless service and collective welfare should be integrated into the leadership learning and organisational processes of management institutions and organisational training.
- Organizations need to foster a human-centred and purposeful workplace culture, with a priority on the health and wellness of employees, work that has purpose, ethical responsibility, and sustainable organisation development.

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