



SPIRITUAL LEADERSHIP AND QUALITY OF WORKPLACE RELATIONSHIPS SİRİTÜEL LİDERLİK VE İŞYERİ İLİŞKİLERİ KALİTESİ

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Abstract

The main purpose of this study is to determine the effect of spiritual leadership, which wishes that employees find peace by meeting their spiritual and psychological needs, on the quality of workplace relationships. With this purpose, the sample of this study includes 276 employees working at two selected units affiliated to an Incorporated Company operating in the private sector. In the study in which easy sampling method was used, the data were obtained through a questionnaire technique that includes questions regarding demographic features, spiritual leadership and quality of workplace relationships. The data obtained were analysed with SPSS 20 and AMOS programs. In order to reveal the reliability and validity of the measurement models used in the study, confirmatory factor analysis as well as compound reliability (CR) and average variance extracted (AVE) tests were utilized. Hypotheses formed in order to achieve the purpose of the study, were tested using correlation and the structural equation modeling, and the results were interpreted accordingly. In the findings obtained as a result of the analyses, it was determined that the spiritual leadership characteristics of the managers have a positive effect both on the workplace quality and on all sub-dimensions of the workplace quality (leader-member, mentor-member, counterpart).

Keywords: *Spiritual Leadership, Quality of Workplace Relationships, Leader Member Relationship, Counterpart Relationship, Mentoring.*

Öz

Bu çalışmanın temel amacı çalışanların ruhsal ve psikolojik ihtiyaçlarını gidererek manevi yönden huzur bulmalarını arzulayan spirütüel liderliğin işyeri ilişkileri kalitesine olan etkisini belirlemektir. Bu amaçla ele alınan bu çalışmada örneklem olarak özel sektörde faaliyet gösteren bir Anonim Şirkete bağlı seçilmiş iki birimine bağlı 276 personelini kapsamaktadır. Kolayda örneklem yönteminin kullanıldığı çalışmada veriler demografik, spirütüel liderlik ve işyeri ilişkileri kalitesine yönelik soruların yer aldığı anket tekniğiyle elde edilmiştir. Elde edilen veriler SPSS 20 ve AMOS programları kullanılarak analiz edilmiştir. Araştırmada kullanılan ölçüm modellerinin güvenilirliğini ve geçerliliğini ortaya koymak adına doğrulayıcı faktör analizi yanı sıra bileşik güvenilirlik (CR) ve yakınsan geçerlilik (AVE) testinden de yararlanılmıştır. Çalışmada amaca ulaşmaya yönelik oluşturulan hipotezler, korelasyon ve yapısal eşitlik modeli ile test edilmiş, sonuçlar bu doğrultuda yorumlanmıştır. Analizler neticesinde elde edilen bulgularda yöneticilerin ruhsal liderlik özelliklerinin hem işyeri kalitesi üzerinde hem de işyeri kalitesinin tüm alt boyutları üzerinde (lider-üye, mentör-üye, mevkidaş) pozitif yönlü bir etkiye sahip olduğu tespit edilmiştir.

Anahtar Kelimeler: *Spirütüel Liderlik, İşyeri İlişkileri Kalitesi, Lider Üye İlişkisi, Mevkidaş İlişkisi, Mentörlük.*

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GENİŞLETİLMİŞ ÖZET

Çalışmanın Amacı

Bu çalışmada ulaşılmak istenilen temel amaç spiritüel liderliğin işyeri ilişkileri kalitesi üzerine etkisinin olup olmadığını, eğer bir etki söz konusu ise bu etkinin yönünü ve düzeyini belirlemektir. Belli amaçları gerçekleştirmek amacıyla kurulan örgütlerde sürdürülebilir rekabet üstünlüğü örgütsel verimlilik sayesinde gerçekleşmektedir. Günümüze değin yapılan çalışmalarda bu verimliliği üst düzeye çıkarabilmek için liderlerin birçok yöntem ve davranışsal modeller sergilediği görülmektedir. Kullanılan bu modellerde psikolojik ve içsel motivasyon faktörlerinden hareketle iş görenlerin motive edildiği ve bunlarda da başarılı olduğu yapılan çalışmalarda da görülmektedir. Ancak sosyal ve düşünsel bir varlık olan insanların farklı ihtiyaçlarının olması ve her geçen gün bunlara ait emarelerinin ortaya çıkması, liderleri bu ihtiyaçları karşılamak için çeşitli çabalara itmektir. Bu çalışmada da çalışanların ruhsal durumları, inançları ve umutlarının ele alındığı bir motivasyon sürecinden yararlanan liderlerin, bu unsurları çalışanlar ile olan ilişkilerinde kullanmasında ortaya çıkacak sonuçları belirleyerek ortaya koymak amaçlanmaktadır. Aynı zamanda bu yeni durumun hem çalışanların kendi arasındaki ilişki düzeylerini hem de kendilerine mentörlük eden kişilerle olan ilişkilerine yansıma durumlarını ortaya koymak, çalışmada ulaşılmak istenilen bir diğer amacı içermektedir. Ayrıca Spiritüel liderliğin işyeri ilişkileri kalitesi üzerine etkisini belirlemek amacıyla yapılan bu çalışmada kullanılan değişkenlere yönelik literatürde çok fazla çalışmanın olmaması ve özellikle bu değişkenlerin birbirleri ile ilişkisini ortaya koyan herhangi bir çalışmaya rastlanılmaması çalışmanın önemli ve aynı zamanda özgün olmasını sağlamaktadır.

Araştırma Soruları

Liderler maneviyat duygularını ön plana çıkararak çalışanları etkileyebilir mi? Bu etki düzeyinde lider-üye ilişkileri, mentör-üye ilişkileri ve mevkidaş ilişkileri ne kadar etkilenir? Etkilerse bu etkinin yönü nedir? Çalışmanın konusunu oluşturan kavramlara yönelik yapılan teorik açıklamalar ve literatür araştırmasından elde edilen sonuçlara bağlı olarak araştırma modeli ve modelden hareketle test edilmek üzere hazırlanan hipotezler aşağıdaki gibidir: H1: Spiritüel Liderlik İşyeri İlişkileri Kalitesini anlamlı ve pozitif yönde etkiler. H1a: Spiritüel Liderlik İşyeri İlişkileri Kalitesinin alt boyutlarından Lider-Üye İlişkisini anlamlı ve pozitif yönde etkiler. H1b: Spiritüel Liderlik İşyeri İlişkileri Kalitesinin alt boyutlarından Mentör-Üye İlişkisini anlamlı ve pozitif yönde etkiler. H1c: Spiritüel Liderlik İşyeri İlişkileri Kalitesinin alt boyutlarından Mevkidaş İlişkisini anlamlı ve pozitif yönde etkiler.

Literatür Araştırması

Örgütlerin başarısında yer alan birçok faktör yer almaktadır. Sahip olunan teknoloji, sermaye kaynakları, nitelikli işgücü bunlar arasında önemli olanlardır. Ancak sayılan bu unsurları belli bir amaç ve planlama dahilinde harekete geçirecek ve lokomotif görevi üstlenecek bir irade olmadığı takdirde herhangi bir anlam ifade etmeyecektir. Dolayısıyla ideal olanakların varlığı her zaman yeterli

