A Survey of The Relationship Between the Spiritual Leadership and The Organizational Health in Bushehr's School Province. Irans Aspect

Mohammad Behroozi[a][*], Islamic Azad University , Bushehr Branch, 7514966911 , Iran
Layla Qasemi[b], Islamic Azad University, Tehran Gharb Branch, Iran
Shapoor Khodadadi[c] , Islamic Azad University, Bushehr Branch, Iran
Sedighea Behroozid[d] , Islamic Azad University, Bushehr Branch, Iran

Abstract

This paper wants to describe the relationship between spiritual leadership (SL) and . (OH). Spiritual leadership guides the processes in which persons or members of an organization seek to find their calling or meaning of life, and express or match the inner voices of people with both the shared goals of the community that they feel part of and their own goals. Organizational Health (OH) is the organization ability to maintain and improve the ability to survive and adapt with the environment The sample was survey to 380 of principle and teachers those come from of Bushehr's school in both and private sector which were selected by random cluster sampling. We measured SL in dimensions of insight, faith and hope, conscience, participation and altruism love. To collect the data two questionnaires were distributed among the participants, Nyhan and organizational health, that Cronbach's alfa respectively are 0.90 and 0.88. Regression analysis between the dimensions of spiritual leadership and organizational health indicated that five dimension of SL have entered the regression equation but the conscience has been out in equation regression. And there is significant relation between SL and OH.

  Keyword: relationship. spiritual leadership. organizational health. meaning of life

* ADDRESS FOR CORRESPONDENCE: **Mohammad Behroozi**, Islamic Azad University , Bushehr Branch, 7514966911 , Iran
 E-mail address: dr_m_behroozi@yahoo.com / Tel.: +98-917-371-3190

1. Introduction

The word spirituality has become very important in the management literature and organizational behavior. Many researchers have studied the effects of spirituality on the productivity of its organization. The notion of spirituality in the workplace has attracted a considerable amount of attention in the last decade. The popular literature on this subject has also flourished (Gibbons, 2000). Scientists have studied a lot about the concept of spirituality in the science of leadership. The spirituality is becoming a public matter in the organizational behavior (Robbins 2003). Fairholm is one of the first scientists who used the word spirituality and leadership together. Spiritual leadership, by uncovering the best in people, organization, makes the ever-evolving and learning institution (Fairholm, 1998). But recently many researchers have concluded that leadership and spirituality are intertwined.

The theory of Fry (2003) defines spiritual leadership as "comprising the values, attitudes, and behaviors that are necessary to intrinsically motivate one 's self and others so that they have a sense of spiritual survival through calling and membership." (Kaya, 2015).

Fry defines spirituality leadership (SL) as "the values, attitudes, and behaviors necessary to intrinsically motivate one's self and others so that they have a sense of spiritual survival through calling and membership". SL consists of approaches which are religious, ethical and value based (Fry, 2003). SL has five dimensions such as: vision, faith/hope, membership, altruism love and meaning/calling. Finding the life purpose and meaning of organizational spirituality paradigm of the person helps to manage the environment effectively, increase their ability to follow the inner thoughts and provides a continuous development towards self-realization (Fry, 2005).

The goal of spiritual leadership is to obviate that the Spiritual needs of leader and follower For the survival of spirituality and spiritual bliss through feel of membership Meaning in the work to create insight, consistent of values in the level of Individual, team and organizational and finally realize a cultivate positive mental health, commitment and organizational productivity (Qolami et al 2012).

The concept of organizational health (OH) was first used in 1969 by Matthew Miles in the study of organizational climate of schools (Korkmaz, 2007). He defines a healthy organization not only persists in its environment, but also in a long period of time assimilates sufficiently and develop its Survival skills and adaptation. Organizational Health bodes the situation beyond the short-term effectiveness of the organization, and implies a set of organizational characteristic that they are relatively durable. A healthy organization not only in their environment remains stable, but also in the long term can be consistent with their environment enough and constantly create and develop necessary capabilities for its survival (Hoy, 2008).

The objective of this research was to determine the relationship between SL and OH and which of the dimension of SL has a most relevant with OH

2. Review of literature

Kalus at al (2016) in their research Enacting spiritual leadership in business through ego-transcendence indicated that Based on the analysis of the two business leader case studies, several links between spiritual leadership and social innovation were identified. The central role of a higher purpose in enacting spiritual leadership as well as bringing about social innovation was most significant.

Joanna (2010) in her study "conceptualizing spiritual leadership in secular organizational contexts and his relation to transformational, servant and environmental leadership" The purpose of this paper was to explore the concept and context of spiritual leadership in secular organizational contexts and to highlight some ways in which spiritual leadership relates to other existing value-based theories such

as transformational, servant and the emerging environmental leadership. Concluded that, while some synergies exist between spiritual leadership and other value-based theories, a deepening of the theoretical understandings of spiritual leadership in relation to other leadership theories is necessary.

