

## PAPER DETAILS

TITLE: The Effect of Spiritual Leadership on Organisational Cynicism and Organisational Loyalty

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## The Effect of Spiritual Leadership on Organizational Cynicism and Organizational Loyalty<sup>1</sup>

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### ABSTACT

The fact that the effect of human resources on productivity, which is important with the competition process, has come to the fore has made the concept of leadership more important. For this reason, the labour factor, which is handled in many aspects in the field of management, has become a frequent subject in academic studies by being handled in terms of spiritual and moral values. However, in the leadership approaches applied until today, it is seen that the spiritual aspect of the employees is generally left incomplete.

**Objective:** The main purpose of this study, which is addressed in order to measure the reflection of this deficiency, is to reveal the effect of spiritual leadership on the level of loyalty and cynicism of the employee.

**Method:** The study was conducted by sampling 170 employees of private schools operating in Kars city centre. In the study where convenience sampling method was used, the data were obtained by using the questionnaire technique. The data obtained were analysed using SPSS statistical software, the hypotheses created to achieve the purpose were tested with correlation and structural equation modeling and the results were interpreted accordingly.

**Findings:** In the findings obtained as a result of the analyses, while there is a negative effect between spiritual leadership and organisational cynicism, there is a positive effect between spiritual leadership and organisational loyalty.

**Keywords:** Leadership, Spiritual Leadership, Organisational Loyalty, Organisational Cynicism

## Ruhsal Liderliğin Örgütsel Sinizm ve Örgütsel Sadakate Etkisi

### ÖZ

Yaşanan rekabet süreci ile önem arz eden insan kaynağının verimlilikteki etkisinin ön plana çıkması, liderlik kavramını daha önemli bir hale getirmiştir. Bu nedenle yönetim alanında birçok yönden ele alınan emek faktörü günümüzde manevi ve ahlaki değerler açısından da ele alınarak akademik çalışmalarda sıkça yer alan konular haline gelmiştir. Ancak günümüze değin uygulanan liderlik yaklaşımlarında genel olarak çalışanların manevi yani ruhsal yönünün eksik bırakıldığı görülmektedir.

**Amaç:** Bu eksikliğin yansımaları ölçmek adına ele alınan bu çalışmada temel amaç ruhsal liderliğin çalışanın sadakat ve sinizm düzeyine olan etkisini ortaya koymaktır.

**Yöntem:** Kars il merkezinde faaliyet gösteren özel okullardaki 170 çalışan örneklem alınarak çalışma yürütülmüştür. Kolayda örneklem yönteminin kullanıldığı çalışmada veriler anket tekniği kullanılarak elde edilmiştir. Elde edilen veriler SPSS istatistik programı kullanılarak analiz edilmiş, amaca ulaşmaya yönelik oluşturulan hipotezler, korelasyon ve yapısal eşitlik modeli ile test edilerek, sonuçlar bu doğrultuda yorumlanmıştır.

**Bulgular:** Analizler sonucunda elde edilen bulgularda, ruhsal liderlik ile örgütsel sinizm arasında negatif bir etki söz konusu olurken, ruhsal liderlik ile örgütsel sadakat arasında pozitif yönlü bir etkinin olduğu görülmüştür.

**Anahtar Kelimeler:** Liderlik, Ruhsal Liderlik, Örgütsel Sadakat, Örgütsel Sinizm

<sup>1</sup> This study is derived from the thesis titled "The effect of spiritual leadership on organizational cynicism and organizational loyalty".

\* Sorumlu Yazar

## **Introduction**

Making people, who are social beings, happy and enabling them to work more efficiently are among the problems encountered in every period and different approaches and ideas are tried to be put forward in search of solutions. While the motivation and leadership approaches that have been put forward as a result of the studies can offer solutions suitable for the conditions of the relevant period because they are approaches that focus on personal interests, these approaches are insufficient to produce solutions to the needs of the new order with the development of information and technology and bring new searches.

