

Exploring theory of spiritual leadership: constructing a model

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ABSTRACT: The objective of this paper is to describe the spiritual leadership theory that originated from the theory of rationalization and continues to evolve into various styles of leadership, namely transactional leadership, transformational leadership, directive leadership, empowering leadership, ethical leadership, servant leadership. Leaders must change their style because of the change of organization and environment to lead followers successfully. Spiritual leadership is an organizational development and transformation model, which has potential to lead the evolution of the organization towards a more positive direction using humanity in the organization as a basis for achieving optimal performance. To know how spiritual leadership is in the public sector organization specifically in the education sector. Partial Least Square - Structural Equation Model (PLS-SEM) to test the influence of Spiritual Leadership on job satisfaction with emotional intelligent as a mediating variable, on organizational commitment and on organizational performance, and organizational commitment to organizational performance.

Keywords: spiritual leadership, emotional intelligent, job satisfaction, organizational commitment, organizational performance

1 INTRODUCTION

The development of the theory of leadership relates to the development of management originating from rationalization theory. Urwick published "The Meanings of Rationalization" during the director of the IMI (International Management Institute) in 1929 (Sheldrake, 2003) the demobilization of armed force, increasing of unemployment. The government takes care of the most vulnerable groups of workers, avoiding cutting and activating industries. Barnard in 1940 published an essay on leadership under the title *The Nature of Leadership*. According to Barnard, communication was the key element. The leader must have the capacity to accommodate various opinions and inspiration from the followers. Product of the organization they serve on this basis leader, not only innate ability, training and skills as stated by Fayol.

According to Wren (2009), there are two main problems in the early twentieth century was faced, improving production techniques and the need facilitate planning, coordination, and appraisal of

performance in order to reduce the unit costs. On stage II is carried out by the rationalization of resource utilization in industry. Functional role with specialized, expertise and leadership, improvement of work planning, focus managerial attention on critical performance problems.

The models of leadership developments that include transformational leadership, ethical leadership, servant leadership, leader-member exchange, pro-environmental behavior (Afsar, 2016), transactional leadership, transformational leadership, directive leadership, empowering leadership (Daniela, 2018). Burns was first developed transforming leadership (Hilary, 2003). According to Hilary, the leader is able to build meaningful and motivating relationships subordinates, trying to satisfy higher needs and engages full person of the follower. According to Burns, Senge types of transactional leadership are there are positions that are powerful and have authority over their subordinates¹. There are two groups of changes the important values, for example, work for pay and the employee receives benefits such as payment for

service and use of the organization's resources. Aspects of "capital" values, such as honesty, responsibility, fairness, honouring of commitments influence the relationship of leaders and followers in transactional leaders' type. The vision is the basis for transforming leadership's "moral" leadership. According to Glenn Stone transformational leadership can change it and its followers, believed by its followers, to work on organizational goals. The leader increases his subordinates to be more awareness of importance of their task and the importance of performing well and motivates his staff to work for the good of the organization rather than individual's benefits.

Spiritual leadership is the development of organizational and transformation model, which have the potential to lead the evolution of organizations to be more positive way using humanity in the organization as a basis for optimal performance (Fry and Matherly, 2006). This theory emerges as an alternative for past leadership theories, which are considered ineffective in producing leaders who are effective in managing business organization (Munroe, 2008).

According to Majeed (2018), spiritual leadership is a way of satisfying himself and others through the spiritual aspects (divine values). Fry's spiritual leadership theory (2003) has three important components: hope, love and visualtruistic. These components produce positive results, such as employees' membership and sense of calling. Purushothaman (2014) said employees who worked with spiritually inspired leaders show the purpose and sense of meaning at the workplace, giving personality traits of spiritually inspired leaders. Spiritual leadership has similarities with the messages of self-awareness, authenticity and "being" that has much currency in the literary leadership, participating in transformational speaking (Larsen), Fry: leadership theory for organizational transformation caused by spiritual leadership (Long and Driscoll 2015).

Nowadays, the study of leadership discussed much about the interrelation of spiritual values and relied on spiritual intelligence in leadership. Spiritual leadership brings the dimension of worldliness to the spiritual dimension (divinity) and leads by heart based on religious ethics (Tobroni, 2005). Spiritual leadership is also a leadership that maintains ethical values and upholds spiritual values. Characteristics of spiritual leadership based on religious ethics include: honesty of heart, fairness, self-recognition, focusing on pious charity, not dogmatic spiritualism, working more efficiently, awakening the own and others best things, openness

of accepting the change, being discipline but also flexible, relax and intelligent, and humility.

Between spiritual leadership and workplace spirituality, there is positive relationship and this effect becomes stronger when subordinate perception of organizational support and care are higher. Uniquely, it integrates spiritual leadership theory with environmental theory. It supports that environmental experts agree that a leadership approach can handle the principles of pro-environmental behavior which can be an effective means of encouraging environmental behavior (Afsar, Badir, and Kiani 2016). In this model, the spiritual variables of leadership are measured through vision, altruistic love, and faith. This research is carried out on two industries, namely software and banking. The model used is Structural Equation Model (SEM).

Several studies have found a correlation between leadership and various organizational outcomes. Research conducted by Hennessey (1998) concluded that leadership influences the significance of organizational performance. Research conducted by Koene et al. (2002) tested different leaders on different measurements of the high-quality financial organizations at 50 supermarket stores in the Netherlands. The results of the study conclude that local leadership influences the financial performance and three organizational climates. Charismatic leadership and conscientious behavior have an impact on climate and financial performance. Research conducted by Brodbeck et al. (2002) on leadership in Germany concluded that leadership had a significant effect on employee performance.