Badrinarayan (2008) the paper was under the name "Two approaches to workplace spirituality facilitation: a comparison and implications" This paper sleeked to outline and compare two approaches to workplace spirituality facilitation and to derive conclusions and suggest implications for research and practice. The findings showed which the first approach, with its starting point of organizational spiritual values and emphasis on organizational processes to facilitate the transmission of these values can be identified as an organization-focused approach. At the center of the second approach is a program for transformation or spiritual development of individual employees.

Usha (2015) in the study " Spiritual Leadership and its Relationship with Quality of Work Life and Organizational Performance" showed that Spiritual leadership consists of components such as vision, altruistic love, hope/faith, meaning/calling and membership & Organizational Commitment. And the various dimensions of Quality of work are Work Life Balance, Health & well-being, Job satisfaction, Management Support, Co-worker support & Welfare schemes and organizational performance components positively affect each other significantly.

Lee at al (2014) in their study "The influence of school organizational health and occupational burnout on self-perceived health status of primary school teachers" The samples was survey to 560 teachers those who come from 34 primary schools at Taiwan. This study performed a hierarchical regression analysis after controlling for the teachers' background characteristics to enhance understanding of features associated organizational health, occupational burnout and self-perceived health status of teachers. " showed after controlling for the personal background variables, academic emphasis respects of organizational health and occupational burnout of teachers in primary schools could significant affect their perceived health status.

Yuceler at al (2013) in their study under the name "The Relation Between Organizational Health and Organizational Commitment" found that the necessary importance has not been attached to the concept of organization health to date, organization health is more important than ever particularly in today's business life, and confronts us as a topic that needs to be investigated. A healthy organization structure must be established at the individual and organizational level for an effective organization structure.

Qasemi at al (2014) in their research "The effect spiritual leadership on organizational health among employees of social security" showed that the SL has a direct effect and significant relationship on OH. And also SL dimension has a direct and significant impact on OH.

3. Research Hypothesis

1.-There is significant relation between SL style (vision) and OH

2.- There is significant relation between SL style (faith /hope) and OH

3.- There is significant relation between SL style (membership) and OH

4.- There is significant relation between SL style (altruism love) and OH

5. -There is significant relation between SL style (meaning/calling) and OH

4. Methodology

The sample was survey to 379 teachers and principals who come from private and public schools at Busheher. Iran. The data were obtained by means of two questionnaires. Spiritual leadership (Nihan, 2000). With 25-item Likert type measured vision, faith /hope, membership, altruism love and

Behroozi, M., Qasemi, L., Khodadadi, S. & Behzoozid, S. (2017). A Survey of The Relationship Between the Spiritual Leadership and the Organizational Health in Bushehr's School Province. Irans aspect. *New Trends and Issues Proceedings on Humanities and Social Sciences* [Online]. 03, pp 179-185. Available from: www.prosoc.eu

meaning/calling and the Organizational Health contain with 36 items. Random cluster sampling method was selected.

5. Findings

In order to analyze the relation between SL and OH has been used; mean, SD, Pearson correlation, multivariate regression.

Table 1: spiritual leadership dimension indicators

	Mean	SD	Min	Max
Vision	4.18	0.72	2	5
Faith / hope	4.09	0.73	2.4	5
Membership	3.67	0.84	1	5
Altruism love	3.69	0.76	2	5
Meaning/calling	3.89	0.6	1.7	5

By comparing the mean of dimensions of SL in the above table it can be said the highest level is for vision and lowest is for membership

Table 2: Pearson correlation between SL dimension and OH

		Organizational Health
Vision	Pearson correlation	0.289
	Sig	0.0001
	N	379
Faith / hope	Pearson correlation	0.51
	Sig	0.0001
	N	379
Membership	Pearson correlation	0.442
	Sig	0.0001
	N	379
Altruism love	Pearson correlation	0.495
	Sig	0.0001
	N	379
Meaning/calling	Pearson correlation	0.42
	Sig	0.0001
	N	379

P< 0.0001

Each of the five dimensions of spiritual leadership (vision, faith/hope, meaning/calling, membership and altruism love) has relatedness with organizational health. Pearson correlation coefficient indicates a strong and positive relationship between each of the dimensions with organizational health. The results were presented, when each aspect of SL increase the OH will raise also.

Table 3: Multivariate regression analysis between the dimensions of spiritual leadership and organizational health

| Step	variable	R	R^2	B	Beta	t	Sig
1	Faith/Hope	0.50	0.25	1.99	0.50	10.29	0.0001
2	Altruism love	0.61	0.38	1.5	0.32	6.27	0.0001
3	Vision	0.64	0.40	0.99	0.25	4.76	0.0001
4	Membership	0.66	0.43	0.73	0.21	4.39	0.0001

Table 3 shows a summary of the results obtained through Multivariate Regression Analysis between SL dimension and OH. Four out of five dimension of SL (hope/faith, altruism love, vision, membership) enter into the regression equation. In the first step hope/faith dimension entered the regression equation, and 25.9% clarified of dependent variable, it means the level of OH. In second step altruism love has been entered in the equation and 12.3% has been added and it became 38.2%. Vision and membership respectively has been joined into the equation and 2.7% and 2.9% added and it became 43.8%. Beta coefficient indicates positive effect of each dimension of SL on OH. (P<0.0001). Overall SL dimension explain 43.8% of variance of dependent variable. (OH)