olmayabilir. Önemli olan bu olanakları katma değere dönüştürecek bir gücün olmasıdır. Bu güç liderin ta kendisidir. Ortak amaçları başarmada en iyi yolun iş birliği olduğunu ve bu konuda izleyenleri inandırma amaçlı etkilemeyi içeren ve rasyonel bir süreç olarak ifade edilen liderlik, her dönemde önemli olmuş ve araştırmaların içeriklerini doldurmuştur. Değişen ve gelişen çevresel etkiler, şimdiye değin gerçekleştirilen liderlik ve motivasyon süreçlerini de eksik bırakılan maneviyat yönüne değinilmesini gerekli kılmıştır. İşgören gereksinimlerinin ruhsal ve psikolojik yönünü düşünerek hareket eden ruhsal liderlikte, kişilerin bu isteklerinin giderilmesi örgüte karşı olan bağlılıklarının daha üst seviyeye getirilmesi amaçlanmaktadır. Bu bağlamdan hareketle spiritüel liderliğin çalışanların işyeri ilişkileri kalitesine etkisini ele alan bu çalışmada kullanılan değişkenlere ait daha önce ulusal ve uluslararası literatürde, hem bu çalışmadaki değişkenler ile hem de farklı değişkenler ile yapılmış bazı çalışmalar şu şekildedir: Afşar vd. (2016) tarafından Tayland'daki farklı sektörde istihdam edilen çalışanlara yönelik yapılan çalışmada ruhsal liderliğin işyeri maneviyatını olumlu etkilediğini, bunun da içsel motivasyon ve çevresel tutkuya olumlu yansıdığını tespit etmişlerdir. Markow ve Klenke tarafından (2005) yapılan çalışmada ise ruhsal liderliğin kişisel anlam ve örgütsel bağlılık üzerinde olumlu bir etki yarattıklarını tespit etmişlerdir. Chen ve Yang'ın (2012) çalışmasında ise ruhsal liderliğin finans ve perakende hizmet sektöründe çalışanların örgütsel vatandaşlık durumu üzerine olan etkisi incelenmiştir. Sonuçlar analiz edildiğinde liderlerin tutum ve davranışlarının çalışanların vatandaşlık durumları üzerine olumlu etkiler oluşturduğunu, bu etki düzeyinin perakende sektöründe daha güçlü olduğu sonucuna varmışlardır. Alimudin vd.'nin (2017) yaptıkları çalışmada ise ruhsal liderliğin örgütsel kültür ve çalışanların sadakati üzerinde olumlu bir etkiye sahip olduğunu, ancak örgütsel sadakat üzerindeki etki düzeyin düşük olduğunu görmüşlerdir. Fry vd. (2005) yılında spiritüel liderliğin ordudaki bireylere yönelik oluşturabileceği etkiyi inceleyen çalışmalarında, din unsurunun Allah'a giden tek yol olarak görülürken mezhepsel çerçevede ele alındığında bunun örgüt içerisinde çatışmalara ve bölücülüğe neden olabileceği, ayrıca dinin rekabet sürecinde bir üstünlük unsuru olarak kullanılabileceği ve bununda müşteri ve paydaşlarda olumsuz bir algıya sebep olabileceğini ifade etmişlerdir. Bozkuş ve Gündüz (2014) tarafından yapılan çalışmada ruhsal liderliğin örgütsel bağlılığı olumlu etkilediği; Gündüz (2014) tarafından yapılan çalışmada ise spiritüel liderliğin örgütsel sinizmi azalttığını, bu ilişkide duygusal zekanın da aracılık rolü üstlendiğini tespit etmişlerdir. Özgan ve arkadaşlarının (2013) yılında yaptıkları "Öğretmenlerin Ruhsal Liderlik Algıları ile Motivasyonları Arasındaki İlişkinin İncelenmesi" adlı çalışmada öğretmenlerin motivasyon düzeyleri ile ruhsal liderlik anlayışları ilişkisinde yüksek düzeyde pozitif ve anlamlı bir ilişki olduğu belirlenmiştir. Alper (2019) ve Cinnioğlu (2018) tarafından yapılan çalışmalarda spiritüel liderliğin örgütlerdeki iş tatminin olumlu etkilediğini; Karadağ'ın (2016) çalışmasında spiritüel liderliğin çalışanların işteki veriminin dikey-kolektivist kültürlerle göre daha çok etkilendiğini; Çimen'nin (2016) yapmış olduğu çalışmada spiritüel liderliğin örgütsel vatandaşlık üzerinde pozitif bir etkiye sahip olduklarını belirlemişlerdir.

Yöntem

Kolayda örneklem yönteminin kullanıldığı çalışmada veriler anket tekniğiyle toplanarak SPSS 20 ve AMOS programlarında analiz edilmiştir. Araştırmada kullanılan ölçüm modellerinin güvenilirliğini ve geçerliliğini ortaya koymak adına doğrulayıcı faktör analizi yanı sıra bileşik güvenilirlik (CR) ve yakınsan geçerlilik (AVE) testinden de yararlanılmıştır. Çalışmada amaca ulaşmaya yönelik oluşturulan hipotezler, korelasyon ve yapısal eşitlik modeli ile test edilmiş, sonuçlar bu doğrultuda yorumlanmıştır.

Sonuç ve Değerlendirme

Spiritüel liderliğin işyeri ilişkileri kalitesi üzerindeki etki düzeyini belirlemek üzere ele alınan bu çalışmada, ortaya konulan sorunun cevabına ulaşabilmek adına ulusal ve uluslararası literatür araştırmaları ve teorik çerçeve dahilinde oluşturulmuş hipotezler test edilerek, değişkenler arasındaki ilişki ve etki düzeylerine yönelik olarak şu bulgular elde edilmiştir. Öncelikli olarak değişkenler arasındaki ilişki düzeylerini belirlemek için pearson korelasyon analizi, etki düzeyleri için ise yapısal eşitlik modeli kullanılmıştır. Analizler sonucunda elde edilen verilere göre spiritüel liderlik ile işyeri ilişkileri kalitesi arasında orta düzeyde pozitif yönlü ve %99 düzeyinde anlamlı bir ilişki tespit edilmiştir ($r=500^{**}$). Aynı zamanda spiritüel liderlik özellikleri ve işyeri ilişkileri kalitesinin alt boyutları ile yine her iki değişkene ait alt boyutlar arasında da pozitif yönlü ve anlamlı bir ilişkinin olduğu görülmüştür. Değişkenler arasındaki ilişkiler baz alınarak etki düzeyleri incelendiğinde, spiritüel liderliğin işyeri ilişkileri kalitesi üzerinde anlamlı ve pozitif yönlü bir etkiye sahip olduğu, aynı şekilde bu etki düzeyinin işyeri ilişkileri kalitesinin alt boyutların üzerinde de olduğu görülmüştür. Ulaşılan bu sonuçlar hem çalışmanın ana amacını oluşturan “çalışma sorusunun” cevabını, hem de ileri sürülen hipotezlerin kabul edildiğini göstermektedir. Liderler sahip oldukları yönetsel becerileri ve göstermiş oldukları davranışlarla örgütsel başarıda etkin rol oynayan kişilerdir. Verimlilik sürecinde insan faktörünün öneminin anlaşılması, dikkatlerinin bu faktöre yoğunlaşmasına ve daha verimli sonuçların alınabilmesi için yöneticilerin nasıl bir davranış modeli sergilemesi gerektiği merak konusu olmuştur. Şimdiye değin uygulanan liderlik modellerinde genel olarak çalışanların verim düzeyinin arttırılabilmesi adına ortaya atılan birçok teoride, çalışanların içsel ihtiyaçları ön plana çıkarılarak üst seviyedeki ihtiyaçlarına yeterli düzeyde odaklanmaması bu liderlik anlayışlarının günümüz çalışma koşullarında faaliyetlerini sürdüren iş görenlerin isteklerine yeterli düzeyde çözüm üretmemesine neden olmuştur. Genel olarak, geleneksel, merkezci, standartlaşmış ve bürokratik anlayışa sahip bu liderlik tipleri insanı motive ederek rahatlamasına olanak sağlayacak asıl önemli gücü yani “ruhu” göz ardı ederek insanı önemsiz bir varlık çerçevesinde değerlendirerek hiçe saymıştır. Oysaki ruhsallık değerleri ile etkili liderlik özellikleri arasında derin bağlantılar söz konusu olup, liderliğin başarısında ruhsal süreç içerisinde ifade edilen bütünlük, doğruluk ve mütevazilik gibi değerlerin oldukça etkili olduğu ifade edilmektedir. Bu nedenle lider hem kendi etkililiğini hem de örgütün işlevsel durumunu arttırmak için insanı bedensel, düşüncel ve duygusal bir tümlük içerisinde ele almalı, görmeli ve değerlendirmelidir. Çünkü bu dört temel unsur

bir sehpanın sahip olduğu dört ayağa benzer. Bu ayaklardan herhangi bir tanesinin eksilmesi ya da gücünü yitirmesi, sehpayı işlevini yitirmesi durumu ile karşı karşıya bırakacaktır. Ruhsal liderliğin temelinde kişiler arası saygı, örgütsel ve sosyal aidiyet duygusu, bireylerarası yardım ve gelişimi, farkındalık için yenilikçi düşünce, değişime karşı esneklik gibi değerler yer almaktadır. Bu değerlerden hareketle örgüte karşı bağlılığı ve motivasyon sağlayıcı kavramlara vurgu yaparak iş görenleri eleştiren ve bu düşünceyle hareket eden süreçleri ise reddeder. Ayrıca insanlığa, kararların doğruluğuna ve yanlılığına, umuda, dürüstlüğe, huzura, hoşgörü ve vizyona önem veren bir anlayışa sahiptir. Teorik çerçeve ve yapılan literatür araştırmalarında da görüldüğü üzere çalışanların verimlilik düzeylerini arttırabilmek adına oluşturulan liderlik teorilerinin çalışanlarda iş tatmini, örgütsel bağlılık, aidiyet, örgütsel kimlik gibi örgüt lehine olacak olumlu unsurları arttırmayı hedeflerken tükenmişlik, stres, işten ayrılma ve sinizm gibi diğer olumsuzlukları minimize etmeyi hedeflemiştir. Ancak tüm bu eylemler gerçekleştirilirken temel unsurlar olan akıl, ruh, kalp ve beden değerlerinin birlikteliğinin eksik bırakılması motivasyon sürecini eksik bırakmaktadır. Bu çalışmada eksik bırakılan bu değerler bir araya getirilmiş ve değişkenler arasındaki etki düzeyine bu çerçevede bakılmıştır. Sonuçlar analiz edildiğinde ruhsal liderliğin işyeri ilişkileri kalitesi üzerinde etkili olduğu sonucu görülmektedir. Dolayısıyla liderlerin iş görenler ile olan ilişkisinde ruhsal bütünlüğü sağlayacak olan değerleri yansıtması, içgüdüsel olarak rahatlayan çalışanlarda daha fazla huzur ve mutluluğun oluşmasına olanak sağlayacaktır. Bu durum aynı zamanda sehpanın eksik kalan dördüncü ayağının da yerine oturtulması anlamına gelecektir ki, bu aşamadan sonra sehpanın yıkılma riski de ortadan kalkacaktır. Bütünlüğü sağlayan parçaların bir araya gelmesi çalışanların kendilerine mentörlük eden kişilere ve aynı zamanda mevkidaşlar arasındaki ilişkiye de yansımaktadır. Nitekim örgüt liderinin manevi unsurları da ele alarak ortaya koymuş olduğu bu yaklaşım, bir takım ruhunun oluşmasına olanak sağlayan değerleri ihtiva etmesi bu sonuçların alınmasını rahatlatmaktadır. Dolayısıyla lider bireyin kalbinin derinliklerinden gelen çağrıya yanıt vermeyi hedefleyerek hem kendi etkililiğini hem de iş görenlerin manevi bütünlüğünü sağlayarak örgütsel verimliliği arttırmayı başaracaktır.

