Full Length Research Paper

Impact of Gender Diversity on Spiritual Leadership and Follower's Need for Spiritual Survival/Well-being

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Gender diversity in organizations plays a very important role and greatly influences the leaders and followers behavior. The success of the organizations depends very much on its human resource team. The Leaders and followers play major role in any organizations. Due to this reason, the effect of gender related to leadership spirituality and follower's need for spiritual survival is taking a much attention among the researchers during the twenty-first century. A very few studies have been conducted by the researchers and have made some contributions on this topic in American and European context, but this area has been remained ignored by behavioral scholars in Pakistani context. The objective of this study is to examine the impact of gender on spiritual leader's behaviors and follower's need for spiritual survival/well-being. Therefore, this research aims at exploring the effect of gender diversity on leadership spirituality. The implications for practitioners and researchers have been discussed at the end of the study.

Key words: Gender Diversity, Leadership, Spiritual Leadership, Leadership Behavior, Spirituality, Followers' need for spiritual survival.

INTRODUCTION

Leadership has been an area of interest since long and it is still developing in the alignment of new challenges at the workplace. Organizations need effective leadership and employees to achieve their objectives (Yusof, 2011). leadership is a mechanism by which one individual influences others toward the achievement of group or organizational goals (Barnett, 2011). Leadership is generally viewed as one of the most complex social process (Fry, 2009). Skansi (2000) defined leadership as a management function which is generally aimed at people and social interaction, as well as the process of influencing people so that they will get the aims and goals

of the organization. The leadership and management are equally assigned to set direction for the organization. Leadership holds three things; leaders, followers and situation. Organizations cannot do well without proper and appropriate efforts from their leaders. Leaders provide a right direction and guide line to their followers, set goals and objectives for their subordinates, and then motivate and encourage them to harness their efforts jointly in the same direction. Fry (2003) states "Leaders should act and exercise proper and appropriate leadership styles to improve employee job satisfaction, commitment and productivity and the healthy dose of

spirituality and meaning at the workplace is good for business, because it improves moral and productivity". By doing so, leaders are able to get desired organizational goals by minimizing the gap between actual goals achieved and desired goal set for achievement. The success in attaining its aims depends especially on managers and their leadership style. According to Mosadeghrad (2003), leadership style is a chain of managerial behaviours, attitudes, manners, characteristics and skills based on individual and organizational values, leadership interests and reliability of employees in different situations. The leadership style varies from situation to situation and no one is perfect and ideal for every situation, as a leader may hold knowledge and skills to perform efficiently and successfully in one situation but may not do as effectively in another situation (Mosadeghrad, 2003). Leadership practices kept on getting different shapes since past till today and will certainly keep on shaping in the future. Bass (1990) argued that Path-Goal, Charismatic, and Transformational Theories of Leadership have not clearly focused at the strategic level but only focused to stimulate followers. However, the previous leadership theories have focused in varying degrees on one or more aspects of physical, mental, or emotional elements of human interaction in organizations and neglected the spiritual component (Yusof, 2011). In today's' era, one of the new dimension for leaders is spirituality. Importance for workplace spirituality and leadership spirituality is increasing day by day. The spirituals issues got less attention and focus by the researchers during the leadership research and those spiritual qualities are commonly overlooked in relation to leadership positions (Thompson, 2000). Fairholm (1996) asserted that encouraging the spirit at work needs leaders to consider and reply to yet another aspect of human life beyond those commonly identified with leader-follower relationship. This response led to the emergence of theory of spiritual leadership. According to Fry (2003), "Spiritual leadership is a causal theory based on an intrinsic motivation model that incorporates vision, hope, faith, and altruistic love; theories of workplace spirituality; and spiritual survival and well-being". The practicing spirituality at the workplace not only improves morality and productivity for business but a lot of other benefits can also be achieved like low absenteeism, higher profits, higher organizational commitment, team efforts increases, job satisfaction, lower turnover etc. Spiritual leadership, as a model for organizational development and transformation, can guide the evolution of positive organizations in which human wellbeing and organizational-level performance can not only coexist but also be optimized. When an employee feels connected with others, with self and the organization higher organizational performance can be achieved thus helping organizations in achieving their desired goals. Spiritual leaders

