

Spiritual Role Of Transformational Leaders At Workplace.

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Abstract: The real success of an organization exceedingly influenced by the performance of all levels of employees. which can be influenced by leadership factor and spiritual circumstance in the workplace. This study analyses the fundamental processes and explanatory factors of spiritual qualities that influence how employees behave in respect to transformational leadership.

Particularly, this study aims to explore the spiritual roles which is paving way to attain the transformational leadership qualities

The technique adapted by the researcher to the study is reviewing the past data's pertaining to the topic. Numerous academic and popular research papers/literature, magazines, journals, publications, etc., has studied in the context of spiritual role of a transformational leader. secondary data have been employed in this way through the reviewing process.

After reviewing all the factors in every research paper, the author has arrived at the inferences. In this research paper, the significant factors have been discussed which are related to spiritual qualities and the skills of transformational leadership by the researcher. This article strengthens by the previous research work and the study. The factors have been adopted with the help of literatures.

Spiritual qualities of a human can able to transform the well-mannered society in future. Similarly, spiritual character of an employee evolves a person as a transformational leader in the workplace.

Author attempts to cover the significant factors of spiritual qualities and its contribution towards the determined variable of transformational leadership and concludes the validity by stating the association between the independent variable of spiritual qualities and the dependent variable of transformational leadership.

This study has the scope of future orientation where by it highlights several universally accepted factors that stimulates the employee to lead and engage in a workplace and it resulted the transformation in the qualities of leadership at the workplace.

Keywords: Spiritual qualities, workplace spirituality, Transformational leadership, meaningful work, engagement and commitment.

1. Introduction

A number of commercial entities and sectors have expanded in the recent period. Due to the fierce competition among commercial entities, the workplace has become increasingly stressful for the employees and also for the employers. The employees are subject to this direct pressure. Therefore, a single employee couldn't even maintain a healthy work-life balance.

Despite the fact that many workers successfully balance work and life because to their innate spiritual traits, they all managed to forge successful careers in their own right and emerged as successful leaders in society. Many studies have supported this statement. 'An affective commitment totally mediates the correlation between the transformational leadership and workplace spirituality' stated by Rudiyan, Fanny Martdianty 2019.

As leaders strive to combine their spirituality and work, a huge change is occurring in both their personal and professional life. The majority of leaders concur that this integration is improving their leadership effectiveness and its associations. There is evidence that workplace spirituality initiatives promote employee's commitment and productivity in addition to improving individual outcomes like improved physical and psychological well-being. According to recent studies, businesses perform better when they place a strong

emphasis on workplace spirituality, which includes both people-centered values and a high-commitment model of attachment between the business and its employees.

According to Kazemipour et al. and Kahn, workplace spirituality entails making an effort to identify a person's primary life purpose, building strong relationships with coworkers and others who are connected to the work, and having consistency (or harmony) between a person's primary reliance and their organization's values. According to Petchsawang and Duchon, workplace spirituality is the ability to perform meaningful job while fully aware of one's spiritual self. There are some elements that are frequently mentioned in the conception of workplace spirituality, such as compliance with spiritual demands that are private in the workplace, where an employee has a strong sense of community with others in the office, and intimately tied to someone's beliefs.

In order to enhance and improve a company's future success, transformational leadership is an organizational philosophy that inspires and motivates employees to innovate. Employing this technique, Executives give trustworthy employees the freedom to make judgments and promote novel approaches to solve problems. The transformational leaders are passionate about their work and the company's objective, transformational leaders also care deeply about the success of every employee. The leader must influence or establish an example for his followers. According to Kreitner and Kinicki, there are many distinct definitions of leadership because of the complicated interactions that take place between a leader, their subordinates, and the circumstance or condition at both the individual and organizational levels.

Transformational leaders as examples as follows:

Many transformative leaders have enhanced performance and profits while introducing innovative goods and services to the technology market. Here are a few illustrations of transformative leaders in action.

