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RESEARCH PAPER

Impact of Spiritual Leadership on Organizational Development by Taking Authoritative Management Style as a Moderator

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ABSTRACT

Purpose of this research paper is to find out moderating role of Authoritative Management Style in relation of Spiritual Leadership and Organizational Development because this variable is never before identified in this relation. We developed roots for our research by consulting other articles of Emerald Insight and Science Direct on our scope. We also conducted questionnaires from Telecommunication (Mobile) sector for such research conveniently. We found out positive significant moderating role of Authoritative Management Style in the relation of Spiritual Leadership and Organizational Development.

Key words: *Spiritual Leadership, Organizational Development, Management Style*

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INTRODUCTION

This research paper is produced to find out the relationship between Spiritual Leadership and Organizational Development by taking Authoritative Management Style as a moderator. Previous researchers define the significant relationship between Spiritual Leadership and Organizational Development directive and having the role of other variables that act as the mediating or moderating variables in this relationship. Authoritative Management style is used as a moderator in a wider range of relationships between any two or more variables. The relationship between Spiritual Leadership and Organizational Development is never tested before taking authoritative management style as the moderating variable. So we took this relationship for the sake of our research to test the relationship either it exists in the real world or not.

Every organization knows how better Spiritual Leadership can increase Organizational Development but it has a very little know how about how management style can strengthen or weak the relationship between these two variables. This research identifies the management style as the factor which makes the relationship strong between Spiritual Leadership and Organizational Development. We can assure high Organizational Development by implementing the concept of Spiritual Leadership in the organizations and this relationship could be more positive if the leaders are enough to build the trust in the employees of the organization by giving more attention to the management styles to improve the productivity. So we can say that the relationship between the independent variable Spiritual Leadership and dependent variable Organizational Development, and management style, that plays a role of catalyst to strong this relationship, is playing a role

of moderator in this relationship to increase the Organizational Development. The impact of Spiritual Leadership on Organizational Development can be very effective for the organizations which include Spiritual Leadership in their main objective, as nowadays, employees are more focused on the things related to spirituality like they ask questions of themselves that are spiritual in nature like they are doing hard work and focused on the job that adds no value to their life. This increases the sense of many negative things in the employee which are not even good for employee as well as for the organization. To reduce this problem we are giving the concept of Spiritual Leadership that can be more effective for the organization whose leaders are giving attention to the spiritual issues of the employees those results in inefficiency of the working conditions of the employees in the organization.

PROBLEM STATEMENT

To find out the relationship between Spiritual Leadership and Organizational Development by putting Authoritative Management Style as moderator in it.

LIMITATIONS OF STUDY

It was limited to the people who are employed in organizations of Lahore. The population size of the study was 120 which were limited. The study was limited to a specific time period; it was cross sectional time horizon because data was collected only one time. It was only be for employees of telecommunication (Mobile) sector of Lahore.

SCOPE OF STUDY

Scope of the study is to find out the outcome of telecommunication (Mobile) Sector through Authoritative Management Style.

METHODOLOGY OF THE STUDY

The purpose of the study was to gather quantitative data by filling questionnaires from different employees of telecommunication (Mobile) sector within Lahore. The convenience sampling was used.

OBJECTIVE

1. To find the relationship between Spiritual Leadership with Organizational Development.
2. To investigate the moderating role of Authoritative Management Style between Spiritual Leadership and Organizational Development.
3. To provide the recommendations about the improvements.

LITERATURE REVIEW

SPIRITUAL LEADERSHIP:

A leader must keep two things in mind. First the leader should have a priority and second that as a leader the aim is not to be all things to all people, but to focus on strengths and have the support at hand for weaker areas. The literature says, according to spiritual leadership in different angles:

“Spirituality at work is viewed as a mainstream idea that speaks about various routines like compassion, looking for a larger purpose, finding out and personal progress. The foremost goal of this is trained used to be to compare the result of religious management on institution efficiency.” (Reza Salehzadeh, 2015). “The notion of “consider” and “vigor” are foremost, but nonetheless underneath-examined within the working out of organizational spiritual management. Management is essentially the most principal component as leaders are the position items for the firms they lead.” (Geh, 2014). “Spiritual Leaders/non secular Leaders are the individuals skilled ample to alter the way