Leaders are one of the most important factors affecting organizational and individual outcomes. For this reason, many organizational variables such as organizational productivity, performance and workplace relations are affected by the personality traits of the leader. However, it is seen that the spiritual aspect of the employees is generally left incomplete in the leadership approaches applied until today. Spiritual leadership, which is defined as the values, attitudes and behaviors necessary for motivating oneself and others from within, aims to meet the spiritual and psychological needs of employees working in organizations by eliminating their deficiencies in this sense. This behavior creates peace in the employee's life, increases the connection of the person with the organization, leads to an increase in productivity and performance in his/her work and strengthens his/her loyalty to the organization. The concept of organizational loyalty, which is an important concept in success, refers to the commitment of individuals who provide services within the organization to their institutions, while the organization protects individuals against external factors. Research shows that positive organizational behaviors cause a high level of satisfaction in employees who have quality relationships with their colleagues at work and make the best use of organizational opportunities. Therefore, when this effect is positive, the idea of cynicism will emerge when loyalty is negative. Organizational cynicism has meanings such as distrust, skepticism, disbelief, pessimism that arise in individuals against the organization and organizational elements, as well as fault-finding, disliking and criticizing. The fact that the employee has negative attitudes and behaviors towards the organization will definitely negatively affect the level of contribution. Ultimately, having employees with low levels of organizational cynicism but high levels of organizational loyalty is an important issue in achieving sustainable competitive advantage and generating above-average revenues. In this study, which is based on this issue, does addressing the spiritual aspect of employees' orientation have any effect on their loyalty and cynicism levels? If there is an effect, it is aimed to reveal how it affects.

## **Spiritual Leadership**

Developments in economic life cause pressures and anxieties in modern society, and this causes employees to suffer from interpersonal alienation and burnout in the workplace. In particular, overwork and professional burnout of leaders can cause them to use abusive language and violence, and these behaviors can cause employees to feel anxious and experience excessive pressure (Palmer, 1994; Cavanagh, 1999). How individuals can achieve internal and external balance in organizations is an important issue. The body (physical), mind (logical/rational thinking), heart (emotions/feelings) and soul, which are the basic entities of existentialist philosophy, are like the four legs of a table, and the lack of one of these legs will put the table in danger of falling (Moxley 2000). Traditional centralized, standard, bureaucratic organization-type leadership is no longer sufficient to meet these different balance needs of employees. Spiritual leadership theory has received widespread attention in the field of management because of its focus on what is missing from the four corners of this table, particularly by addressing the key assets that are seen to be missing, namely the role of spirituality in leadership, how it works, and its utility as a dynamic force in supporting or hindering aspects of the organization (Chen and Yang 2011:108). Several factors have played a role in the emergence of spiritual leadership. The reasons for the emergence of leadership include the excessive distress that has recently manifested itself in working environments, machines that replace manpower, the rapidly increasing desire for consumption, the speed of access to information, the isolation of individuals and isolation from work environments (Süle, 2019: 13).

Spiritual leadership is the leader's aim to give meaning to his/her employees' work by always telling them the ideal (Polat, 2011: 33). The concept argues that the spiritual aspects of people are ignored when defining human beings, and in fact, spiritual aspects are as important as other characteristics, and that spirituality must first be discovered before other characteristics can be realized, because the discovered spirituality is effective in revitalizing other characteristics (Gulsan, 2019: 10). In this regard, it utilizes the "soul" element that other leadership theories lack for human happiness and aims to appeal to the "soul". In another definition, spiritual leadership refers to a process that involves bringing together values, attitudes and behaviors that give the employee a sense of duty and belonging and enable him to motivate himself and others from within (Kurtar, 2009: 21). This understanding of leadership enables followers to perceive their work as a means of achieving the goal by attributing a sense of meaning to it in order to meet not only their basic needs but also their high-level needs (Reave 2005).

Fry et al. (2005) define spiritual leadership as building a learning organization through the use of employees' intrinsic motivation to achieve organizational transformation. Thus, the main purpose of spiritual leadership is to use the strategies and empowerment of individuals and teams to build consensus about organizational vision and values, thereby increasing organizational commitment and performance. In addition, spiritual leadership appreciates leaders' attitudes, values, and behaviors by unifying them, inspiring intrinsic motivation in employees, and enabling employees to realize the meaning of their work and the call of mission, to feel that they can make a difference and are understood (Chen & Yang, 2012:107). This understanding suggests that spiritual leadership embodies spiritual values such as integrity, honesty and humility, and creates itself as an example to be trusted, relied upon and admired.

## **Organizational Cynicism**

Cynicism, a philosophical movement whose first representative is known to be Antisthenes, emerged in 500 BC. However, when it is evaluated from an organizational perspective, it is seen that it became widespread towards the early 90s (James, 2005:24). Today, it is seen that different meanings are attributed to the philosophy, which aims to bring the person to the forefront by criticizing the order and tries to explain the truth, and cynicism has become a concept of great importance in recent years, especially because it affects the success of the organization.