1. INTRODUCTION

Making humans happy as a social being and enabling them to work more efficiently is a situation encountered in every period, and different approaches and thoughts are put forward every day for the search of solutions. While motivation and leadership approaches put forward as a result of the studies can offer appropriate solutions to the conditions of the relevant period since they are focused on personal interests, these approaches, together with the development of knowledge and technology, remain inadequate in producing solutions to the needs of the new order, and lead to new searches. In addition, in leadership approaches applied to date, it is also seen that spiritual aspects of the employees are left deficient. Spiritual leadership, expressed as the values, attitudes and behaviors necessary for the self-motivation of the person and others, aims to meet the spiritual and psychological needs of the employees working in organizations by eliminating this deficiency. Spiritual leadership has superior values such as honesty, ethical values, independence and justice, creates an ideal vision as a goal, ensures the productivity and commitment of the employees, and thus creates a conversion acceleration towards the learning organization. In spiritual leadership, the leader triggers a sense of belonging in the employees and awakens a belief that their life is meaningful. This belief creates peace in the life of the employees and increases the person's connection with the organization, leading to an increase in productivity and performance in their work.

Leader's personality is one of the most important factors affecting organizational and individual outputs in a workplace. Therefore, many organizational variables such as organizational productivity, performance and workplace relationships are affected by the personality traits of the leader.

Today, people spend most of their time working at workplaces, and therefore workplace relationships are of great importance to employees. Workplace relationships are relationships that arise, develop, and also have individual and organizational consequences among employees within the organization. In the literature, although researches are predominantly related to the leader-member or manager-subordinate relationship, the relationships between mentor-mentee, counterparts-employees as well as emotional relationships at work Formal or non-formal relationships between employees are effective in finalizing organizational activities. The quality of the relationship between the employees in an organization refers to the general perception of the employees towards the strength of the relationship, the degree of meeting the expectations of the parties in this relationship and their satisfaction. Researches show that relationship quality has important consequences for employees' psychological and physical health. Because the people who are in contact with each other are a natural member of this relationship and they will be affected positively or negatively by the quality of the relationship. Many factors affect the quality of workplace relationships, such as trust, knowledge sharing, open communication, participation in decision-making, and personality traits among employees. Researches show that there are positive organizational behaviors in employees who have

high quality relationships with their colleagues. However, the leadership behavior exhibited by the leader or manager within the organization is not only the determinant but also the influencer of the level of relationship in the workplace. Based on this idea, this study aims to test the effect of the spiritual leader on the quality of workplace relationships and to answer the research question by finding out the level of its effect. Thus, it aims to reveal the factors affecting employees' attitudes and behavior towards the workplace and their jobs as well as the level of influence of the spiritual leader's meeting the mental and psychological needs of the employees in these relationships.

2. SPIRITUAL LEADERSHIP

One of the main problems, starting with the positivist approach and reaching to date, is how to increase the productivity of organizations. The competition, which started in the 1900s and reached the upper levels with the globalizing phenomenon, made this situation more important and pushed scientists and organization managers to research on this subject. In this framework, many basic norms, motivation and leadership theories for regulating organizational structure and managerial policies and the effectiveness of employees in the organization have been developed, which targeted to increase productivity.

When the contents of the theories developed to date are analyzed, it is seen that the focus points are generally on one or a few of the physical, mental or emotional aspects of interaction between people. However, besides these aspects, there is one aspect that is neglected, which is the spiritual aspect of the person. Spiritual leadership approach aims development and change by highlighting this deficient aspect of the individuals as well as their spiritual state.

Physical and mental being and emotions, which are among the basic components of the philosophy of existence, are the basic phenomena that form the spirit, and the lack of any of these causes significant problems. Traditional leadership understandings applied up to now have not been able to achieve sufficient success in enabling this balance and have not met the differentiated needs of employees. At this point, spiritual leadership understanding has been seen as an important alternative/assistant in the process of solving the problems of today's business environment, and has attracted the attention of management scientists to this point (y, 2000; Judge et al., 1999; Fry, 2003; Chen & Yang, 2012).

As a result of their studies and comparisons on the subject, scientists who have been working on this leadership field have found that previous leadership theories focus on the internal needs of the followers, but did not focus on the other higher level needs sufficiently. They also observed that the internal values of the followers and the attitudes between the leaders' behaviors and organizational value systems were not sufficiently emphasized, and there was no clear explanation of the relationship between internal motivation and their outcomes in organizations (Fry, 2003; Fry et al., 2005; Reave,

2005; Baykal Narcıkara; 2017). With this in mind, the spiritual leadership approach aims to complete the aspects that are lacking on the one hand by combining motivation, religion, ethics and value-oriented perspectives, and on the other hand, to provide answers to the pursuits of the followers in the business environment (Chen & Yang, 2012).

As scope, spiritual leadership consists of the concepts of spirit, spirituality and religion relationship as well as the spiritual leadership in the workplace. Workplace spirituality approaches include the application of concepts related to spiritual leadership to working life. Before defining spiritual leadership, it would be useful to explain some concepts that are thought to be related to the subject. The first of the related concepts is the concept of spirit. The spirit is an abstract concept that is not a human product. According to Anderson (2000), spirit comes from the Latin word *spiritus*, which means breath, and is defined as the power required for the survival of living things. Namely, it is the basic nature of human. According to Fairholm (1997), the spirit is a revitalizing and abstract power that keeps a person and, at the same time, all people alive. In the sphere of religion and philosophy, the spirit is defined as the intangible side of human existence and is considered as the part of the person that continues its existence after death (Baloğlu and Karadağ, 2009: 171). Another concept is religion. According to the Dalai Lama (1999), religion is about resorting to religious teachings, worship and other rituals in order to comply with the requirements of any religion and gain the paradise where happiness will be attained.

Fry, who introduced spiritual leadership into the literature, expresses spirituality as a situation that handles and caresses the characteristics of the human spirit such as being patient, showing love, having a harmonious personality and being forgiving with feelings of tolerance and compassion, taking responsibility towards themselves and others around them, which are among the key elements that will make them happy. Also, according to Fry, although spirituality is a valid phenomenon for religion, religion may not be necessary for spirituality. For this reason, (s)he suggests that the main purpose in spirituality is to primarily rectify one's own spiritual nature in order to make his or her life more livable and that the rectification does not have to be realized through religion. Thus, Fry addresses spirituality more broadly and comprehensively than the element of religion (Fry, 2003).

The spiritual leadership theory is mainly based on a vision in which the future is depicted, dedication that expresses unconditional love or devotion, hope/belief towards expectation of a beautiful future, workplace spirituality theories and internal motivation model that includes the salvation of the spiritual nature (Markow & Klenke, 2005; Akıncı & Ekşi, 2017). In spiritual leadership, which is a leadership model that uses the values and behaviors necessary to motivate individuals internally, employees motivate both themselves and others through hopes and beliefs in a work environment where complementary and pleasant feelings such as compassion and caring are nurtured (Fry, 2003). Spiritual leadership theory emphasizes the importance of the spiritual aspect of the individual, and that the

spiritual aspect that is often lacking in the expression of the individual is equally important with other aspects and even claims that it activates other aspects of the individual (Özcan, Bulut, Bulut & Bozbaydır, 2013).

