

Uyar, S. Spiritual Leadership. *Journal of Healthcare Management and Leadership* (2019): 22-26.

Derleme/Review

Makale Geliş Tarihi: 20.02.2019
Makale Kabul Tarihi: 19.03.2019

SPIRITUAL LEADERSHIP



<https://doi.org/10.35345/johmal.529712>

Res. Asst. Seda UYAR¹

ABSTRACT

Leadership, which has a difficult explanation with a single definition, is an inevitable fact to discuss because the most important source of the organizations is human. The characteristics of the leadership need to be customized in order to integrate people's efforts for a common purpose and to ensure the continuity of this. The spiritual leadership that arises within the scope of organizational needs is seen as a need for both the leadership and the followers (Jamaludin, 2011, p. 77).

In this study, document analysis method was used. Spiritual leadership term was defined and the characteristics of the spiritual leaders were mentioned. In addition, the outputs of spiritual leadership for the benefit of both the organization and the employees were discussed.

Keywords: Leadership, Spiritual Leadership, Manager, Organization.

INTRODUCTION

Spiritual is defined as the principle or the animating force that a person believes in (Fry, 2003, p. 702). It is also linked to a person's own values such as love, tolerance, satisfaction, responsibility, and harmonious feelings toward himself (Kaya, 2013, p. 598). Spiritual leadership is defined as a fact which comprising the values, attitudes, and behaviors that are necessary to motivate oneself and others intrinsically (Fry, 2003, p. 694-695). This leadership style enables the followers to behave ethically, less likely to worry and to be more productive, flexible, and creative (Kaya, 2013, p. 599). However, it necessitates an understanding of cultural and personal values (Fry, 2003, p. 703). According to Fry (2003, p. 693), the founder of the Spiritual Leadership Theory, the aim of this leadership is to create a strategic vision and incorporate this vision with the core values. Besides, it can maximize both individual and productivity with an empowered team (Blackaby and Blackaby, 2001, p. 7; Fry, 2003, p. 693), and positively affects the formation of a learning organization (Torkamani, 2015, p. 134). Spiritual leader strives to make his best to conclude a work and takes the principle of concluding the work within the framework of honesty (Blackaby and Blackaby, 2001, p. 45).

Spiritual leadership is accepted as a more value-oriented leadership style compared to other types of leadership (Chen and Li, 2013, p. 240). Spiritual leadership is considered necessary for achieving success and continuation of successes (Torkamani, 2015, p. 141). Therefore, in this study the concept of spiritual leadership which is a new paradigm explained and characteristics of spiritual leadership type is mentioned. With this theory touch on the whether the organizational and individual sense of achievements. The theoretical analysis emphasizes the necessity of this leadership type in today's organizations. The low number of researches on this topic and the fact that the concept enriches the perspective of the concept of leadership shows the significance of the study.

¹ Ankara Hacı Bayram University, Faculty of Economics and Administrative Sciences, Healthcare Management Department, seda_inan@outlook.com, ORCID ID: <https://orcid.org/0000-0001-8051-8464>

1. Spiritual Leadership

According to Blackaby and Blackaby (2001, p. 5), the word ‘influence’ is the broadest definition to explain spiritual leadership. According to Fairholm (1996, p. 13-15), it is a service-oriented leadership style, and the concept of service to society plays a vital role in the development of spiritual leadership potential. Spiritual leadership is defined as a holistic system that contains moral, transformation, ethics, kindness, righteousness, working in a team, congruence, and completeness (Polat, 2011, p. 2034). Spiritual leaders are also defined as the servant that God has given to the public (Blackaby and Blackaby, 2001, p. 14).

