
Positive Outcomes of Spiritual Leadership in Organizations

Pozitīvais ieguvums no garīgās vadības organizācijās

Laimutė Anužienė (Lithuania)

The paper has shown that applying systemic analysis of spiritual leadership in organizations can reveal the consensus of values, beliefs and behaviors that enable to reach work-family oriented balance. The purpose – to examine the perception of spiritual leadership in a business environment.

Key words: spiritual leadership, spiritual wellbeing, intrinsic motivation.

Workplace spirituality is a driving and life affirming force in physical level that is intangible (Fry et al., 2011). The main question how to develop spiritual leadership to reach social and organizational impact through transformations. These issues are comprehended within a holistic or system levels of personal and organizational values.

There is growing interest analysis of workplace spirituality among scientists to seek membership and calling (Sandra & Nandram, 2020), to create work-family facilitation (Jiao & Lee, 2020), to prevent organizational deviance (Vveinharsdt & Kuklytė, 2017) to create spiritual intelligence culture (Bakanauskienė & Katilienė, 2013) and to evaluate emergence of spiritual well-being (Sandra, 2021). Spiritual leadership theory is gaining more attention of academics and business practitioners because it has many positive aspects: wellbeing (Sandra & Nandram, 2020), continuous learning (Fry & Slocum, 2008) and social corporate responsibility (Fry, 2005).

Spiritual leadership theory reveals the core aspects of organizational transformation to reach flexibility in an ambiguous business environment. It triggers ethical behavior among employees and leader. The purpose – to examine the perception of spiritual leadership in a business environment.

Furthermore, spirituality creates positive outcomes in organizations like happiness, serenity, empathy and commitment. Theoretical contributions included organizational interventions and adoption of workplace spirituality through organizational values and religiosity perspective to generate positive outcomes, enriched intrinsic motivation and increased wellbeing of employees to incorporate essential aspects: faith, vision and altruistic love (Sandra & Nandram, 2020).

Definitions of spiritual leadership

Definition	Author(s)	Year
Spiritual leadership attributes associated with values and ethics.	Den et al.	1999
Spiritual leadership is a state of tranquility and serenity, the programmed, the routinized and release thoughts, emotions, motivations and acts give way to a new pattern of intra-individual processes.	Krishnakumar & Neck	2002
Spiritual leadership can be characterized by integrity, honesty, and modesty, also involves such spiritual behaviors like respect for others, equality in treating others, care, identification with contribution, and self-reflection.	Reave	2005
Spiritual leadership <i>“creates vision and value congruence across the individual, empowered team, and organization levels and, ultimately, foster higher levels of both organizational commitment and productivity”</i> .	Fry	2005
Spiritual leadership is created when leader and follower values like, hope or faith, and altruistic love, life meaning and membership form the spiritual freedom.	Fry, Vitucci & Cedillo	2005
Spiritual leadership is complex and consists of compassion and caring, courage, generosity, questioning, service, stillness, peace and thankfulness.	Crossman	2010
Spiritual leadership is leadership through the Holy Spirit.	Böhlemann & Herbst	2011
Spiritual leadership is based by attributes like honesty, integrity, caring, compassion, humility, sensitivity, fortitude, temperance, love and faith.	Hackett & Wang	2012
<i>“Spiritual leadership guides the processes in which persons or members of an organization seek to find their calling or meaning of life, and express or match the inner voices of people with both the shared goals of the community that they feel part of and their own goals.”</i>	Kaya	2015
<i>“Spiritual leadership creates a sense of solidarity between leaders and employees, which can reduce stress by creating a nurturing environment characterized by a spirit of oneness within the organization.”</i>	Tabor et al.	2019

Source: compiled by the author according to the analyzed literature

Spiritual leadership theoretical framework

Several interpretations of spiritual leadership definition are discussed among researchers. A growing concern on recovery of values and leader ethics enables to find many different definitions of spiritual leadership. While there are a variety of spiritual leadership perceptions, a scientific literature review was conducted to find the clarity and specify the main features that emphasizes the leader and follower behaviors.

Moreover, spiritual leadership may also be interpreted as servant leadership (Lu et al. 2021), religious leadership (Rashi, 2021), pastoral leadership (Nelson, 2020). Religion is based by spirituality, philosophy, values and rituals. However, in this paper it is analyzed the spiritual leadership not related to a specific country context. It is assumed that spirituality is defined as universal aspect excluding the borders and religions.

The variety of spiritual leadership interpretations is provided in the *Table 1* showed that that there are main spiritual characteristics of spiritual leaders that include integrity, honesty, and modesty in their spiritual behavior that involves respect for others, equality in treating others, care, and self-reflection.

