Studying the Influence of Spiritual Leadership on Human resource Development (Case Study: An Iranian Company)

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ARTICLE INFO	ABSTRACT
	With entrance spirituality and God to management and Organization field, as 21st century challenge, organization's managers and leaders must confront with new phenomena. The role of spiritual leader's is to incite and encourage human resource with use of spiritual vision and establishment of cultural context based on human values, to foster empowered, high productivity, committed, and motivated employees. This paper explains the influence of spiritual leadership on human capital in Delshad (an Iranian organization) company. The results of the research exhibit that there is a significant correlation between spiritual leadership and human resource development. Results indicate the positive and significant relationship between all kinds of spiritual leadership include vision, altruistic love, faith, calling, membership, organizational commitment and performance feedback with human resource development. © 2013 Elixir All rights reserved.

Introduction

Until some years ago, a lot of researchers believed that the subjects like spirituality are not appropriate for organizations and management (Conger, 1994) and its necessity is attended in daily literature (Mitroff & Denton, 1991). But nowadays, spirituality has been more important in modern academic literature (O'Connell, 1991). Although there are lots of criticisms about this phenomenon, but we would have to say most of consultants and theorists have attended to spirituality and its influence in management and organizations (Abedi Ja'fari and Rastegar, 2007)

Today, organizations especially service firms are competing together in national and international levels. Also creativity and innovation at different cases are vital keys to win against rivals (McGahan and Silverman, 2006). In current world, global competitive power makes organizations to create some new approaches instead traditional ones and achieve relative sustainability (Geijsel et al, 2003).

Organizations have to have the leaders who are able to interface with complex changes in competitive environment. New concepts arrival like ethic, trust, meaning, altruism, belief to high power (god) and business processes make social science more and more attractive for researchers. Lots of theorists believe that spirituality in workplace has been derived from various sciences like Cybernetics, religious and western and eastern traditions. So existing a spiritual leader in organizations needs changes, success, continuance learning and employees' satisfaction (Wax, 2005).

Also human resources are the most important ones for organization to achieve more competitive advantage. Undoubtedly each society's growth and improvement is related to its human resource development. Therefore every organization's manager has to attend to their human capital (Ziaei et al, 2008)

In Delshad firm (a consulting one) managers attend to their employees less than usual who lead to decrease organization's business performance and productivity.

In the current paper we are trying to survey the relationship between spiritual leadership and human resource development. So the main question of research can be defined as:

Is there any relationship between spiritual leadership and human resource development in Delshad Company?

Literature review

Spiritual leadership

There are accurate and comprehensive definitions of spiritual leadership which are common in three concepts: "need to self-cognition", "higher self" and "servicing to others". In the other hand, to achieve more efficiency, people should search in themselves to be able to find their existential core (Covey, 1992).

Spirituality leads the leaders to emphasis on three relational dimensions:

1- Leaders' relationship with themselves: self respecting as a resource to access knowledge;
2- Leaders' relationship with higher power;
3- Leaders' relationship with others (Keys et al, 1999).

Schol and Bishop (2001) believe that leaders' first responsibility is reality description and the last one is thanking people. Indeed spiritual leadership includes servant leadership templates, cooperating them in organization's decision making and empowerment and is in base of servant leadership philosophy. This kind of leadership focus on serving to others, overall view to work, personal development and common decision making. The most important characteristics of spiritual leaders are: faith, enthusiasm and focus on their results (Schol and Bishop, 2001).

The spiritual leaders by their unique characteristics create a vision for organization future, make people to believe to vision

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and hope to better tomorrow for organization. So employees are motivates to try in trend of organization's goals more and more. From the other side, making altruism culture causes that employees attend to themselves and their life and create favorite relations to others (Nargesian, 2008)

Spiritual leadership dimensions

Vision: describe an image from organization's future which all employees are trying to reach it (Kotter, 1996).

Altruism: is sense of scholarship, integration and love which is made by oneself looking after, encourage and interactive (Fry, 2003).

Faith: means employees' tendency to achieve organization's goals and objectives which is used with "hope" usually (Mac Arthur, 1998).

Meaning: refers to employees' perception of their job and its importance. Meaning at work makes employees to indentify their work more than before (Ziaei et al, 2008).

Membership: means employees' sense of attach to their organizations and effort to achieve organizational goal and objectives which includes social and cultural structures (James, 2002).