in which others “see “and “do” things. They take accountability and affect the attitudes and moves of others in order to obtain mutual purpose in an effort to ultimately advantage the entire staff.” (Crossman, 2010). “For organizations and prosperity of workers, the workplace, spirituality and spiritual management are considered as virtuous and priceless.” (Lips-Wiersma et al., 2009). “Spirituality isn't any distinctive religion; instead it combines the entire normal standards and truths of each faith. Now could be the time to maneuver from a scientific and materialistic process of the twentieth century to non secular process of twenty first century. With the aid of more than a few realistic examples it is shown that spirituality is helping people in picking out the meaning and the reason of their work” (Cacioppe 2000). “Large connection” between their leader’s disposition to spirituality and his or her influence on their work. For these persons, spirituality connotes the essence of which we’re our internal selves; break away the simply physical, but including the bodily. It describes those important human values universal and throughout time, that train us that humanity belongs in the larger scheme of matters and the way harmony will also be realized in life and work.”(Heerman, 1995). Research by means of Jacobson (1994) and “demonstrated by the creator, strongly means that mature leaders and different workers in our corporations are seeking greater than purely economic rewards on the job. They are redefining work to incorporate the pleasure of their inner desires for religious identity and pleasure.” (Jacobson, 1995). “Spiritual leader’s focal point on best ethical values like integrity, independence and justice these values draw heavily on principles from Judeo-Christian teachings (Erteszek, 1983). They reflect core American values.”(Fairholm 1991). “Creating spiritually oriented work-areas include determining after which nurturing core values among followers. More and more businesses are constructing leaders who lead from spiritual values. Management based on spirit involves putting your existence and your cash where your values are. This can be the one strategy to lead within the coming new world.”(Fairholm 1991). “Organizational spiritual management is, I argue, about managing the religious vigor of a group, thereby igniting the vigor of consider, first in the chief, and then in these across the chief.”(Clawson 2012). “The release of well-known trade publications addressing non secular management has for example, given upward push to criticisms of too many unchallenged assumptions and superficiality in the literature.” (Driscoll & Wiebe, 2007). From the 1980s “new” SPIRITUAL management theories placed a higher emphasis on emotional, moral and subjective values. (Modaff, et al., 2008). “A local weather of professed neutrality nourishes relativist systems to spirituality that’s particularly valuable in view that the situation of non secular management in secular companies. Non secular relativism has a protracted historical past and certainly is intrinsic to Durkheim’s (1915/1968) view that religions can't be placed in a hierarchy being equally genuine after their possess fashion and responding to the same problems and questions that arise from human existence.” “Spiritual relativism has been mentioned as a respectful and viable procedure within the increasing quantity of globalizing offices which are characterized by using a “matrix” and “synergy” of varied religious perspectives on how things should be carried out.” (Geroy, 2005). “Tangible benefits of non secular systems such as increased morale, the discount of stress and staff-turnover, multiplied net earnings and ultimately, an optimistic impact on share prices.” (Crossman, 2008). “Observing how organizations interpret non secular leadership and producing organizational research will certainly contribute an excessive amount of needed insights about what religious leadership includes on an each day basis.” (Millman and Ferguson, 2008). “The type of approaches in which corporations interpret non secular leadership and the range of sophistication and complexity worried in that interpretation will have given upward thrust to the comment made with the aid of Driscoll and Wiebe’s (2007) that history may either relegate religious leadership as a instrument for “soothing staff psyches” or witness its contribution to a changed management. Effective leaders from the Tao perspective, pay attention to nurturing, showing empathy, supporting the

