

Structural Approach Towards Spiritual Leadership and its Factors (Hope/Faith, Vision & Altruistic Love)

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Abstract

This research is the examination of the connection between the core aspects of spiritual leadership, i.e. vision, hope/faith and altruistic love and organizational performance. A research study was undertaken using the purposive sampling for quantitative analysis. The sample size of 335 responses were collected against 350 survey distributions to officer and managerial level employees. The collected data's reliability, validity, correlation and structural equation model were analyzed using SPSS and AMOS. There was significant relationship with interconnections between, vision, hope/faith, altruistic love but direct effects of vision, hope/faith and altruistic love on organizational performance were not. This suggested that the spiritual leadership dimensions are interrelated closely but the contribution towards organizational performance may depend on other underlying aspects.

Keywords: Spiritual leadership, Hope, Faith, Vision, Altruistic Love

1. Introduction

1.1 Background of the Study

Leadership is mostly seen as an authoritarian concept surrounded by thoughts like dictatorship, passing orders, exercising force, authority or power, but it also has a lot to do with empathy, beliefs, emotional connectivity, authenticity, passion and spiritual values (Krishnakumar, Houghton, Neck, & Ellison, 2014). Amongst all these thoughts spiritual values of a leader has been a major source of attraction for many researchers and scholars because people with self-actualization serves as the top most element in the hierarchy of Maslow, which actually helps the leader to detach himself from everything and concentrate solely upon the work and as a result develop strategies and take decisions without any fear of personal loss (Fry, 2003). Spiritual leadership has the power and capacity to cover the fundamental internal aspects of a human being in which spiritual values has the power to transcend principles, attitudes and behaviors, and rather direct these principles, attitude and specific stimulus for behavior with its own spiritual values that are highly important to intrinsically motivate everyone around (Arshad & Abbasi, 2014). Since these internal values are derived from intrinsic motivation therefore it is categorized into three fundamental intrinsic dimensions; vision, hope or faith and altruistic love (Fry, 2005)

1.2 Vision

To have and provide a compelling and achievable yet larger than life vision, that acts as the guidance force for the leader and as well as the entire organization under that leader is one of the primary functions of leadership (Brecken, 2004). It should be clear that vision is quite different from mission. Mission is helpful, but unlike vision it is very immediate. Vision actually is about the future of that mission and it fundamentally answers the question, “what would it be like if we fulfill our mission and what would the future hold if we fulfill our mission?” (Nichols, 2007).

The notion of vision revolves around having a future sense about something which has a certain purpose, which basically provides an hypothetical yet attainable image of the future with some intrinsic motivational factors that drives everyone in that particular direction to achieve it; because a clear vision gives a general direction and readiness to people about what they should

be actually striving for, so that they could align everything to it (Arshad & Abbasi, 2014). Similarly from spiritual perspective vision is also about a legitimate and happening process, termed by Fry (2005) as a 'visioning process' in which both a leader and follower through ethical assimilation of the entire processes comes down to facilitate value congruence (Reave, 2005). Vision in simple terms is about current reality extended to a certain kind of future that is credible, attractive and realistic, so even though it would be extended current reality but yet substantially different from the current positioning in the current reality (Archbald, 2013)

1.3 Hope/faith

Faith about believes in a set of beliefs with strong conviction – a firm stance about a principle that has internal acceptance and conformity – without any doubt and have trust on those beliefs with sincere intentions; it supersedes hope since there is an element of conviction that actually assures the hope of being successful (Webster, 2016). Faith is more than just hoping about something rather it encompasses values, attitudes, behaviors and trusts and takes the hope to the next level of conformity (Fry, 2005).

This implies that a leader's 'faith to see' and 'faith in ideas' acts as the primary force to grapple opportunities (Dantley, 2005).