Human resource development

Attending to the challenges against the organizations and employees in 21st century, people are needed to update their knowledge, skills and expertise and organizations are required to invest on their human resources effectively more than before (Ilgen and Pulakos, 1999). So identifying the driving affecting factors on employees' learning plays important role on managers' reliability of educational planning efficiency and human resource development (Chen and Klimosky, 2007). Last researches about human resource development can be divided into 2 parts:

1. Redefining the term "human resource development"
2. Extending new and integrated concept of "human resource development" (Garavan et al).

For example management traditional view of human resource development is: "set of personal and organizational activities which are done to enhance employees' cooperation in decision making and other organizations' processes (Holton, 2000). According to this view, managers should invest on their human resources more and more to be able to increase their perception of business strategies and their cooperation in decision makings (Garrick, 1998).

Another approach which is in base of knowledge management and organizational learning explain that human resource development is a complex concept that emphasis on learning processes (personal and organizational) and has been substituted of "education", "growth" and "work place development" (Agashae & Bratton, 2000). So the new definition of human resource development can be presented as: all activities which are related to organizational learning which finally lead to meet goals and enhancing organizational learning.

These activities include: "generating new thinking", "accurate and efficient usage of technology and equipment" and "making affective work relations with other colleagues" (Almasi et al, 2010). Nadler and Lawler believe that human resource development consist of: organizing learning experience in special time and for correcting doing methods (Nadler & Lawler, 1983).

Conceptual framework of research and hypotheses

The chart below shows the influence of spiritual leadership and all dimensions on human resource development. In the research, spiritual leadership and its seven dimensions have been considered as independent variables and human resource development is considered as dependent variable.
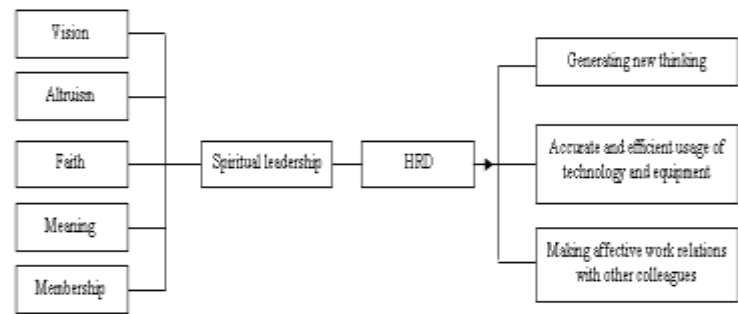
Conceptual framework (Fry, 2003; Almasi et al, 2010)

1. Spiritual leadership has positive and meaningful influence on human resource development.

1.1. Vision has positive and meaningful influence on human resource development.

1.2. Altruism Spiritual leadership has positive and meaningful influence on human resource development.

1.3. Faith Spiritual leadership has positive and meaningful influence on human resource development.

1.4. Meaning Spiritual leadership has positive and meaningful influence on human resource development.

1.5. Membership Spiritual leadership has positive and meaningful influence on human resource development.

Research methodology

Samples for this research were chosen from 145 employees of Delshad firm (an Iranian one). Whereas this number seems to be too much, the sampling strategy has chosen as counting method. Current study can be considered as a descriptive survey if to view from data collection aspect and as an applied research if to investigate the goals of the research. To collect the data library method (to refer to books, articles, theses, etc...) and fieldworks (questionnaire) was being applied. Two questionnaires were designed for gathering data from samples: 18 questions in spiritual leadership and 16 questions in human resource development and then distributed within the participants.

To analyze the data SPSS 17 and Kolmogorov- Smirnov, Spearman, Binomial, Friedman tests and AHP technique were utilized.

The management experts were being requested to evaluate the validity of questionnaires. For this mean, the questionnaires were given to some professors and experts in management and after their acceptance were being used and they confirmed it, the questionnaires were given to the sample. To determine the questionnaires' reliability, the 'Cronbach Alfa technique' was applied.

For calculating Cronbach Alfa, 35 people were chosen by random (from the samples) and the questionnaires were given to them. These values support the reliability of questionnaires, because the calculated results for Cronbach's alfa were more than 0.7 respectively.