emotionally fragile and promoting harmonious interpersonal relationships (yin) as well as to tasks and goals, the “doing” part of leadership and the rational (yang).” (Durlabhi, 2004). “Mighty and spiritual leaders from the Tao point of view, pay concentration to nurturing, displaying empathy, helping the emotionally fragile and selling harmonious interpersonal relationships (yin) as good as to tasks and objectives, the “doing” a part of leadership and the rational.” (Thompson, 2005). Sendjaya et al. (2008) refer to spiritual, “transformational and repair leadership as examples of “value centered theories of management” all with long-established non secular factors which have emerged in keeping with a local weather of bullying, unethical management and the abuse of vigor in toxic businesses.” Driscoll and Wiebe’s (2007) “query as to if office spirituality is easily a reinvention of prior educational “wheels” reminiscent of “human relations, company social responsibility, human resource and organizational development”, does now not go far back adequate.” “As Blackaby (2001) in *Spiritual Leadership* have highlighted toothed preoccupation of leading Western religious chief’s places emphasis on: religious leaders are perpetually investing within the next new release of leaders.” Clawson’s (2012) definition of spiritual leadership: “Spiritual Leadership is about managing energy, first in yourself, and then in those around you. Organizational spiritual leadership is, I argue, about managing the spiritual energy of an organization, thereby igniting the power of feel, first in the leader, and then in those around the leader.” “Organizational spiritual leadership when one creates an organizational environment that allows the above to take place. In particular, the environment becomes more energizing as more such narratives or stories overlap each other (Clawson and Newburg, 2009).” “Crossman (2011) said that, spiritual leadership (SL) invokes the sense that a leader is bringing others forward so that they feel there is a “calling” or shared goal.” “There are six essential elements, all of which are important at work, that constitute the heart and art of transcendence of spiritual leadership” in all major religions and spiritual growth traditions: ethical training; development of concentration; emotional transformation; a redirection of motivation from egocentric, deficiency-based needs to higher motives, such as self-transcendence; refinement of awareness; and the cultivation of wisdom.” (Walsh and Vaughan, 1993). “Research by Jacobson (1994) and confirmed by the author, strongly suggests that spiritual leaders and other workers in our organizations are seeking more than merely economic rewards on the job. They are redefining work to include satisfaction of their inner needs for spiritual identity and satisfaction.” (Erteszek, 1983). Said that, “Spiritual leadership asks us to reject past models of human leadership that focused on values of self-interest. These earlier models are energized by implicit values, focusing on power, wealth and prestige. Rather, the transcendent values of spiritual leaders include a rejection of these self-interest values.” (Fairholm, 1991) said about spiritual leaders that, “They reinforce our traditional beliefs in the dignity of all people. They define corporate leaders as the trustees/stewards of life and resources. They reflect ideas of what is good for individuals and for groups – convictions about what will promote the faith, or protect the country, or build companies, or transform our schools. Spiritual leaders clarify followers’ moral identities and strengthen and deepen their commitments. Spiritual leaders make connections between others’ interior worlds of moral reflection and the outer worlds of work and social relationships.” “Spiritual leaders, create meaning for others. They engage the heart (Kouzes and Posner, 1987). Spiritual leadership is about finding shared meaning, not about coercion or force. It is about persuasion, about right or wrong. “Spiritual leadership is active and action involves risk. Leaders need to challenge existing work and team processes.” (Kouzes and Posner, 1987). “Leadership based on spirit involves putting your life and your money where your values are. This may be the only way to lead in the coming new world.” (Fairholm, 1991).

AUTHORITATIVE MANAGEMENT STYLE:

“An authoritative supervisor supplies a transparent path and takes the staff ahead with shared ambitions. She/he’s notably strong when a team or service has run into problems.

The authoritative manager motivates crew participants by using making it clear to them how their work fits right into a higher vision for the institution and why what they do issues. She/he promotes dedication to the task and permits crew participants the liberty to innovate and scan." (Kilner, 2014) "Authoritative supervisor enable others to make decisions, feels he/she is the most qualified and skilled, considers his/her views to be most valid, lacks self assurance in others talents, primary of differing opinions, hardly ever offers attention, is effectively offended, uses others for his/her advantage, action oriented, totally competitive. The largest weakness of this style is the failure to recognize the talents and expertise inside other people. They're typically denied possibilities to make use of or exhibit their skills in determination-making venues. Yet, the finest force of this kind is to provide motion when it is wanted." (Brown, 2007). According to Hersey, "An Authoritative management form shouldn't be major with the intention to sustain the carrying on with use of the approach as soon as a fulfillment culture is achieved." (Hersey, 1993) "Exploitative authoritative process makes use of an autocratic, high-down technique to management. Worker evaluation is established on punishment and sometimes on rewards. Downward communiqué is predominant and there is little lateral interaction or teamwork. Both manage and choice making stay on the prime stage of the group." (Lewin, et al., 1939). "This system is similar to Exploitative authoritative method however administration tends to be more paternalistic. Employees are given just a little extra freedom than in Exploitative authoritative method. Administration defines the restrained boundaries for interaction, communication and resolution making." (Lewin, et al., 1939). "Authoritative management style and main requirement for successful implementation of performance size programs. Nonetheless, an Authoritative management type is not important to be able to sustain the carrying on with use of the method once an achievement culture is carried out" (Umit, 2006).

