Spiritual leadership and spiritual influence

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Abstract: Spiritual Leadership is changing the dynamics of workplace and creating workplace spirituality to produce more positive outcomes. Spirituality also integrating people, transforming the thoughts at workplace and outside the workplace, shaping behavior, motivating intrinsically to find meanings of the work and a sense of connectivity with peers, groups, organization and community as well. This study focused on how spiritual leadership produce positive outcomes through workplace spirituality. During research, it is observed that there is something of value which drives the people to obtain the positive outcomes. Spiritual influence is the ultimate driving force that leads to personal and organizational development, better financial performance, enhanced commitment and reduces turnover, absenteeism, stress, more ethical, value-based approaches, and corporate social responsibility. But, this requires empirical researches to support this idea and researchers have suggested further research on this topic at the end of this study.

Key words: *Spiritual leadership; Spiritual influence,; Spiritual workplace; Influence; Trust*

1. Introduction

Basically, both spiritual leadership and general leadership have similar philosophy but spiritual leadership have some additional and unique ideology that distinguish spiritual leadership from general leadership (Gibson, 2011). A spiritual leader should intensively be recognized and implied spiritual behavior for successful outcome (Fry & Kriger, 2009)*. The Spiritual leader is a person who initiate the spiritual things and engaged people in seeking meaningfulness, connection, and enhanced performance (Duchon & Plowman, 2005).* The spiritual leadership develops a spiritual workplace which have different characteristics from others types of workplace (Baloğlu & Karadağ, 2009). People have to meet some of their needs, one of which is spirituality. In places where spirituality is overlooked and not cared for, a significant decline in the levels of motivation, enthusiasm, and finding meaning in a job is seen (Kriger & Seng, 2005). When people see their organization's spirituality, they behave more ethically, are more attached to work, and less likely to worry; this is supported by the related literature in that more humanistic workplaces exhibit more productive, flexible, and creative characteristics (Eisler & Montouori, 2003). a person can be recognized as spiritual as long as he is consistent in his feelings that are shown through his actions, and maintains the balance of his inner and outer world. A spiritual leader helps others in the organization maintain their inner life and considers their differing needs in a way so that all members can have genuine care, concern, and appreciation for both themselves and others. In this context, workplace spirituality is an origin from where spiritual influence is taken and that is used by individuals to develop themselves, organizations where they are working and community where they live. This study is focusing on these concepts and discussed in detail below.

Research questions
1. What is Spiritual Influence?
2. Does Spiritual Leadership play any role in establishing Spiritual Influence?

Spiritual leadership
Fry (2003) developed Spiritual Leadership Theory and workplace spirituality. Spiritual leadership provides a sense to leader and followers of being more committed and productive. Spiritual leadership theory developed from an intrinsic motivation model. It is argued that workplace spirituality increases job satisfaction and commitment which ultimately enhances productivity and also reduces absenteeism & turnover. The factors described in SL theory are sense of calling, membership, and basic arena of human being, vision, faith and altruistic love. Sense of Calling refers to make a difference through service to others. A leader should develop a sense of calling through task involvement and goal identification. Membership creates social and cultural structures. The sense of membership is associated with social interactions. There are several researches indicate that different cultures have different impact of spiritual leadership effectiveness (Chen and Li, 2013). Yukl (1999) illustrates vision is range of view that can be achieved by collective efforts of every individual.

Thus, transformational leadership practices bring more successful changes as compare to charismatic leadership practices. Spiritual leadership is value based leadership that enhance leader performance and effectiveness (Neal, 2000). People perceive job as a sense of calling rather than building up career (paloutzian et al., 2003). Spiritual values enhance satisfaction of employees, improve individual as well as organizational performance, reduce turnover and absenteeism of employees and ultimately increase whole spiritual leadership effectiveness and organizational productivity (Paloutzian et al., 2003).
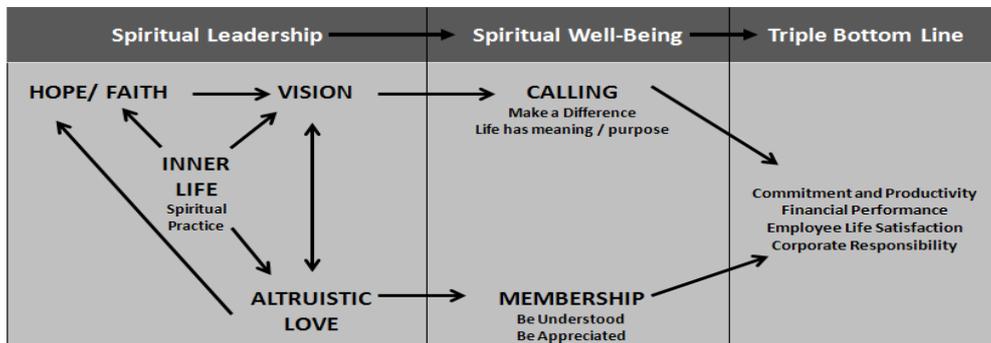

