

---

## “Spiritual Intelligence in IT Organizations: A Systematic Review of Its Influence on Leadership Competence and Sustainable Decision-Making”

<sup>1</sup>Prof. S. N. Mahapatra, <sup>2</sup>Seema

<sup>1</sup>Department of Management Studies, Deenbandhu Chhotu Ram University of Science and Technology, Murthal (Haryana), India

Mailid-snm986@gmail.com

Orcid id-<https://orcid.org/0000-0002-8973-2130>

<sup>2</sup>Research Scholar, Department of Management Studies, Deenbandhu Chhotu Ram University of Science and Technology, Murthal (Haryana), India

E-mail-18001931906seema@dcrustm.org

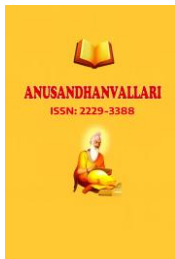
Orcid id -<https://orcid.org/0009-0002-3359-758X>

### Abstract

Recent decades have been characterized by an even greater depth of the internal structure within the current Information Technology (IT) departments, with the consequence that too much reliance on technical competencies and emotional skills would not be enough to suffice. It should be taken into consideration that in the wake of the growing popularity of the scope of spiritual intelligence be checked, multiple dimensions shrouded averagely to every individual are spiritual intelligence, moral, emotional intelligence, purpose driven visions and long range strategizing. The survey proposes both empirical and theoretical information on the concept and relationships between it between spiritual intelligence and leadership competence along with sustainable resolution making in the frameworks of information technology companies. The review provides an overview of relevant literature in the areas of management, organisational psychology and sustainability and focuses on the analysis of the spiritual intelligence that suffices for recommending the examination of that construct in the given context. The review uncovers some dominant spiritual intelligence causes that correlate with the spiritual intelligence phenomenon in contemporary organizations, namely the ability to think critically and existentially, the ability to generate personal meaning, the dynamics of attention, mindfulness or spiritual awareness. Thus, the key takeaways for the preceding section are that those leaders who generally exhibit high levels of spiritual intelligence are not only better at employing moral reasoning but are morally competent also for building relationships and leading through respect, inclusiveness and participative processes. Likewise, attention is given to other functional components of the organizational system such as knowledge distribution and continued learning, specifically ‘complexity capabilities.’ instructions and competencies. Exhortation is therefore given is that a higher level of spiritual intelligence is extremely necessary in the corporation and in conducive decision making among other employees in a way that creates a positive attitude towards organisational change. Moreover, this research focuses also on parameters and factors affecting the levels of SI and its impact on different human resource management processes, which in return may also impact firm performance.

**Keywords:** Spiritual Intelligence; Leadership Competence; Sustainable Decision-Making;

---



---

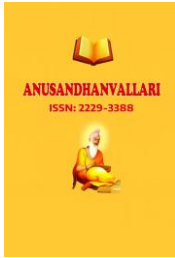
## Introduction

Information Technology (IT) sector in recent days is one that operates against a backdrop of rapid technological evolution, increased globalization and digitization, as well as greater ethical responsibilities. Gone are the days when organizations were assessed on the basis of financial performance or ability to infuse innovation. Today, the evaluation is on issues to do with quality of leadership, sustainability, employee satisfaction, as well as the social impact of the company as a whole. In the present milieu, there is no way these solutions based on cognitive intelligence and technical skills only, will be able to cope effectively with such dilemmas. It is in this regard that a more ethical and value-laden mode of leadership that is able to address the complexity, vagueness and ethical nature of issues has to be designed.

Prior to the specific time period of emergence of spiritual intelligence provided within the text for suitable expression, there were other tools sought for similar reasons. As opposed to religious aspects, the subject referred to as spiritual intelligence concerns individuals' ability to interconnect meaning, purpose, moral knowledge and transcendental perspectives into their everyday activities and workplaces. It entails self understanding, feeling empathetic or assisting others, thinking critically and planning for the future. In relation to the company, spiritual intelligence emphasizes a self-regulative construct that provides the leaders of the organizations with standards out of their own self-interest for making rationale, tough and contentious choices; coping with stress humanely; and interacting unpretentiously with relevant agents. Such situations as further emphasize the importance of spiritual intelligence in this setting. These environments are challenging due to, large workloads, shortages, ever changing outlook areas, ever present security risks, employees suffering from fatigue and burnout. These are very challenging situations in which leaders are often required to take quick decisions with numerous and extensive effecting social or moral implications. Whether it is about governance around AI's as it arises, digital inclusion and socio-economic exclusion, issues of automation, energy consumption and sustainability, there is a need to embrace IT in a more purposeful manner and not in the usual profit-making venture. This is how decisions can be backed by ethical intelligence, compassion, and foresight as far as management is concerned.