The leader who has faith also instills the faith in the followers who expect so highly and positively of the future that aligning their own mindset towards that leader's direction becomes part of their desire; hence the faith becomes the driving force for continuously chasing and fulfilling the challenges (Aydin, 2009). Faith is also considered as one of the legitimate source that influences values and behaviors, it has been identified as a variable called, "?" and has been put under the bracket of socially constructed reality that exists but is sometimes referred to as uncreated or emerging reality (Kriger, 2005). This implies that faith actually is a hidden hand – a causal factor, i.e. part of process, for an effect, i.e. the result of that process – that acts as the element of survival and perseverance towards a certain destination (Freeman, 2011).

1.4 Altruistic love

Altruism – a balanced helping behavior that is not overwhelming (Post, 2005), is about a certain type of love that is unselfish, non-equated, enduring and benevolent that seeks to constitute or

cover all the humanity under the context of unlimited love of giving without return; having empathy, sympathy and attachment and concerns with how do you agree with others and treat others rather than having the focus on how do you agree others and get treated by others (Post, Johnson, McCullough, & Schloss, 2003).

Altruistic love or altruism is considered to be an ideal, compromising and self-sacrificing human element across all major forms of human and religious thought that has been witnessed from many centuries amongst political leaders, religious leaders and social workers/ leaders who put others before themselves and achieve great popularity, attention, attraction and objective fulfillment. These are people who have always put ‘what’ before ‘why’ and have talked about fearless participation in welfare through grace and authenticity; that has recently become a subject of concern in the modern management discourse of thought leadership and decision making (Post, Underwood , Schloss, & Hurlbut , 2002). A leader is someone who regards and puts other before his own self, therefore altruism has been major source of learning and concern from the spiritual and religious spheres who espouse and ritualize around an ideal concept of universal love and consider their role in the world as a steward who’s task is to consider his own life as a gift especially handed over to him to help and grow others (Post, 2002).