While the problems experienced in the management of businesses due to the change and the resulting destructive competition have been researched as organizational difficulties, they have also started to examine the negative attitudes and behaviors that employees develop towards the organization under the name of cynicism (Ögel, 2021: 42).

Cynicism is a current of thought defined for individuals who are very difficult to like, who are not satisfied with any transaction, who contain lies, false and selfish behaviors, who criticize and have high self-interest (Torlak, 2000: 27). Cynical individuals believe that employers prioritize their own interests, benefits and economic welfare levels over employees because they attach importance to their own interests in their lives (Çetinkaya and Korlu, 2012: 8). Andersson (1996) defines the concept as a mindset characterized by hopelessness, frustration and disappointment and states that it is also associated with contempt, disgust and suspicion. The cynical attitudes of individuals who make up organizations have led to the consideration of cynicism in the organizational dimension (Dean et al., 1998: 345-346). Organizational cynicism has different meanings such as distrust, skepticism, disbelief, pessimism that arise in individuals against the organization and organizational elements, as well as different meanings such as fault-finding, disliking and criticizing (Mustafa, 2011: 9). Organizational cynicism can be explained as a set of negative behaviors exhibited by individuals against the organization. In other words, organizational cynicism can also be defined as the negative feelings that individuals feel towards organizations, ideas, traditions and people, or the distrust of individuals towards organizations and people (Sezgin et al., 2016: 12). According to Dean (1998), organizational cynicism includes three negative phenomena towards the organization for which the individual is responsible. These phenomena are believing that the organization and individuals are not honest, having negative feelings towards the organization and the tendency to exhibit insulting and critical behaviors towards the organization. Based on these ideas, Dean et al. (1998) conceptualized organizational cynicism in three dimensions: cognitive,

affective and behavioral (Özdemir, 2013: 39). *The cognitive dimension* is defined as distrust and disbelief in human behaviors, the *affective dimension* is defined as the emotional reactions to the negativities experienced in the organization, and the *behavioral dimension* is defined as the negative attitudes and behaviors of the individual towards the organization against these situations (Dean et al. 1998: 345-346).

## **Organizational Loyalty**

Retaining qualified employees plays an important role in the long-term survival of an organization. In order to increase the sense of belonging of the organization's employees, they need to do their activities in the long term and to increase loyalty. In today's business world, where classical organizational assets have been replaced by knowledge management and intellectual capital has gained importance, the basic idea that comes to the forefront in all organizations that act with the aim of profit or service is to make their relations with employees strong and to achieve their goals as a result of these relations.

While the first studies on the concept of loyalty were directed towards the organization or work groups, later studies were directed towards managers (Allen and Mayer, 1990: 540). Organizational loyalty is considered as emotional commitment between employees. Emotional commitment is defined as the desire of employees to maintain their relationship with the organization (Hakan, 2009: 8). Employee loyalty is the unity of organizations with individuals. The formation of a sense of loyalty in businesses is a long and powerful process. Loyalty is the last stage of the sense of belonging that an employee feels towards the business he/she serves, and in order for the employee to be loyal to the workplace, he/she must see a future in that workplace. As a matter of fact, the individual does not perform in an environment where he/she does not see a future for himself/herself and does not feel safe. The employer can bring the workplace to better places with the trust it provides in the employee (Göksal, 2020: 84). Organizational loyalty has a feature that includes promoting the organization to outsiders, protecting and defending it against external threats, and remaining loyal to the organization even under adverse conditions (Organ et al., 2006). In addition, this feature will also enable the employee to stay in the organization and to communicate positively through word-of-mouth. In this way, employees' feelings of emotional attachment to the organization will increase and employees will stay in the organization. Losing a knowledgeable and qualified employee has significant economic effects (Ramlall, 2004; Snell & Dean, 1992). The recruitment and training costs of a new employee can be a huge burden for organizations. Expenditure to replace skilled workers are not limited to financial costs, but also include the reduced productivity and effectiveness of new employees until they reach previous levels. Therefore, the effort to retain skilled workers by organizations will affect their profitability and provide them with a sustainable competitive advantage (Rust et al., 1995).

