# Chapter 4
# Effect of Spiritual Leadership on Intention to Quit:
## Mediator Effect of Person–Organization Fit

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## ABSTRACT

*Spiritual leadership is a holistic leadership approach through which organizational members can experience their connection with their spiritual realities. With the help of spiritual leadership, employees can find the inner motivation to show the necessary altruism to serve for the common good and vision. Thus, they find the opportunity to experience meaning in their workplace. This study has focused on spiritual leadership and its possible effects on person-organization fit and turnover intentions among Turkish academicians. Moreover, in this study, the mediator effect of person-organization fit in the relationship between spiritual leadership and turnover intentions has been examined. The research model has been investigated among academicians from various Turkish universities. In the related field research, 190 usable surveys were obtained, and the research data has been examined in SPSS 20. Results showed spiritual leadership has a negative effect on turnover intentions and person-organization fit acts as a mediator in this relationship.*

## 1. INTRODUCTION

Dissatisfaction with materialism and ever increasing number of problems and ills of modern world, gave birth to new expectations regarding corporate managers. Modern people are overwhelmed by many social, psychological and economic problems having their roots in excessive greed and a lack of love and compassion (Cacioppe, 2000). Thus as Moxley (2000) claims a renewed search for integrity in life, harmony and peace in the minds of people, namely a new spiritual journey is quite important for modern individuals. In this point, spiritual leadership theory is seen as a significant help in solving the problems of contemporary business environment and attracts attention of several management scientists (Moxley, 1999; Fry, 2004).

The previous leadership models often focus on subordinates' internal motvation and they mostly ignore higher order requirements. Moreover, they often ignore the fit between organizations' value systems and individual kevel values (Fry, 2003; Reave, 2005). In contrast to previous leadership styles, spiritual leaders are good at understanding the relationship between individual values and organziational values, hence, they give importance to integrity.

In this study, spiritual leadership is accepted as the focal point since it acts as an intrinsic motivator motivating employees and making them hopeful and creating alignment with their surrounding (Narcıkara and Zehir, 2016). In this study, we assumed that spiritual leadership behavior of the leaders will effect turnover intentions of followers positevely and this relationship will be mediated by the person-organization fit perceptions of the employees. Without doubt, in order to understand spiritual leadership, understanding the construct of spirituality is very important.

## 1.1. Spirituality and Spiritual Leadership

Studies regarding spirituality seems to be a kind of upheavel to the corporate greed and oppression of the 1980s. In the extant literature, workplace spirituality is accepted as an intensely philosophical construct related to private lives of individuals. It can also be understood as a perspective of individual and organizational norms and values promoting transcendence through activities at work, contributing to the sense of being connected that results in feelings of compassion and enjoyment (Giacalone and Jurkiewicz, 2003). Most of the academic definitions concerned with spirituality claim that spirituality encompasses a sense of wholeness, a sense of connectedness, and inclination to focus on deeper values of individuals (Milliman, Czaplewski and Ferguson, 2003).

An important aspect of spirituality at work is alignment of employee and company goals and values. It can be regarded as organizational level spirituality. According to spiritual leadership researchers, individuals experiencing a strong sense of alignment of their purposes with their organizations purpose can experience meaning in their work. Aligning organizational values and personal values is possible when one can contribute to other people (Milliman, Czaplewski and Ferguson, 2003). Search for common good is also among the most significant elements of workplace spirituality. Spiritual needs can be fulfilled by acceptance of individuals' responsibility for the common goods. That is why, as Garcia-Zamor (2003) claims experiencing spirituality at work is an important goal of workplace spirituality and necessitates changing organizational climate by transforming the leadership style of leaders and followership styles of employees in order to make humanistic practices and policies of the organization become integral parts of day-to-day functions.

In fact, leaders' inclination to boost spirituality at workplace results in higher integration, serving as a means to make employees more engage in their jobs with both their souls and minds (Narcıkara, 2017). Spiritual leadership model attracts attention to both the importance of succeding organizational goals, and also attaining overall growth of society, through membership and calling (Contrereas, 2016). As defined by Fry (2003), conceptually spiritual leadership has its roots is in an intrinsic motivation model that combines theree important dimension, namely "vision," "hope/faith," and "altruistic love" that describes an effective leader. In his model Fry (2003) incorporated spirituality into leadership.

In this model, three spiritual factors regarding leadership are mediated by the two characteristics of followers to effect positive organizational results. These follower characteristics are: (1) meaning/calling: "the experience of transcendence in work and making a difference through service to others and, thus creating meaningfulness and purposefulness (Hannah, Walumba and Fry, 2011); and (2) membership:

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