Muhammad Kashif in this paper that ETPB explains the intentions to have ethically. The best predictors of ethical behavioral intentions are moral norms (such as the rules of morality) and perceived behavioral control (such as people perceptions of their ability to perform a given behavior). Moral norms are believed to be something that must be followed. The variables of religiosity are moderately affected by injunctive norms (i.e perceptions of which behaviors are typically approved or disapproved in the organization) and of perceived behavioral control on behavioral intentions. To grow ethical culture in the workplace can be done through leading by example, ethics training, empowering employees and encouraging the expression of religiosity.

Study P. Darvyri aims to create a standardization of the Greek version of the Spiritual Well-Being Scale and research on psychometric qualities on Greek population. This study produces eigenvalues that used three solution factors ("Affiliation with God", "Satisfaction with life" and "Alienation from

God-sense of meaningless life")³. The spiritual well-being among Greeks is different than well-being among US College Students, although three factors found in the Greek standardization differ from those of the original standardization. Lately the special emphasis of research is attributed to the relation between spirituality and spiritual, psychological and physical health, highlighting the important impact that spiritual well-being has on health. Spiritual well-being is positively connected in specific to purpose of life, social support, lower stress levels and lower depression rates.

Partial least squares structural equation modeling (PLS-SEM), SmartPLS 2.0 was used in leadership research for testing prediction-oriented models in early theory building stages. It suits the Jie's study. Well, because theories about LMX and LID as concurrent leadership mediators are severely lacking. PLS-SEM is recommended for studies using conceptual domains). The product of the mediation link is often distributed and PLS-SEM is suitable for testing because it does not require data normality (Hair et al., 2017). The variables and indicators used in this study are: spiritual leadership as indicated by vision, altruistic affection and expectation/trust (Fry, 2003); quality of work life (QWL) as indicated by opportunity for self-development, anticipation in decision making, pride in work and condition of work environment. Job satisfaction is indicated by salary, promotion, colleague, supervisor and the work itself, and organizational citizenship behavior (OCB) as indicated by conscientiousness, harmony of interpersonal relation, prioritization of others or public interest and sportsmanship. That spiritual leadership was predominantly measured by the first indicator job satisfaction was a significant measure of variable job satisfaction.

The higher the spiritual leadership, the higher the OCB, if QWL was also high, and the higher the spiritual leadership, the higher the OCB, if the job satisfaction was also high. The previous study finds that spiritual leadership does not directly influence QWL and job satisfaction. However, the present study found significant influence of spiritual leadership on QWL and job satisfaction. Difference of characteristics of entities and research objects was the main different of the previous study results and the current study.

In public sector organizations, it may be that the more open leadership personality displayed, both because public sector organizations must be responsible for citizens and consumers, but also the resources of the majority of public sector. Metcalfe uses phrases: "attractive leadership style". So leadership is about developing a vision of a better futures, hopefully with a team, and taking their team

on a journey, with practical steps, to gain that end. On the journey, developing the team is so as to meet both current challenges and those of the future. To achieve this, the leader has to be self-aware and self-developing, though with inner confidence and security to keep moving forward in difficult times.

2 RESEARCH METHODS

Based on research and literature about spiritual leadership, the author interested in conducting research on the relationship between spiritual variables of leadership to job satisfaction, with emotional intelligent as a mediating variable and spiritual leadership on organizational performance with organizational commitment as mediating variables. This model refers to research of Riane (2017), Tkaczynski (2018), Afsar (2016). Jian correlate the variable organizational culture with employee attitude and work behavior, as well as organizational performance with employee attitude and work behavior. The method will be used is Partial Least Square (PLS) with Structural Equation Model (SEM) (Afsar, 2016; Riane, 2017; Kashif, 2017; Jie, 2018) We will show how the model is relevant with our context. The author tries to set up the research model (figure 1).



Figure 1 Spiritual leadership relationship ton job satisfaction, organizational commitment and organizational performance model

3 RESULTS AND DISCUSSIONS

In the last decade in US, the study of spirituality in leadership and management relations has become increasingly popular at Academy and Popular Press. Many studies have shown leadership influencing organizational performance. Religiosity moderates the relationship between attitude to make an ethical decision and the intention of managers to behave ethically (Kashif, 2017). Inna's research (2018) uses spiritual well-being as a mediating variable in the relationship between acculturative stress and positive affect. In this paper, we are interested in predicting emotional intelligent as mediate variable in the relation of spiritual leadership and job

satisfaction. In the research of Maryam (2015), there is a significant relationship between emotional intelligence and spiritual intelligence. Spiritual leadership research in the private sector has been carried out by Afsar (2016), in medical (Riane, 2017), women as a leader, and subsequently the study will carry out research on public education organizations specifically in Riau Province, Indonesia.

4 CONCLUSION

Researcher will be used emotional intelligent as a mediation variable that relationship spiritual leadership with job satisfaction. In the other research emotional intelligent as a moderation variable, leadership mediators are severely lacking.

Generally, organizations working more complex environment, such as growth of cultures, communication is virtually instant, distances are global. Spiritual leadership ultimately makes both a leader and follower more organizationally committed and productive. The latter fact is experiencing a crisis of leadership. Effective, competent and honest leaders with integrity are expected to be able to lead their organizations to grow and develop well.

Public sector organizations have challenges that differ from private sector organizations. Transparency is higher than public sector organizations must be responsible for citizens, not many consumers; resources are relatively more limited than the private sector. The leaders, who have vision of better futures, hopefully together with a team, and taking their team on a journey, bring followers closer to spiritual values so as to produce good and productive performance.

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