clarify followers' moral identities, strengthen, and deepen their commitments for organizational success (Fairholm, 1996). But organizational performance is also affected by leadership practices, which are impacted by gender diversity. The effect of gender on leadership practices has been acknowledges and same is also supported by the empirical studies. It has been approved by different researches like Bodla and Hussain, 2009; Eagly et al, 2003 and Kanter, 1995 that gender differences have impact on leadership styles.

By keeping into view, issues discussed above, the present study is designed in Pakistani context and has been carried out in banking sector of Pakistan.

The objectives of this study are as follows

To investigate the effects of demographics like gender on spiritual behavior of leaders.

To highlight the Impact of Gender Diversity on Spiritual Leadership and Follower's Need;

To determine measures of job satisfaction; and to suggest a framework on the relationship between spiritual leadership and job satisfaction in a multidimensional approach

In order to discuss these issues, i.e. the effect of gender on dimensions of spiritual leadership behavior (vision, hope, altruistic love) and follower's need for spiritual survival/well-being (calling/Meaning), the next section describes the research already conducted in this area.

Literature Review

The study conducted in the past decade and most of the leadership literature investigates specific characteristics of an effective leader and the importance of leadership development in creating successful leaders for improved organizational performance. A very few studies have been conducted in spiritual leadership by the researchers and are still considered scarce (Usman, 2010; Aydin and Ceyland, 2009). Reave (2005) conducted research on "Spiritual values and practices related to leadership effectiveness" and concluded that there is an emerging evidence that spiritual values and practices are related to leadership effectiveness. Malone and Fry (2003) presented their paper "Transforming schools through spiritual leadership: A field experiment" at the 2003 Meeting of the Academy of Management and pointed out that the effectual leader-ships contain higher levels of employee commitment, dedication, productivity, and customer satisfaction when employees' spiritual requirements are fulfilled and aligned with organizational vision and values.

Bodla and Hussain (2009) during their study on "Gender

Table 1. Sample Composition by Gender.

Gender	Sample (N)	Percentage
Female	78	17.1
Male	378	82.9
Total	456	100

differences and leadership: An empirical evidence" investigated the impact of gender on leadership practices and follower's need for leadership. Findings of this research are that employees perform differently at the workplace due to different characteristics and gender is one such demographic variable that affects the performance of employees both as follower and leader. Styfla (2008) looked into the impact of gender on leadership styles by using a sample of 115 (34 females and 81 males) employees collected from different organizations. The findings and results of this research were found consistent with results of previous researches. Results showed that females were focusing more on consideration leadership style while male were adopting the combination of initiating structure and consideration oriented leadership style. Rozier and Hersh-Cochran (1996) investigated gender differences in term of use of power, preferred supervisory style and leadership roles. This study was conducted by determining supervisory style and leadership roles of 545 managers of different organizations of which 58 percent were women. The findings of the research showed that the males prefer to use more masculine leadership traits while females prefer to follow transformational supervisory style. Eagly and Johnson (1990) conducted a research for meta-analytic purpose. The researchers used and reviewed a sample of 162 studies to observe the leadership style of males and females. Results revealed that females are more democratic as compare to males.

METHODOLOGY

The methodology deals with the technique of investigation and a process of research, essentially empirical in data collection and data analysis (Sushil, 2001). Thomas Kuhn (1970) has viewed in his work "The Structure of Scientific Revolutions" that in the natural sciences established paradigms are undermined by the emergence of new theories after a passage of time. In social science research and using its techniques and research parameters, it is even more difficult to retain a paradigm in its original form due to the ever-changing nature of human societies (Fani, 2008). The focus of this research is to study the Impact of Gender Diversity on Spiritual Leadership and Follower's Need for Spiritual Survival/Well-being and therefore, field survey was used to collect data. The field survey is one of many available research methods and a wide variety of data-collecting techniques, including various kinds of interviews, questionnaires, census data, tape recordings, projective techniques, and content analysis of essays and stories are used in field survey (Mills, 1951). Fink describes surveys as ways of

producing information to describe, compare, and predict attitudes, opinions, values, and behaviour based on what people say or see and what is contained in records about them and their activities (Fink, 1995). Methodology is divided into three subsections. First part describes about the target population and sample, second part describes the data collection technique while third part discusses the characteristics and sources of measures.

