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## SPIRITUAL LEADERSHIP: A CONCEPTUAL STUDY IN CONTEXT OF SPIRITUAL WELFARE AND JOB SATISFACTION

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### Abstract

In this fast-moving world of massive competition, organization requires its representatives to be progressively dedicated just as to have a stronger mutual hierarchical setting. To form such viscid structure, spiritual leadership is considered as one of the key element for the organizations. It is a set of capacities that people used to apply, show furthermore and exemplify spiritual charge in an approach to improve their day by day working and prosperity. This paper intends to investigate a casual model of spiritual leadership theory in context of hierarchical settings and asses the viability of spiritual endurance for job satisfaction. It aims to inspire the leaders and the followers inherently for their spiritual welfare. In particular, an extensive longitudinal analysis of literature was performed to feature the testing results. The findings recommend that spiritual leadership legitimately impacts employee's job satisfaction and render a path of spiritual welfare.

**Keywords:** Endurance, Hierarchical, Job Satisfaction, Spiritual Leadership.

### Spirituality-An Introduction

Is it possible to remain spiritual at workplace? Spirituality in leadership is turning into a subject of discussion or gaining attention among organizations because of two primary reasons. In the first place, leaders following the spiritual leadership theory can make adequate interchanges in numerous contrasts from social settings and personality characteristics (Fry, 2003). They can explain the regular clashes of religion, morals and qualities at working environment effectively. Second, the leaders with the spiritual attitude give more consideration to employee's physical and mental prosperity (Cregård, 2017). Lean (2002) relates the part of a person's spirituality to their work by portraying it as a psychological aura or disposition that relates with one's work, conduct, thinking and achievement. This examination characterizes spirituality as close to inside self and it is an inner mind feeling that empowers individual activity that motivates one toward specific finishes or then again purposes that go past self (Fernando, Beale and Geroy, 2009).

### Spiritual leadership

An attention on the part of spirituality as it identifies with different methodologies in private and open organizations what's more, establishments gives a chance to think. While leaders have had an attention on giving a leadership style that developed profitability with the end goal of the organization just, the idea of an initiating administration style that advances propelling and motivating workers through the sustenance and developing of one's self as a person who fits into the organization is known as spiritual leadership. The spiritual leadership expects managers to reject the previous practices of personal leadership that primarily focused on individualistic value structure. These new methodologies are reinforced by understood qualities focusing on power, wealth and prestige.

### Fry's Spiritual leadership Theory

Analyzing the idea of spirituality without recognizing the efforts of Fry would be difficult. In particular, indicated by Fry (2003) as the spiritual leadership communicates with vision, hope or faith and philanthropic love lead to motivate followers by spiritual endurance through calling and membership. Thus, it substantially affects the corporate fidelity and efficiency. Through this model of spiritual leadership, both the leaders and followers are comprehended and acknowledged alongside have care, concern, and gratefulness for themselves as well as other people. At last, Fry (2003) suggested that the ultimate impact of this theory is to unite a feeling of combination among the four basic powers of human presence (body, psyche, heart, and soul) so individuals are inspired for elite, have expanded authoritative duty and experience euphoria, harmony and quietness.

### Spiritual Welfare

The terms spirituality and spiritual welfare are regularly utilized reciprocally in numerous examinations (Ellison, 1983; Paloutzian and Ellison, 2009). Spiritual welfare is characterized as individual's view of the nature of their spiritual life (Paloutzian and Ellison, 1991) while Hawks, Hull, Thalman, and Richins (1995) characterized spiritual welfare as a feeling of relatedness or connectedness to other people, an arrangement for importance and reason throughout everyday life, the cultivation of prosperity (through a pressure buffering impact) and having a confidence in and a relationship with a force higher than oneself. Spiritual welfare has been conceptualized as fulfillment with one's spiritual life space (Lee, Sirgy, Efraty, and Siegel, 2003).



## Job satisfaction

Porter and Lawler (1968) characterize job satisfaction as a one dimensional develop that is individuals direct reaction to their present place of employment conditions. To work out a significant level of job satisfaction, working conditions play a very important role that's why there must be an optimum match between two (Taris and Feij, 2001)). Studies have likewise exhibited a connection between liked authority style and worker job satisfaction (Thompson, 2002). Job satisfaction is considerably affected by the kind of leadership style (Applebaum et al., 2003). Spirituality within oneself has been exactly seen as emphatically connected with life satisfaction (Wolf, 1998) and precisely with job satisfaction (Brown 2003, Komala and Ganesh 2007).

## Associative insights of Spiritual Leadership, Spiritual Welfare and Job Satisfaction

Numerous investigations across differing kinds of associations so far exhibits a positive impact of spiritual leadership through spiritual welfare on satisfaction status of employee's life, hierarchical duty, profitability and different proportions of work unit execution and fosters development (Fry et al., 2005). After analyzing of more than 150 past examinations, **Reave (2005)** proposes that values that have for some time been viewed as spiritual standards like trustworthiness, genuineness have been demonstrated to substantially affect successful leadership. There are plenty of researches on spirituality found in regions of clinical and medicinal services settings. **Lazar (2010)** directed an examination to analyze the connection among spirituality and nurse attendant's job satisfaction and to decide the impact of different explicit parts of spirituality to their work satisfaction. The outcomes showed a positive connection between life coherency parts of spirituality which means reason throughout everyday life and mission in an existence with job satisfaction.