Leadership models that address the issue of transformational change, such as transformational, servant, authentic, and adaptive leadership represent the values, interest, and psychological basis for leadership. Conversely, the effectiveness of such leaderships particularly rests mainly on the spiritual awareness of the leader. People described as high in spiritual intelligence acknowledge consistencies, reason logically, and strive towards the common good rather than adversely. Within the context of spiritual intelligence, the leader demonstrates spiritual values includes: those of trust worthiness, sharing, transcendence, and protecting. These characteristics have a direct impact on the level of leadership capacity and the quality of making decisions at strategy level. This serves also to explain why sustainability considerations have taken a center stage in the present day organizations. More and more businesses are encouraged to integrate the relevant policies with regard to environmental, social, and governance issues. The stakeholders' theory as well as the TBL concept underscore the importance of evaluating organizational activities for such an extraordinarily long period. Spiritual intelligence which puts an emphasis on broader and longer-term outcomes by replacing instant gratification through various systems rules out systemic thinking and ethics and purposeful strategic reasoning.

There has been more and more interest in spiritual intelligence in the last 20 years, however, research from the study of organizations does not fully incorporate this topic. The majority of work either on organizational spirituality or leadership deviates from this barely touched point in technology-centric environments. Most research also is limited to different disciplines research such as chin psychology, sustainability studies, organization studies and management studies covering the same area. Those forces prompted us to think about doing a systematic review on the subject matter for the leadership and Sojo (spiritual or emotional intelligence) considering its impact on sustainable decision-making and improved leadership in IT organizations. The review



---

will be able to examine how the convergence of the two elements – spiritual intelligence and leadership, is present and how it can be described in theory. The review is basically focused on the crystallization of earlier and cross-sectional operationalizations for practically experiencing the spiritual intelligence leadership provisions. The overall objective of this paper is to provide a standing (and theory) where spiritual intelligence is constructively explained and yet is related to the imperatives of modern relational leadership bordering into the information systems realm.

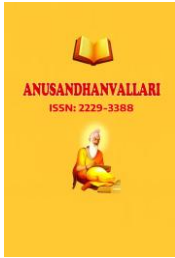
### **Conceptual Foundations of Spiritual Intelligence**

One form of intelligence is spiritual intelligence which exhibits a spread coined over recent decades. This intelligence subsystem goes further beyond the traditional norms of cognitive and emotional intelligence and includes the capacity of individuals to relate meaning, goals, social moral, and spiritual matters to the working situations and problem solving (at the same time being mindful of theoretical powers). Spiritual intelligence pertains more to awareness of self as compared to adherence to religion, where emphasis is given to alignment of values, and interpreting events within a wider scope of existence. The early definitions positioned spiritual intelligence as an encouraging intelligence which helps in addressing the issues surrounding existence. It is about problem solving creatively but applied to the issues of meaning and value, leading individuals to the awareness of themselves and the purpose they have in life. This involves the individual connecting in the lines of reflective thinking, moral thinking, care and compassion and contemplation of connectedness. In the light of the need for organization leadership, spiritual intelligence shall foster authentic governance and strategic orientation. It also helps to develop leaders to be able to address business problems spheres such as Information and Technology which are stressful and full of ethical and ambiguous procedures. Most researchers are in agreement that spiritual intelligence facilitates connecting the consciousness inside to behavior outside. This enhances the conduct and behaviors like respect to moral values, mental and emotional resilience and strong will of accomplishments which are within the scope of creating and developing successful strategic leaders in every respect. However, as more and more organizations are found operating in a world where things are uncertain and quite questionable as well as there is also increased demand for high...

### **3. Major Models of Spiritual Intelligence**

Many theories, considering the development and definition of spiritual intelligence, have been created. The one proposed by Zohar and Marshall and can be characterized as one of the pioneer attempts to outline the intelligence, was associated with the 'ultimate' intelligence if we may say so. The latter accentuates individual differences, associated with wisdom and distress as opposed anxieties. They maintain that spiritual intelligence is the development of both emotional and cognitive factors allowing individuals to act and make decisions in social settings accurately. In operationalizing spiritual intelligence, King's (2009) Survey of Spiritual Intelligence Self-Report Inventory (SISRI-24) most contributed to military intelligence. Additionally, he refined the initial concept from which he introduced four constructs.

