Leadership styles role on workplace spirituality among teachers- A Descriptive study

Prof. Anuradha Jain

Professor

Vivekananda Institute of Professional Studies

Abstract

Indian educational sector witnesses huge growth in establishing schools and institutions. The sector started incorporating boards nationally and internationally expecting the teachers toil maximum to achieve the planned result. Expecting such an outcome is nothing wrong but without proper guidance and leading can deviate from the actual cause. Leaders are significant in leading the teachers who propel the students and can capitulate the upshot. They need to set values by sharing and create a standard workforce with values like being sensible, loyal, and nurturing positive prospects. Copious researchers studied the leadership impact on job satisfaction but leadership styles have unending roles in instituting and instigating the workplace spirituality are to have contemplation. This paper has attempted to study two important leadership styles transactional and transformational leadership styles role on workplace spirituality among teachers with a sample size of 103. Results are evident that there is a strong relationship between the above-said variables and if the leaders could adopt these styles certainly can evolve teachers' sense of community, inner life, and meaningful work at the workplace.

Introduction

The economic scenario is volatile naturally resulting in unexpected twists and turns in the organizational outcomes. Every organization irrespective of size and structure looks forward to implementing the best and feasible practices to promote the well-being of the organization as well as the stakeholders. This necessitates the restructuring of the business to cope with the market scenario as well as to yield the best returns (Mafini et al., 2013). Business restructuring can give various ideologies and accordingly the business can grab the necessary. The reformation internally can bring out the best of the organization externally whereby or means it elevates the brand respectively. To make the brand better visible and reachable, stakeholders take on their roles. Psychologically saying if inner peace prevails, outer peace is naturally created subsequently if employees experience sustained satisfaction then customers or clients tend to have the same. Making clearer, satisfied employees can yield satisfied customers. Ultimately, it expects the organizations to have a keen focus on building loyal employees to have loyal customers or clients (Harris, 2003; Day et al., 2000).

Owing to all these conceptions, they open on to variables anteceding or preceding the satisfaction. Research enormously throws us with innumerable facts yet, it surrounds a critical factor for satisfaction called proper guidance and leading. This highlights the need for leadership effectiveness steering towards loyal employees which are the strong determinants of any organization's outcomes. Having said this, it significantly denotes that the management or the leadership acts as a fundamental source of creating a strong footed human asset.

Inevitably every firm strongly believes this and cultivates viable practices in all aspects. Many a time, an organization's leaders become the face value of the business which is evolving in different dynamism.

Present organizations' give their prime importance in enabling a profound relationship between their leadership effectiveness and result establishment. In between, employees come in as a pivotal factor in leading the established objectives as a final result. This proves that profit maximization of the organization and the leadership effectiveness can have employees mediating. India is witnessing a huge renaissance in the education sector and everywhere, schools and higher educational institutions are taking their toll. There are procedures according to the school boards and to win over the competitions, teachers are expected to produce way beyond results or in the measurement cadre, should tick "met beyond expectations". Unfortunately, many managements fail to incorporate the suitable leadership styles according to the culture, diversified sect, and other parameters. Without input, an anticipated output can be exasperated and this is an undeniable truth that needs to be understood by the leaders. Unbendingly to say, leaders are to be inspirational to create exceptional teachers and results. Especially this article has taken teachers as the participants to understand this relationship outcome. There are a plethora of discussions and brainstorming happening as a continued process to assess the impact of leadership on employees resulting in increased organization growth.

In this line of the research process, indication comes across that leadership can have a greater influence on workplace spirituality to create a holistic effect of organization development (Blasé & Blasé, 1994; Gibbons, 2000). Spirituality in the work can enormously create a thirst for learning perspective (Fry, 2003), building communities and strengthening the spirit of unity (Cavanaugh & Hinojoso, 2001). Psychologically speaking it is an indispensable fact that leaders have to use a transformation tool beyond mission-driven practices to motivate a collective working momentum (Cacioppe (2000)). This is the factual expectation from every employee that his or her leaders should be inspirational and deal with things with zeal to create meaningful work. More than rewards and recognition, if an employee can feel the purpose of work there is a self-transition and transcend the best of his or her to the organization (Dehler & Welsh, 1994).

Workplace spirituality among educational staff and professionals seek immense attention and this has already grabbed its significance in the research zone since the year 1996. This has evolved as a writ large concept because schools and educational institutions' features are over the top in work allocation or workload, leadership chain of command, organizational politics, and several other parameters. If the leaders fail to exhibit their interpersonal relationship in a positive way there is a shake in the positive attitude of the employees about the organization. Thus, it says that there is a strong bond between the leadership and workplace spirituality of the employees which are analyzed descriptively in this paper.