## **Effects of Variables in the Literature**

When the literature on spiritual leadership is examined, it is found that spiritual leadership reduces the feeling of burnout (Yıldız, 2020); is effective in the development of employees' self-efficacy (Akıncı, 2017), increases the performance of employees (Duchon and Plowman, 2005); contributes to the development of citizenship behavior, job satisfaction, locus of control and self-efficacy in organizations (Subhaktiyasa et al., 2023; Pandia et al, 2023; Çimen, 2016), contributes to employees' creative and innovative behaviors by creating organizational climate and working environment (Khaddam et al., 2023; Bayighomog and Arasli, 2022; Anser et al. 2021; Hunsaker, 2022 ; Jain, 2023 ; Usmanova et al., 2021 ; Yang et al, 2021 ; Zhang and Yang, 2021), commitment to the organization (Bozkuş and Gündüz, 2016; Çayrak, 2022) and increasing workplace quality (Naktiyok and Zengin, 2021) and reducing employees' exhibiting incivility (Malik et al., 2024). Therefore, it is one of the types of leadership that can be applied to carry out activities that will be effective in ensuring success in a globalized and highly differentiated worldview.

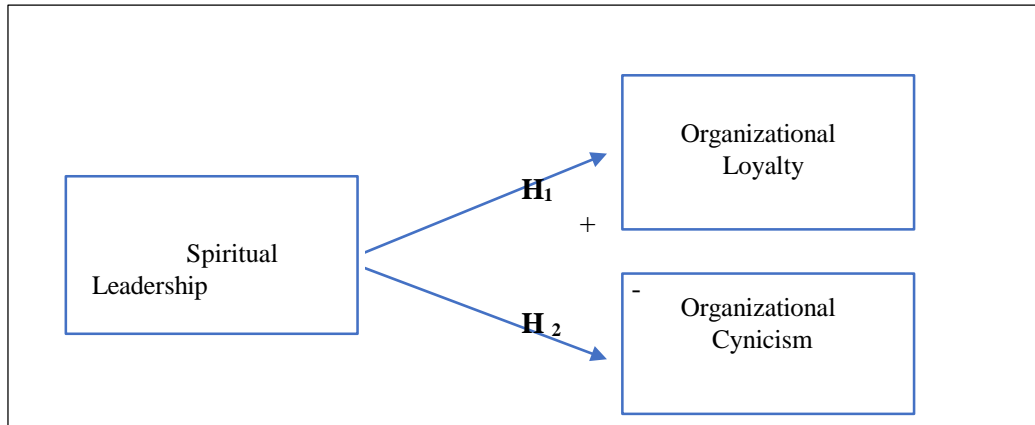
In addition to the reflections of this effect created by the spiritual aspect of leadership on employees, when other factors affecting the variables are examined, it is seen that managerial behaviors are positively reflected on employee loyalty (Inesona et al., 2013; Sincer, 2021). In addition, employee

satisfaction, organizational support and perceived diversity climate (Jauhari and Singh, 2013; Esmaeilli et al., 2017), employee voice (Whiting et al., 2008; Hoffmann, 2006), person-organization fit (Sun et al., 2019), organizational justice (Hur et al, 2014), employee empowerment, shared values and organizational identity (Boussaleh, 2014 ; Lim, 2016) positively affect organizational loyalty, while behaviors such as job stress (Wu et al., 2007), whistleblowing (Gökçe, 2013), and negative working conditions in the workplace (Golparvar and Nadi, 2011) cause negativity. In terms of organizational cynicism, which is the other variable, Battal and İbrahim (2023), Gündüz (2017), Polatcan and Titrek (2014) found that in organizations where organizational cynicism is intense, the effect of spiritual leadership is low and decreases commitment. In addition, it was determined that in organizations with cynical feelings, behaviors that negatively affect organizations such as low performance, low morale, high absenteeism and high turnover intention (Byrne and Hochwarter, 2008; Cordes and Dougherty, 1993), frustration (Pugh et al. , 2003), burnout (Simha et al. 2014), insecurity (Johnson and O'Leary-Kelly, 2003), job dissatisfaction and low citizenship behavior (Hochwarter et al., 2004) occur.