Spiritual leadership has the idea of creating a perception that the work done by the organization employees changes people's lives by giving them the feeling that their work holds a special meaning to the organization and themselves in addition to maximizing productivity by improving commitment to the organization (Fry, Matherly, Whittington & Winston, 2007; Fry, 2003). In this context, organizations which have individuals with spiritual values have a structure that is prone to team work as a whole, listening, learning, trying, creative, improving and developing individually. (Fry & Cohen, 2008). Spiritual leaders value their employees in line with ethical understanding and principles, aiming to meet the psychological needs of their followers (Fairholm, 1996; Afsar, Badir & Kiani, 2016). Moreover, by establishing mutual trust among the employees, they ensure that they trust themselves and their managers (Fry, 2005), they increase the productivity of their employees by removing the obstacles they face to develop themselves (Bozkuş & Gündüz, 2016), lead with values that bridge the logic and emotions of the employees and they are motivated internally. In addition, spiritual leaders empower employees, care for them, enables them to take risks, transform, and have opportunities in terms of education and development by creating common values, and have an intense desire to serve their employees and the organization (Covey, 2005; Fairholm, 1996; Law, 2008; Sanders Hopkins & Geroy, 2003),

In spiritual leadership theory, Fry (2005) suggests five important dimensions. These dimensions are listed as vision, hope/belief, altruistic love, call/meaning and membership (Chen & Yang, 2012). Vision: The goal to be adopted and achieved by the leader at all levels of the organization from top to bottom. A strong vision determines the journey, the point to be reached, the high ideals, makes the work done meaningful and supports hope/belief (Fry, 2003; Gündüz, 2014). Hope/Belief: Hope is defined as being decisive in achieving goals and thinking that there are many ways. Belief is the guarantee of what is hoped for, defined as believing in invisible and physically unprovable things. People with hope and belief have goals and are able to fight obstacles to achieve this goal (Fry, 2003; Ardiç, 2014; Baykal Narcıkara, 2017). Altruistic love; love is considered in the concept of positive social behavior, which occurs as one's usefulness by thinking of someone else's goodness, making efforts for them, and putting himself or herself in danger for another. It is defined as sacrificing for the good of others, living for others (Ummet, 2012). Meaning / Call: It is based on understanding the importance of work done or to be done, that every work is done for a purpose, the expectation that every job will make a difference in individuals' lives (Fry,2005). Membership/Belonging: It is the expectation that the individual is understood and appreciated by the organization in which he or she has worked.

3. QUALITY OF WORK RELATIONSHIPS

In today's modern living conditions, the vast majority of adults spend most of their time establishing mutual relations with other employees in the workplace. For this reason, workplaces are an important place in terms of mutual benefits of employees, both thanks to their individual welfare and bilateral relations (Diener & Seligman, 2002).

This nature of man naturally brings along behaviors such as being in a social relationship, belonging, loving and being loved. For this reason, human beings cannot be alone and do not tend to reject the experience of having a social relationship. Instead, they want to engage with other people, adapt and benefit from the strength of being close to others (Rosales, 2016). In the relationship, the parties who want to reach the goal use the relationship as a ladder and therefore invest consciously in the relationship. Therefore, relationships are social connections between two or more people that do not appear by chance.

Workplace relationships are often a concept that refers to the interaction and change that occurs between employees, groups or organizations aimed at achieving common goals (Ferris, Liden, Munyon, Summers, Basik, & Buckley, 2009). Workplace relationships emerge as a result of the interaction between employees and managers as well as employees themselves. While these relationships are a natural part of working life, they generally reveal the creativity of the employees and sometimes they can be a source of tension and frustration. In a competitive environment where individual and organizational outputs gain importance together, workplace relationships and thus rapid coordination will be an important tool of organizational effectiveness and productivity (Çoban, 2020).

According to Rosales (2016), there are four assumptions that make workplace relationships important.

People need instinctively to socialize and belong

Relationships and established connections have a dynamic structure

Organizations do their jobs through social processes and business relationships

The level of quality in workplace relationships may differ depending on the situation.

Workplace relationships include interpersonal relationships where individuals are involved in the process of performing their business. These relationships include manager-subordinate relationships, inter-employee relations, workplace friendships, romantic relationships, and customer relationships. Workplace relationships are unique interpersonal interactions that have significant implications for employees who experience these relationships and the organizations in which they are involved. Workplace relationships function as decision-making, impact sharing and emotional support systems,

so the quality of workplace relationships contributes significantly to the results of their employees' experience (Abe & Mason, 2016).

Workplace relationships have a significant impact on employees. Thanks to positive workplace relationships, opportunities such as creating solutions for the problems of the employees, sharing them, improving business processes and outcomes, and exchanging information to make these improvements. In this way, members of the organization who feel that they work with certain values can contribute to organizational functionality by using their subjective experience in producing solutions to problems (Carmeli, Brueller, & Dutton, 2009). On the other hand, problems in workplace relations can negatively affect individual and organizational performance in many respects. The perception of the causes and consequences of these developments in organizations is important for all employees, especially managers, and will benefit the organization.

In this part of the study, the level of relationship between the leader and the members, between the mentor and the mentee as well as between the employees, which are the concepts that deal with the quality level of their relationships in the workplace and are effective at the level of ensuring or disrupting organizational integrity.

Leader Member Relationship: Perhaps the most important of the relations in a workplace and the most researched in the literature is the relationship between the leader-member or, in other words, between a manager and a subordinate. According to the theory put forward in order to explain the quality of the relationship between a manager and his or her employees and the most frequently encountered in the literature, when the leader and member relationship is of high quality, there is a high level of trust, respect and obligation to fulfill the responsibilities required by the relationship. In such relationships, both the leader and the member are aware that there must be a sense of trust between them to support and encourage each other. Thus, the leaders and members leave their personal interests and goals aside and turn towards common goals (Sias, 2005). In many studies conducted in the literature, it has been shown that high-quality leader-member relationships are positively associated with job satisfaction, self-expression, low employee turnover and high executive performance. On the other hand, low quality leader-member relationships lead to low job and communication satisfaction with burnout syndrome (Madlock, Martin, Bogdan, & Ervin, 2007).

Mentor-Mentee Relationship: Mentoring is called the interaction process between the mentor and the mentee. Mentoring is one of the oldest training methods focused on the development of more inexperienced employees with the help of an experienced employee (Kabdulova & Öztürk, 2017). In the leadership ability and career development of mentorship, it has been revealed in many previous studies that there were many functions that would contribute positively to the performance of employees such as job satisfaction and salary increase (Arora & Rangnekar, 2016).

Counterpart Relationships; Workplace friendship is described by some researchers in different ways. Huang reports workplace friendship as an interaction that occurs when a combination of a minimum of two people and more people come together as a result of working jointly or individually on the same or similar jobs within the organization (Huang, 2016). According to Sias (2009), it is a whole of the relationships formed between employees within the organization at the same hierarchical level and having no formal authority over each other.

Friendships in the workplace can make the workplace environment more enjoyable by preventing it from getting boring and routine and making it a more lovable and happier place. This situation becomes a factor that creates information sharing, reveals the individual talents of the workmates and takes their commitment to the workplace even higher (Sias, Heath, Perry, Silva, & Fix, 2004). At this point, the level of earning, peace and trust satisfaction of the workplace employees whose friendship relationships is better becomes higher (Nielsen, Jex & Adams, 2000).

Workplace friendship increases commitment to the organization. It increases the morale of the employees towards their jobs while causing people's intentions such as quitting to decrease at this point (Sias & Cahill, 1998). This is because mutual trust and commitment are important in workplace friendship with common interest and common values (Gordon & Hartman, 2009). Moreover, workplace friendship is also effective in issues such as trust, respect, communication, security, cooperation and development that will affect work-related behavior.

4. LITERATURE STUDY FOR VARIABLES

There are many factors in the success of organizations. The technology, capital resources, qualified workforce are the important ones among them. However, it will not make any sense if there is no will to activate these listed elements within a certain purpose and planning and to serve as a locomotive. Therefore, the existence of ideal opportunities may not always be sufficient. What is important is to have the power to turn these possibilities into added value. This power is the leader itself. Leadership, which includes that collaboration is the best way to achieve common goals and influencing the audience to make them believe and expressed as a rational process, have been important in every period and filled the contents of the research. Changing and evolving environmental impacts have made it necessary to touch upon the spirituality aspect, whose leadership and motivation processes have been realized so far. With spiritual leadership, which is the type of leadership that acts by considering the spiritual and psychological aspects of the employees' needs, it is aimed to meet these needs of individuals and make them more committed to their organization. In this context, regarding the variables used in this study, which examines the effect of spiritual leadership on the quality of workplace relationships of employees, some of the previous studies in the national and international literature both with variables in this study and with different variables are as follows:

In the study conducted by Afsar et al. (2016) for employees working in different sectors in Thailand, it was found that spiritual leadership positively affects workplace spirituality, which positively reflects internal motivation and environmental passion. In the study by Markow and Klenke (2005), they found that spiritual leadership had a positive effect on personal meaning and organizational commitment. In the study of Chen and Yang (2012), the effect of spiritual leadership on organizational citizenship status of employees working in the financial and retail service sectors was examined. When the results were analyzed, they concluded that the attitudes and behaviors of the leaders had positive effects on the citizenship status of the employees and that this level of influence was stronger in the retail sector. In the study of Alimudin et al. (2017), they found that spiritual leadership had a positive effect on organizational culture and employee commitment, but the level of influence on organizational commitment was low. Fry et al. (2005) in their study examining the effect of spiritual leadership on individuals in the army, they have stated that while the religious element is seen as the only way to Allah, when considered within the sectarian framework, this may cause conflicts and separatism within the organization, and that religion can be used as an element of superiority in the competition process and may cause a negative perception among customers and stakeholders. In a study conducted by Bozkuş and Gündüz (2014), it was found that spiritual leadership positively affected organizational commitment; in a study conducted by Gündüz (2014), they found that spiritual leadership reduced organizational cynicism and emotional intelligence played an intermediary role in this relationship. In the study titled "Investigation of the Relationship Between Teachers' Perceptions of Spiritual Leadership and Motivations" by Özgan et al., it was determined that there was a high level of positive and significant relationship between teachers' motivations and their perceptions of spiritual leadership. In studies conducted by Alper (2019) and Cinnioğlu (2018), they found that spiritual leadership positively affected job satisfaction in organizations; in Karadağ's (2016) study, that spiritual leadership affected the productivity of employees more than vertical-collectivist cultures; and in the study of Çimen (2016), they determined that spiritual leadership had a positive effect on organizational citizenship.