Literature review:

Workplace spirituality can be studied and researched in different ways according to the need. Values (McLaughlin, 2009) found in workplace spirituality are honesty, trustworthy, accountability, respectful approach and others. The term spirituality is subjected to different interpretations as there is no derived universally accepted meaning or definition (Foster,2019). Several approaches and focusses have been given to this terminology defining the contextual relationships because spirituality is viewed mostly from the religious view and not with the humanist's connotations. Being ambiguous (Richards et al., 2009), many researchers have sprung up to define. Though spirituality has got its root from the religious base (Cavanagh, 1999) the exposition of the internal variables have altogether a different say in accordance with the workplace spirituality (Mitchell, 2013).

To say beyond the religious understandings of workplace spirituality, compassion reflecting the best output, being innovative, enforcing a trusting bond, decoding the enhanced level of intimacy can make strong implications (Fisher, 2011). This necessitates the manifestation of workplace spirituality context in terms of organization perspectives (Stokes, 2011; Wall and Knights, 2013) because it is mandatory that employees have to explore the business ideologies by not only thinking but also practicing in real terms. Organization has a dominant role in instilling the spiritual needs in the minds of employees (Samah's *et al., 2012*) to get self-motivated and trigger the altruistic organizational values (Mitchell and Beninger, 2015). These values can be

the prime factors for producing a dedicated workforce including enthusiasm and commitment delineating towards imbibed belongingness (Singh and Mishra, 2016).

Multifaceted role prevails in leaders and holds due responsibility in nurturing a value based or spiritual workplace environment. It is not authority anymore rather shared thoughts (Yukl's (2002)) of leadership. It demands to be more inspirational and influential in terms of effective results. Proven researches exhibit that leadership success is based on the inculcation of spiritual values like integrity, accountability, humility and spreading positive vibes across Reave (2005). A multitude of strategies exist and are in the line of the proposal now and then to remind a leader to rethink on his or her possession of styles, getting ideologies and fringe concepts to motivate subordinates (Yukl & Van-Fleet, 1992). These are highly influential towards job involvement and satisfaction, work engagement. This is where the context of spirituality comes in picture to attempt studying leadership roles on developing spirited teachers. Empirical results openly pronounce that multiple antecedents and precedents following workplace spirituality are revealed like job dedication (Pawar, 2009; Milliman et al., 2003), commitment, intention to quit, and many more. This proves that workplace spirituality is a multifaceted factor influencing various variables and importantly the leadership effectiveness. Beyond being competent, workplace spirituality tries to attain the purpose of being meaningful in everything a teacher does towards his or her work.

Research proven leadership styles exist and over the years innovative styles also have been studied with various connections. Any leadership style for that matter should encourage others and positively influence them (Gina.et.al.2018). "Moral" is the synonym Burns (1978) has revealed in his study for transformational leadership style since it is inspirational to the people who work beyond measures or self-interest. One step ahead this is viewed from ethics (Kanungo & Mendonca (1996), Bass & Steidlmeier (1999)) point of view and the research says transformational leaders are moral based exhibiting honesty and fairness in their dealings. If a person is said to possess transformational leadership then it is correlated positively with the integrity of the leader (Tracey & Hinkin, 1994; Parry & Proctor-Thomson, 2002).

Leaders are not only in the position to command or order things but to practice factors that are expected out of the employees. Creating meaning for the work not only is from the teacher's side but leaders are major elements to seed such thought in them (Bennis (1999)). It is all about the style (Harris et al (2007)) that can establish a strong relationship to accomplish the objectives. Here this study has taken transformational and transactional because these variables signify similar features of workplace spirituality. Moreover, it is all about creating a focused workforce which are feasible through the above-mentioned leadership styles. They are able to tap the employees' interests (Bass and Avolio (1994)) and are also effective in making them work beyond the expected level. Transactional leader always aims to offer monetary and non-monetary support which could influence the result (Longe (2014)) of an employee.