Targeted Population and Sample

Multistage stratified random sampling was used to collect data from banking sector and strata were constructed based on the public, private but national and foreign banks. At the first stage for this research, 23 banks were chosen from Bahawalpur and Multan cities, out of which 4 were public banks, 14 were private but national banks and 5 were foreign banks. The selected 23 banks have more than 100 branches in Bahawalpur and Multan cities. Then at second stage, out of more than 100 branches, 55 branches were selected and from these branches (OG-1, OG II and OG III) officer grades were selected for data collection purpose.

Data Collection Method and Procedure

For this purpose, field survey was used for data-collecting which comprises the common questionnaires through self-administered survey. Self-administered questionnaire was designed and was used as a means of ensuring some consistency in the data gathered during the research. Self-administered questionnaires facilitate confidentially and anonymity (Fani, 2008). Questionnaire consisted of two parts: first part was related to demographics while second part consisted of information about spiritual leadership (vision, hope, altruistic love). 1000 questionnaire were administered to targeted employees. Out of 1000 questionnaires, 480 questionnaires were returned. So response rate was 48%. The responses of 24 questionnaires were incomplete. Therefore, 456 were entered into SPSS for analysis purpose. Table 1 and Figure 1 shows percentage of gender of employees.

In sample, 17.1% respondents were female while ratio of males was 82.9 %.

Measures

Spiritual leadership behavior was measured through 17 items (5 for vision, 5 for altruistic love, and 7 for hope/faith) and these items were adapted from Fry (2003). The cronbach alpha for vision was found to be 0.872, for hope/faith 0.877 and for altruistic love, it was 0.874. The cronbach alpha for spiritual leadership was found to be 0.816.

Follower's need for spiritual survival/well-being was measured through 10 items (5 for calling/meaning and 5 for membership). The cronbach alpha for calling/meaning was found to be 0.861 and for membership it was 0.76. The cronbach alpha for follower's need for spiritual survival/well-being was found to be 0.866.

Moreover, these items were measured on 7 point likert scale. ("1" for strongly disagree to "7" for strongly agree). The data sets were analyzed through SPSS. The results of the study are discussed in next section.

RESULTS

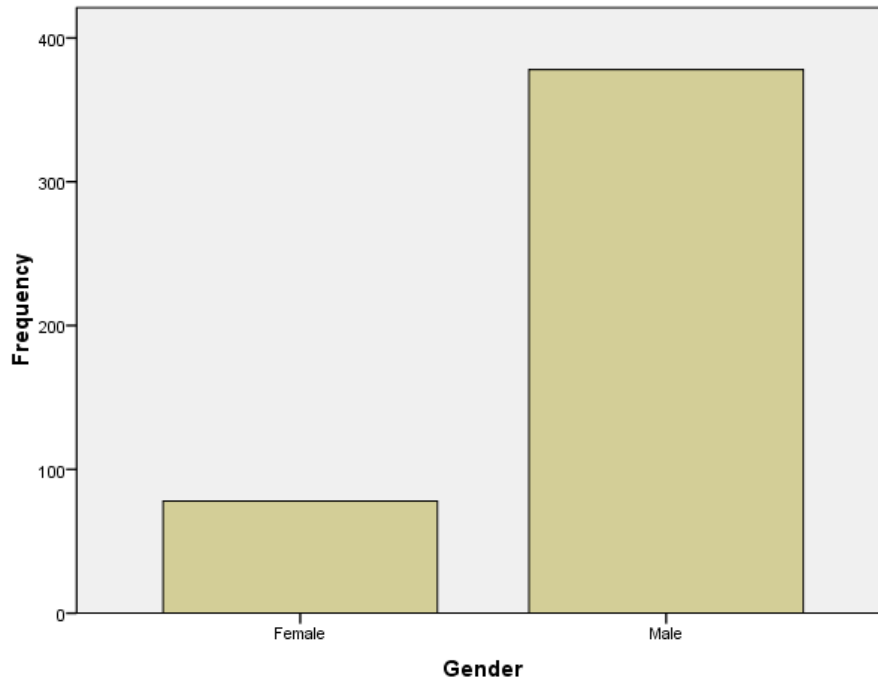In this section, we will discuss the empirical results of