When the theoretical framework for the variables and the results of the literature review are examined, it is seen that leadership has an undeniable place especially in organizational success. Financial, physical and qualified workforce opportunities, which are the keys to success, can serve the purpose when an effective leader is in question. In the intense competitive process created by change, managers who realize that they can only respond with an effective workforce rather than classical production factors know that they have to change their current managerial understanding and add new tools to the classical motivational tools. One of these tools is the mental internal structure of the employees. In the light of the explanations, the research question that will serve the purpose of the study will be as follows:

**Research Question:** Can leaders influence employees by emphasizing their sense of spirituality? What role does this sense of spirituality play in the employees' perspective towards the organization? If the role has an effect, what is the direction of this effect?

Based on the theoretical explanations about the concepts that constitute the subject of the study and the results obtained from the literature research, the research model and the hypotheses prepared to be tested based on the model will be as follows.



**H<sub>1</sub>:** Spiritual leadership has a significant and positive effect on employees' organizational loyalty level.

**H<sub>2</sub>:** Spiritual leadership has a significant and negative effect on employees' organizational cynicism level.

## Methodology of the Study

### Purpose and Importance of the Research

The main purpose of this study is to examine the relationship between spiritual leadership and organizational loyalty and organizational cynicism and the effect, if any, of the dependent variable that is effective in this relationship on other independent variables. In addition, the idea of comparing the results to be obtained from the psychological and intrinsic motivation factors used by leaders in managing employees based on their spiritual feelings with the results of previous studies in the literature reveals another purpose of the study. It has been observed that in the studies on leadership to date, the reflections of the extrinsic factors used in the motivation of employees on performance and productivity have been discussed more. In this study, by measuring the impact of spiritual leadership behavior, which is a type of leadership based on spirituality rather than external factors, on the effectiveness of employees, it is aimed to reveal the role of using the "spiritual-spiritual state" of the employee in the employee-leader relationship, which has been left incomplete so far, in this process. The idea of revealing this distinction makes the study important in this sense. In addition, revealing the reflection of this new situation on the relationship levels of the employees in their own relationships and with the people who guide them is considered as another reason to make the study important.

### **Assumptions and Limitations of the Study**

Before the survey questions were directed to the employees in the enterprises contributing to the research, it was emphasized that personal information (such as name/surname) would not be asked in the questions in the sample survey form and that the answers given to the questions would only be used in statistical analysis. Thus, it is assumed that the concerns of the employees were eliminated and that they answered the questions in the questionnaires accurately and reliably. The limitations of the study are that the research is only province-based, covers private school employees and the survey technique is used to obtain data.

### **Population and sample selection**

The main mass of the research consists of employees and administrators of private schools operating in the province of Kars. According to the information received from the managers of the institution, the number of employees is 276 people. The number of sample lines determined by estimating a 5% margin of error within the 95% reliability limits from the research population was calculated as 161. The sample size was calculated with the help of the following formula (Akbulut and Yıldız, 1999; Yamane, 1967: 250).

$$n = \frac{NPQZ^2}{(N-1)d^2 + PQZ^2} \quad n = \frac{276(0,5)(0,5)(1,96)^2}{(276-1)(0,05)^2 + (0,5)(0,5)(1,96)^2} \cong 161$$

A total of 200 questionnaires were sent to the organizations that contributed to the research, 170 of which were returned. Therefore, the questionnaires completed by 170 employees were taken into consideration.

### **Data Collection Tools and Data Collection**

Questionnaire technique was used to collect the data for the study. Consisting of 4 (four) sections, the first section of the form includes demographic information including descriptive information about the participants. The second section, which includes spiritual leadership, includes questions developed by Fry and used by Şafak Gündüz in his doctoral thesis, consisting of 21 items and 5 sub-dimensions. In the third part, the organizational cynicism scale developed by Brandes et al. (1999) and used by Ahmet Uslu in his doctoral thesis, consisting of 13 items and 3 sub-dimensions; and in the fourth part, the organizational loyalty scale developed by Ali Faruk Yaylacı and used by Yener Akman in his doctoral thesis, consisting of 3 sub-dimensions and 11 items were used.

## Analysis Findings

Descriptive statistical methods were used for the findings regarding the demographic characteristics of the participants in the study. Frequency and percentage distributions of the participants are shown in Table 1.