5. RESEARCH METHOD

5.1. The Purpose and Importance of the Study

The main aim to be achieved in this study is to determine whether spiritual leadership has an impact on the quality of workplace relationships, and if there is an effect, to determine the direction and level of this effect. Sustainable competitive advantage is achieved through organizational efficiency in organizations established to achieve certain goals. In the studies conducted to date, it is seen that leaders exhibit many methods and behavioral models in order to maximize this efficiency. Based on the psychological and internal motivation factors in these models, it is also seen in the studies that the employees are motivated and successful in these. However, the fact that people, who are a social and intellectual being, have different needs and their signs emerge every day push the leaders to meet these

needs. In this study, it is also thought that determining the results of leaders, who take advantage of a motivational process that addresses the spiritual states, beliefs, and hopes of employees, using these elements in their relationships with the employees, and at the same time, revealing both the level of relationships between the employees and their relationship with the people who mentor them, will be another reason that makes the study important. In addition, the fact that there was not a lot of work in the literature for the variables used in this study to determine the effect of spiritual leadership on the quality of workplace relationships, and the fact that there was no study that revealed the relationship of these variables with each other also makes the study unique.

5.2. Determining the Research Universe and Sample Selection

The universe of the research covers 276 employees of two selected units of an Incorporated Company operating in the private sector. The sample size to be selected from this research universe was calculated as 161, with a 5% error margin within the confidence limits of 95% (Newbold, 2008; as cited in Hamşioğlu, 2017). During the research process, 225 questionnaires were sent to the institutions and 195 of them returned. 7 questionnaires containing missing statements from these questionnaires were not evaluated, and the remaining 188 questionnaires were analyzed.

5.3. The Model and Hypotheses of the Research

The fact that leadership-related traits have not been fully explained to date prepares the environment for the emergence of new theoretically approaches in this regard. As Bennis (1989) puts it, "leadership is like beauty; it is difficult to define, but it is something you can know when you see it" (as cited in Baloğlu & Karadağ, 2009). In this context, in a literature review on leadership, it is seen that many leadership theories (authentic, future-oriented, ethical, cultural, servant, transformative leadership, strategic leadership, etc.) have been created and studies have been carried out in order to ensure organizational success and to further advance the theoretical foundation about leadership (Okçu, 2011; Bass, 1985,1997; Singh, 2015; Özyılmaz, Ölçer, 2008; Keser & Kocabaş, 2014; Yeşiltaş et al., 2013; Savur, 2013; Yaşbay, 2011; Tüfekçi, 2006; Cowan, 2010; Wyld, 2013; Luthans & Avolio;2013). In these studies, issues such as strategic thinking, orientation towards change, ethical behaviors, serving the followers, reviving the ideas of the viewers and inspiring them were discussed. Unlike these theories, spiritual leadership theory instills the philosophy of existence to the person, and aims to provide the spiritual salvation of the person by giving them a sense of duty and belonging as well as bringing together the values, attitudes and behaviors necessary to motivate themselves and others internally. In the studies conducted on the subject, the leaders to take an approach by considering the moral aspects of the employees positively affected organizational commitment and productivity. (Egel, 2015; Imse, 1969; Tapoyo, 2019; Narcıkara 2018; Mihaylova, 2018; Jaziri & Saida, 2019). In addition, the fact that the employees who spend most of their time in the workplace have a good relationship level with their mentors, leaders and counterparts as a result of all kinds of business relations, provides a decrease in

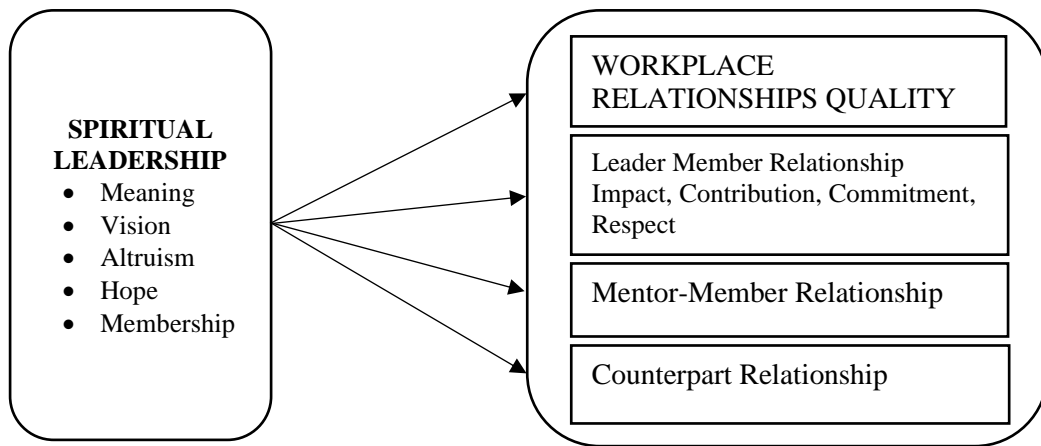
stress levels, burnout feelings, and intention to leave work while it leads to increase in psychological trust feelings, organizational commitment, business integration, team spirit, communication, performance. If the relationship level is bad, it will cause weakening of the ties between employees, increase stress, decrease in performance, and create dissatisfied and disappointed employees (Ehlers, 2017; Sias et al.2004, Ragins & Scandura, 1997; Feelley et al., 2008).

As can be seen from the literature studies, there is no study that demonstrates the effects of spiritual leadership on workplace relationship quality in previous studies. In this context, the model (Figure 1) created according to the research question and the hypotheses to be examined in accordance with the model are as follows.

Research Question: Can leaders influence employees by highlighting their sense of spirituality? How much are leader-member, mentor-member and counterpart relationships affected at this level of influence? If so, what is the direction of this effect?

Depending on the theoretical explanations on the concepts that constitute the subject of the study and the results obtained from the literature research, the research model and the hypotheses prepared for testing based on the model are as follows.

Figure 1. Research Model



H1 : Spiritual Leadership Affects Workplace Relationship Quality significantly and positively.

H1a : Spiritual Leadership Affects Leader-Member Relationship as a sub-dimension of Workplace Relationship Quality significantly and positively.

H1b : Spiritual Leadership affects the Mentor-Member Relationship, which is one of the sub-dimensions of Workplace Relationship Quality, in a significant and positive way.

H1c : Spiritual Leadership Affects the Counterpart Relationship significantly and positively, one of the sub-dimensions of Workplace Relationship Quality.

5.4. Scales Used in the Research

In order to determine the traits of spiritual leadership in the study, the questionnaire consisting of 21 items and five dimensions (vision, hope/belief, altruistic love, call/ meaning and membership) was preferred. The questionnaire, translated into Turkish by Şafak Gündüz, was again used in a thesis study prepared by him and the Cronbach Alpha coefficient, whose validity and reliability were tested, was found to be 0.949. Three different questionnaires were used to measure the quality levels of workplace relations. The leader-member relationship scale developed by Liden and Maslyn (1998) and translated to Turkish by Baş et al. (2010) was used in the study. The scale, which consists of four dimensions and 12 questions including impact, commitment, contribution and professional respect, has been used in many studies in the literature (Erdoğan & Liden, 2006; Özutku, Ağca & Cevrioğlu 2008; Baş et al., 2010) and its validity and reliability have been tested. The scale developed by Rhodes et al. (2017) was used to measure the relationship between the mentor and the mentee. The scale consists of one dimension, 6 questions. The counterpart employee relationship quality scale consists of one dimension and 5 questions developed by Hain (2005). The scales of the mentor and the mentee trained and working relationship with the counterpart were translated into Turkish by Çoban (2020) and used in his doctorate thesis study and his validity and reliability were tested. A 5-point Likert type scale was used in the data collection tool. The necessary correspondence has been made for the approval of the ethics committee for the study. The ethics committee's certificate of approval is presented in addition to the study.