Figure. 1. Graphical representation of Sample's Gender.

gender diversity on spiritual leadership behavior and follower's need for spiritual survival/well-being. If a number of hypothesis constructed in the light of previously conducted researches were tested on the basis of empirical evidences taken from data then collected data will be analyzed by using SPSS (Sattar T, 2010). Thus, the data collected was analyzed by using SPSS to measure the impact of gender diversity. The measures are given in next sub-section.

Effect of Gender on Spiritual Leadership

Independent Sample t-test was used to test the impact of gender on characteristics of spiritual leadership by males and females employees. The results are given in Table 2. The results of Table 2 shows that on average female followers perceived that their leader pay more attention to future direction of the organization, while male followers did not find their leader's behavior visionary. It can be depicted from analysis that male followers are less hopeful than female followers towards leader's behavior that what is desired and expected from leaders will be fulfilled. It can also be concluded that male followers have less faith upon their leader's spiritual behavior as compare to their female followers. Researchers investigated that female followers are more inclined towards value of altruistic love of leader's spiritual behavior as compare to

their male followers. In next sub-section, impact of gender diversity on follower's need for spiritual survival/well-being is empirically investigated.

Effect of Gender on follower's need for spiritual survival/well-being

Impact of gender diversity on follower's need for spiritual survival/well-being is tested through Independent Sample t-test. Results of analysis are given in Table 3 shown below.

Results showed that female followers feel that they can make difference in others life and through this, they can find meaning and purpose in their life. Female followers feel themselves a part of the organization and realize that they are being appreciated and understood at the workplace.

Conclusion

The study has investigated that impact of gender on spiritual leader's behaviors and follower's need for spiritual survival/well-being. The gender effect showed that males and females are different in their opinion about their spiritual leader's behavior. The empirical results showed that female followers rated highly towards

Table 2. Gender's Influence on Leader's Spiritual Characteristics.

	Mean (Female)	SD	Mean (Male)	SD	Mean Difference	df	t value
Vision	5.76	0.64	5.61	0.58	-0.15	454	-0.953
Altruistic Love	5.89	0.76	5.85	0.52	-0.033	453	-0.272
Hope/Faith	5.38	0.59	5.23	0.42	-0.15	454	-0.106

Mean Difference is significant at level of 0.05 (two tailed).

Table 3. Effect of Gender on follower's need for spiritual survival/well-being.

	Mean (Female)	SD	N	Mean (Male)	SD	N	Mean Difference	df	t value
Calling/Meaning	5.80	0.53	78	5.67	0.63	378	-0.14	454	-0.323
Membership	5.57	0.45	78	5.32	0.55	378	-0.25	454	-0.104

Mean Difference is significant at level of 0.05 (two tailed).

visionary behavior of leader's spiritual behavior and have focus on values of altruistic love of spiritual leaders while males have rated low towards both of these spiritual leader's behaviors. This shows that female followers believe that performance leads to rewards and rewards are a motivation for followers to perform effectively. Female followers rate higher towards follower's need for spiritual survival/well-being. Female followers feel that the the duties they perform at the workplace makes difference in life of other employees. Similarly, female followers feel more appreciated and understood in the organizations they are working with. Thus the findings of reserch have shown that depite the different forces affecting employee's behaviors, employees behave differently due to different demographic effects towards their leader's spiritual behavior.

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