Fig. 1: The Organizational Spiritual Leadership Model (Fry, 2003)

2. Workplace spirituality

Human being consist of four basic parts including physical body, mind, heart and spirit. All these parts are required to integrate through more holistic leadership process. At one time, organizations were more traditional, stable, bureaucratic structured and hierarchical relationship oriented. These organizations never focus on the piece of soul and spirit at workplace. On the contrary, at the present time, new learning organizational pattern focus on organizational commitment through workplace spirituality (Naidoo, 2014). In the changing environment of learning organizations, spiritual leadership is necessary for the effectiveness of leadership process. The element of spirituality should be integrated in general leadership practices for better organizational performance (Elmes & Smith 2001; Fry, 2003).

According to Denton (2007) employees cannot perform adequately in an uncertain working environment due to various factors including downsizing, outsourcing and low wages. They need a creative and diverse job tasks. Additionally, Kinjerski & Skrypnek (2004) suggest that spiritual dimensions should be added in employee's motivation paradigm to retain employees. Necessity of spirituality in people is increasing with the advancement of social and technological environment. People want component of spirituality both in their personal life as well as workplace life. Classical management approaches have missed to deal with dimension of spirituality at workplace. Modern management philosophy provides the notion of spirituality to employees. Self- image of employees created through spiritual thoughts (Ashmos & Duchon, 2000).

Employees make every effort to integrate their personal values with work by using spiritual beliefs into the workplace (Mitroff & Denton, 1999). According to Ray and Anderson (2000) these individuals strive to resolve personal and professional conflicting situation through their actions and create a balanced workplace environment according to their personal and professional career. They believe that organizations should not apply spirituality as a leadership tool because it collapses personal commitments (Lipps-Wiersma & Mills, 2002).

According to Giacalone and Jurkiewicz (2003) workplace spirituality is closely related with organizational values. It provides the sense of wholeness and transcendent to workers and also provide personal fulfillment on the job.

2.1. Spiritual leadership and organizational transformation

Workplace spirituality transforms an organizational culture. Spiritual values and practices are done through transforming leadership process. This new organizational culture brings happiness and well-being for employees as well as for society. Spiritual leadership creates values and vision across all levels of organization. According to Kolodinsky, Giacalone and Jurkiewicz (2008) workplace spirituality comprises of three perspectives, an organizational based, an individual based and an interactive workplace spirituality. Organizational based perspective refers to implement dimensions of spirituality to all levels of organization. It consists of two fundamental principles as value based perspective and wee-being of society. Individual based perspective focus on employees' spirituality including their social and personal needs fulfillment. This spiritual practice toward employee may reflect the organizational mission and lead to progressive, productive organizational culture. However, interactive based workplace spirituality integrates individual personal values with organizational spiritual values and provide a balanced outcome.

According to Mitroff and Denton (1999), it is difficult for an organization to apply spirituality at workplace without changing the organizational culture as a whole. It is argued that social based organizations can effectively implement spiritual practices because these organizations powerfully resolve social problems with high morality and fully commitments.

2.2. Spiritual influence

Influence is described in different ways and have very board area that is covered in its umbrella. In Latin "*Influentia*" is "something that flows in and causes changes, usually a force that is imperceptible or hidden". In Medieval Latin this is described as "inflows of celestial power that could affect one's destiny or imperceptible/indirect action exerted to cause changes". This world has different concept in Christian sense "hidden force of God at work in the world – invisible, but powerful". In business terms, it is presented as "convincing sales pitch or a passionate speech". Influence is also perceived a driving force that keeps thing in moving state all the time. Influence is a matter related to spirituality as this explains the best of leadership that have enduring effects. Achieving goals is good, but achieving success is the main core that can only be attained when it is connected with high level influence that have long lasting impacts and go further (Lawrenz, 2012).