**Table 1.** Findings Related to Demographic Characteristics

Demographic Characteristics		N	%
Gender	Woman	96	56,5
	Male	74	43,5
Marital Status	Single	57	33,5
	Married	113	66,5
Age	23-27	44	25,9
	28-32	54	31,8
	33-37	34	20
	38-42	20	11,8
	43 and above	18	10,6
Education Status	Secondary education	17	10
	High School	14	8,2
	Associate degree	21	12,4
	License	108	63,5
	Above bachelor's degree	10	5,9
Working Time	Less than 1 year	34	20
	1-3 years	51	30
	4-6 years	48	28,2
	7-9 years	21	12,4
	10 years and above	16	9,4
Working Position	School Principal	4	2,4
	Assistant Manager	8	4,7
	Teacher	112	65,9
	Office staff	21	12,4
	Support Personnel	25	14,7
Income	0-3000	41	24,1
	3001-5000	78	45,9
	5001-7000	30	17,6
	7001-10000	21	12,4

Table 1, which shows the demographic characteristics of the participants, shows that 56.5% of the participants are female, 43.5% are male, 66.5% are married and 33.5% are single. In terms of education level, 10% of the participants had secondary education, 8.4% had high school, 12.4% had associate's degree, 63.5% had bachelor's degree and 5.9% had master's degree. In terms of age ranges, 25.9% of the participants are between 23-27 years old, 31.8% between 28-32 years old, 20% between 38-42 years old, and the remaining 10.6% are over 43 years old. While 20% of the employees have been working for less than one year, 30% have been working for 1-3 years, 28.2% for 4-6 years, 12.4% for 7-9 years and 9.4% for more than 10 years. When evaluated in terms of the position they work in, it is seen that 12 people have administrative duties (7.1%), 65.9% (112 people) are teachers, and the rest are clerical and support staff.



## Findings Related to Scales

### Reliability and Confirmatory Factor Analysis of Spiritual Leadership Scale

The spiritual leadership scale used in the study consists of 21 statements. Reliability levels of the scale were calculated by internal consistency method and "Cronbach Alpha" coefficient was analyzed. Cronbach Alpha value can take values between 0 and 1 and the reliability of the scale increases as it approaches 1 (Morgan et al. 2004).

Confirmatory factor analysis was conducted to support the construct validity of the spiritual leadership scale. In the CFA, factor loading values were examined and it was seen that the values were higher than 0.50. Kaiser-Meyer-Olkin (KMO) was used to analyze the values in the scale and to determine whether it was appropriate or not, and Barlett sphericity test results were examined to determine the significance of the relationships between the variables. The KMO coefficient is a value between 0 and 1 and is an index that compares the magnitude of the correlation coefficient and partial correlation coefficients. The KMO ratio should be above 0.5 (Kalaycı, 2010).

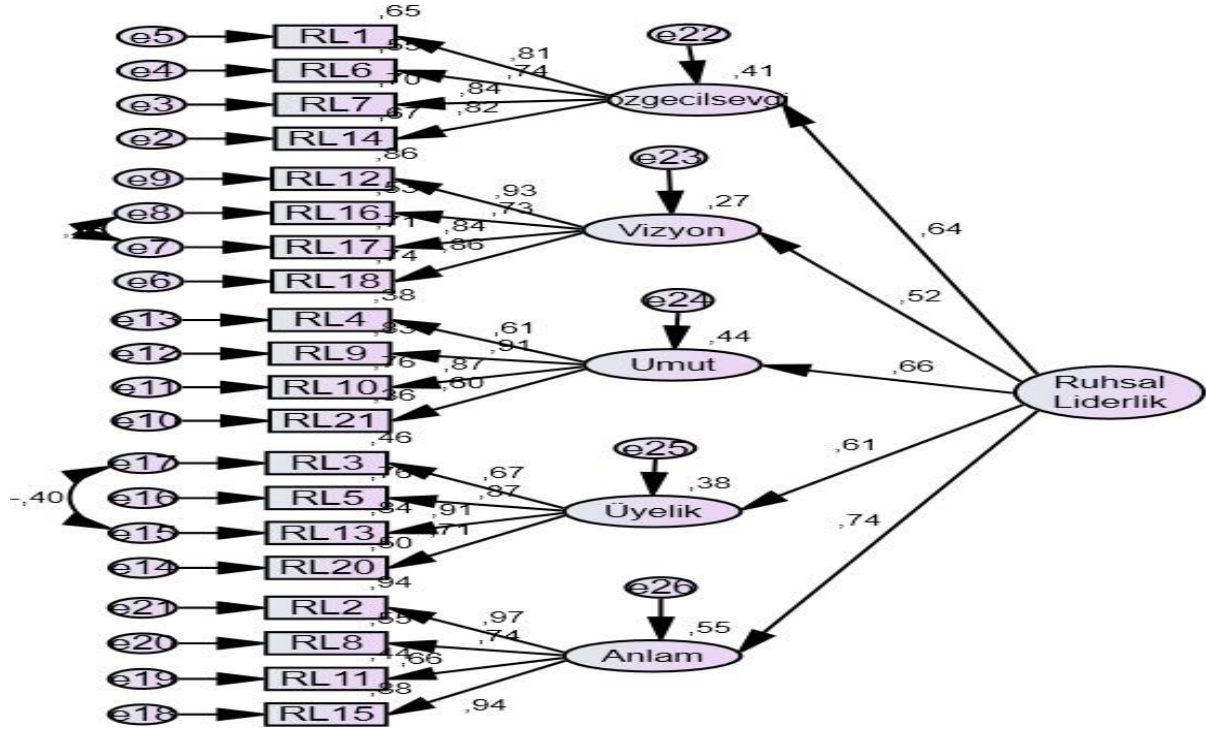
The results of the factor values are as in Table 2.