ORGANIZATIONAL DEVELOPMENT

"Development / progress of an institution is a deliberate effort, huge group and managed from the top to increase to group effectiveness and well being through planned interventions making use of behavioral science abilities in the institution's tactics." (Beckhard, 1969). "Vast systematic software of behavioral science expertise to the deliberate progress and help of organizational constitution, procedures and procedures for improving an institution's effectiveness is an institutional development." (Worley, 1997). "Development of group is a body of advantage and follow that enhances character development, organizational efficiency, methods that exist inside a greater system, which has its own attributes and levels of alignment. Institution development interventions in these methods are inclusive methodologies and procedures to group design, strategic planning, and management progress, and change administration, variety and performance management." (Isabel Faro Albuquerque 2014). "Organizational Development is a complete process of planning a sequence of deliberate intervention systems in an effort to be higher for the effectiveness of the institution and excellent for contributors working within the organization. Ancient units of progress have created great revenue by means of extending capital costs through now there's also a development of attaining the organizational progress intention with the aid of developing the attention of entire figuring out of institution and its atmosphere." (Holland and Salama, 2010). Organizational development is a complete system of planning a sequence of planned intervention approaches so we can be better for the effectiveness of the group and excellent for individuals working in the institution. Historical items of development have created great profit by means of extending capital charges by way of now there is also a trend of reaching the organizational development goal through developing the awareness of complete understanding of institution and its environment." (Cummings and Worley, 1997). "Organizational development has five predominant characteristics. First and the most important, OD is a reputation of deliberate proactive procedure. Secondly, OD offers

with all the routine which can be carrying out within the group. 1/3, each exercise that's happened within the group initiated with the aid of top managers. Fourth, OD creates a group's drawback solving advantage to achieve the pursuits of institution in a finite approach. Ultimately, OD is inquisitive about deliberate trade."(French and Bell, 1990). "The element that performs the primary function in the amazing organizational progress is in the attitudes of the employees and the associated thoughts and feelings created by using the leaders of the organization." (Northouse, 2010). "The key for strong organizational progress starts with the complete knowledge of how the leader ponders on a private foundation." (Dyer, 2004). "Organizational development is a process that deals with culture, values beliefs, and behaviors of workers." (Sisaye, 2005). "Organizational progress structural issues, offers with organizational positional preparations, and the job events involving mission in the institution." (Sisaye, 2005).

"The Organizational development no longer simplest focuses on administrative buildings and the efficiency of the group nevertheless it additionally makes a specialty of individual grooming of the employees that's expected to work for the improvement of the institution."(Buller and McEvoy, 1989). "Organizational Development is something new from strategic Human resource. It focuses on to increase the organizational effectiveness and take appear on the entire method of the institution." (Sandip Gohil, Prakash Deshpande 2014). "Organizational development is sincerely about treating workers as a person with a set of wishes, which might be most important in his work and lifestyles." (Margulies and Raia, 1972).

SPIRITUAL LEADERSHIP AND ORGANIZATION DEVELOPMENT

It is examined that central part of spirituality is the finding the way of one's work. In the workplace, many people want to rediscover what they want and care about in their lives and tried to find work that they love to do. People are discovering ways to be more of them at work they are seeking a way to be authentic in what they do and how they do it. For this purpose organization must care for the complete employee's emotional, physical and spiritual well-being. To develop a determination for organization activities that are in harmony with all of life, leaders have a main role to provide the situations where balance can be returned to employee's lives. For employees in the spiritual journey at work is to identify their most important values. This will help them to concentrate on the core beliefs which they have hold in their life. This can be of importance to employees since it causes examination of the actions and priorities in their lives and can bring out the differences between their organization's objectives and values and their individual values. Spirituality at work is for the people to reshape their role within the organization and evaluate the importance of their work. It is important for individual and organizational learning and development. (Cacioppe, Creating spirit at work: re-visioning organization development and leadership- part 1, 2000). Spiritual leaders are basically the moral leaders. The Moral leaders always focuses on not to compromise, accommodate, or to settle in a place where their core values are at first priority .when the spiritual leader work in organization with the spiritual; beliefs it will be the of the success of organization or the result will be in increase of organizational development. Although, spiritual leaders may prefer to challenge the ideas of opposite party, than they start to accommodate them. The spiritual leaders sometimes be outspoken to alternate the value of organizations systems. Spiritual leaders insist the better value of the organization over other leadership models. According to the traditional workplaces in the world the roles may be similar, but spiritual leaders apply them in different way to accomplish the basic focus of organization development. Leadership always works on the principles of action, Motivation on spiritual basis. The application of spiritual leaders in the work situations Focus on spiritual orientation that creates that type of place for the employees which will encourage them to do their work with full zeal to increase the team effectiveness and to achieve the goal of organization development. It is like a focus on doing good while doing well. The

infrastructure of spiritual leadership is an idea creating the moral leadership that focused on the services of organization. The spiritual leadership is directly devoted to the high principle of selfless goals for others in the organization. Spiritual leadership rejects the power to secure the goals of organization. It is neutral of freedom of human and choices, and these choices can be very painful sometimes that they take according to the decisions and priorities of organization. The major factors of spiritual leadership include building shared values. Spiritual leaders always create the sense of shared community which is beneficial for organization. (Jacobson, S. 1995)