The leader in spiritual leadership model is defined as someone who walks in front of one when one needs someone to follow, behind one when one need encouragement, and beside one when one needs a friend (Fry, 2003, p. 720). Spiritual leadership means creating a humanistic system that strives to reach the vision through faith (Blackaby and Blackaby, 2001, p. 7; Fry, 2003, p. 717). It is also defined as the type of leadership that aims to maximize organizational commitment and productivity (Fry et al., 2009, p. 12; Jamaludin, 2011, p. 78). Although it is effective in the increment of individual and organizational potential (Fry, 2009, p. 82), it encompasses a process in which people strive for cooperation, which creates awareness in their skills and enables them to develop (Fry, 2005, p. 69). This model, which requires the leader to develop quality relationships and respect his past (Fry et al., 2007b, p. 7), helps to realize that life is purposeful and meaningful and has a continuous development feeling (Fry et al., 2007a, p. 10).

1.1.The Characteristics of Spiritual Leadership

Spiritual leaders have a personality that is prone to compromise, harmony, and cooperation (Fairholm, 1996, p. 13); they have a broad vision and take responsibility for achieving the goals (Blackaby ve Blackaby, 2001, p. 7). Spiritual leader has consistency in his emotions and a balance in his inner and outer world (Kaya, 2013, p. 599). The leader always uses interest and discretion and thus increases the organization commitment (Fry, 2003, p. 693-695). He provides the hope and belief required for the employees in order to get the desired organizational interests (Yusof and Mohamad, 2014, p. 1951). In addition, he carries all the energy and motivation needed to make an empowered team (Fry, 2003, p. 693; Fry et al., 2007b, p. 2; Chen and Li, 2013, p. 241; Abdizadeh and Khiabani, 2014, p. 92). Fairholm (1996, p. 13-14) lists the elements of spiritual leadership as given in Table 1.

Table 1. The Characteristics of Spiritual Leadership.

Building shared values	They inspire the common values which form the basis of the system and which determine the morality and success criteria belong to their followers.
Vision setting	They exhibit a sustained ability to build consensus and lead democratically within the framework of a common vision.
Sharing meaning	Spiritual leaders create meanings for their followers and they share these meanings with them.
Enabling	Spiritual leaders educate, lead, and motivate their followers.
Influence and power	The leader cannot lead until followers accept the leader's power. This acceptance comes out of the relationship, not from a formal structure or system.
Intuition	Intuition, which is the knowledge, gained without rational thought gives the leaders moral legitimacy.
Risk-taking	Actions of the spiritual leaders always involve risk. They do not accept existing work systems or structural relationships. They try to meet people's needs without regardless of the risk.
Service	Spiritual leaders are servants. They serve committed to certain principles. Rather than attempt to dominate their followers, they work for them by providing everything for their success.
Transformation	The role of the spiritual leaders is to change the lives of followers and the institutions in ways that enhance. They convert followers to leaders.

Reference: It was formed by adapting from the reference Fairholm (1996, p. 13-14).

Spiritual leaders do not make excuses, they do not blame their followers for the negativities, and they make effort for their followers to have a leadership spirit (Blackaby and Blackaby, 2001, p. 6). They instill the pleasure of being a member of the organization they work and a sense of belonging to the organization (Fry, 2016, p. 3). They are always patient, polite, determined and have the character that defends their rights in all circumstances (Blackaby and Blackaby, 2001, p. 45). They are open to change (Crossman, 2010, p. 602) and have a sense of accountability (Blackaby and Blackaby, 2001, p. 6). Spiritual leadership contributes to making the organization more determined and productive by supplying the fundamental needs of both leader and follower (Fry, 2003, p. 694). It provides skills to managers such as management of the conflict, decision-making, and change management (Fry et al., 2005, p. 853). Spiritual leaders think that they are governed and motivated by divine power (Blackaby and Blackaby, 2001, p. 5). They try to satisfy the aims and ambitions of the people they serve (Blackaby and Blackaby, 2001, p. 5).