1.5 Conceptual Framework

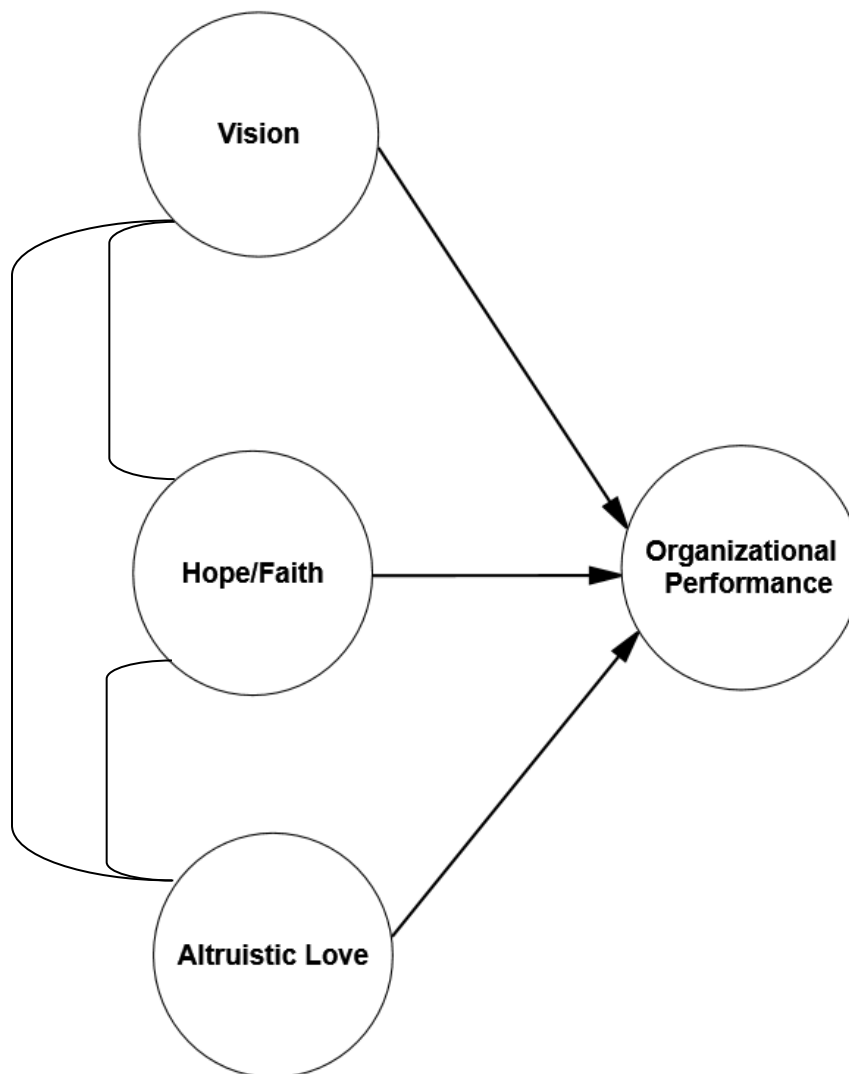


Figure 1: Conceptual Framework

2. Literature Review

2.1 Hope/faith and Organization Performance

The severe crisis in geopolitical and economic domains have caused despair on one hand and hope for the opportunities on the other hand; even though hope and faith seems like wishful thinking but on the other side hope and faith seems like the only option to cope up with this distress (Luthans, Wyk, & Walumbwa, 2004). The problems created by immoral practices and

unresolved issues by many organizations relating to psychodynamics of the employees and businesses have brought a big vacuum for the spiritual and religious people to bring in the subject of faith-based leadership that primary deals with the equality, fairness, justice, ethics and principles of individuals in context to their work life (Crowder, 2015). But this hasn't been something new, hope/faith actually has been used as an element to current performance by adding up 'conviction with trust' into current efforts and keeping the employees on its toes to not to break the faith of the leader that he has upon them (Fry, 2005). However now, people in the organizations who were once into manipulation, coercion and authoritative controls have started to realize that people stay and respond to the places that have meaning and purpose; because the dimension of faith of the authority upon others allows smaller issues to be over looked and bigger picture to be seen and viewed in order to have higher achievements and greater individual satisfaction, therefore faith can also be seen as an element that causes organizations to be risk taking that ensures groundbreaking profits, success and offerings (Nichols, 2007)

H₁: Hope/Faith has an impact on organization performance

2.2 Vision and Organization Performance

Vision perpetuates, expands, flourishes, and advances the existence of corporate to a newer level from its current level after fulfillment of each strategic mission; since vision is essentially a product of creative imagination and hence solely responsible for taking the organizations forward (Papulova, 2014)

Organization out of its isolation is a part of a society in which individual comes in to work in order to fulfill the mutual needs of individuals and the society. The organization's success depends upon how it would align itself and direct the energies in order to fulfill those mutual needs and thus extend those needs to the next level; all this can be done by a unifying vision that can establish the organization and as well as enhance the organization to the next level (Oghojafor, Olayemi, & Okonji, 2011), because vision is the only aspect that requires perspectives and foresight that a normal mind cannot view. Therefore need tools to help organizations grow and sustain by linking the performance of the organization with the efforts of the employees; for that a leader requires a vision which can perform a consensus between the work and objectives by giving it a purpose related to future, i.e. 'vision' (Taylor, 2014). When

the restructuring movement started in the late 1970s, in which there was plan of three years to increase the span of control and decrease plant hierarchy, it specifically required vision-led approach rather than problem-driven approach because the application of problem-driven approach required happening only if there was a problem and employees were not willing to change or be different as they didn't find so many problems for them to accept such a restructuring, therefore a vision-led approach was undertaken by the higher ups to implement this restructuring in order to make employees view of a certain future by transcending the current scenario (Walton, 1986)

