

Spiritual Leadership: Application to the Multicultural Context

Dr. Said Hamlat

International Association of Metaphysics, Québec, Canada

ABSTRACT: The application of the spiritual leadership model was explored in the context of a multicultural group, referred to as an organisation. The Survey, in the form of a questionnaire with 35 questions representing the seven dimensions of spiritual leadership, was completed by 150 employées and supervisors. Analaysais of the results was used to demonstrate the existence of direct Relationship between the dimensions and spiritual leadership in the organization and to confirm the application of the model. Implications at the manager, employee, organizational and literature levels are also discussed.

KEYWORDS: Leadership, Spirituality, Organization, Multicultural, Application

I. INTRODUCTION

In the last Century, due to the global competitive environment, the need for organization change has been considered more than ever. Organisationnel leaders have seize the opportunité for This change. It is the art by which one person Can influence others to direct their efforts towards the achèvement of organization goals. It is also a quality of presence within one self and to others that changes by creating moment and commîtes around one self. This change, called leadership, is based on the spirituality Our world needs.

Spirituality, différent from religiosity, is an inner journey that allows us to detach ourselves from our ego, to connect with others, with nature, to find unity and inner peace, connecting us to our deepest source ^[1]. Religiosity is defined as a theological and belief system that incorporates prayers, rites, rituals and related ceremonies in view of divinity (higher power worshiped)^[2]. The combination of spirituality and leadership forms spiritual leadership, defined as a holistic system that contains morality, transformation, ethics, kindness, right eousness, team work, congruence and comprehensiveness ^[3]. The purpose of this paper is to explore the application of spiritual leadership to the multicultural context. In order to do so, answers to research questions, such as the existence of direct relationships between the dimensions of spiritual leadership and the organisation, are needed to judge its application.

II. LITERATURE REVIEW

Spiritual Leadership : Many researchers have introduced different theories of leadership that focus on how to motivate employees. The different models of leadership are presented in Table 1 ^[4].

Table 1: Leadership Models

Classic	Transactional	Transformational	Spiritual
-Command, Emergency -Domination -Control of resources -Asymmetry of competences	-Award contingent -Transaction constructive -Management exceptionally -Assets and liabilities -Transaction Corrective	-An influence idealized -Leadership inspired -Stimulation intellectual -A consideration individualized	-Enhancing the stakes others' personal -Recognize the individual's dignity -Reconciling private aspects and professionals -Helping others to provide more -Dreaming and making people dream

Table 1 show that spiritual leadership has more ethical values compared to other models. It is made up of characteristics useful for improving well-being and spiritual practice in the workplace, as well as feelings of continuous development ^[6,7].

There appears to be a significant overlap between management activities and motivational-based spiritual survival ^[1]. Motivation has a direct Relationship with spiritual leadership and each of its seven following dimensions ^[8].

Vision. Vision refers to an image of the future. To motivate change, vision serves three important functions by clarifying the overall direction of change, simplifying more detailed decisions, and helping to coordinate group members' actions quickly and effectively. In mobilizing employees, the vision should define the destination and encourage Hope / Faith.

Hope/faith. Hope is a desire with expectation of fulfillment. Faith adds certainty to hope. This dimension is based on values, attitudes and behaviours that demonstrate certainty and confidence to achieve what is desired. In action, Hope/Faith is like a race that has two essential components: victory (vision) and preparation (mission).

Altruistic love. Altruistic love is defined as a feeling of wholeness, harmony and well-being produced by concern and appreciation for one self and others. Love has the power to overcome the negative influence of destructive emotions such as resentment, anger, worry and fear. Altruistic love encompasses the set of values, assumptions, understandings and thoughts shared by the group and taught to new members.

Calling. The term calling has long been used as one of the defining characteristics of a professional. In general, professionals have an ethic of service to others, an obligation to maintain quality standards, and a strong commitment to their careers. The challenge that is addressed through the model is how to develop this sense of calling among employees through involvement and identification of goals and associated tasks.