1.2. Organizational and Individual Outputs of Spiritual Leadership

Spiritual leaders always focus on developing their relationship with their followers (Blackaby and Blackaby, 2001, p. 16). A spiritual leader transforms individual benefits into group benefits (Fry et al., 2011, p. 261). Spiritual leaders endeavor to use time efficiently (Blackaby and Blackaby, 2001, p. 35). They play a key role in transforming organizations into learner organizations and maintaining success (Fry, 2003, p. 694). Spiritual leaders prepare an appropriate environment for their followers' needs and guide them to the objectives of organization (Kaya, 2013, p. 599). They reveal the inner excitement of their followers to succeed the best (Blackaby and Blackaby, 2001, p. 5). Spiritual leaders encourage workers toward a culture with a commitment spirit and thus, allow them to respect themselves and their lives and establish good relationships with others. They do this by considering the needs and interests of workers (Abdizadeh and Khiabani, 2014, p. 96). They also affect the workplace well-being and job satisfaction of workers positively (Yusof and Mohamad, 2014, p. 1954). Spiritual leaders allow followers to motivate themselves, make sense of their work and evaluate changes (Fry et al., 2007b, p.

2). Leaders who may sometimes adopt the status quo (Blackaby and Blackaby, 2001, p. 5) make an organization easily adopt a change required for the organization without encountering any resistance (Fry et al., 2007a, p. 3). They endeavor to allow followers to look to future with hope and faith and be always in a positive expectation (Fry et al., 2007b, p. 7). Voluntariness, constructive activities and creative efforts are among the acquisitions of spiritual leadership for followers (Fry, 2009, p. 81). Spiritual leadership requires creating a satisfying work environment that would meet the needs of workers for success (Chen and Yang, 2012, p. 110). It creates a vision stimulating the members of organization to carry out a search according to their opinions (Fry, 2003, p. 695). It also has an important function in providing employee productivity and organizational commitment (Chen and Li, 2013, p. 241). A spiritual leader is in a strong relationship with learner organization culture and knowledge performance (Torkamani et al., 2015, p. 141). A leader is responsible for strengthening the organization by solving the problems in the most practical way and uniting the organization workers (Blackaby ve Blackaby, 2001, p. 4). According to Spiritual Leadership Theory, negative emotions such as jealousy, failure, selfishness, anxiety, and guilt must be eliminated (Fry et al., 2007b, p. 8).

2. RESULT

Spiritual leadership theory covers all other leadership models and is considered as a necessary organizational/professional development model for successful organizations in the internet era (Fry et al., 2007a, p. 30). Spiritual leadership is seen as a necessary, but not sufficient condition for organizations to be successful in today's internet-driven environment (Fry, 2003, p. 720). It is required for an excellent performance in 21st-century organizations (Fry and Matherly, 2006, p. 17). Spiritual Leadership Theory is designed to create an intrinsically motivated organization (Fry and Matherly, 2006, p. 4).

Spiritual leadership is necessary for the transformation and continued success of a learning organization (Fry, 2003, p. 717). In this context, it creates benefits for both individuals and organizations (Abdizadeh and Khiabani, 2014, p. 97). Spiritual leader strives to achieve more than the goals because the achievement of the one's goals does not mean that they are successful according to these leaders (Blackaby and Blackaby, 2001, p. 5). The ethical values of the leader and giving importance to communication with the followers (Fry, 2003, p. 693) enable the followers to behave ethically, to have less worry and to be productive, flexible, and creative (Kaya, 2013, p. 599). Spiritual leadership theory is recommended to eliminate negative situations within the organization (Fry and Cohen, 2009, p.267).

REFERENCE

- Abdizadeh, M. & Khiabani, M. M. (2014). Implementing the Spiritual Leadership Model in the Healthcare. *International Journal of Business and Management*; 9(11), 92-101.
- Blackaby, H. & Blackaby, R. (2001). *Spiritual Leadership (Moving People On To God's Agenda)*. Outlined by Jeffrey Pearson, Lead Pastor, THE BRIDGE.
- Chen, C. & Yang, C., 2012. The Impact of Spiritual Leadership on Organizational Citizenship Behavior: A Multi-Sample Analysis. *Journal of Business Ethics*, 105, 107–114.
- Chen, C. & Li, C. (2013). Assessing the Spiritual Leadership Effectiveness: The Contribution of Follower's Self-Concept and Preliminary Tests For Moderation of Culture and Managerial Position. *The Leadership Quarterly* 24, 240–255.
- Fairholm, G. W. (1996). Spiritual leadership: fulfilling whole-self needs at work. *Leadership & Organization Development Journal*, 17(5)11 – 17.