H₂: Vision has impact on organization performance

2.3 Altruistic love and organization performance

Altruistic love or altruism – an ideal, compromising and self-sacrificing human element – is a leadership tool that enhances organizational performance by increasing the employee's organizational commitment (Devi, 2015). However in conventional practice of the management and organizations, fear has been used as a tool to bring enforced motivation within employees to perform tasks but now it's coming into consideration that to have constructive output from the employees fear must be replaced with love (Thomas, 2014). From spiritual perspective altruistic love motivates employees to be selfless just like their leader and work for a common good by forgetting or overcoming their own shortcomings; hence organization performance takes a major enhancement when everybody is working for a common goal and worrying about the efficiency and effectiveness of each other (Torkamani, Naami, Sheykhabani, & Beshlide, 2015). Altruism – the expression of peace, brotherhood, uniformity, concern becomes the sources of mental stability, reduced stress, creative thinking that leads to organizational productivity in the long run. It is an established fact that humility (one of the major factors of altruistic love) or a humble leader and a manager is mostly liked and secured by the subordinates, coworkers and employees (Selver, 2013). Altruistic love in an organizational context is about being selfless with employees by facilitating and treating them well so that they can build perceptions about the organization as being more concerned about employees; this eventually results in motivating employees to happily contribute to organizational success (Amabile & Kramer, 2011)

H₃: Altruistic love has an impact on organization performance

3. Methodology

For this research purposive sampling was done. 350 questionnaires were distributed, the respondents were individuals working at officer or managerial level having familiarity with organizational culture. Out of 350 questionnaires, 335 filled questionnaires were received. Response rate was 96%. The data was analyzed using SPSS 23 and AMOS 23.

3.1 Data Analysis

3.1.1. Demographics

Demographics for the respondents taken for this research are elaborated in Table – 1.

Table 1: Demographics

Variable		Number	Percentage
Gender	Male	129	38.5
	Female	206	61.5
Age	15 to 20 Years	9	2.7
	21 to 25 Years	56	16.7
	26 to 30 Years	83	24.8
	31 to 35 Years	52	15.5
	36 to 40 Years	48	14.3
	41 to 45 Years	38	11.3
	46 to 50 Years	18	5.4
	51 to 55 Years	18	5.4
	56 to 60 Years	10	3.0
	60+ Years	3	0.9
Business Industry	Manufacture	40	11.9
	Finance	69	20.6
	Construction	15	4.5
	Retail	32	9.6
	Telecom/IT	31	9.3
	Pharmaceutical	19	5.7
	Audit and Accounting	27	8.1

	Business Consultancy/Training	21	6.3
	Oil/Gas	8	2.4
	Banking	10	3.0
	Medical	7	2.1
	Ministry/Government	4	1.2
	Services	20	6.0
	Education	21	6.3
	Marketing/Management	9	2.7
	NGO/Welfare	2	0.6
Education	Intermediate	31	9.3
	University	301	89.9
	Other	3	0.9
Work Experience	Less than 1 Year	40	11.9
	Between 1 to 5 Years	104	31.0
	Between 5 to 10 Years	76	22.7
	More than 10 Years	115	34.3
Religion	Islam	157	46.9
	Islam Sunni	50	14.9
	Islam Deoband	66	19.7
	Islam Baralvi	10	3.0
	Islam Ahle Hadith	5	1.5
	Islam Shia	25	7.5
	Christian	5	1.5
	Christian Catholic	4	1.2
	Christian Protestant	1	0.3
	Buddhist	0	0
	Hindu	11	3.3
	Zoroastrian	1	0.3
Total		335	100

3.1.2. Descriptive

Table 2: Descriptive Analysis

	Mean	Std. Dev.	Skewness	Kurtosis
Vision (V)	3.78	0.79	-1.084	1.880
Hope/Faith (HF)	3.85	0.77	-1.138	1.918
Altruistic Love (AL)	3.73	0.79	-1.097	1.741
Organization Performance (OP)	3.75	0.75	-1.041	2.003

Note: V, HF, AL and OP are the codes used by the researchers from this point onwards

Based on the skewness and kurtosis values Table–2, shows the normality and reliability of the data. The data in Table-1 falls in the range of ± 3.5 which is appropriate criteria for data normality (Hair, Black, Babin, & Anderson, 2013).