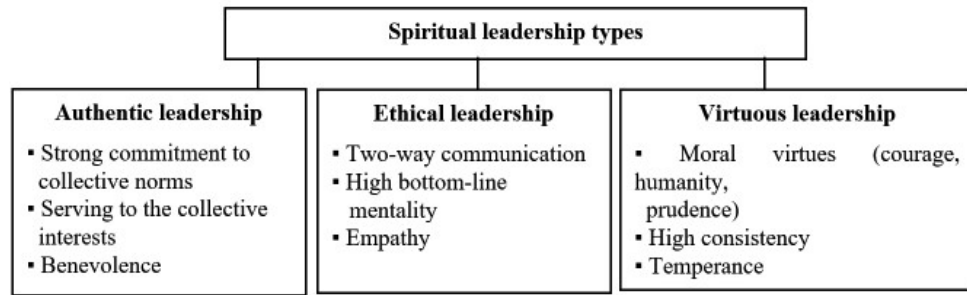


Fig. 1 Spiritual leadership.

The paper analyzed workplace spirituality with the respect of religious aspects. Fry (2003) stated that “everything is God; all is good and rooted in joy, peace, serenity”. According to Fry (2003) if “there is no God; one has no sense of calling or membership; all is evil, hopeless, evil, and rooted in sorrow, distress, despair, and calamity”. These arguments may incorporate conception of God from Humanism, Monotheism and Pantheism.

Furthermore, the literature analysis revealed that spiritual leadership may have similarities with other quite similar concepts like ethical leadership (Marquardt, Casper & Kunzi, 2021), virtuous leadership (Hendriks et al., 2020). Nassif et al. (2021) stated that ethical leadership, virtuous leadership and charismatic leadership differ in their prediction of a range of personal- and organizationally-valued outcomes (Fig. 1).

A crucial attribute of **authentic leadership** is a strong commitment to collective norms as “authentic leader morality”. Sergeeva & Kontertamer (2021) defined four authentic leadership behaviours:

- self-awareness,
- unbiased processing,
- value based behaviour.
- relational orientation.

In the respect of of authentic leadership, Cavazotte et al. (2021) highlighted that “the values and emotions of authentic leaders are connected to serving collective interests and doing what is right and fair; benevolence (concern for immediate others) and universalism (concern for the welfare of all people) are considered essential attributes of authentic leaders”.

According to Brown et al. (2005), **ethical leadership** is identified as the appropriate behavior through individual acts and inter-personal relations and encouraging team members' behavior through two-way dialogue, support and guidance and decision-making. It is suggested that a connection between ethical leadership and corporate social responsibility through business ethics and corporate growth (Nguyen et al., 2021).

The vision for **virtuous leadership** presented by Flynn (2008) revealed an innovative ethic of work centered on recovering the virtue and leisure in business and enterprise as an important elements through the Christian ethical aspects. Also, Flynn (2008) specified that virtuous leadership “takes cognisance of the psychological, social and spiritual values, and associated needs, of individual workers and their families, thereby placing business at the service of society as a whole.” Wang and Hackett (2016) stated that in terms of virtuous leadership, followers attribute any of the essential virtues through leaders observation:

- the leader ex-pressing the virtue in repeated occurrences of the same situation (high consistency),

- the leader expressing the virtue in similar (though different) situations (low distinctiveness)
- other leaders who do not behave virtuously in the same situation (low consensus).

In different context of spiritual leadership perception, it is multi-faceted construct – as a process related with moral values, high emotional intelligence and religious aspects. The main understanding of spiritual leadership was revealed by discussing the ideas and findings of analyzed literature sources assuming that each conceptual arguments may extend the theory and highlight the importance in business organizations.

Conceptual spiritual leadership model

Leaders and organizations often embrace spirituality because they need a guidance and solutions how to adapt to rapid changes. Hawkins stated that “optimal organizational learning requires the integration of spirituality, and also notes that integrating spirituality into an organization might lead to radical restructuring or even to the organization’s demise” (Benefiel, 2005).

Spiritual leadership model established by Fry (2005) has four elements: faith, vision, inner life and altruistic love (Fig. 2).

Faith is related to action that is done with a trust to do more and be a better version of yourself. Altruistic love is interpreted as a sense of balance of value congruence like respect, empathy, concern and appreciation (Sandra & Nandram, 2020). Inner life practice in leadership can be identified as “being in nature, meditation, yoga, observing religious traditions” (Fry, 2008). Vision represents the organizational mission, individual and existential aspects. These aspects create a sense of spiritual wellbeing

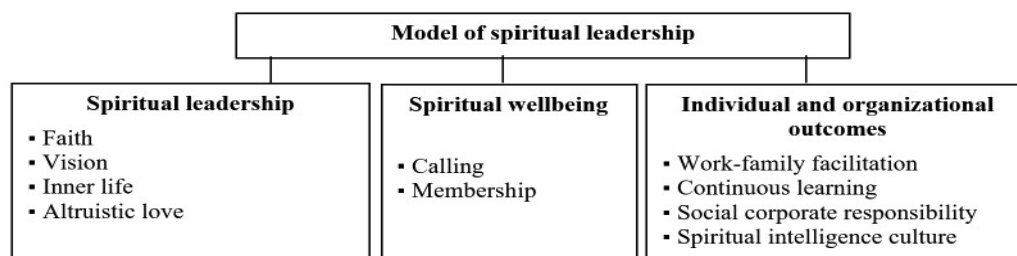


Fig. 2 Model of spiritual leadership.