SPIRITUAL LEADERSHIP AND AUTHORITATIVE MANAGEMENT STYLE

Spiritual leaders exhibit a sustained ability to build consensus and lead authoritatively and democratically within the framework of a common vision. (Fairholm, 1996) Encouragement of Spirituality in the workplace can lead to increased creativity, integrity and trust, a sense of personal development, organizational commitment, job satisfaction, job involvement, and work consciousness, motivation, performance and productivity (Fattahiyah, Horri, & Panah, 2013). So, both take vision as a major input to make their employees more committed to their jobs and to keep the activities more focused on the achievement of the shared long-term goals, which ultimately results in the growth and development of the organization.

Authoritative Management Style and Organizational Development

The authoritative manager motivates team members by making it clear to them how their work fits into a larger vision for the organization and why what they do matters. He/she leads and properly describes each and everything to their employees. He/she promotes commitment to the task and allows team members the freedom to innovate and experiment. These types of symbols indicate and play a role in the development of the organization. (Goleman, 2000). In the power culture, work is performed out of hope of reward, fear of punishment or personal loyalty towards a powerful individual (Handy, 1985). The power base of the leader forces a degree of fear, deference or utility (Pheysy, 1993). Terms such as authoritative (Likert, 1967), autocratic (Lippitt and White, 1958) and idealistic prime-mover (Quinn and McGrath, 1958) have been used to define the dominant leadership style commonly found within the power culture. Here the leader tells others what to do and he/she motivates employees by “the carrot and the stick”.

CONCEPTUAL FRAME WORK

On the basis of the above appraisals, we propose authoritative management style as a moderator between spiritual leadership and organizational development. This study will examine that how authoritative management style as a moderator will positively or negatively effects on spiritual leadership and organizational development. With the researcher’s spiritual leadership and organizational development broadly studied in the literature with respect to numerous variables, but not authoritative management style as a moderator.

HYPOTHESES

The main purpose of our research is to find out the moderating role of the authoritative management style over the impact of Spiritual Leadership on Organizational Development. There may be consequences in both ways, either the authoritative management style will moderate it or it can retard it. It depends upon the situations that we are going to analyze in our research. For the purpose of quantitative analysis of the inputs, the hypotheses are:

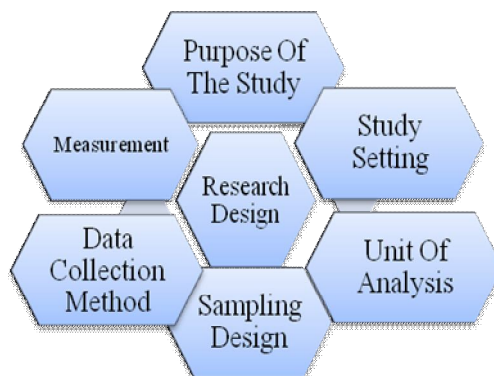
H₁: There is a positive relationship between Spiritual Leadership and Organizational Development.

H₂: Authoritative Management Style moderates the relationship between Spiritual Leadership between Spiritual Leadership and Organizational Development.

RESEARCH METHODOLOGY/PROPOSED SOLUTION

RESEARCH DESIGN:

A research design is a blueprint for the collection, measurement and analysis of data, based on the research questions of the study.



PURPOSE OF STUDY:

A purpose of study is relates with explanatory study because this study is used to relate with variables and explain the relationship between them. We have selected two variables one is Spiritual leadership (Independent variable) and other is Organizational Development (Dependent Variable) and now we have to find out its relationship with respect to Authoritative Management Style.

TIME SETTING:

The time setting in this research was “cross sectional” because we have been collected data from employees of the telecommunication (Mobile) sector only one time.

STUDY SETTING:

This study was done through questionnaire therefore in this research the interference by researcher was minimum which means it was a field study. This study setting is non-contrived and unit of analysis of our research will be individual (employees/workers).