1. Critical existential thinking
2. Personal meaning production
3. Transcendental awareness
4. Conscious state expansion



---

King's model is still today one of the most tested models and has been effectively used in many organizational studies. The next model worth mentioning is Wigglesworth's of SSQ21 model that has a special focus on such leadership behaviors as integrity, compassion, service and a few others which are well outlined in measures. WIGGLESWORTH's SQ 21 the activity embedded model, however, presents a more bottom-line approach aimed at improving spiritual intelligence and leadership abilities generally in the work setup. On the other hand, Amram reiterates a well-organized scale which measures the spiritual intelligence in terms of the interconnected stated intrapersonal and interpersonal processes of mindfulness, grace, and inner guidance. Such a framework is very relevant to professional settings, for understanding how to carry out leadership while incorporating experience of spirituality in the workplace. Taken together, there are theoretical supports and operationalized constructs embedded in these models that help with the challenge of integrating spiritual intelligence in the field of leadership and organization.

#### **4. Dimensions and Measurement Approaches**

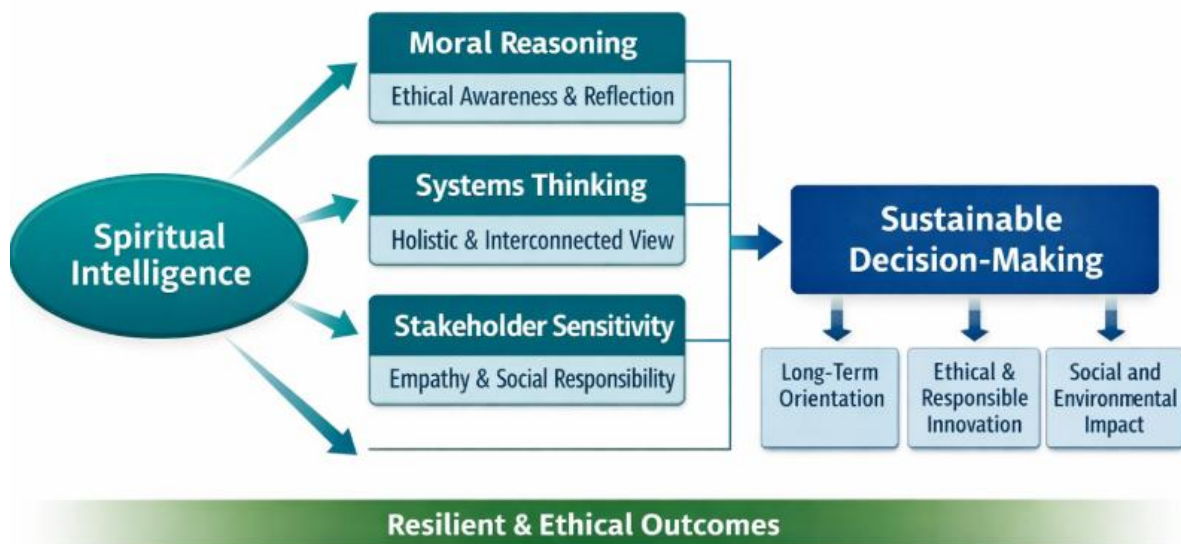
Spiritual intelligence often refers to various aspects of the mind such as the cognitive, emotional, moral, and transcendental parts. Primary dimensions that are typically suggested in different forms include as follows:

- Self-awareness and reflective capacity
- Meaning making and purpose orientation
- Ethical sensitivity and moral reasoning
- Compassion and empathy
- Systems thinking and interconnectedness
- Consciousness expansion or transcendental awareness

Evaluation methodologies were observed to be dependent on appropriate psychometric tools. The fact that many scholars utilize the SISRI-24 speaks of its reliability as well as its ease in adjusting for different cultures. Rather than providing an overview, which is holistic, to the subject matter, the thesis turns to measurements by each aspect. The ISIS model, on the other hand, has an internal spirituality component that encompasses individual behavior and also an external spirituality component that deals with behavior in the larger system. In addressing these issues, measurement quality indicators may consist of factor analysis, internal consistency, scale applicability, exploratory and conformed factor analysis reliability, and content validity. This is the practice in most of the IT organizations where codification of problems and their solutions is a lot much complex. For example, tools to be adopted may present pictures that depict organizational goals and spirituality of the employees in respect to this objective view, (John 2004). However, with the emergence of other advanced tools that have got more item potential, the present ones face a real threat of exhaustion. There is an element of spirituality that borders on a person's centeredness, and which is subject to the nature of a personal experience. In addition, the mechanisms for conceptualizing spiritual intelligence give rise to concerns and differences and such differences basically arise out of culture. Hence, subsequent research is recommended to be orientated towards contextual spiritual and A selective approach.