5.5. Analysis Methods

In the study, in which easy sampling method was used, the data were collected using the survey technique and analyzed in SPSS 20 and AMOS programs. In order to reveal the reliability and validity of the measurement models used in the study, confirmatory factor analysis as well as compound reliability (CR) and average variance extracted (AVE) tests were utilized. Hypotheses formed in order to achieve the purpose of the study, were tested using correlation and the structural equation modeling, and the results were interpreted accordingly.

In the study, the standard fit index value ranges of the confirmatory factor analysis are given in Table 1 and the results are considered and interpreted within these ranges.

Table 1. Standard Fit Index Value Ranges of the Confirmatory Factor Analysis

Indexes	Reference Value	
	Good Fit	Acceptable Fit
CMIN/DF	$0 < \chi^2/sd \leq 3$	$3 < \chi^2/sd \leq 5$
TLI	$.95 < TLI \leq 1$	$.90 < TLI \leq .94$
RMSEA	$0 \leq RMSEA \leq .05$	$.05 \leq RMSEA \leq .08$
CFI	$.95 < CFI \leq 1$	$.90 < CFI \leq .94$
GFI	$.95 < GFI \leq 1$	$.90 < GFI \leq .94$

Source: Hooper et al., 2008; Yıldırım & Yıldırım, 2016; Taşgın & Korucuk, 2018

Confirmatory Factor Analysis Regarding Spiritual Leadership Scale

Confirmatory factor analysis was applied to the spiritual leadership scale in order to demonstrate the consistency of the factor structure. Firstly, the estimation results of the spiritual leadership measurement model were examined. Regression loads (parameter estimates) obtained from the model were examined to see whether the standardized regression loads of the items were less than 0.50. In Figure 2, the modified factor loads of the items related to the model, which express the factor structure related to the spiritual leadership scale, are shown. The figure shows that no factor load is less than 0.50.

Figure 2. Modified Confirmatory Factor Analysis on the Spiritual Leadership Scale

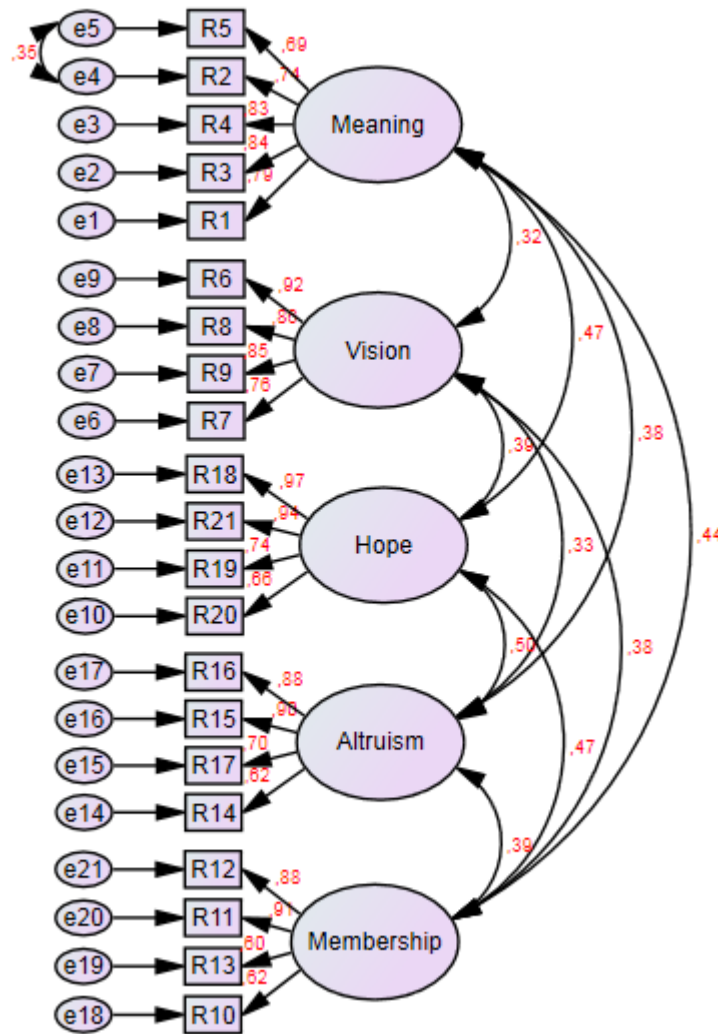


Table 2 gives the results of the fit index for the items that make up the spiritual leadership scale. When the fit index values are analyzed, it is seen that the values are within the criteria that can be considered as good.

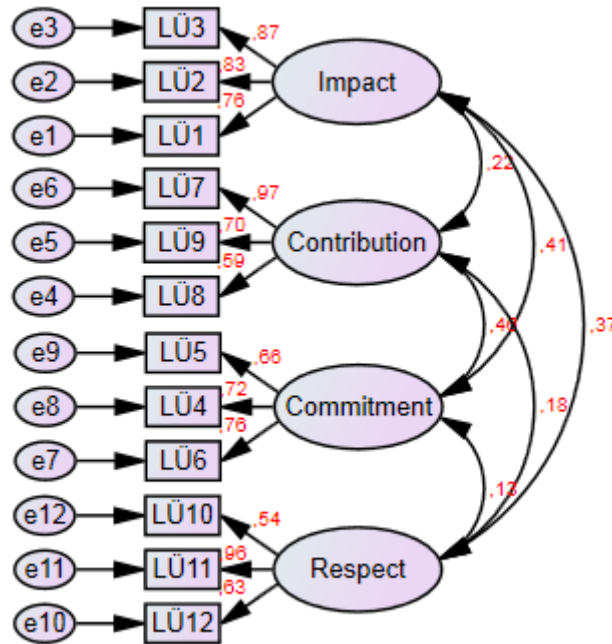
Table 2. Results of the Modified Fit Indexes on the Spiritual Leadership Scale

	χ^2/df	TLI	RMSEA	CFI	GFI
Values	1.698	.944	.061	.952	.907
Acceptable Fit	<5	>.90	<.08	>.90	>.90

Confirmatory Factor Analysis Regarding the Leader-Member Scale

Confirmatory factor analysis was applied to the leader-member scale in order to demonstrate the consistency of the factor structure. Firstly, the estimation results of the leader-member measurement model were examined. Regression loads (parameter estimates) obtained from the model were examined to see whether the standardized regression loads of the items were less than 0.50. Figure 3 shows the modified factor loads of the items related to the model, which expresses the factor structure related to the leader-member scale. The figure shows that no factor load is less than 0.50.

Figure 3. Confirmatory Factor Analysis on the Leader-Member Scale



The fit index results for the items that make up the leader-member scale are given in Table 3. When the fit index values are examined, it is seen that the values are within the criteria that can be considered as good.

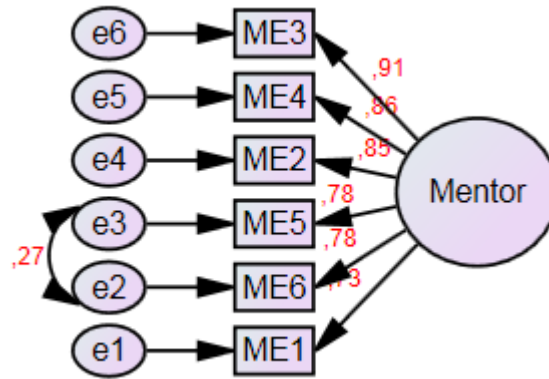
Table 3. The Fit Index Results on the Leader-Member Scale

	χ^2/df	TLI	RMSEA	CFI	GFI
Values	2.837	.901	.080	.910	.905
Acceptable Fit	< 5	> .90	< .08	>.90	>.90

Confirmatory Factor Analysis Regarding the Mentor-Member Scale

Confirmatory factor analysis was applied to the mentor-member scale in order to demonstrate the consistency of the factor structure. Firstly, the estimation results of the mentor-member measurement model were examined. Regression loads (parameter estimates) obtained from the model were examined to see whether the standardized regression loads of the items were less than 0.50. Figure 4 shows the modified factor loads of the items related to the model, which expresses the factor structure related to the mentor-member scale. The figure shows that no factor load is less than 0.50.

Figure 4. Confirmatory Factor Analysis on the Mentor-Member Scale



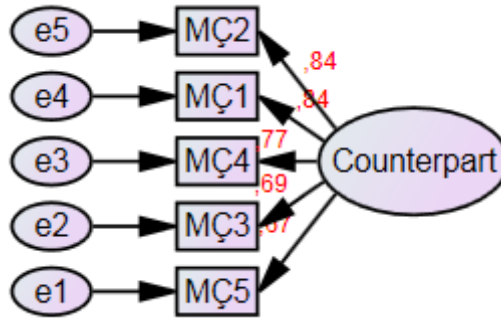
The fit index results for the items that make up the mentor-member scale are given in Table 4. When the fit index values are examined, it is seen that the values are within the criteria that can be considered as good.