Membership. Membership encompasses a sense of being part of the community or organization. The cultural, social and professional structures in which we live help us to be understood and appreciated. Feeling understood and appreciated is about interrelationships and connection, and therefore belonging. As we identify ourselves with social groups, our sense of belonging broadens and we become more meaningful in the social and professional life around us.

Engagement. People with a sense of calling and belonging will become attached, committed, faithful and will want to stay in the organisation that has the culture based on the values of altruistic love.

Productivity. People who have hope or faith in the organisations vision and experience of calling and belonging "will do what it takes" to pursue the vision, continually improve and be more productive.

In practice, the leader in the spiritual model is like someone who walks in front when we need someone to follow, behind to encourage us, and on the side if we need a friend.

2.2- Formulation of research questions (QR)

Questions about the existence of direct Relationship between the dimensions and the spiritual model in the organisation are formulated.

QR1: Is There a direct Relationship between vision and spiritual leadership in the organisation?

QR2: Is There a direct Relationship between hope/faith and spiritual leadership in the organisation?

QR3: Is There a direct Relationship between altruistic love and spiritual leadership in the organisation?

QR4: Is There a direct Relationship between the calling and spiritual leadership in the organisation?

QR5: Is There a direct Relationship between membership and spiritual leadership in the organisation?

QR6: Is There a direct Relationship between engagement and spiritual leadership in the organisation?

QR7: Is There a direct Relationship between productivity and spiritual leadership in the organisation?

QR8: How important are the dimensions of spiritual leadership in the organisation?

These QRs merit responses based on the observations and results of the Survey described in the materials section.

III. MATERIALS

Survey

The Survey consists of using the Spiritual Leadership Questionnaire ^[10], revised and adapted. The participants are working adults (men and women) from a multicultural environment, designated as an organisation for the purposes of the study. The questionnaire, based on the seven dimensions, is made up of 35 questions (XQ) that are varied and evaluated on a scale of 1 to 5 measuring the participants' opinions (strongly disagree to strongly agree). An overview of the information sought in the questionnaire by dimension is provided below:

Vision (5 Q)-describes the organisations and why we do it; defines who we are and what we do.

Hope / Faith (5 Q) - the assurance of things hoped for, the belief that the vision will be realized.

Altruistic love (6 Q) - a sense of wholeness, harmony and well-being produced by caring, concern and appreciation for oneself and others.

Calling (4 Q) - a feeling that life has meaning and makes a difference.

Membership (5 Q) - a feeling that one is understood and appreciated.

Engagement (6 Q) - the degree of loyalty or attachment to the organization.

Productivity (5 Q) - efficiency in producing results, benefits or profits.

A total of 150 questionnaires were distributed (e.g., e-mail, mail, personal) to participants with different occupations, education and hierarchical levels.

IV. RESULTS AND DISCUSSION

Results : The 150 questionnaires distributed were returned and processed. The results by dimension are analysed and summarised in Table 2.

Table 2: Results by dimension

Number	Questions	Range (%)
1	Vision	61 - 85
2	Hope/Faith	55 - 82
3	Altruistic Love	68 - 88
4	Calling	75 - 88
5	Membership	60- 73
6	Engagement	50 - 70
7	Productivity	52 - 73

The dimension average with the assessment and ranking of each dimension is compiled in Table 3. The rating and ranking are used to qualify the relationship and importance of the dimension in the model.

Table 3: Compilation of results by component

#	Dimension	Average (%)	Appreciation	Ranking
1	Vision	76.00	Very good	3
2	Hope Faith	68.20	Good	4
3	Altruistic love	77.00	Very good	2
4	Calling	83.00	Excellent	1
5	Membership	67.60	Good	5
6	Engagement	62.15	Good	7
7	Productivity	66.50	Good	6

Legend: Excellent: 80-100; Very good: 70 - 79; Good: 60 - 69; Fair: 50 - 59 (based on the rating system, Quebec)^[9].

V. DISCUSSION

The results in Tables 2 and 3 are used to answer the research questions.