Research Statement

The latin word "spiritus" is "spirituality" meaning "life" (Tecchio, Cunha, & Santos, 2016). The emergence of researching spirituality is found from 1980 onwards because employees dissatisfaction state was predominant in those periods which necessitated investigating workplace spirituality. In the study (Eginli, 2017), the reason was exposed as lack of personal values which is altogether a different meaning constituted for work dissatisfaction. Generally speaking, dissatisfaction arises because of the workplace scenario and that's the thought majorly prevalent among us. To make this null, a new school of thought was introduced stating that it can be also because of lost personal morale and values and having an inappropriate leadership style. This sought the importance amongst the researchers and analysts to dwell deep into this concept. There is a dearth of studies empirically on leadership styles especially in determining the workplace spirituality. Research related to leadership effectiveness and its impact on multiple variables have been determined yet it evolves in dimensions because of changes taking place in 360-degree level. The major aim of this study is to explore the relationship between the chosen leadership styles (Transformational and transactional) and workplace spirituality as well as to know how influential they are to one and other. These styles are equivalent to the

internal components of workplace spirituality as the other styles like autocratic, authoritative are clear short to have negative outcomes with the dependent variable.

Research objectives

·   To investigate the association among demographic variables, leadership styles and workplace spirituality

·   To explore the relationship between leadership styles and workplace spirituality

·   To suggest and recommend the necessity of chosen leadership styles and workplace spirituality to focus on result-based outcomes

Research methodology

This study was planned amongst the higher educational institutions' teachers. Primary data constituting 103 numbers were collected from the higher educational institutions' teachers. To analyze the independent variable leadership styles, the questionnaire for transformational leadership was Kouzes and Posner (1990), Leadership Practices Inventory, Ashmos and Dunchon (2000) workplace spirituality questionnaire framework was used.

Analysis and interpretations

ChiSquare

Chi Square analysis is used when trying to summarize the associations of demographic components, leadership styles and workplace spirituality.

Hypotheses 1: There is association between demographic Variables and Leadership styles, Workplace spirituality

	Inner life	Sense of Community	Meaningful work	Transformational	Transactional
Demographic Variables	Pearson value	Pearson value	Pearson value	Pearson value	Pearson value
Gender	0.003	0.001	0.002	0.004	0.514
Age	0.015	0.187	0.004	0.035	.000
Marital Status	0.228	0.006	0.005	0.049	0.203
Qualification	0.003	0.181	0.016	0.003	.000
Monthly Income	0.145	0.535	0.087	0.16	.234
Work experience	.000	.000	.000	.000	.000

Interpretations:

 There is a perfect association between demographic variables like Gender, Age, marital status, Qualification, Income, work experience and leadership styles, workplace spirituality components. Except for transactional leadership style gender has its intersections with inner life, sense of community, meaningful work and transformational leadership style. Similarly, age connects with all said variables except sense of community. Marital status associates with mentioned parameters other than inner life and transactional leadership style. Except for the sense of community, qualification is associated with prescribed variables. Monthly income doesn't have its significant role in any of the variables whereas work experience has profound impact.

Implications:

The Leadership styles and workplace spirituality are dependent on the teachers' education, their profession, experience, and marital status. The belief that these variables determine the significance to have the sense of belongingness in accordance with their works and can reflect these dependent variables well in their contributions. Aging can have its pivotal role in communicating the leadership styles and spirituality in work like sensibility, accountability, consciousness in their respective works and so on. Presently we can find a generation difference in understanding these concepts because as the aging process begins, understanding the dimension of spirituality changes and matured ones can well establish the insights in actions and explore their inner life in a better way than the younger ones (Yoon 2009). Similarly, men are able to bounce back from the negative activities to a positive zone quicker than women (Son, Lee 2014) which reveals the leadership style because irrespective of being positive or negative, the impacts are contagious.

ANOVA

Hypotheses-2- Significant difference between the leadership styles and workplace spirituality

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	600.231	2	300.115	17.424	.000
Within Groups	5322.231	309	17.224		
Total	5922.462	311			

It is observed that the variability of the mean between the group is 300.11 and the variability within each group is 17.22. Small within groups variance and large between groups produces a higher F –value. In our case the F value is 17.424 and has a p-value of 0.000. Since p value is lesser than 0.05, It is proven that there is a relation between the variables. Hence, we conclude that there is a relation between the leadership styles and workplace spirituality.

Implications:

Having a strong leadership style can mirror the workplace spirituality of a person. If a teacher is said to possess a transactional leadership style then it brings in the sense of community of him or her to be well established in the works. Moreover, having either transactional or transformational leadership style can complement the characteristics of workplace spirituality because it all depends on how an individual perceives things upfront. Vision oriented personality is something expected mostly by the organization to transcend the objectives into results which can also fit in the parameters of a spirited person.