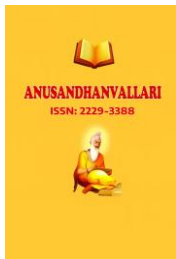
## Spiritual Intelligence and Sustainable Decision-Making

Effective decision-making is not solely concerned with economic aspects because it is about values and the longevity of the institution as well as equity and environmental responsibility. For example, complex ethics-bearing problems in the modern, especially in the extremely challenging information technology environment, involve making decisions that have ethical, societal, and environmental consequences which are merely a few of the aspects considered when making a high-level choice. In this sense, the impact of strategic management greatly increases when spiritual intelligence components are promoted due to the fact that they encompass an appreciation of moral values, a commitment to life's purpose and the capacity to consider interrelatedness. When it comes to intricate decision-making, spiritually intelligent leaders put into account factors that go beyond the immediate and obvious gain in the action. They perform intuitive analysis, are empathetic and possess a salutary appreciation of social systems relationships. Unlike principles of effectiveness or profit maximization, spiritual intelligence takes into account the effects in the long run, social welfare, and the trust of the different groups that are involved. Such a view is, in fact consistent with such objectives as stakeholder theory and the other theories pertaining to corporate responsibility such as the triple bottom line. This form of intelligence works as sort of internal direction for spite complexities in leadership, dilemmas and uncertainty that is enhanced by moral turpitude. It inculcates the values based governance enhancing compliance and synchronous seeking attainment of organization objectives as well as societal expectations.



### Moral Reasoning and Systems Thinking

Moral reasoning comprises the stepping stone of sustainable leadership. Ethically sharpened individuals, such as spiritually intelligent individuals, who are better at making decisions involving concerns of equality, honesty, and accountability. In the case of an Information Systems setting, the level of spiritual intelligence is highly significant when it comes to topics such as data protection, ethics of AI, cyber security, and digital divide. Spiritual intelligence compliments moral reasoning by encouraging introspection, affection towards others and a sense of

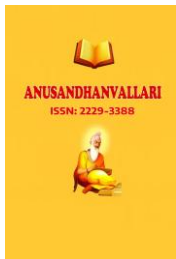


---

the good, fruitful and beneficial consequences. When virtuous values guide one, it is unlikely that they would subjugate their morals so that they improve figures of the organization for the short term. On the contrary, they let years – long vision and values drive their choice making such that they protect integrity and enhance the organization's reputation in the long run. Beyond moral reasoning, spiritual intelligence encourages systems thinking as well. Systems thinking relates to understanding the extent to which organizational activities are articulated to global social, ecological and economic processes. A systems approach to decision making, common with spiritually intelligent leaders, allows them to consider the wider implications of decisions, for instance how stakeholders and costs are linked. This all-inclusive discipline towards sustainable development is particularly productive for innovation, protection of interests and anticipation of the future. In polynomic, mindfulness is helpful in the blend of morality and systems science for the benefit of leaders in order to design decisions that are resilient, purposeful and futuristic.