Vision (61-85%): very good understanding of vision. 76% of employees can describe the organisations journey and why they are doing it; they define who they are and what they do. There is a good Relationship between vision and spiritual leadership in the organisation. Vision represents the future and prospects of an organisation^[10]. It is a set that defines the ultimate goal, which in turn determines the actions and reactions of individuals, as well as the core values for oneself and others.

Hope/Faith (55-82%): good Hope/Faith from employees. 68% of employees are confident That the organisations vision/mission will be achieved. There is a good Relationship between Hope/Faith and spiritual leadership in the organisation. Hope and faith are two important foundations for achieving the organisations goals, such as the vision and mission^[2]. Belief and faith in organisations help to shape the spirituality of employees. Employees improve themselves and perform their duties in the best possible way.

Altruistic love (68-85%): very good appreciation of well-being. 77% of employees have a sense of wholeness, harmony and well-being produced by concern and appreciation for oneself and others. There is a very good Relationship between altruistic love and spiritual leadership in the organisation. Many studies have highlighted that altruistic love is a value of organisational culture^[11]. Promoting a culture of altruistic love leads people to have a deep interest and respect for themselves and their lives, as well as building good Relationship with others. Leaders must pay attention to the interests of their staff and encourage their development for the satisfaction of their needs. Leaders are able to encourage their employees to love others and to control and overcome their fears^[12].

Calling (75-88%): excellent calling from employees. 83% of employees feel that life has meaning and that's what makes the difference. There is an excellent Relationship between calling and spiritual leadership in the organization. The calling signals to leaders that their jobs are important and meaningful and make a difference in people's lives. The employee gives meaning to their work and feels valued.

Membership (60-73%): very good employee membership. 67.6% of employees feel that they are understood and valued within the organisation. There is a very good relationship between belonging and spiritual leadership in the organisation. Membership is the fact that people like to belong to a crucial and large group^[16]. Employees enjoy working in an environment where leaders realize and admire their contributions^[14]. Thus, spiritual leadership gives employees a sense of importance to the organisation, builds friendship and trust between colleagues and facilitates Relationship between leaders and employees.

Engagement (50-70%): a good engagement to the organization. 62% of employees are loyal to the organization. There is a good Relationship between engagement and spiritual leadership in the organisation. Commitment is the key factor in the success of any organisation. Spiritual leaders motivate employees to increase organisationnel empowerment and engagement^[15]. The latter involves loyalty and faithfulness that reinforces the desire to stay in the organization.

Productivity (52-73%): good productivity for organization and employees. 66.5% of employees see efficiency in productivity. There is a good relationship between productivity and spiritual leadership in the organization. Engaged employees have hope/faith in the vision, improve productivity and personal results^[16, 17].

The importance of dimensions: Overall, the results indicate that all dimensions of spiritual leadership are important in the organisation. Each dimension has a direct Relationship with spiritual leadership. The dimension 'calling' is the most important Relationship, followed by altruistic love and vision, and finally hope, productivity and engagement. In light of the above, spiritual leadership is considered applicable to the organisation. The order of the dimensions is not important in This study, but gives an overall view on aspects to be improved in the future.

VI. IMPLICATIONS

- **Manager** : The manager will guide employees to promote the vision, increase Their faith, perceive their work as meaningful, and improve their sense of calling and engagement to the organization. As a result, employees will be more involved and managers will be more successful in their mission.
- **Employee** : The employee will experience acceptance of his or her spirituality within the organization, and a sense of membership, being understood and having a purpose. Their spirituality will increase their well-being, productivity and performance. The manager and employee will collectively think and contribute positively to the needs of all.
- **Organisation** : The organization has the ability to motivate and challenge employees to understand and adhere to its vision. It will see an increase in performance, demonstrate humanity and focus On the needs and well-being of its employees.
- **Literature** :Spiritual leadership is a new field in the behavioural and spiritual sciences. Researchers should take note of the void of spiritual leadership in the literature and identify it as an area of concern.