3.1.3 Reliability

Table 3: Reliability Analysis

Constructs	Cronbach's Alpha	Cronbach's Alpha on standardized item	No. of items	Mean	S.D
V	0.835	0.835	4	3.78	0.79
HF	0.827	0.827	4	3.85	0.77
AL	0.852	0.852	5	3.73	0.79
OP	0.807	0.808	4	3.75	0.75

Each construct has reliability greater than 0.79 which is a good range (Leech, Barrett, & Morgan, 2005). The highest reliability is of Meaningful Work ($\alpha = 0.840$, $M = 3.82$, $SD = 0.78$), while the lowest reliability is of Inner Life ($\alpha = 0.801$, $M = 3.81$, $SD = 0.73$), see Table-3.

3.1.4 Correlation

Table 4: Correlation Analysis

	V	HF	AL	OP
V	1			
HF	0.781	1		
AL	0.725	0.728	1	
OP	0.545	0.554	0.528	1

In Table-4 it is shown that all variables show factor loading greater than 0.40 indicating existence of convergent validity (Shammout, 2007). Additionally convergent validity was checked using correlation analysis (Hair et al., 2013), this was done by taking correlation of all the constructs (Jalees & Rehman, 2014). Table – 4 contains the summarized results. Results show work belongingness, meaningful work, inner life, and organizational productivity are positively associated with each other.

3.1.5 Discriminant Validity

Table 5: Discriminant Validity

	V	HF	AL	OP
V	0.818			
HF	0.610	0.812		
AL	0.526	0.530	0.793	
OP	0.297	0.307	0.279	0.823

Table-5 summarizes the results of discriminant validity. Since the square rate of variance explained is greater than square of each pair of correlation, hence indicating that data fulfills discriminant validity requirements (Hair Jr et al., 2015; Thomas, Silverman, & Nelson, 2015).