**Table 2.** Exploratory Factor Analysis of Spiritual Leadership Scale

Variables	Scale Items	Factor Loadings	Dimensions	Cronbach Alpha	KMO / Barlett Test of Sphericity (p)
Spiritual Leadership	RL12	,844	Vision	,977	,944; 4468,9 df: 210 ; p< 0,00
	RL18	,835			
	RL16	,828			
	RL17	,789			
	RL6	,877	Altruistic Love	,947	
	RL1	,869			
	RL7	,763			
	RL14	,716	Membership	,911	
	RL3	,821			
	RL20	,764			
	RL13	,735			
	RL5	,729	Meaning	,920	
	RL8	,751			
	RL11	,738			
	RL15	,714			
	RL2	,525	Hope	,938	
	RL4	,776			
	RL10	,697			
	RL9	,647			
	RL21	,619			

In the EFA conducted for the scale, it is seen that the spiritual leadership scale is grouped under five dimensions in accordance with the original structure. However, the statement numbered RL 19 was excluded from the analysis since it overlapped more than one factor.

The CFA model for the five dimensions and 20 statements in the spiritual leadership scale is presented in Figure 1.



**Figure 1.** Confirmatory Factor Analysis of Spiritual Leadership Scale After Modification

As seen in Figure 1, the standardized factor loading values of the items are above 0.50 and meet the reference values. For the validity of the analysis, goodness of fit values were examined, but since it was seen that they were not within the desired ranges, modifications were made between the items. Modifications were made between RL3 and RL15 and between RL16 and RL17 and as a result of the modification, it was determined that the goodness of fit values ( $\chi^2/df$ : 1.54; RMSEA: 0.054; TLI: 0.95; CFI: 0.96; IFI: 0.96; RMR: 0.89) were within the acceptable threshold values in the literature.

### Reliability and Confirmatory Factor Analysis of Organizational Loyalty Scale

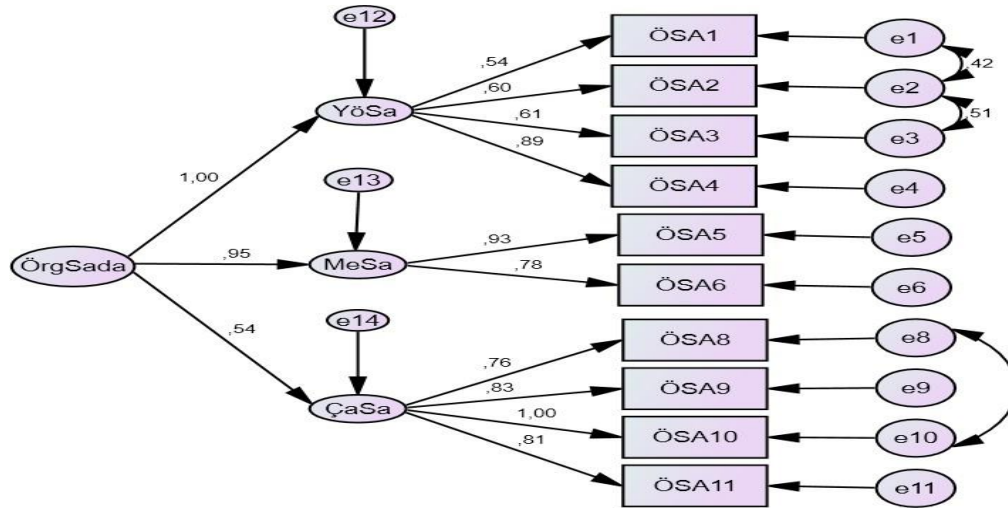
The organizational cynicism scale used in the study consists of 11 statements. Reliability levels of the scale were calculated by internal consistency method and "Cronbach Alpha" coefficient was examined. While examining the Cronbach Alpha values, item analysis was performed at the first stage and the factor loading value of item numbered SSA7 was below .300, so it was excluded from the analysis. The results of the item factor values are shown in Table 3.