- Fry, L.W. (2003). Toward a Theory of Spiritual Leadership. *The Leadership Quarterly*, 14 (2003), 693–727.
- Fry, L.W., (2005). *Toward a theory of ethical and spiritual well-being, and corporate social responsibility through spiritual leadership*. In: R.A. Giacalone, C.L. Jukiewicz, and D. Craig, eds. *Positive psychology in business ethics and corporate responsibility*. Greenwich, CT: Information Age, 47–84.
- Fry, L.W., Vitucci, S., and Cedillo, M., (2005). Spiritual leadership and army transformation: theory, measurement, and establishing a baseline. *The Leadership Quarterly*, 16, 807–833.
- Fry, L.W. and Matherly, L.L. (2006). Spiritual leadership and organizational performance: an exploratory study. Paper presented at the Academy of Management [online], Atlanta, GA. Available from: <http://www.tarleton.edu/Faculty/fry/SLTOrgPerf.pdf>.
- Fry, L. W., Nisieiwcz, M., & Vitucci, S. (2007a). Transforming Local Police Departments Through Spiritual Leadership: *Measurement and Establishing a Baseline*.
- Fry, L.W., Nisiewicz, M., Vitucci, S., Cedillo, M. (2007b). Transforming city government through spiritual leadership: measurement and establishing a baseline. Paper presented at the National Meeting of the Academy of Management [online], Philadelphia, PA. Available from: <http://www.tarleton.edu/Faculty/fry/SLTCityGovFinal.pdf>.
- Fry, L.W., (2009). Spiritual Leadership as a Model for Student Inner Development. *Journal of Leadership Studies*, 3 (3), 79–82.
- Fry, L.W. & Cohen, M. (2009). Spiritual Leadership as a Paradigm for Organizational Transformation and Recovery from Extended Work Hours Cultures. *Journal of Business Ethics*, 84, 265–278. doi: 10.1007/s10551-008-9695-2.
- Fry, L.W., Sedgmore, L., Altman, Y. (2009). Maximizing the Triple Bottom Line & Spiritual Leadership: The CEL Story. *Presented at the Academy of Management Meeting*.
- Fry, L.W., Hannah, S. T., Noel, M., Walumbwa, F. O. (2011). Impact of Spiritual Leadership on Unit Performance. *The Leadership Quarterly*, 22, 259–270.
- Fry, L.W. (2016). Spiritual Leadership. *Global Encyclopedia of Public Administration, Public Policy, and Governance*, DOI 10.1007/978-3-319-31816-5_2353-1.
- Jamaludin, Z., Rahman, N. M. N. A., Makhbul, Z. K. M., Idris, F. (2011). Do transactional, transformational and spiritual leadership styles distinct? A conceptual insight. *Journal of Global Business And Economics*, 2 (1), 73–82.
- Kaya, A. (2013). The Relationship Between Spiritual Leadership and Organizational Citizenship Behaviors: A Research on School Principals' Behaviors. *Educational Sciences: Theory & Practice*, 15(3), 597-606.
- Polat, S. (2011). The Level of Faculty Members' Spiritual Leadership (SL) Qualities Display According To Students in Faculty of Education. *Procedia Social and Behavioral Sciences* 15, 2033–2041.
- Torkamani, Z. N., Naami, A.Z., Sheykhshabani, S.E. H., Beshlide, K. (2015). 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), 133-143.
- Yusof, J. M. & Mohamad, M. (2014). The Influence of Spiritual Leadership on Spiritual Well-Being and Job Satisfaction: A Conceptual Framework, *International Review of Management and Business Research*, 3(4), 1948-1957.