Effective leadership brings outstanding results and construct people. Being a leader is a great opportunity to work for others. People always need direction to perform their duties. They need leadership that could influence them adequately. The role of leaders getting importance day by day. However, leadership is incomplete without existence of spiritual stuff. Spirituality depicts that Creator is ultimate influencer. The word influence derives from Latin word "influentia" means flows or force that route for change. But today we use influence as a capacity to change someone's character or behavior through own actions and behavior. People need guidance to understand the creator's purpose. What creator want and where the people at the moment. Leaders are the sub-leaders of Creator, they are in the vein of tool to influence people to the Creator's purpose. These leaders work as a connection between human and their Creator. These leaders are spiritual leaders that strive to operate as a middleman between two unequal parties. (Lawrenz, 2012)

3. Methodology

This study is planned under qualitative paradigm. Many significant researches have been done on these topics and found empirical findings as well. But, the outcomes of the relationship between Spiritual Leadership and workplace spirituality have only been tested within the organizational boundary. This research is focusing the outcomes of the above said relationship beyond the organizational boundaries and a major role of individual that brings this culture out of the premises of organization to unleash the positive impacts on personal, organizational and community development. Secondary data is only used for this study where main source of gathering data was internet. Different databases were used to download the published papers, articles, conference papers, expert opinions, books and other related literature. HEC digital library played an important role in collecting data for literature review and academically strong base of the constructs.

4. Discussion and conclusion

Spirituality is gaining more and more attention by the researchers as it's an evolving phenomenon which is applicable to all sphere of life. The studies have examined its impact in educational, service sector and different type of organizational setups. For the last decade, many concept regarding spirituality have been introduced, a major one are Spiritual Leadership, Workspace Spirituality, Spiritual Influence. These all are interrelated concepts and have proved empirically their existence in the universe. The outcomes of these concepts are well admired and it also created a room for researchers to test this concept in different parts of life as well.

Spirituality is under investigation for leadership as well as organizational sciences (Fry & Matherly, 2006, Esfahani & Sedaght, 2015). Spirituality is perceived as source of productivity and suitability. It also helps in reduction of stress and turnover due to its moral features (Giaclone & Jurkiewicz, 2003). Leadership styles having tendency of spirituality is observed more effective in organizations and a positive relation is also there (Strack et.al, 2008; Yu, 2015). Spirituality creates trust and it is the most effective phenomenon which facilitates organizations in having increased and sustainable productivity (Salimi, 2010). Spirituality helps in attaining the goals of the organizational by creating the mutual trust (Khanifar et.al, 2009). Relationship building on the basis of trust have the great potential of economic growth, economic development, freedom to establish associations, culture building and enhances the level of education (Khodaparast, 2011).

The necessity of developing such theories is critical requirement in order to test which type of leadership is more effective. This effectiveness cover the dynamics of religion, different kinds of believes, values by identifying different patterns (Fry & Kriger, 2009, Kaya 2015). The so called effective leadership is the one which can consider the four basic elements of human existence. These elements are physical, logical, emotional, and spiritual. It is important because these considerations lead to productivity and given respect (Moxley, 2000; Devi, 2015). Spirituality is perceived as a feeling for self and others on the common basis of love, peace of all kinds, friendly emotions, sense of responsibility etc.

Interestingly organizations achieving their goals that are not linked to spirituality by exercising spirituality (Tourish & Pinnington, 2002). This concept is pressurized by different aspects of life including internet, societies, demand and supply (Kakabadse, Kouzmin & Kakabadse, 2002; Chahardh & Chegini, 2015). Organizations exercising spirituality are more likely to attain intrinsic motivation among employees, personal development with organizational development, building harmony, honest and trust, empowerment, individual consideration and admired initiatives (Chen & Yang, 2012).

