

Chapter 4

Boosting Human Capital via Spiritual Leadership: An Example From Turkey

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ABSTRACT

The related field research was conducted with the participation of 360 people. The respondents are working in public and private institutions in the service sector. During the analysis and analysis of the research data, SPSS (statistical package for the social sciences) program was used, and the data were analysed. With the factor analysis made, the questions were examined in detail within the scope of six sub-dimensions of spiritual leadership behavior patterns and the data were analysed. According to the results of the research, it has been observed that there may be changes in the attitudes and opinions of some of the dimensions of spiritual leadership behaviors based on the age, gender, marital status, educational status, sector, position, working time in the institution where they are currently working, and total years worked. Moreover, this study is illuminating regarding the positive effects of spiritual leadership on human capitals of white collar employees in Turkey.

INTRODUCTION

In modern business life, owing to the increasing competition, it has become very difficult for organizations to gain superiority among each other. As a result of increasing intellectual and technological developments in recent times, societies whose economy is based on agriculture have been replaced by industrial societies and industrial societies have started a change and transformation in the definition of leadership (Narcıkara, 2017). The changing management needs and the hunger of human nature for spirituality have increased the importance of spiritual leadership, which is known as the spiritual leadership style and which is a new leadership model that opens up a space for spirituality in the business environment. There is evidence that workplace spirituality programs not only lead to beneficial personal outcomes such as increased positive health and psychological well-being, but also improved employee engage-

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ment, productivity, and reduced absenteeism and turnover. Companies perform better if they emphasize workplace spirituality through both people-centered values and a model of high engagement between the company and its employees. Moreover, there is growing evidence that a more spiritual workplace is not only more productive, but also more flexible and creative, as well as a sustainable source of competitive advantage (Fry et al., 2017). Moreover, as unethical practices have emerged and now prevail in the modern workplace, organizations have started to desire for alternative leadership approaches (Oh and Wang, 2020) and as a promising approach, value-based leadership as in the case with spiritual leadership (Copeland 2014) has gained importance.

On the one hand, Bozbura and Toraman (2010) state that as a result of recent studies, the human presence used while explaining the intangible assets of organizations has shown that human capital has a positive effect on market value of organizations. Although human capital is a component of intellectual capital, it is seen as the most valuable asset among tangible assets. In this study, the possible positive effect that spiritual leadership can have on human capital in businesses is examined.

In the first part of the study, the concept of leadership, leadership history, leadership types/styles, leadership traits theory, behavior leadership theory, contingency theory in leadership are explained. In the second part of the study, spiritual leadership theory, the concept of spirituality, workplace spirituality, spiritual leadership, spiritual leadership models, dimensions of spiritual leadership are explained. In the third part of the study, the concept of human capital, the concept of intellectual capital, the development of the concept of intellectual capital, its conceptual dimension and the elements of human capital and intellectual capital are explained. In the fourth part of the study, the methodology of the study is given. In the related field research, google forms questionnaire was used as a measurement tool. As a result of the analysis conducted in this study, it has been revealed that spiritual leadership has a positive effect on human capital of individuals working in Turkish companies.

Spiritual Leadership

Spiritual leadership has been deliberately developed so that it can be applied in both religious and non-religious organizations (Fry 2003). In spiritual leadership theory, it is regarded that spirit is the abstract reality at the center of one's personality that provides the deepest dimension of spirituality experience. Spirituality is a universal force that activates the need for self-transcendence and therefore the feeling of being connected with everything in the universe, but it can also take place in groups and organizations (Kriger and Seng 2005). Spirituality is related to the qualities of the human spirit that bring happiness to oneself and others, such as love and compassion, patience, tolerance, forgiveness, sense of responsibility, integrity, harmony and contentment (Fry 2003).

Spiritual leadership comes from an inner life nourished by spiritual practice that develops the value, attitude and behavior exhibited in order to spiritually encourage oneself and others, so that people build a sense of spiritual well-being (Fry & Cohen, 2009). Compared to other leadership types, spiritual leadership seems to have a holistic perspective. Spirituality in leadership focuses on advancing in accordance with universal values such as honesty, integrity, love, compassion, gratitude, which affect a leader's characteristics, behaviors, attitudes and abilities. It also states that the concept of spiritual leadership is not limited to the context of leading employees and creating a sustainable workplace (Samul, 2019).

When we look at the spiritual leadership theory, it is seen that it is basically based on three features. In Fry's (2003) study, these features are; vision, love of sacrifice and hope/effort. Spiritual leadership emerges by building a love of altruism among group members who pursue a shared vision. It is seen that

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