Correlation:

Hypotheses 3: Relationship between Leadership styles and workplace spirituality

		Inner life	Sense of Community	Meaningful work	Transformational	Transactional
Inner life	Pearson Correlation	1	.283(**)	.288(**)	.150(**)	.212(**)
	Sig. (2-tailed)	.	.000	.000	.000	.000
	N	103	103	103	103	103
Sense of Community	Pearson Correlation	.283(**)	1	.294(**)	.151(**)	.135(**)
	Sig. (2-tailed)	.000	.	.000	.000	.000
	N	103	103	103	103	103
Meaningful work	Pearson Correlation	.288(**)	.288(**)	1	.388(**)	.191(**)
	Sig. (2-tailed)	.000	.000	.	.000	.000
	N	103	103	103	103	103
Transformational	Pearson Correlation	.150(**)	.151(**)	.388(**)	1	.297(**)
	Sig. (2-tailed)	.000	.000	.000	.	.000
	N	103	103	103	103	103
Transactional	Pearson Correlation	.212(**)	.135(**)	.191(**)	.297(**)	1
	Sig. (2-tailed)	.000	.000	.000	.000	.
	N	103	103	103	103	103

The table indicates the correlation between leadership styles like transformational and transactional and workplace spirituality.

The correlation coefficient between,

- Inner life and sense of community is 0.283 which indicates 29% positive relationship
- Inner life and meaningful work is 0.288 which indicates 29% positive relationship
- Inner life and Transformational leadership style is 0.15 which indicates 15% positive relationship
- Inner life and transactional leadership style is 0.212 which indicates 21% positive relationship
- Sense of community and meaningful work is 0.294 which indicates 29% positive relationship
- Sense of community and transformational leadership style is 0.151 which indicates 15% positive relationship
- Sense of community and transactional leadership style is 0.135 which indicates 14% positive relationship
- Meaningful work and transformational leadership style is 0.388 which indicates 39% positive relationship
- Meaningful work and transactional leadership style is 0.191 which indicates 19% positive relationship
- Transactional leadership style and transformational leadership style is 0.297 which indicates 30% positive relationship

Implications

Leadership is evolving as researchers' interests and present organizations irrespective of private or government make it as a point of significant consideration. Leadership style varies in various periods to meet out the situational needs. Gone are those days where autocratic and authoritative style of leadership excelled in management but today it cannot survive or lead to success because more than dominance, people tend to have participative culture. Transactional and transformational leadership style are chosen to be the effective modes of creating a platform to have more meaningful work. This study highly recommends every organization to focus on cultivating a positive environment and enhanced leadership practices to boost the teachers' trust. The changing pattern of the internal culture would bring in different set ups like positive or negative environments but if a person is said to have transactional or transformational leadership style consciously or unconsciously would imbibe the workplace spirituality. Having well-built spirituality insights and said leadership style could offer a visible reformation in the organization which develops a value-based culture at the workplace.

Overall results clearly picturize the need of appropriate leadership styles and workplace spirituality in the teaching fraternity. If the leaders are well equipped in playing a key role by demonstrating empathy, understanding ability, shared values, perfect and positive attitude, then there is an increased performance (Elmes & Smith, 2001) in the teacher's outcome. Beyond this, such leaders display a special calling in their respective works by creating a difference in everything they do. Implementing an effective leadership policies and structure make huge variations in the satisfaction level (Kouzes and Posner (1990) of teachers. If the institutions are expecting a magnified result then they need to check the leadership practices to get tangible and intangible performance.

Scope of research

The intended results cannot be broadly categorized or generalized yet the results can be predictable for other populations or sects. The main aim of the study is to bridge the gap in the research arena by linking leadership styles and workplace spirituality. However, the dimension of the variables can be changed or included according to the sector or population which is demanded in future. Population size can be increased for a

structure or a model-based study. Alongside, longitudinal and qualitative perspective in this research can be the future inclusions.

Conclusion

This paper delivers the organizational based credentials in a precise way that leadership and workplace spirituality make the business core in evolving result-based outcomes like involvement, commitment, dedication and other productive variables. To envision the developed competitive teaching community, it is essential to build fair practices and policies with prospective leadership management. If the educational institutions could amend practices and policies in line with the observed leadership variables then the teachers could also be well trained on the same line to build the capability in terms of workplace spirituality features. Every management should have a futuristic vision of including leadership and workplace spirituality components as effectives means of maximizing organizational performance. Thus, the paper has intended to provide reasonable insights on leadership styles predicting workplace spirituality.

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