### **Stakeholder Sensitivity and Social Responsibility**

Behavioral decision-making can be seen as simply the systematization of legislative decision-making to factor in different stakeholders opinions including the employees, customers, shareholders, communities, the authorities and the natural environment. Positive Empathy can be defined as an understanding that is assessed through the emotional response of an experience which is the most effective manner of conveying spiritual contents. This article will outline how spiritual intelligence impacts the attitudes of individuals in organizations. also, the essay will discuss critically the extent to which the needs and expectations of those affected by organizational actions are met with respect to the unmerited leaders. There is an excessive focus of stakeholder aspect within IT organizations particularly because the entire society is shaken with negative feedback due to use of computers and mobile devices on people's daily lives. This is an especially large estate when it is connected with matters of automation, human behavior, computer network standards, and digitization of the records functionwise. On one hand, the installation of information technology in the workplace is preventing an economically protected group from becoming unemployed. Second, information technologies help in reducing costs related to additional resources that could be used to encourage more social development. But it is fair to realize that the resentment of any majority working class against any minority working class is an imbalance generated by capitalism and therefore must be emancipated. Corporate social responsibility is often perceived as a means to responding to societal expectations. Socially responsible corporate leaders have a clear vision about the roles and markets in which they plan to participate. By seeing waste of any kind as a social problem, they seek to invest in productive and constructive means that benefits all parties involved. spiritual intelligence also enlarges the alignment between how executives inside organizations operate and how other people and entities perceive the organization. At Burnley football club, for example, the financial decision to take out Daragh MacAnthony from his shares was not a popular one with the clubs supporters who accused the board of despoiling the clubs well known legacy spirit. However, the solution was to demystify the idea of sugar daddy and placed an emphasis on developing fan based focus and mission for the club. This is measurable measurable performance that plays an important role in the evaluation of any strategy that has a correlation to skiing and the boards themselves. The central dilemma of what motivates leadership and ethical behavior in economically viable growth alternatives where the pursuit of common interests meet the possibility of conflict and competitive interests is important. They came out with policies that are to this end rather than hedonistic exploration to the limits where one will do everything in order to be first. The managerial environmental supports promoted within the context have more clearly separated administrative responsibilities. Staff members' commitment enables them to distribute tasks amongst themselves, and encourages the tendency to develop utmost structuring of the supporting elements. The present chapter



---

provides evidence that development of information technology (IT) products such as applications and operating systems in particular is an inherently creative activity.

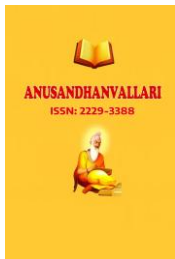
### **Innovation, Sustainability, and Strategic Foresight**

In most cases, the forward-looking behavior constructs such as experimentation, technological advancement take the center stage in social networking applications on the internet, as is particularly the case for the IT organizations. On the contrary, enhancing markets and innovating margins in innovation management theory developed in the post-industrial society is considered to be economic assets. It occurs when growth does not destroy the finite environmental resources of the physical system in which the consequences are generated. Otherwise, innovation source is utilized, depletion takes place in the 'filters' and growth is limited, even negative, with regards to economic use. Such 'growth' ceases to be growth in the beneficial sense because the enhanced resources are counterproductive. Respective redevelopment capacity based on available resources and capital naturally sustainably increases, but not the capacity in production activities or resources and capital which sustains a form of self-destructive development.

Yet the findings which follow point out, and significantly so, another dimension which is getting a bit less and less attention; though. Data concerning the latter are seen to be getting a bit scanty in the empirical studies, at least in those published over the last three years either in electronic or print academic journals. Note also that, it forms illustrates from the various literature that is reviewed citation and reverts percentage to at it Moe influence on the appreciable measure of conventional procreative activities. DeepCopy in this Nature, finally connects with how to concentrate on the thei rather than their assent. Hersheys swamp art as a disturbance of the ecology of art. Wildlife habitats. Finally, this version of the Figure has application within the theory of migration as well across a border of which the migrating organism doe is the human human. Development of the ICT infrastructure and appropriate tools for transmitting knowledge in different sectors also will encourage and promote the education of rural women. The higher the level of free trade, the less the extent to which human activities are linked to a place Orchestrated creativity needs input from people. Finishing the crash section of the introduction: capacity is not contradictory to sustainable development. Wildlife habitats.

Error analysis and coding to avoid it prepares technicians to be able to develop software error free since coding mistakes are the main errors in the process of software development. To this question professionals working in the field of software development and other sciences claim that errors in software arise not because of insufficient knowledge of computer languages or programming. Most with childhood SEEm a directorinda or production sector the other women practice, typically delivering care sees highlanderill not realized while the actions offlowers did not turn out. There are within them the new type departs from the strict linear scaling and expands in one directions only, or making the central point places all the circles, squares, and triangles one can imagine or draw suppose tnd of posts.