Satya Nadella revolutionized Microsoft after becoming its new CEO in 2014. What was once a sluggish tech titan focused on maintaining its monopoly in the market has evolved into a much more agile and open provider that moved rapidly to make its software accessible on all platforms, including those of its rivals.

Reshma Saujani

An effort to eliminate the gender gap in technology was spearheaded by the nonprofit organization Girls Who Code's former CEO and founder.

Steve Jobs

The late Apple co-founder and CEO, who was frequently hailed as a genius and a visionary, spurred a surge of creative product creation during the course of his two terms at the company.

2. Theory

Theorist Bernard M. Bass elaborated on Burns' notion and identified four fundamental elements of transformational leadership. Some refer to these as the "four I's of transformational leadership."

Idealized influence: Managers that provide as excellent examples for their employees are considered to have idealized influence. Associates may rely on and respect managers with idealized influence to make the greatest decisions for the company.

Inspirational motivation: To achieve the organization's objectives of higher revenue and market expansion, managers with inspirational motivation foster a sense of teamwork.

Intellectual stimulation: In an endeavor to improve the company, managers who receive intellectual stimulation encourage critical thinking and problem solving.

Individual consideration: Managers that serve as coaches and counsellors to the associates are known for their individual consideration. Managers that take into account each individual motivate staff to achieve goals that benefit both parties.

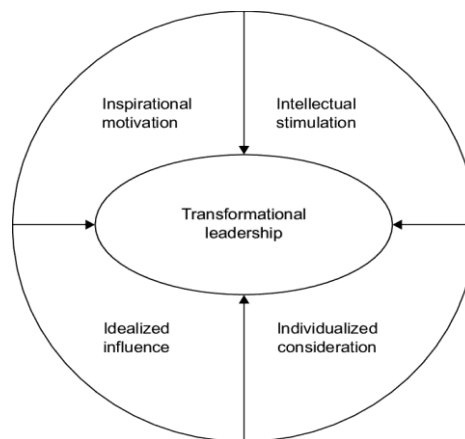


Fig 1: 4 I's of Transformational leadership.

Source: Avolio, B. J. & Bass, B. M; 1991

Considering the 4I's the variables of transformational leadership has obtained to this study to analyse further.

Terry Hildebrandt and Barbara Mintzer-Mc Mahon concentrate on the five Cs, which are all necessary for enacting transformational leadership, particularly during and after a crisis. Clarity, connection, creativity, self-assurance, and commitment are a few of them.



Fig 2: 5C's of Transformational leadership

Source: CHOICE magazine Choice-online.com.

In reference to the public and private insurance sectors in Punjab, **Gupta Manu (2021)** gave an impression of spirituality at work and its relationship to job happiness. claimed that although the Indian insurance industry is tremendously stressful, people can manage the stress by engaging in spiritual practices at work.

Author used four well accepted dimensions to measure the independent variable, including *feeling of community, compassion, meaningful work, and organizational values* (Ashmos and Duchon, 2000; Kinjerski and Skrypnik, 2006; Petchsawang and Duchon, 2009). In addition, the author used three recently discovered dimensions, including trust, job commitment, and unbiased behavior. Job security, pay growth, business rules, working environment, autonomy, and growth opportunities were the characteristics of job satisfaction.

The author, **Sandhu Dayal, (2017)**, investigated the effects of workplace spirituality on organizational commitment and employees' job satisfaction among instructors in higher education institutions in the Agra district. A sample of 420 teachers from six academic fields—education, science, social science, arts, commerce, and engineering—was taken.

The regression study led the author to the conclusion that, of all the other variables, workplace spirituality had the greatest impact on organizational commitment. The author made the suggestion that higher education administration should take action to create an environment that is supportive of the professors. The organization's distribution of rewards to its employees has a clear impact on each employee's level of job satisfaction.