Thus, leaders who share altruistic love by using mentorship and teaching are tend to delegate responsibilities, provide opportunities for employees to take a part in decision making, and provide a feedback. Thus, spiritual leadership is related to complexity and entrainment.

Positive outcomes

Spiritual leadership has been analyzed in different fields like psychology (Sweeney & Fry, 2012), physiology (Ali et al., 2020) and neuroscience (Kilian, 2019). Many questions may arise and spiritual leadership is not fully explored, no matter it is analyzed through endogenous and exogenous factors.

In terms of organizational management and human resources management, spiritual leadership is gaining more attention of academics, practitioners and policymakers, who are seeking the main objective – reduce the ambiguity (Fry et al.,

2005), resilience to changes and create positive organizational culture (Fry & Cohen, 2009). Moreover, Jiao & Lee (2021) study has provided the serial mediation model that included the direct effect between spiritual leadership and work-family facilitation admirer. These benefits include life satisfaction, organizational commitment, positive organizational behavior, better job performance and proactivity. Ali et al. (2020) argued that the spiritual leadership and harmonious safety passion play an important role in shaping employees' safety behaviors and include voluntary safety-related behaviors. Thus, employees with a high justice orientation may mitigate a feeling of workplace ostracism in two ways: by treating others with fairness and justice and discouraging others from perpetrating ostracism.

Furthermore, some researches highlighted that spiritual leadership enable easier to cope with negative outcomes of workaholism. Pedreira & Monico (2013) conducted a research and stated that there is a positive correlation between psychological capital and workaholism and both aspects have positive and direct repercussion on workplace spirituality. Also, Yang & Fry (2018) confirmed the hypothesis that membership fully mediated the relationship between spiritual leadership and burnout syndrome among employees in medical sector. Low & Ayoko (2020) found that the outcomes of spiritual leadership include personal growth, followers' growth, and organizational growth that includes leadership succession.

Based on current trend social sciences methods are mixed with medical researches and practical aspects. Sandra (2021) revealed that inner life and coherent interaction can be used to evaluate the emergence of spiritual wellbeing by using a questionnaire, while a heart sensor captured its coherence. This medical experiment shown that measuring synchronized heart data during several days among participants is possible, but did not show a significant change in heart coherence. Thus, heart coherence has impact in a process of entrainment during the craniosacral therapy session. Such practical implications enable to explore new empirical evidence by using applied science methods.

Bayighomog & Arasli (2022) tested a model of how spiritual leadership and emotional intelligence are related, directly and indirectly through spiritual wellbeing, to the creative performance and customer-oriented boundary-spanning behaviors of employees. The researchers stated that spiritual leadership and emotional intelligence were curvilinearly related to spiritual wellbeing, customer-oriented boundary-spanning behaviors, and creative performance in hospitality organization. The findings also revealed that spiritual leadership may not have any impact if employees do not have emotional intelligence.

Conclusions

In the light of the analyzed scientific literature, the paper provide current spiritual leadership approach as a theory that emphasize the positive values, beliefs and attitude to enhance continues learning, productivity, value congruence, shape employees' safety behaviors and help to cope with burnout syndrome. Moreover, the spiritual leadership is related to emotional intelligence, customer-oriented boundary-spanning behaviors, organizational citizenship behavior, organizational transformation and other important aspects.

Also it was found that spiritual leadership and its impact on employees is an emerging topic in recent years. This theory is analyzed in different disciplines. These finding encourage to conduct a research by applying an interdisciplinary approach.

The knowledge of spiritual leadership and its impact may help to engage job satisfaction and proactive behaviour, improve organizational climate, to prevent the risk

of unethical behaviors of employees. The presented conceptual model can be extended by adding situational factors.

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Autore argumentē, ka sistēmiskās analīzes piemērošana garīgajai vadībai organizācijās atklāj vērtību, ticības uzskatu un rīcības orientāciju, kas ļauj nodrošināt līdzsvaru starp darbu un ģimenes dzīvi. Raksta mērķis - izpētīt, kā garīgo vadību uztver biznesa un uzņēmējdarbības vidē.

Atslēgas vārdi: garīgā vadība, garīgā labklājība, iekšējā motivācija.



PhD, Dr.paed. **Laimute Anužiene**

St. Ignatius of Loyola University of Applied Sciences, as-
soc. guest professor at ECA (Lithuania).

Sv. Ignācija Lojolas Lietišķo zinātņu augstskola, asociētā
viesprofesore EKrA (Lietuva).

E-mail: anuziene.laim@gmail.com.