Data analyzing

Kolmogorov-Smirnov test

First of all for data analyzing, Kolmogorov-Smirnov test was applied to identify the statistical society normality. The results are presented in table 1:

As table 1 shows all calculated amounts are less than defined error of research (0.05), so the normality of statistical society is rejected. Therefore to analyze data some non-parametric tests were used.

Table 1. Kolmogorov-Smirnov test result

Variables	N	Sig
Spiritual leadership	145	0.011
Vision	145	0.021
Altruism	145	0.014
Faith	145	0.007
Meaning	145	0.032
Membership	145	0.019
Human resource development	145	0.018

Spearman correlation test

To investigate the relationship between "organizational development" and its dimensions with "employees' commitment", Spearman test was applied. The results are shown in table 2:

Table 2: the correlation between spiritual leadership and HRD

Correlation	Spearman r	P-Value	Test result
Spiritual leadership with human resource development	0.51	0.021	H_0 hypothesis is rejected
Vision with human resource development	0.53	0.033	H_0 hypothesis is rejected
Altruism with human resource development	0.44	0.014	H_0 hypothesis is rejected
Faith with human resource development	0.34	0.018	H_0 hypothesis is rejected
Meaning with human resource development	0.46	0.006	H_0 hypothesis is rejected
Membership with human resource development	0.58	0.012	H_0 hypothesis is rejected

As table 2 illustrates there is a meaningful and positive relationship between "spiritual leadership" and its dimensions with "human resource development".

Friedman test

To survey the influence of "spiritual leadership" on "human resource development" Friedman test was utilized and the results are shown in table 3:

Table 3: Results from Friedman test

Correlation	St error	Sig	Test result
Spiritual leadership with human resource development	0.05	0.021	H_0 hypothesis is rejected
Vision with human resource development	0.05	0.033	H_0 hypothesis is rejected
Altruism with human resource development	0.05	0.014	H_0 hypothesis is rejected
Faith with human resource development	0.05	0.018	H_0 hypothesis is rejected
Meaning with human resource development	0.05	0.006	H_0 hypothesis is rejected
Membership with human resource development	0.05	0.012	H_0 hypothesis is rejected

As table 3 shows, spiritual leadership and all its dimensions have positive and meaningful influence on human resource development.

Binomial Test

To survey the dimensions' levels Binomial test was utilized. The results are shown in table below:

Table 4: The results of applying Binomial test

Variables	Observed Prop.	Test Prop.	Sig	Result
Spiritual leadership	0.8	0.5	0.000	Favorable level
Vision	0.8			Favorable level
Altruism	0.6			Favorable level
Faith	0.7			Favorable level
Meaning	0.4			Unfavorable level
Membership	0.8			Favorable level
HRD	0.8			Favorable level

Table 4 shows that all variables apart from meaning were placed in favorable situations.

AHP Technique

AHP technique was applied to prioritize spiritual leadership dimensions. Table 5 represents scores and final ranks of variables:

Table 5. AHP test results to categorize Spiritual leadership indices

Variables	Scores	Final rank
Vision	0.233	1
Altruism	0.170	5
Faith	0.197	3
Meaning	0.174	4
Membership	0.226	2

It's clarified that among spiritual leadership dimensions vision, membership, faith, meaning and altruism were chosen as the most important ones accordingly.

Conclusion and suggestions

The purpose of writing the current paper is surveying the influence of spiritual leadership on human resource development in Delshad Company.

Spiritual leadership was measured in 5 dimensions containing vision, altruism, faith, meaning and membership.

After designing two questionnaires about spiritual leadership and human resource development and providing their validity and reliability, some tests were utilized for data analyzing.

Spearman test

The results of applying Spearman test show that there are positive and meaningful relationship between spiritual leadership and its dimensions with human resource development.

Friedman test

Also the results of applying Friedman test show that all spiritual leadership dimensions have positive and meaningful influence on human resource development.

Binomial test

Also results of applying binomial test show that all variables except "meaning" were placed in favorable levels.

AHP technique

Finally by applying AHP technique spiritual leadership dimensions were ranked in which mission, membership and faith were chosen as the most important ones.

Applicable suggestions

The results show that there are positive and meaningful correlations between spiritual leadership indices and human resource development.

So the managers are advised by formulating a comprehensive vision for their organization, showing their trust and loyalty to their employees, accurate planning for developing their people, proving a situation for تجلی employees' talents, abilities and skills and finally attending to their employees and perceive their problems make their employees more developed.

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