3.2 Overall SEM Model

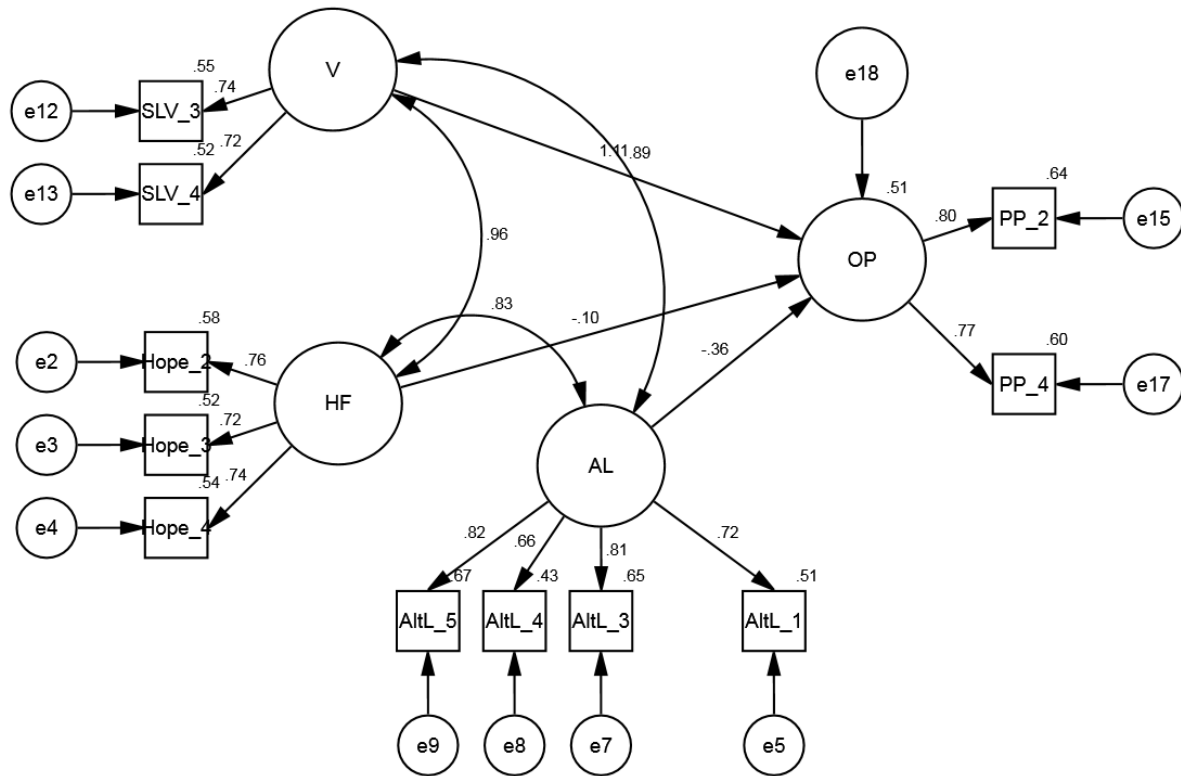


Figure 2: Latent Model

Table 6: Individual Model Fit Results after Individual Regression on SEM

	χ^2	χ^2/df	HOELTE R	NFI	CFI	GFI	AGF I	IFI	TLI	RMSE A	PCLOS E
V	1.50 6	1.50 6	852 (.05)	0.99 7	0.99 9	0.99 8	0.97 8	0.99 9	0.99 4	0.039	0.393
HF	2.28 6	2.28 6	562 (.05)	0.99 5	0.99 7	0.99 7	0.96 6	0.99 7	0.98 4	0.062	0.282
AL	2.77 1	1.38 5	723 (.05)	0.99 5	0.99 8	0.99 6	0.97 9	0.99 9	0.99 5	0.034	0.502
OP	0.98 0	0.98 0	1310 (.05)	0.99 8	1.00 0	0.99 9	0.98 5	1.00 0	1.00 0	0.000	0.498
Criteria	Low	< 5.0	> 200 (.05)	> 0.90	> 0.95	> 0.9	> 0.50	> 0.95	> 0.95	< 0.05	> 0.50

Note: V = Vision, HF = Hope/Faith, AL = Altruistic Love, OP = Organization's Performance

Table 7: Overall Regression Results on SEM

	χ^2	χ^2/df	HOELTE R	NFI	CFI	GFI	AGF I	IFI	TLI	RMSE A	PCLOS E
Overall	54.61	1.43	327 (.05)		0.99	0.97	0.95	0.99	0.98	0.036	0.859
l	6	7		0.969	0	1	0	0	6		
Criteria	Low	< 5.0	> 200 (.05)	> 0.90	> 0.95	> 0.9	> 0.50	> 0.95	> 0.95	< 0.05	> 0.50

Table 8: Overall Regression Results on SEM

I- Variable	Relationship	D- Variable	SRW	SE	CR	P (<0.05)	FTReject/Reject
V	→	OP	1.110	1.203	0.911	0.363	Reject
HF	→	OP	-0.099	0.938	- 0.109	0.919	Reject
AL	→	OP	-0.357	0.324	0.931	0.352	Reject

Table 9: Correlation Results on SEM

I- Variable	Relationship	I- Variable	ESTIMATE	SE	CR	P (<0.05)	FTReject/Reject
HF	↔	V	0.473 (47.3%)	0.054	8.729	0.000	FTReject
AL	↔	V	0.538 (53.8%)	0.060	9.000	0.000	FTReject
HF	↔	AL	0.482 (48.2%)	0.055	8.739	0.000	FTReject

4. Discussion & Conclusion

After examining the dimensions of spiritual leadership and its relationship it was concluded that vision, hope/faith and altruistic love have significant interconnections, but does not have direct effects on the performance of organization. This suggest that there can be other underlying aspects that influence the performance of the organization, for which a separate research may be required. The study therefore provides an understanding of having additional dimensions to explore the relationship of spiritual leadership with organizational performance. However, the study provides positive perspective on the structural aspects of spiritual leadership and its dimensions, along with an emphasis to further understand the dynamics of spiritual leadership dimensions on the outcomes of the organization.

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