Table 4. The Fit Index Results on the Mentor-Member Scale

	χ^2/df	TLI	RMSEA	CFI	GFI
Values	1.921	.983	.070	.991	.974
Acceptable Fit	< 5	>.90	<.08	>.90	>.90

Confirmatory Factor Analysis Regarding Counterpart Relationships Scale

Confirmatory factor analysis was applied to the counterpart-member scale in order to demonstrate the consistency of the factor structure. Firstly, the estimation results of the counterpart relations measurement model were examined. Regression loads (parameter estimates) obtained from the model were examined to see whether the standardized regression loads of the items were less than 0.50. In Figure 5, the modified factor loads of the items related to the model, which express the factor structure related to the counterpart relationships scale, are shown. The figure shows that no factor load is less than 0.50.

Figure 5. Confirmatory Factor Analysis on the Counterpart Relationships Scale

The fit index results for the items that make up the counterpart-member scale are given in Table 5. When the fit index values are examined, it is seen that the values are within the criteria that can be considered as good.

Table 5. The Fit Index Results on the Counterpart Relationships Scale

	χ^2/df	TLI	RMSEA	CFI	GFI
Values	.818	.999	.00	1.000	.991
Acceptable Fit	< 5	>.90	<.08	>.90	>.90

The fact that a measurement model has been validated as a result of confirmatory factor analysis often means that it has combination validity. However, in addition to confirmatory factor analysis, additional evidence can be presented. In our study, besides confirmatory factor analysis, compound reliability (CR) test was also used to reveal the reliability of the measurement model.

Considering the standardized path coefficients and error variances of the items, the CR value can be considered as an alternative to Cronbach's Alpha value or it can be used to confirm the coefficient of this value. Essentially, the CR value, which is stronger than Cronbach's Alpha, should be above 0.70. The Average Variance Extracted (AVE) is obtained by the ratio of the sum of squares of the covariances of the factor items to the number of items. This process is calculated for each factor structure obtained. (Hair et al., 2009; Fornell & Larcker, 1981; Gürbüz, 2019).

CR compound reliability values of spiritual leadership, leader-member, mentor-member and counterpart relations are given in Table 6. According to the table, the CR value is over 0.70. This shows that the scale is reliable.

The mean self-variability for scale's affinity validity is expected to be greater than 0.5 and the compound reliability rate will be higher than the average self-variability (Hair et al., 2009) ($CR > (AVE) / AVE > 0.5$). According to the values given in Table 6, it is seen that the average variance extracted (AVE) values tested for affinity validity are higher than the recommended level of 0.5, and the compound reliability values (CR) are higher than the average self-variability values. In this case, it can be said that the model has sufficient affinity validity (Hair et al., 2009).

Table 6. Valid, Reliability Matrix

Factors	CR	AVE	CR>0.70	AVE>0.50	CR>AVE
Spiritual-Leadership	0.97	0.64	0.97>0.70	0.64>0.50	0.97>0.64
Meaning	0.88	0.61	0.88>0.70	0.61>0.50	0.88>0.61
Vision	0.91	0.72	0.91>0.70	0.72>0.50	0.91>0.72
Hope	0.90	0.70	0.90>0.70	0.70>0.50	0.90>0.70
Altruistic	0.86	0.62	0.86>0.70	0.62>0.50	0.86>0.62
Membership	0.84	0.58	0.84>0.70	0.58>0.50	0.84>0.58
Leader-Member	0.94	0.58	0.94>0.70	0.58>0.50	0.94>0.58
Mentor-Member	0.92	0.68	0.92>0.70	0.68>0.50	0.92>0.68
Counterpart	0.87	0.58	0.87>0.70	0.58>0.50	0.87>0.58

Correlation analysis was primarily used to test the hypotheses that form the basis of the research and to determine the relationship between spiritual leadership and workplace relations (leader-member, mentor-member, counterpart). The results regarding the correlation analysis are shown in Table 7. According to the table, there was a positive and significant relationship between spiritual leadership characteristics and workplace relationship quality (.500**). At the same time, a positive and significant relationship was found between the spiritual leadership characteristics and the sub-dimensions of workplace relationships quality which are leader-member (.547**), mentor-member (.423**) and counterpart (.274**) relationships.

Meaning, vision, membership, altruistic and hope dimensions of the managers' spiritual leadership characteristics are also in a positive and significant relationship with quality of workplace relationship and leader-member, mentor-member and counterpart relations, which are the dimensions of workplace relationship quality. In this regard, it can be stated that all hypotheses in the research are accepted.

Table 7. The Relationship Between Spiritual Leadership Characteristics and Workplace Relationship Quality

Factors	1	2	3	4	5	6	7	8	9
1-SPIR. LEADER.	1								
2-Meaning	.679**	1							
3-Vision	.576**	.287**	1						
4-Membership	.668**	.407**	.346**	1					
5-Altruistic	.639**	.327**	.277**	.351**	1				
6-Hope	.714**	.406**	.418**	.454**	.480**	1			
7-WORK. RELAT. QUALITY	.500**	.253**	.330**	.308**	.265**	.312**	1		
8-Leader-Member	.547**	.298**	.381**	.317**	.229**	.364**	.793**	1	
9-Mentor-Member	.423**	.226**	.317**	.174*	.247**	.251**	.668**	.552**	1
10-Counterpart	.274**	.120*	.146*	.234**	.161*	.168*	.813**	.442**	.177*

*p<0.05 **p<0.01

5.6.4. Analysis of the Structural Equation Model

Structural equation model test was used to determine whether the variables in our study had statistically significant relationships. For this purpose, the structural model of the previously determined research was analyzed with the help of the AMOS program. In order to test the validity of the model, the relationships between the variables were examined in accordance with the goodness of fit statistics and hypotheses.

When the model is evaluated as a whole, that is, when the effect of spiritual leadership on the quality of the workplace relationships is analyzed directly, it is determined that spiritual leadership has a 63% effect on the quality of the workplace relationships. This situation shows that managers can benefit from spiritual leadership traits in order to increase the quality of workplace relationships, which is a desired situation within the organization.

Figure 6. Standardized Estimation Results: The Impact of Managers' Spiritual Leadership Characteristics on Workplace Relationships Quality

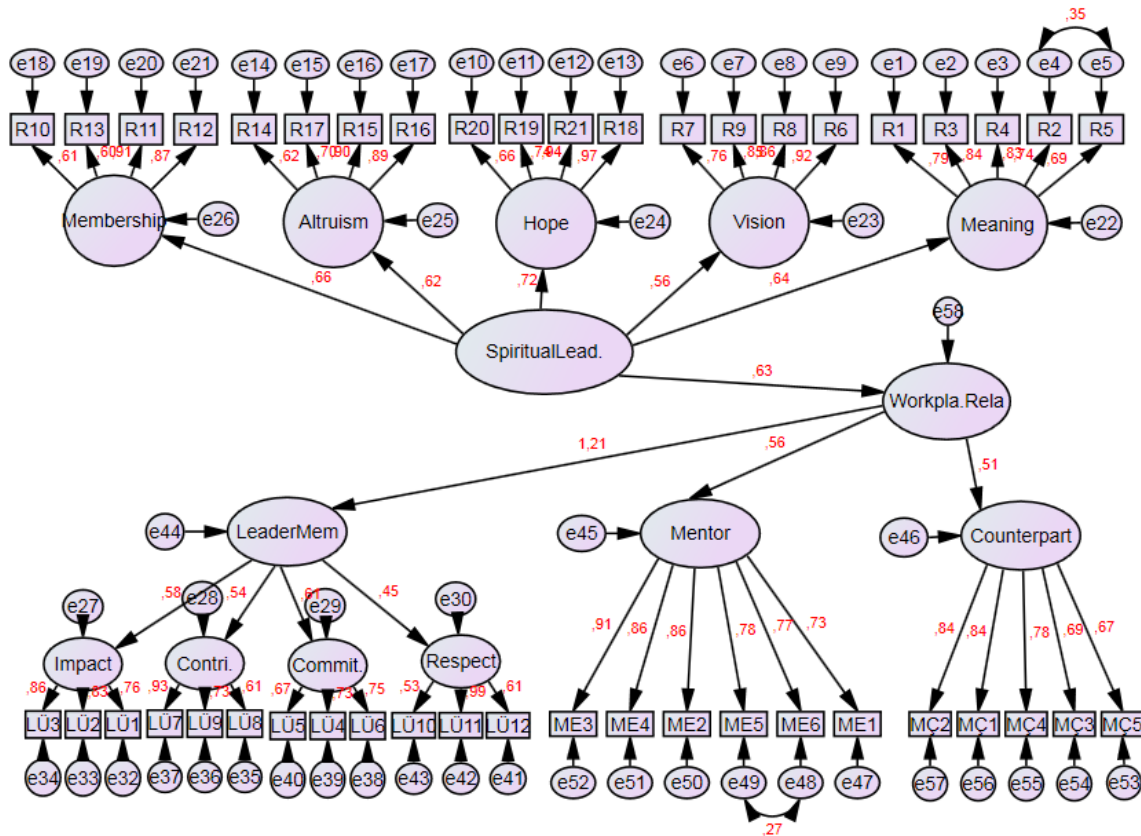


Table 8 contains the fit index values of the model. It is determined that the fit index values are in the range of fit indices specified in the literature.