STUDY POPULATION:

As it was very hard to analyze full population, we have used Sampling techniques and methods to gather information for our survey. As our Study was related to Spiritual Leadership and Organizational Development so, we were took a very specific location as a sample from where the data collection was reliable, time saving and cost effective. Population was selected for this research was the employees and workers of telecommunication (Mobile) sector based in Lahore.

SAMPLING TECHNIQUE AND SAMPLE SIZE:

We were randomly selected 120employees. For the purpose of this research, the samples were selected through convenience sampling. All the employees and workers were approach in telecommunication (Mobile) sector where over qualified for the samples were asked to respond to the questionnaire.

DATA COLLECTION:

We were used both Primary and Secondary data. In secondary data we were took references of previous researches for literature review and for Primary data, also known

as “first hand data”, we used questionnaires to collect data and it was quantitative. For the Primary data collection we surveyed more than 170 employees from telecommunication (Mobile) sector located in Lahore and get the data in the form of filled questionnaires.

INSTRUMENT(S) WILL BE USED:

An instrument was used for this research is questionnaire with the response based on a Likert scale. As under follow; move from strongly disagree to strongly agree.

1=Strongly Disagree

2=Disagree

3=Neutral

4=Agree

5= Strongly Agree

The questionnaire will be filled by the 120 employees of telecommunication (Mobile) sector. Each question by each participant was recorded in the SPSS software.

DATA ANALYSIS, RESULTS AND DISCUSSION

The research was conducted to test the relationship between Spiritual Leadership on Organizational Development by taking Authoritative Management Style as a moderator. So to test this relationship a survey was conducted in which employees of different telecommunication (Mobile) companies Warid, Ufone, Mobilink, Zong and Telenor are requested to fill up the questionnaires. A sample of 120 correspondents has been collected. After the data collection the data has been entered into the software named as SPSS and after entering the data the analysis has been performed on it.

RELIABILITY ANALYSIS:

This test was always performed on the entire three variables Spiritual Leadership, Organizational Development and Authoritative Management Style. The reliability test of all variables is given below.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.895	15

Now according to this analysis the alpha coefficient for the items are .895, suggesting that the items have relatively high internal consistency. (Note that a reliability coefficient of .70 or higher is considered "acceptable" in most social science research situations.)

Table 2: Variable wise

Spiritual Leadership

Reliability Statistics	
Cronbach's Alpha	N of Items
.584	5

Organizational Development

Reliability Statistics	
Cronbach's Alpha	N of Items
.815	5

Authoritative Management Style

Reliability Statistics	
Cronbach's Alpha	N of Items
.820	5

Table 3: Frequency Analysis for demographics

Statistics		Gender	Age	Total Income	Company
N	Valid	120	120	120	120
	Missing	0	0	0	0
Mean		1.27	1.98	2.72	2.48
Median		1.00	2.00	3.00	2.00
Mode		1	2	3	1

Table 4: Gender Frequency

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	87	72.5	72.5	72.5
	Female	33	27.5	27.5	100.0
	Total	120	100.0	100.0	

Table 4: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	25	20.8	20.8	20.8
	31-40	73	60.8	60.8	81.7
	41-50	21	17.5	17.5	99.2
	Above	1	.8	.8	100.0
	Total	120	100.0	100.0	

Now here the pie chart showing that the more data was collected from the age group 31-40. 60.8% data was collected from the age group 31-40, 20.8% from the age group 21-30, 17.5% from the age group 41-50 and 0.8% from the age above 50.

Table 5: Total Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10,000-20,000	16	13.3	13.3	13.3
	21,000-30,000	34	28.3	28.3	41.7
	31,000-40,000	41	34.2	34.2	75.8
	41,000-50,000	26	21.7	21.7	97.5
	Above 50,000	3	2.5	2.5	100.0
	Total	120	100.0	100.0	

Table 6: Company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Warid	39	32.5	32.5	32.5
	Zong	27	22.5	22.5	55.0
	Mobilink	22	18.3	18.3	73.3
	Ufone	21	17.5	17.5	90.8
	Telenor	11	9.2	9.2	100.0
	Total	120	100.0	100.0	

ASSUMPTIONS OF REGRESSION

NORMALITY:

In this analysis we checked the value of mean, median, mode, standard deviation and interpreted it according to our scale that was used in the questionnaire. As the Likert scale was used in the questionnaire such as 5=strongly disagree, 4=agree 3=Neutral, 2=agree, 1=strongly agree.