VII. . CONCLUSION

This study, through the survey, made possible verification of the existence of relationships between the dimensions and the spiritual model in the organisation (the multicultural group). Spirituality in the workplace has a beneficial impact on employees and the organization. The results obtained and observations made have show that all dimensions are important and have a direct Relationship with spiritual leadership in the organisation. Spiritual leadership would be the appropriate model and its application in organization cannot be ignored. Some limitations that are not spiritually significant can be identified in this study. These are the statistical analysis of the results. To overcome these limitations, a full study would be recommended in the future.

ACKNOWLEDGEMENT

The author would like to acknowledge the International Association of Metaphysics for the support and guidance during this research work.

BIBLIOGRAPHY

1. J. Pfeffer, J Salancik, G. R. The external control of organizations: A resource dependence perspective: Stanford, CA: Stanford University Press, 2003.
2. S. . Baumgardner, M. K Crothers. Positive Psychology. Upper Saddle River New York: Pearson Prentice, 2010.
3. S. Polat. The Level of Faculty Members' Spiritual Leadership (SL) Qualities Display According To Students in Faculty of Education. Procedia Social and Behavioral Sciences, 15, 2033.
4. Z.N.Torkamani, A. Z. Naami, S. E. Sheykhabani, K. Beshlide. The Effect of Spiritual Leadership with Organizational Commitment, Productivity and Knowledge Performance with Mediating Spiritual Well-Being and Learning Organization, in Employees of Bidboland Gas Company. International Journal of Psychology and Behavioral Research, , 4(1), 2015, 133-143
5. F. L. Fry. Toward a theory of spiritual leadership. The Leadership Quarterly, 14(6), 2003, 693–727.
6. Blackaby, H. & Blackaby, R. Spiritual Leadership (Moving People On To God's Agenda). Outlined by Jeffrey Pearson, Lead Pastor, The Bridge, 2001.
7. Fry L. W., Matherly, L. Workplace Spirituality, Spiritual Leadership and Performance Excellence. In S. G. Rogelberg (Ed.) Encyclopedia of Industrial/Organizational Psychology. San Francisco: Sage Publications, 2007.
8. L. W. Fry, L. L. Matherly. Spiritual leadership and organizational performance: An exploratory study. Tarleton State University–Central Texas, 2006.
9. Inter-University Cooperation Office (ICO). Grading systems in Quebec institutions. Maris 2019. www.bci-qc.ca/wp-content/uploads/2019/03/Sysnot_2019-1

10. M. G. Chegini, Z. F. Nezhad. The effect of spiritual leadership and other elements on employees' empowerment of Iran's bank: Case study of Guilan Province. *African Journal of Business Management*, 6, 2012, 8420–8434.
11. B. Aydin, A. Ceylan. A research analysis on employee satisfaction in terms of organizational culture and spiritual leadership. *International Journal of Business and Management*, 4(3), 2009, 159.
12. G. Freeman. Spirituality and Servant Leadership: A conceptual model and research proposal. *Emerging Leadership Journeys*. 4(1), 2011, 120–140.
13. J. M. Yusof. M. A Multidimensional Approach in the Relationship between Spiritual Leadership and Job Satisfaction: A Conceptual Framework. 2nd International Conference on Business and Economic Research (2nd ICBER 2011).
14. L. Reave. Spiritual values and practices related to leadership effectiveness. *The Leadership Quarterly*, 16(5), 2005, 655–687
15. N. M. Yaghoubi, J. Moloudi, S. Banihashemi. The Relationship between Spirituality Leadership and Empowerment. *American Journal of Scientific Research*, (12), 2010, 180–186.
16. L. L. Matherly, L. W. Fry, R. Ouimret. A strategic scorecard model of performance excellence through spiritual leadership. Paper presented at the national meeting of the Academy of Management, Honolulu, Hawaii, 2006
17. R. A. Giacalone, C. L. Jurkiewicz, R. A. Giacalone, C. L. Jurkiewicz. Toward a science of workplace spirituality. *Handbook of workplace spirituality and organizational performance*, (pp.3–28), 2003