Table 8. Results of the Model's Fit Index: The Impact of Managers' Spiritual Leadership Characteristics on Workplace Relationship Quality

	χ^2/df	TLI	RMSEA	CFI	GFI
Values	1.694	.922	.061	.948	.904
Acceptable Fit	< 5	>.90	<.08	>.90	>.90

The model is also considered in the context of the sub-dimensions of workplace relationships quality and the model results are shown in the figure below. According to these results, it was revealed that the spiritual leadership characteristics of the managers had a strong positive effect (88%) on the leader-member relationships. When the effect of spiritual leadership on mentor-member relationships is analyzed, it is seen that this effect is positive at a moderate level of 56%. Finally, the effect of spiritual leadership on counterpart relations is positively 43%. Looking at the values, the power of the influence between spiritual leadership and leader-member relationships is stronger than others, especially than counterpart relations. This is expected. This is because spiritual leadership is closer to the leader-member relationship traits in terms of its characteristics and has more effect.

Accordingly, it was determined that both the main hypothesis **H1** and the sub-hypotheses **H1a**, **H1b** and **H1c** were **accepted**.

Figure 7. Standardized Estimation Results: The Impact of Managers' Spiritual Leadership Characteristics on Leader-Member, Mentor-Member and Counterpart Relationships.

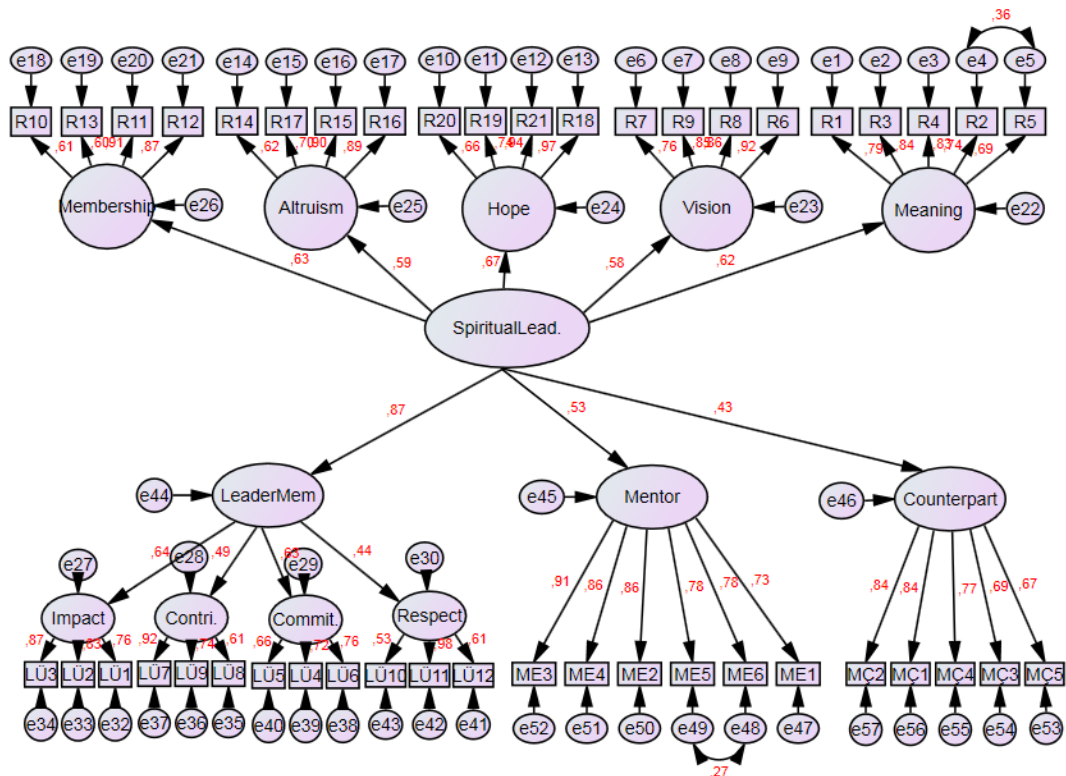


Table 9 contains the fit index values of the model. It is determined that the fit index values are in the range of fit indices specified in the literature.

Table 9. Results of the Model's Fit Index: The Impact of Managers' Spiritual Leadership Characteristics on Leader-Member, Mentor-Member and Counterpart Relationships.

	$\chi^2/df.$	TLI	RMSEA	CFI	GFI
Values	1.726	.920	.062.	.942	.902
Acceptable Fit	< 5	>.90	<.08	>.90	>.90

6. CONCLUSION AND SUGGESTIONS

In this study, which was conducted to determine the effect level of spiritual leadership on the quality of workplace relationships, national and international literature researches and hypotheses formed within the theoretical framework have been tested in order to reach the answer to the question posed and the following findings were obtained regarding the relationship and effect levels between variables. Firstly, pearson correlation analysis was used to determine the relationship levels between the variables, and the structural equation model was used for the effect levels. According to the results obtained from the analysis, a moderate positive and 99% significant relationship was found between spiritual leadership and the quality of workplace relationships ($r=500^{**}$). At the same time, it has been determined that there is a positive and significant relationship between the spiritual leadership characteristics and the sub-dimensions of workplace quality and the sub-dimensions of both variables. When the effect levels are analyzed based on the relationships between the variables, it has been observed that spiritual leadership has a significant and positive effect on the quality of the workplace relationships, and this level of effect is also observed on the sub-dimensions of the workplace relationship quality. These results show that both the answer to the "study question" that constitutes the main purpose of the study and the hypotheses proposed are accepted.

Leaders are people who play an active role in organizational success with their managerial skills and behaviors. It is a matter of curiosity to understand the importance of the human factor in the efficiency process, how the managers should display a behavioral model in order to focus their attention on this factor and obtain more efficient results. In many of the theories that have been put forward in order to increase the efficiency level of the employees in the leadership models applied until now, the internal needs of the employees have been brought to the fore and the fact that these leadership types have failed to respond to the needs of the employees. It is because that these types of leadership, which have traditional, centrist, standardized and bureaucratic understanding, ignored the real important power that would motivate and relax people, by ignoring the "spirit" and evaluating them within the framework of an insignificant being. However, there are deep connections between spiritual values and effective leadership characteristics, and it is stated that values such as integrity, honesty and humility expressed as spiritual phenomena are very effective in the success of leadership. Therefore, the leaders should see

and evaluate humans as a balanced combination of body, mind, heart and spirit to increase both their own effectiveness and the functional state of the organization. Because these four basic elements are like the four legs of a table, if any of these legs are missing, the table will be in danger of falling down. At the core of spiritual leadership, there are values such as respect, belonging, support, development, innovation, flexibility and motivation. Based on these values, it rejects the processes of approaching employees with only criticism, emphasizing concepts such as commitment, creativity, collaboration and organizational development. It also has an understanding that values humanity, ethics, appreciation, hope, honesty, peace, tolerance and vision.

As seen in the theoretical framework and literature studies, leadership theories created to increase employee productivity levels aimed to increase the positive factors that will favor the organization, such as job satisfaction, organizational commitment, belonging, and organizational identity whereas they aimed to minimize other negativities such as burnout, stress, quitting and cynicism. However, while all these actions are carried out, the incomplete union of mind, spirit, heart and body values as the basic elements leaves the motivation process incomplete. In this study, these values, which were left incomplete, were brought together and the level of effect among the variables was examined within this framework.

When the results are analyzed, it is seen that spiritual leadership has an effect on the quality of workplace relationships. Therefore, the fact that leaders reflect the values that will provide spiritual integrity in their relationship with the employees will allow more peace and happiness to be created in employees who are instinctively relaxed. This will also mean that the missing fourth leg of the table is put in place, and the risk of the table to collapse will disappear after this stage. The combination of parts that provide integrity is reflected to the people who mentor them and also in the relationship between the counterparts. As a matter of fact, this approach, which the leader of the organization has put forward by taking into account the spiritual elements, includes the values that allow the formation of a team spirit, which relieves to obtain these results. Therefore, the leader will succeed in increasing the organizational efficiency by ensuring both his or her own effectiveness and the spiritual integrity of the employees by aiming to answer the call from the depths of the individual's heart.

The fact that there was not a lot of work in the literature for the variables used in this study to determine the effect of spiritual leadership on the quality of workplace relationships, and the fact that there was no study that revealed the relationship of these variables with each other also makes the study unique. Repeating the results of this study, in which the variables of spiritual leadership workplace relations quality were tested, in different sectors by other researchers is important for the reliability of the findings obtained from the variables. In addition, it is thought that the results that will arise as a result of handling the variables used in future studies on the subject with variables such as organizational

culture, organizational cynicism, job satisfaction, employee performance, organizational commitment will contribute to the literature.

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