Table 7: Statistics

		SL	OD	AMS
N	Valid	120	120	120
	Missing	0	0	0
Mean		2.0967	2.2167	2.2367
Median		2.1000	2.2000	2.0000
Mode		2.00	2.00	2.00
Std. Deviation		.36666	.53174	.55910
Skewness		-.402	.476	.437
Std. Error of Skewness		.221	.221	.221

The mean and the standard deviation are the two basic descriptive statistics, which are the foundation of more advanced statistics. The value of central of tendency (mean, mode and median) is almost 2 which showed that mostly response from our population is agree and standard deviation less than 1 which assure that response did not deviate much.

Table 8: Correlation

Correlations		SL	OD	AMS
SL	Pearson Correlation	1	.664**	.686**
	Sig. (2-tailed)		.000	.000
	N	120	120	120
OD	Pearson Correlation	.664**	1	.705**
	Sig. (2-tailed)	.000		.000
	N	120	120	120
AMS	Pearson Correlation	.686**	.705**	1
	Sig. (2-tailed)	.000	.000	
	N	120	120	120
**. Correlation is significant at the 0.01 level (2-tailed).				

Correlation between Spiritual Leadership and Organizational Development is 0.664 which is strong but P value is .000 which is below than alpha=0.05 and show that correlation is significant.

Correlation between Organizational Development and Authoritative Management Style is 0.705 which is strong but P value is .000 which is below than alpha=0.05 and show that correlation is significant.

Correlation between Spiritual Leadership and Authoritative Management Style is 0.686 which is also strong but P value is .000 which is below than alpha=0.05 and show that correlation is significant.

REGRESSION ANALYSIS:

Regression analysis is used to investigate the relationship of dependent variable with each of the independent variables. It shows the average magnitude and direction of change in the dependent variable with one-unit change in each independent variable keeping the effect of all other independent variables constant. Confidence level 95% is used in this study with p-value= 0.05 or less to prove significance of variables.

Step 1: Relation Between Independent Variable (Spiritual Leadership) and Dependent Variable (Organizational Development):

Table 10: Model Summary^b

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
dimension0	1	.664 ^a	.441	.436	.39926	1.349
a. Predictors: (Constant), SL						
b. Dependent Variable: OD						

Firstly we interpret the R Square. R square is the coefficient of determination. It shows the percent contribution of independent variables affecting the dependent variable. R square is a measure of goodness of fit of the model and provides information on how well the model predicts future outcomes.

Adjusted R square value = 0.441

Then this would be converted into percentage as $0.441 \times 100 = 44.1\%$

In the model $R^2 = 44.1\%$. This shows that 44.1% variations in organization development are due to spiritual leadership. The correlation strength among organization development and spiritual leadership is 0.664 and is positive which implies that more spiritual leadership is cause of higher organization development.

Durbin-Watson:

The Durbin-Watson statistic is always between (1.5-2.5) values. So value of Durbin-Watson in our regression test is-

Durbin-Watson = 1.349

As value is exact 1.349 so now from this value we can interpret that there is no autocorrelation between our dependent variable and independent variable that we have selected for our research.

Standard Error of Estimate:

The standard error of estimate value is 0.39926 which is less than one (< 1)

Table 11: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.837	1	14.837	93.073	.000 ^a
	Residual	18.810	118	.159		
	Total	33.647	119			
a. Predictors: (Constant), SL						
b. Dependent Variable: OD						

ANOVA table indicates that the regression model predicts the outcome variable significantly well. Here, p-value (0.000) < 0.05 , so, it is found that spiritual leadership explain a significant amount of the variance in the value of organization development.

Table 12: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.198	.212		.930	.354		
	SL	.963	.100	.664	9.647	.000	1.000	1.000
a. Dependent Variable: OD								

The value of VIF shows multi-co linearity which must be less then < 5 and the VIF of our data as you can see in table is 1.000 which shows that multi collinearly exists between independent variable and dependent variable .

The value of standard error must be less than < 1 which shows

$$Y = \alpha + Bx$$

$$\text{Organization development} = 0.198 + 0.664 (\text{spiritual leadership})$$

If a change of 0.198 units has been occurred in spiritual leadership than this would bring a change of $(0.664 \times 3) = 1.992$ units change in dependent variable organizational development.