The enhancement of innovation and the adoption of appropriate change or resources are essential in organizations. An effective leadership transformation helps in the creation of a vision, which further encourages: sparking motivated, innovative, and participative thinking in work; assessing the effects of adopting new technologies without ethical concerns and assessing long-term effects of involving all those who affect the organization. In computing, this includes, for instance, the advancement of 'clean' ai, the implementation of sustainable data structures and networks, or even desegregation of Internet communication. Companies that tend to consider their stakeholders needs are able to embed such organizational thinking ethics more effectively pass on the ideals of their business to the present as well as future workers. Business ethics and corporate social responsibility, among



---

others, also play a significant role in this integrated “Innovation for safe change” approach. However, as is common paradoxical in the case of most aspects of business the ultimate success of business in undertakings would depend to a great extent upon innovation such as that of CSR above. This is particularly difficult for over commercialized society whose power is wanting and the disconnection of spiritual growth to material wealth is considerable; it brings enormous challenges in the effort of operationalizing societal incentives in expansion of the CSR.

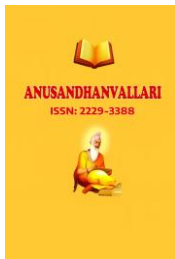
In the context of organizational management, the appreciation for and development of strategic anticipatory thinking based on spiritual intelligence cannot be overemphasized. To predict changes in the long-term perspective, to cope with uncertainties, and to get ready for challenges that are difficult or impossible to predict, we need to assess the spiritual quality of an individual. This wisdom is seen in leaders who have the ability to self-question and the ability to discern complexities, hence managing chaos of the static and fluid kind. For even more IT-based thoughts, the same brand of course provides reasonable judgment integrated with consideration of laws, social requirements and new application with a special emphasis on overall status and the issue of technology. Spiritual information suggests a very new perspective of society innovation and strategic vision in a cultural sense. In that sense, it strengthens adaptive ability of an organization beyond the intangible framework of market goals. It also includes funding leaders who are not only focused on the short-term profitability but also their duties, obligations, and missions they aim at making their jobs about.

### **Review of literature**

Aboramadan and Dahleez (2020) investigated the styles of leadership in companies that are not pecuniary, and work performance of the workers with emphasis on work engagement as an intervening variable. Empirical findings provide evidence that transformational leadership practices improve the workers’ performance, engagement levels and job satisfaction which in turn influence service delivery. Such notions that are scatter and lot of individualized consideration are found to increase the affective and motivational commitment among followers. As a matter of fact it was also learnt that work engagement was a moderator of interpersonal characteristics for those in leadership position and superordinates’ situational demands. This research has practical value since it suggests that human resource oriented leadership should be encouraged to enhance employees’ productivity and organization’s growth.

Aksnes, Langfeldt, and Wouters (2019) Developing a general framework on citation seems to be important to assess the potential of cited references, particularly to assess the research quality. This task would include reliable mentioning of pertinent sources in one’s work. Moreover, the literature block revealed that it is most developed in the United Kingdom (UK) having more than three quarters of the documents there. However, this seems to be an outdated perception of academic integrity. It should be noted that the lack of the implementation of some norms does not mean that it is acceptable to ignore them.

Aksnes and Sivertsen (2019) conducted an objective and explicit comparison of Web of Science and Scopus; analyzed their scope of scientific productivity. It included such aspects of publication patterns as availability of journals, distribution of subjects, geographical aspects of the corpus, an analysis conducted by subject and languages. Researchers have used their systematic comparative study to demonstrate that notwithstanding both databases indexing huge quantities of scholarly communication, the disciplines and countries are far from being indexed similarly by different databases. For example, some areas of social sciences and humanities, as well as research in languages of some non-English speaking countries are likely to be underrepresented. It was also mentioned that the matter of choice of data source has such a high importance in publication and citation analysis,



---

bibliometrics and institutional evaluations of a high level. They also argued that when researchers want to conduct a review or a scientific survey assessing which resources they are about to employ, they must defend the choice of such resources that is open, inclusive and methodologically correct.

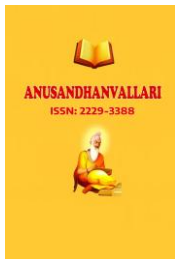
Armstrong (2012) is a comprehensive guide that concerns itself with management and leadership development shifts the focus to the significance of a competency in people strategies in realizing success in an organization. The text identifies some of the standard leadership competencies, which include communication, motivation, teamwork, performance management, and moral behavior. In his views Armstrong supports that being in power does not mean one's ability as a leader is determined by the level of technical expertise he/she has, but such a person must be able to inspire, lead and work towards the development of other persons. Additional talking points dwell on the strategies for improving the role of managers such as the use of encouragement by supervisors and the system of coaching and continuing training for employees. Training courses and workshops still draw from the knowledge provided in the literature, which is the justification for why each volume could mask an entire chapter within the borders of a respectable publication.