**Bodla and Ali (2012)** directed an examination to research whether spiritual leadership influence the individual results for example execution fidelity towards organization and job satisfaction and the importance of spiritual welfare in the banking domain in Pakistan. In this examination spirituality in leadership is characterized as spiritual leadership as per works done by Fry (2003). The investigation used Fry's Spiritual Leadership scale (SLT) where spiritual authority measurements comprise of vision, trust/confidence and unselfish love and spiritual welfare comprises of calling and membership. Individual results like job satisfaction, hierarchical responsibility and profitability were estimated through 14 things (4 for hierarchical responsibility, 5 for efficiency and 5 for work satisfaction) and these things were taken from Fry (2003). The outcomes found a positive connection between spiritual leadership and components of spiritual endurance/welfare. Calling and membership as the elements of spiritual welfare were found to have positive relationship with individual results. Overall, job satisfaction and spiritual welfare aspects are positively related with each other.

**Hassan nodehi, mamidNehardani (2013)** conducted an examination to find the association between spiritual intelligence and job satisfaction. The study was led in Mashhad city. The respondents for this investigation comprised of male and female secondary school teachers from Mashhad city. Multistage sampling procedure utilized to select the sample from population which was 215 in number. The methodology for this examination was descriptive correlation. Information for this investigation was gathered through questionnaires. The consequences of this investigation demonstrates that there is a positive connection between spiritual intelligence and job satisfaction of secondary school educators and the elements of job fulfillment that is work itself is also related. The discoveries additionally appeared that gender also affects spiritual intelligence but no noteworthy impact found on job satisfaction and work experience.

**Tabausa and Jalaei (2015)** directed an investigation to examine the connection among spiritual intelligence and mental pressure or burnout. The investigation was conducted in Guliston city and the members of this examination were employees of provincial cooperatives organization. Descriptive correlation study and applied research was used for this investigation indicated the positive association between spiritual intelligence and emotional wellness and negative association between distress and spiritual intelligence.

**Malik Shaukat .M, Tariq. S (2016)** the fundamental point of this study is to investigate the effect of spiritual intelligence on execution of the organization. The examination was directed in 38 banks counting government, private and Islamic banks. Respondents of this investigation were representatives of banks which were working from recent 5 years in these banks. The participants were 300 in number. In this examination primary and secondary both data sources were utilized. Information was assessed by using spss. The after effects of this study demonstrate that there is a positive critical connection among spiritual intelligence and hierarchical execution. This investigation will likewise inspire the supervisors to increment the spiritual intelligence of workers to improve the effectiveness and adequacy.

**V Raaj. G, Gunaseelan R. (2017)** the principle point of this study is to explore the damaging conduct and its effect on working environment spirituality. The examination was performed in Coimbatore, Tamil Naidu. The members of this investigation were 217 respondents who were employed in BPO sector of Coimbatore. Snowball sampling was utilized for selecting the participants. Information gathered for this investigation was through surveys. After examination, the consequences of this study showed that there is a noteworthy positive and negative connection between the factors of ruinous administration on working environment spirituality.



## Conclusion

Spiritual leadership has reappeared as a focal point of authority that remaining parts fairly in its early stages as analysts endeavor to characterize its frame in spite of the fact that the possibility of spiritual initiative is as yet developing. The most significant undertaking of each association is to get things done through individuals and furthermore to accomplish its and group's objective, spiritual insight might prove a lucrative one in this direction. On the off chance that the mentors or leaders of the organizations don't keep up or balance emotions, aptitudes with spiritual knowledge like comprehension and tolerance, at that point the employees may feel unreliable, unassertive, overlooked and under assessed. These negative sentiments of representatives brings about low profitability, less productivity, more non-appearance, more turnover, low spirit, absence of association responsibility and interest in association. The presented philosophies or approach in this paper coordinated towards the constructive impact of spiritual leadership on spiritual welfare and job satisfaction of employees.

## Limitations and future perspectives

Spiritual leadership is moderately a new genre in leadership writing. While we accept that this structure is based upon sound conceptual framework, there are various confinements. To begin with, the principle significant impediment of this study is that this investigation just managed issues of spiritual leadership, spiritual welfare and employment satisfaction. This is a little incorporation model so different systems impacting work satisfaction still not thoroughly analyzed. Numerous associations are utilizing this sort of initiative and are seeing increments in efficiency, employee satisfaction, dedication, and monetary profits. While the possibility of spirituality has maintained a strategic distance due to the misguided judgment that it is equivalent to religion but through this research insight, the author developing exploration and demonstrates that a leadership style which centers on the spiritual welfare of the two leaders and followers prompts positive results for both.

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