Table 13: Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson	
					R Square Change	F Change	df1	df2	Sig. Change		
dimension0	1	.664 ^a	.441	.436	.39926	.441	93.073	1	118	.000	
	2	.755 ^b	.570	.562	.35179	.129	34.994	1	117	.000	1.478
a. Predictors: (Constant), SL											
b. Predictors: (Constant), SL, Interaction											
c. Dependent Variable: OD											

Step 2: Relationship Between Moderation, Independent Variable and Dependent Variable:

Firstly we interpret the R Square. R square is the coefficient of determination. It shows the percent contribution of independent variables affecting the dependent variable with moderating role Authoritative Management Style. R square is a measure of goodness of fit of the model and provides information on how well the model predicts future outcomes.

R square value =0.570

Then this would be converted into percentage as $0.570 \times 100 = 57.0\%$

It means that value of R² that shows that independent variable (SL-AMS) that we used in our research have 57.0% contribution of changes of organizational development (dependent variable). Remaining 43.0% changes in organizational development are due to other factors like our moderator which is the Authoritative Management Style which has reverse relation. We can say that the effect of Authoritative Management Style is positive in the making of organizational development.

Adjusted R² is a modification of R² that adjusts for the number of explanatory terms in a model. Unlike R², the adjusted R² increases only if the new term improves the model more than would be expected by chance. Adjusted R² will always be less than or equal to R². Adjusted R² = 56.2%. Difference between R² and adjusted R² is small. If value of adjusted R² is very much smaller than R² that means that our regression equation is may be over-fitted to the model.

$R^2 = 0.570 - 0.562$ (adjusted R²) =0.007. So the difference between R² and adjusted R² is not too much which shows that our regression equation really fits our model.

Durbin-Watson = 1.478

As value is 1.478 so now from this value we can interpret that there is positive autocorrelation between our dependent variable and independent variable w.r.t our moderator that we have selected for our research.

Standard Error of Estimate:

The standard error of estimate value is .35179 which is less than one (< 1)

Table 14: ANOVA^c

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.837	1	14.837	93.073	.000 ^a
	Residual	18.810	118	.159		
	Total	33.647	119			
2	Regression	19.167	2	9.584	77.440	.000 ^b
	Residual	14.479	117	.124		
	Total	33.647	119			
a. Predictors: (Constant), SL						
b. Predictors: (Constant), SL, Interaction						
c. Dependent Variable: OD						

The model is significant as p- value is less than α (0.005) which is 0.000 and F-statistics value is larger than 1 which shows that the relationship between independent variable (SL) and dependent variable (OD) is valid w.r.t its moderator (AMS).

Table 15: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.198	.212		.930	.354		
	SL	.963	.100	.664	9.647	.000	1.000	1.000
2	(Constant)	1.058	.237		4.463	.000		
	SL	1.067	.172	.935	.503	.000	.261	3.837
	Interaction	.202	.034	.703	5.916	.000	.261	3.837

a. Dependent Variable: OD

The value of VIF shows multi-co linearity which must be less then < 5 and the VIF of our data as you can see in table is 1.000 which shows that multi collinearly exists between independent variable and dependent variable .

$$Y = \alpha + Bx$$

$$\text{Organization development} = 1.058 + 0.703(\text{spiritual leadership})$$

If a change of 1.058 units has been occurred in spiritual leadership than this would bring a change of $(0.703 \times 3) = 2.109$ units change in dependent variable organizational development. These things show that there is a moderation factor is existing among the independent variable (Spiritual Leadership) and dependent variable (Organizational Development). We can see these things by the increasing value of beta in the table of coefficient after moderation. In this table we can see the value of B before moderation is 0.198 and after moderation, it is 1.058. The value of Spiritual Leadership in beta table was 0.664 before moderation and it is 0.935 after moderation. The value of interaction is in beta table is also high. It means authoritative management style has positive impact and strong the relationship between spiritual leadership and organizational development.

CONCLUSION

This research successfully found out the positive moderating role of Authoritative Management Style in between the relationship of Spiritual Leadership and Organizational Development. The employees of telecommunication (Mobile) sector are very responsive. We can see in results of SPSS that authoritative management style increases the efficiency of this relationship. We can see in table of coefficient, the increasing value of independent variable (Spiritual Leadership) in the column of beta and the value of interaction describes the positive relationship of spiritual leadership and organizational development with moderating effect of authoritative management style. This research tells us that by using authoritative management style is positive impact and good sign for the organizational development.

FUTURE RECOMMENDATIONS

New researcher can go for different cities of Pakistan to get more reliable and valid results and can gather data more efficient. They should also collect the data from many employees of telecommunication (mobile) sector of other cities. They can collect data though interviews as well.

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