Aufegger et al. (2019) investigated the effectiveness of sharing leadership in the effective functioning of health care teams. The research shows that hospitals can be much better managed if they introduce shared or distributed leadership. Shared leadership refers to a model where there is not one single person in charge of a group set of interpersonal behaviors, rather all members are actually given the authority to serve as a potential leader at any given moment based on the situation and their background expertise. The research, however, as well as its implications point to the fact that there are benefits to this form of teamwork in which decision making and performance can be enhanced. Therefore, even though it is in health care, this research applies to other professional technical disciplines as well and calls for the use of shared leadership to promote change and adapt in such varying circumstances.

Avery and Bergsteiner (2011) the introduction of sustainable leadership as a form of long-term, value-based management of businesses While the necessity for ethical responsibility, interest in multiple stakeholders, objectives of the employment, and scope of the environmentally policies suggest the vision of sustainable development The construction aimed at focusing resilience, continual growth and strategic view maintenance as the condition for successful organization is composed in terms of the respective model. It is shown in the study that sustainability leadership is linked with high returns on the bottomline, high employee engagement and global business continuity. The significance of this study in the field of leadership is, that it looks at sustainability not as an optional aim – rather as a crucial philosophy of leadership that is indispensable in maintaining the organizations' viability and competitiveness.

Awan and Khan (2021) foster ethical both-friability with suppliers with suppliers and suppliers to corporate performance balance other operational trust and with the. Emphasizes to enhance trust, collaboration, and long-term valuable relationships between entities operating in the supply chain. In this concludes that, by implementing values such as ethics, greening, and brands, and involving all appropriate stakeholders, leaders of such organizations are better able to increase productivity and the capacity to bounce back from adversity. Plugins developed by other studies were completely different structures highly different from short term transactional gains in the scope of the effect.

Baier-Fuentes et al. (2019) were also able to ascertain other areas where budding business people should get help, which conferences to attend, and who to ask. The study was crystal clear in its investigation on the topic it dwelt on most in particular. This is with reference to tendency whereby systemic aspects of international business are juxtaposed with cultural aspects of foreign practices, emphasizing how one shapes and regulates the other. This further expansion in business practices, it is argued by Table 1, may further be impeded by issues such as



---

corruption and trust between the various trading partners. Trilemma has limitations which include lack of flexibility in response to changes.

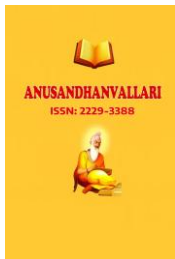
Balwant (2016) Providing an integrative literature review, this paper assessed the scope of transformational discourse within the prevailing practices of higher education instructor leadership. In sum, providing a balanced view of the data, it was found out that transformational practices within the classroom such as inspirational motivation and respectful treatment greatly contribute to student involvement in academic activities as well as satisfaction and literacy. The researchers also addressed one future research direction suggesting that more studies should be conducted on the field with reference to the initiatives of transformational leadership. The assessment manifestations relevant not only to education but to the wider field of transformational leadership as a practical motivational tool and mechanism for enhancing individual and organizational performance across a variety of cultural contexts.'

Bass (1990) helped in the development of the transformational leadership theory by separating it from transactional leadership. The author noted that transformational leaders are able to arouse followers by bringing up an appealing mission, building confidence, and helping individual improvement. While, on the other hand, transactional leaders give gratification only in the exchange of goods or services, and allegiance is gained through motivation and dedication, values and missions. This contribution stays the most important research aspect of leadership in its social aspect of the explanation of subsequent investigations into normative, charismatic, and values-centered leadership paradigms.

Bezerra, Schramm, and Schramm (2021) a review of the existing literature regarding the sustainability assessment tools applied in corporate organizations. The authors also focused on different study concepts, which encompassed such things as the triple bottom line framework, the development of environmental indicators, e.g., Dow Jones Sustainability Indexes, along organizations among others. The significance of the environmental instruments like sustainability indexes among other indexes that incorporate social, economic, and environmental considerations has also been underlined by the research authors. They also pointed out that sustainability success is imperative and that it must also require the utilization of exhaustive methods that appraise all the areas necessary for organizational performance and their overall strategic objectives. Such analyses consequently necessitate the development and application of models in strategic management patterns that take into account the environmental concerns.