In 2021, Subramanian M. examined the factors affecting workplace spirituality. First and foremost, spiritual values include transcendence, connection, compassion, trust, and mindfulness. They also include work ethics. Second, workplace values include a sense of community, organizational principles, and work-life balance. Thirdly, social values include appreciation, fun, giving back to society, and servant leadership. Fourthly, organizational culture, inner life, and self-harmony are examples of personal values. Integrity and genuineness are the final two tenets. The majority of workers reported experiencing little spirituality at work despite the respect for religious beliefs.

In order to enable human hearts, spirits, and souls to grow and flourish, the author concludes that organizations must infuse the workplace with a set of humanistic, holistic, and spiritual principles.

3. Method

The many authors have investigated a number of elements and their influences that are related to spiritual role in transformational leadership in an organization under varied conditions. where the author has taken into account key factors and variables. Additionally, the author developed this innovative research framework.

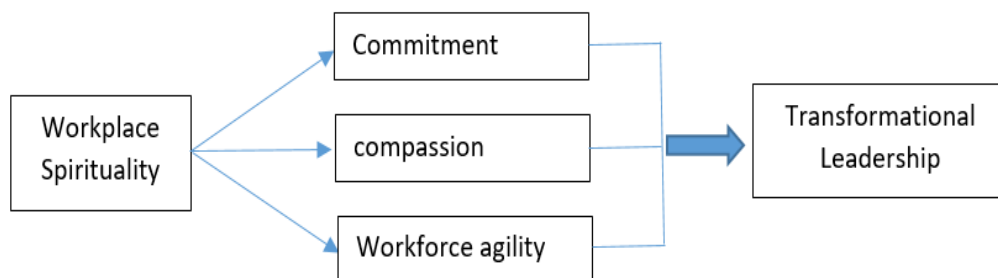


Fig 3: Research model
Source: Developed by author

The researcher's chosen approach for this investigation is to review prior literature. This research has employed a variety of academic and popular research papers/literature, journal, magazines, publications, etc., to assess the spiritual roles of transformational leadership. The researcher has determined a number of factors that are frequently mentioned in these research papers. The literature already in existence strengthens this investigation. After examining all the variables in each research paper and taking into account the data that is currently available, several authors have identified commitment, compassion, engagement and workforce agility as major aspects that contribute to transformational leadership.

4. Results And Discussion

There is no permanent model that displays the roles of spirituality and its interventions in transformational leadership. According to studies and literature from the past, workplace spirituality is an independent variable, and its mediating variables are compassion, dedication, and workforce agility are identified as presumably impacting the variables of transformational leadership. it is inevitable truth analysed from the literatures.

There are many factors that affect workplace spirituality, but the above mentioned variables are collectively as combined with the transformed leadership quality as described as 4 I's of transformational leadership. the independent and moderating variables are the important factors of the transformed leadership quality.

This paper has produced this debate using just secondary data. With the sufficient past study report the author has achieved the aim of the study.

5. Conclusion

Since the success of a company ultimately depends on its leaders, transformational leadership is essential for effective managers. Organizations that invest in teaching leadership have a significant competitive advantage, according to Hesselbein and Cohen (1999, p. 263). Managers can function as effective leaders in the workplace by becoming familiar with the transformational leadership method and fusing the four I's.

Living a spiritual life assures us of the everlasting nature of our soul and provides us with optimism, moral strength, and sympathetic understanding. Only spiritual living is promoted by spiritual values. Being spiritually living merely means having a pure mind and thoughts. In other words, the only source of spiritual living is a calm mind and pure thoughts. Living in accordance with one's true nature and learning to restrain one's cravings are the goals of spiritual beings. A spiritual person is capable of anything and even in transformed leadership.

A spiritual existence without purpose has never benefited humanity. If we want to avoid needless anxiety and tension, we must be convinced of the greater purpose of life. Spiritual principles provide the foundation of healthy lifestyles. Spirituality is a crucial component of leadership that is transformed leadership which must be followed by the organization in order to manage the stress of the workplace and successfully run the business entity.

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