



Spirituality as a Determinant of Transformational Leadership: Moderating the Effects of Religious Orientation

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Abstract

In this study, the relationship between spirituality, transactional leadership, and transformational leadership is empirically tested. Spirituality is conceptualized as an attitude or basic human need. Consistent with transformational leadership theory (Bass, 1985), Transformational and transactional leadership behaviors are measured. As the study of spirituality in the workplace is still emerging (Giacalone and Jurkiewicz, 2003; Giacalone, Jurkiewicz, and Fry, 2005; Paloutzian and Park, 2005a) and the scientific study of the psychology of religion is a well established discipline (Allport and Ross, 1967; Gorsuch and McPherson, 1989; Hood, Spilka, Hunsberger, and Gorsuch, 1996; Paloutzian and Park, 2005b), a mature measure of religious orientation is integrated into a model to give support to the relationship between spirituality and leadership style. Results from a sample of 186 senior executives from industry and academia indicate that religious orientation strengthens the relationship between spirituality and transformational leader behaviors. Results also support the moderating role of religious orientation in the relationship between transactional leadership and transformational leader behaviors. Research directions and managerial implications are then presented.

Please contact the authors if you have any questions or wish to obtain a copy of the paper.