Spiritual leadership helps people in defining the meaningful work in content to community and organization (Duchon & Plowman, 2005). Spiritual leadership defines spirit in both religion and organizational context that is to be practiced in daily life activities including job tasks (Baloglu & Karadag, 2009; Phips, 2011). Creating sense of completion and joyfulness with addition to the sense of connectivity with others is the core function of spiritual leadership that creates workplace spirituality (Giacalone & Jurkiewicz, 2003). The places where spirituality is overlooked causes motivation decline, less enthusiastic, absence of connectivity among people and tasks and people (Kriger & Seng, 2005). The theory of spiritual leadership states "comprising the values, attitudes, and behaviors that are necessary to intrinsically motivate one's self and others so that they have a sense of spiritual survival through calling and membership" (Fry, 2003). Employees exercising trust, defining vision and love are actually emerging spiritual leadership in organizations (Fry, Hannah, Noel, & Walumba, 2011). The situations are to be considered by the leaders and must reshape the strategy by altering the leadership style (Fry, 2003; Reave, 2015). Spiritual leadership creates a vision to serve others by developing high level of trust. It also gives attentions to alternative capital exploration, present believes in organization and its leadership style (MacGill, 2009; Yu & Jung, 2014). Development of organizations, employees and their personal growth on the basis of different attributes of life including love, responsibility socially and corporate as well, transcendence etc (Fry & Altman, 2013).

It is noted that spiritual leadership and spiritual influence both have positive impacts on people life. Therefore, it may be proposed that the relationship among these constructs have positive relationship. Keeping above in view the commonalities, the source of both constructs is intrinsic change that leads to wellbeing of society and personal simultaneously (Pardasani, Sharma & Bindlish, 2016). But, this can be checked by empirical studies and this will open new ways for research.

Spiritual Leadership by exercising inner spiritual practices creates an environment that add values to individuals' life. These practices give an individual a hope for survival with dignity, a faith in Creator and personal abilities & skills, a vision to prosper in life and altruistic love for others. These dimensions help people to connect with themselves, with organizations (connect with job), and a desire to connect with community. Spiritual Leadership model calls it Social welfare within the components of calling and membership (Fry, 2003). Workplace spirituality is origin where spiritual practices are exercised and an environment is created where people recalling their spirit work for the development. A conducive workplace plays an important role in any organizational growth. Organizations takes many steps to create a friendly environment in order to cope up with the problems of productivity, performance (individual, group, team, and organizational), turnover, motivation, as similar others. As described in Spiritual Leadership model social welfare (that have many similar characteristics with workplace spirituality) plays an important role in commitment and productivity, financial performance, individuals' satisfaction and corporate social responsibility. Empirical studies presented in literature review of this paper revealed that spiritual workplace due to spiritual leadership also reduced turnover.

The rationale of the study identifies a gap in literature. Workplace itself cannot produce positive results there is something of a value that is transforming this to achieve positive outcomes for both individuals' and organizations. Similarly, Spiritual Leadership can only practice spiritual practices this does not lead someone to perform in a specific way to enhance its personal as well as organizational growth. After deliberate discussion and literature review, researchers concluded that workplace spirituality influences people that ultimately gives positive outcomes to individuals and organizations. This influence is perceived as Spiritual Influence. Why Spiritual Influence? Every type of leadership and workplace influence people than why this influence is spiritual in nature? Empirical studies have contributed in body of knowledge the emphasis was to increase productivity and motivation also focusing on commitment with tasks. Spiritual influence not only helps increasing productivity and commitment to task but it also creates a sense of membership and a sense to be a part of community. The sense of connectivity shapes the values and believes that are exercised not only at workplace but also in family and community as well. Spiritual influence taken from workplace spirituality inspired every action of individual. Spiritual Influence creates a sense for self, organization, and community therefore this not only develop personalities by transforming values and believes, develop organizations by providing meaningfulness to tasks and goals, and community as well by concern for others and desire to be part of community.

The study concluded that spiritual influence plays vital role in developing positive outcomes in organization. It also helps in grooming the individuals, groups, and organizations as a whole. Workplace spirituality drives the spiritual influence which ultimately breaks the boundary of

organizations and these values are also exercised in communities as well. Spiritual Leaders have the main role in attaining this diversified growth.

5. Further guidelines for research

The concept of spirituality is considered all over the world but this concept is not tested in Pakistan. As the researchers belong to this country a longitudinal study is hereby recommended due to diverse dynamics of Pakistan. The concept of spirituality is altogether different meanings in Pakistani settings. Here, the bonding of spirituality is so strong that people even gives no value to their life. Spiritual leaders have a sort of complete control over their life and even in all aspects of life whether family, job, personal, etc. A person can say no to anyone and deny to task but not in the case of spiritual leadership. The relationship between spiritual leadership and spiritual influence can also be tested empirically and a quantitative study can also be done.

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