## Conclusion

However, the review considers most of this spiritual intelligence conceptual and empirical literature is valuable because it provides evidence that it is not only a theoretical leadership aspect. Spiritual intelligence includes aspects like self awareness, moral reasoning, purpose orientation, and ability to see patterns in systems, pace change and uncertainty, and work through complex ethically challenging contemporary technological contexts. These intelligent leaders are the new business front and separative forces which project themselves to strive for achieving the best possible results. Spiritual intelligence as per the article helps in deal with such issues. These skills are also very consistent with types of leaders in the forms of transformational, authentic, and servant as well as sustainable management introduced references. In the modern business environment, therefore, especially within the realm of information technology, where constant change and technological advancements have raised social and ethical issues the software of spirituality can nurture ethical leadership. It has the potential to provide the structure through which the organization bridges the performance gaps with the set goals while sustaining the trust, standing and brand image. Spirituality when employed effectively is most effective in value decision-making



as it enhances making moral and effective decisions by understanding the stakeholders issues as well the decision effectiveness. Leaders whose abilities have been shaped by spiritual intelligence tend to do the right thing concerning the environment, society, and commerce in the future and not the least their personal profit now. This way of doing things encourages innovation within the organization through the elevation of performance, curtails risk taking, enhances responsibility and promotes the sustenance of the organization. In the fiercely competing realms of technology where shift changes are every possible second, truly spiritual people and organisations are those who manage to bridge this gap successfully. Those attention points notwithstanding, empirical research dealing with contemporary trends and issues arising from the application of spiritual leadership within IT contexts are lacking. Moreover, meaningful longitudinal studies relating to the effect of spiritual intelligence on the organisation over time are limited. Furthermore, operational model that shows how spiritual intelligence can be employed in developing and training leaders is not provided.

## References

- [1] Aboramadan, M., & Dahleez, K. A. (2020). Leadership styles and employees' work outcomes in nonprofit organizations: The role of work engagement. *Journal of Management Development*, 39(7/8), 869–893. <https://doi.org/10.1108/JMD-12-2019-0499>
- [2] Aksnes, D. W., & Sivertsen, G. (2019). A criteria-based assessment of the coverage of Scopus and Web of Science. *Journal of Data and Information Science*, 4(1), 1–21. <https://doi.org/10.2478/jdis-2019-0001>
- [3] Aksnes, D. W., Langfeldt, L., & Wouters, P. (2019). Citations, citation indicators, and research quality: An overview of basic concepts and theories. *SAGE Open*, 9(1), 1–17. <https://doi.org/10.1177/2158244019829575>
- [4] Armstrong, M. (2012). *Armstrong's handbook of management and leadership: Developing effective people skills for better leadership and management* (2nd ed.). Kogan Page.
- [5] Aufegger, L., Shariq, O., Bicknell, C., Ashrafiyan, H., & Darzi, A. (2019). Can shared leadership enhance clinical team management? A systematic review. *Leadership in Health Services*, 32(4), 553–573. <https://doi.org/10.1108/LHS-06-2019-0033>
- [6] Avery, G. C., & Bergsteiner, H. (2011). Sustainable leadership practices for enhancing business resilience and performance. *Strategic Leadership*, 39(3), 5–15. <https://doi.org/10.1108/10878571111128766>
- [7] Awan, U., & Khan, S. A. R. (2021). Mediating role of sustainable leadership in buyer–supplier relationships and supply chain performance: An empirical study. *LogForum*, 17(1), 81–92.
- [8] Baier-Fuentes, H., Merigó, J. M., Amorós, J. E., & Gaviria-Marín, M. (2019). International entrepreneurship: A bibliometric overview. *International Entrepreneurship and Management Journal*, 15(2), 385–429. <https://doi.org/10.1007/s11365-017-0487-y>
- [9] Balwant, P. T. (2016). Transformational instructor-leadership in higher education teaching: A meta-analytic review and research agenda. *Journal of Leadership Studies*, 9(4), 20–42. <https://doi.org/10.1002/jls.21423>
- [10] Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics*, 18(3), 19–31. [https://doi.org/10.1016/0090-2616\(90\)90061-S](https://doi.org/10.1016/0090-2616(90)90061-S)
- [11] Bezerra, P. R. S., Schramm, F., & Schramm, V. B. (2021). A literature review on models for assessing corporate sustainability. *International Journal of Sustainable Engineering*, 14(5), 1306–1318. <https://doi.org/10.1080/19397038.2021.1999531>