Table 4: The variable has been out of regression

Variable	Beta	t	Sig
Meaning/Callin	0.05	0.79	0.427

Above table shows that meaning/calling dimension has been out in equation regression.
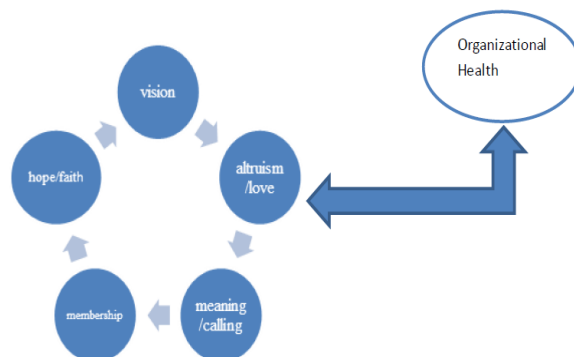
6. Figer 1: Conceptual framework

7. Discoution and Conclusion

Spiritual leadership helps to understand meaningful work that happen in the context of community and plays an important role in creating spirituality in organizations. Spirituality in schools was perceived as highly integrated. School organizations have been reinforced in response to the rapid social changes in an increasingly multicultural and complex world. It is an inevitable trend that responsibilities of teachers have increased year by year, but also have to face many demands and pressures (lee at al 2014). Organizational Health in school refers the relation of students, teachers and principals in schools. OH in it based on mutual between them. When the school is healthy all of the things are in harmony and it can meet its basic needs and the energy of staff is directed toward to achieve the school's goals.

Acknowledgements

References

Klaus, L. & Fernando, M. (2016). Enacting Spiritual Leadership in Business Through Ego-Transcendence. *Leadership & Organization Development Journal*, *37* (1), 71-92.

Usha Devi. N. (2015). Spiritual Leadership and its Relationship with Quality of Work Life and Organizational Performance – An Exploratory Study, Proceedings of the Second European Academic Research Conference on Global Business, Economics, Finance and Banking (EAR15Swiss Conference) İSBN: 978-1-63415-477-2

Kaya, A. (2015). The Relationship between Spiritual Leadership and Organizational Citizenship Behaviors: A Research on School Principals' Behaviors, Educational Sciences: Theory & Practice, İSSN 1303-0485

Lee ,Jin-Chuan , Chun-Liang Chen & Shu-Hui Xie (2014). 5th World Conference on Educational Sciences - WCES 2013, 116 (2014) 985 – 989

Qasemi, M. & Fardin, M. (2014). Scientific Management Research Journal. (26), 125-156

Behroozi, M., Qasemi, L., Khodadadi, S. & Behzoozid, S. (2017). A Survey of The Relationship Between the Spiritual Leadership and the Organizational Health in Bushehr's School Province. Irans aspect**.** *New Trends and Issues Proceedings on Humanities and Social Sciences* [Online]. 03, pp 179-185. Available from: www.prosoc.eu

Lee Jin-Chuan , Chun-Liang Chen & Shu-Hui Xie (2014). The Influence of School Organizational Health and Occupational Burnout on Self-Perceived Health Status of Primary School Teachers, Procedia - Social and Behavioral Sciences 116, 985 – 989

Yuceler, A., Doganalp, B. & Kaya, S. D. (2013). The Relation Between Organizational Health and Organizational Commitment. *Mediterranean Journal of Social Sciences*, *4* (10), 781.

Crossman, J. (2010). Conceptualising Spiritual Leadership in Secular Organizational Contexts and its Relation to Transformational, Servant and Environmental Leadership. *Leadership & Organization Development Journal*, *31* (7), 596-608.

Aydin, B. & Ceylan, A. (2009). The Effect of Spiritual Leadership on Organizational Learning Capacity. *African Journal Of Business Management*, *3* (5), 184.

Shankar Pawar, B. (2008). Two Approaches to Workplace Spirituality Facilitation: A Comparison and Implications. *Leadership & Organization Development Journal*, *29* (6), 544-567.

Fry, L. W. (2005). Introduction to The Leadership Quarterly Special Issue: Toward a Paradigm of Spiritual Leadership. The Leadership Quarterly, *16* (5), 619-622

Fry, L. W. (2005). Toward a Theory of Ethical and Spiritual Well-Being, and Corporate Social Responsibility Through Spiritual Leadership. *Positive Psychology in Business Ethics and Corporate Responsibility*, 47-83.

Fry, L. W. (2003). Toward a Theory of Spiritual Leadership. The Leadership Quarterly, *14* (6), 693-727.

Robbins, I. (2003). Spirituality, and Religion Interest Group's proposed Minutes. *From the Academy of Management's August*, *5*, 5-39.

Fry, L. W. (2003). Toward a Theory of Spiritual Leadership. *The Leadership Quarterly*, *14* (6), 693-727.

Gibbons, P. (2000). Spirituality at Work: Definitions, Measures, Assumption, and Validity Claims. Proceedings of the Academy of the Academy of Management.