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## THE LINKAGE BETWEEN SPIRITUAL LEADERSHIP, EMPLOYEE SATISFACTION AND ORGANIZATIONAL COMMITMENT: INSIGHTS FROM PUBLIC SERVANTS

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**Abstract:** *Issues regarding workplace spirituality have received increased attention in the organizational sciences. The implications of workplace spirituality for leadership theory, research, and practice make this a fast growing area of a new research and inquiry by scholars. The article is aimed at examining a dynamic relationship between spiritual leadership, employee satisfaction and organizational commitment. For this purpose, we try to make a conclusion from many literatures. According to this literature study, it is predicted a positive and significant relationship between spritual leadership, employee satisfaction and organizational commitment. This article is needed to be examined in future, especially to test whether is there a relationship between spritual leadership, employee satisfaction and organizational commitment.*

**Key Word:** spiritual leadership, employee satisfaction , organizational commitment.

### Introduction

There are many literature in academic, business and public domain which explore the concept of spiritual leadership in the context of organization. these have covered various aspect and shown the reason why spiritual leadership has been interpreted in various level complexities. Driscoll & Wiebe (2007) state that publication in popular business media on spiritual leadership has been criticized because it has many uncontrolled assumptions and is based on shallow understanding on the existing literature. There are few empirical studies on spiritual leadership and this may explain the emergency of many perception which should be examine more rigorously.

According to researches that is a person's spirit is the vital principle traditionally believed to be the intangible, life affirming energy in oneself and all human beings (Anderson, 2000). It denotes a striving for values and belief that transcend physical existence (Maddock & Fulton, 1988). Now people, as part of their spiritual journey, are struggling with what this force means for their work (Mitroff et al., 2009). Some are calling this megatrend or 'a spiritual awakening in the American workplace' (Aburdene, 2005); (Jean-Claude Garcia -Zamor, 2003). Many questions why this interest in spirituality is occurring. Although there are many arguments, one viable reason is that society seeks spiritual solutions to ease tumultuous social and business changes (Cash & Gray, 2000). Others propose that global changes have brought a growing social spiritual consciousness (Duchon & Plowman, 2005). Indeed, (Duchon & Plowman, 2005) they state that ignoring the spirit at work may mean 'ognoring a fundamental feature of that it means to be human'. Fry and Slocum argue that a challenge facing organizations today is the need to develop new business models based on spiritual

leadership that accentuate employee well-being, sustainability and social responsibility without sacrificing performance (FRY & SLOCUM, 2008).

The questions in reality is how to enhance employee's satisfaction and commitment. It is an important issues for human resource management, then to investigate the significant predictors of employee satisfaction and how the latter may subsequently contribute to the development of organisational commitment. We predict both can be influenced by spiritual leadership on enhancing employee's satisfaction and organizational commitment.

## **Method**

This paper was analyzed by literature study. The preceding discussion of the literature led the formulation of the conceptual : The effects of specific variables that, comprise of vision, hope/faith, altruistic love, meaning/calling, membership, productivity. The model assumes that the six identified related factors of spiritual leadership are positively associated with employee satisfaction. In turn, employee satisfaction is taken to be positively related to organizational commitment.

## **Discussion**

### **1.1. Spiritual leadership theory**

A special issue on spiritual leadership in 2005 in *The leadership Quarterly* served as a vehicle for advancing the field of spiritual leadership as a focused area of inquiry within the broader context of workplace spirituality (Fry et al., 2005). There are qualitative review of 87 articles led them to propose that there is a clear consistency between spiritual values and practices and leadership effectiveness (Dent et al., 2005). In a second review, Reave argues that value that have long been considered spiritual ideals, such as integrity, honesty, and humility, have an effect on leadership success (Reave, 2005).

### **1.2. Spiritual leadership dimensions**

Having set the foundations of this collective process, we now briefly discuss each of the spiritual leadership dimensions and we refer interested readers to Fry (2003,2006) for more elaborate discussion of these constructs.

#### **1.2.1. Vision**

Vision became an important topic in the leadership literature in the 1980s as leaders were forced to pay greater attention to the future direction of their organizations due to intense global competition, shortened development cycles for technology, and strategies becoming more rapidly outdated by competition (Conger, 1999). A powerful vision has broad appeal, defines the unit's destination and journey, reflects high ideals, gives meaning to work, and encourages hope and faith (Daft, 1998).

#### **1.2.2. Altruistic love**

Altruistic love is defined as a sense of wholeness, harmony, and well-being produced through care, concern, and appreciation for both self and others (Fry, 2003). There are great emotional and psychological benefit from separating love, or care and concern for others, from

need which the essence of giving and receiving unconditionally. As a component of organizational culture, altruistic love defines the set of values, assumptions, and ways of thinking considered to be morally right that are shared by group members and taught to new members (Klimoski & Mohammed, 1994).

### 1.2.3. Hope / faith

Hope is a desire with expectation of fulfillment. Faith adds certainty to hope. It is a firm belief in something for which there is no empirical evidence. It is based on values, attitudes, and behaviours that demonstrate certainty and trust that what is desired and expected will come to pass. People with hope/faith possess clarity of where they are going, how to get there, and are willing to face opposition and endure hardships in order to achieve their goals (MacArthur, 1998). Hope /faith is thus the source for the conviction that the organization's vision, purpose, and mission will be fulfilled.

### 3.2.4 Calling/Meaning

In Fry's theory of spiritual leadership, calling/meaning is suggesting that organization members believe the job they do is important and meaningful for them and it makes a difference in the people's lives, whereas calling was conceptualized as work performed out of a strong sense of inner direction and divine inspiration to do morally responsible work (Fry, 2003).

### 3.2.5 Membership

Membership encompasses the cultural and social structures through which individuals seek to be understood and appreciated. According to Fry, having a sense of being understood and appreciated is largely a matter of interrelationship and connection through social interaction and hence, *membership* (Fry, 2003). It means that the organization understands its members and appreciates them, so the employees become loyal members of the organization. Thus, at work, people value their affiliations and being able to feel part of a larger community or being interconnected (Pfeffer, 2004).

### 3.3. Employee Satisfaction

Researches vary in their definitions of the concept of employee satisfaction. Employee satisfaction may simply be perceived as the feelings of individuals about their jobs (Arndt et al., 2006). Researchers conceptualise employee satisfaction in terms of how people feel about their jobs and different aspects of their jobs (Sieger et al., 2011). In support, Ellickson and Logsdon define employee satisfaction as the extent to which employees like their work (Ellickson & Logsdon, 2002).

### 3.4 Organizational Commitment

Organizational commitment has been defined as a psychological state that characterises an employee's identification, involvement and ultimate relationship with an organization (Stinglhamber et al., 2015). This factor is characterised by the employee's acceptance of the goals and values of the organisation (identification), the willingness to invest individual effort on behalf of the organisation (Involvement) and the importance attached to keeping up the membership in the organisation (loyalty) (Bogler & Somech, 2004).

#### 4. Conclusion

It is predicted that employee satisfaction can be affected by the different dimensions of spiritual leadership. Each dimension has a positive relationship with spiritual leadership. It can be stated that a spiritual leader, insight public servant can motivate and inspire their followers to have a high willingness to work, enabling the organization to achieve organizational goals.

It is worth mentioning that there is a positive relationship between spiritual leadership and job satisfaction. And it predicted that employee satisfaction can influence organizational commitment. Therefore, this fact can direct managers or leaders to engage employees with spiritual leadership.

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