**Table 3.** Exploratory Factor Analysis of Organizational Loyalty Scale

Variables	Scale Items	Factor Loadings	Dimensions	Cronbach Alpha	KMO / Barlett Test of Sphericity (p)	
Organizational Loyalty	OSA2	,875	To the manager Loyalty	,822	,781; 1263,3 df: 55 ; p< 0,00	
	OSA3	,750				
	OSA1	,672				
	OSA4	,626				
	OSA9	,854	Loyalty to Colleagues	,817		,874
	OSA10	,843				
	OSA11	,825				
	OSA8	,679				

OSA6	,722	Employees	
OSA5	,710	Loyalty	,893

In the CFA conducted for the scale, it is seen that the organizational loyalty scale is structurally grouped under three dimensions in accordance with the original. The CFA model for the three dimensions and 10 statements in the organizational loyalty scale is presented in Figure 2.



**Figure 2.** Confirmatory Factor Analysis of Organizational Loyalty Scale

As a result of the analysis, a modification was made between the items of the CTS1 and CTS2, CTS2 and CTS3, and CTS 8 and CTS 10, and as a result of the modification, it was determined that the goodness of fit values were within the range of  $\chi^2/df$ : 1.83; RMSEA: 0.07; TLI: 0.96; CFI: 0.98; IFI: 0.98; RMR: 0.97 and within the acceptable threshold values in the literature.

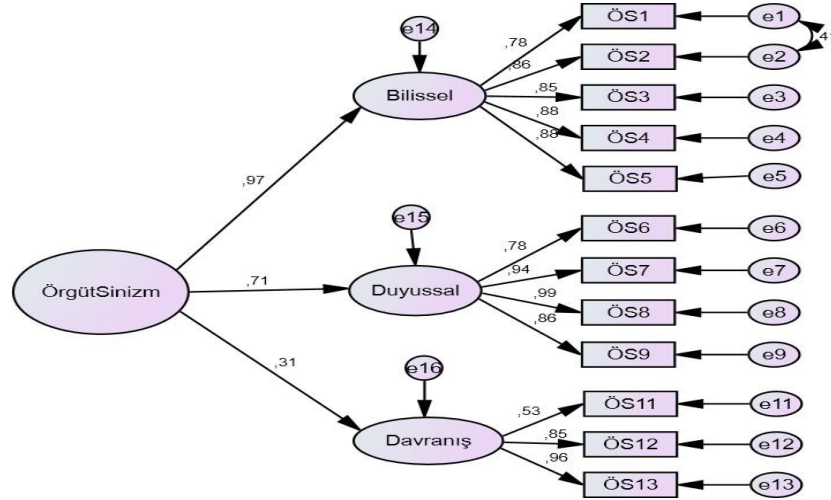
### Findings Related to Organizational Cynicism Scale Reliability and Confirmatory Factor Analysis

The organizational cynicism scale used in the research consists of 13 statements. Reliability levels of the scale were calculated by internal consistency method and "Cronbach Alpha" coefficient was examined. Exploratory factor analysis was performed to support the construct validity level of the scale. In the EFA, factor loading values were examined, and item S10 was excluded from the analysis due to its low factor loading value and overlapping. The results of the item factor values are shown in Table 4.

**Table 4.** Exploratory Factor Analysis of Organizational Loyalty Scale

Variables	Scale Items	Factor Loadings	Dimensions	Cronbach Alpha	KMO / Barlett Test of Sphericity (p)	
Organizational Cynicism	ÖS2	,887	Cognitive Cynicism	,933	,876; 1884,01 df: 78 ; p< 0,00	
	ÖS1	,846				
	ÖS4	,822				
	ÖS3	,798				
	ÖS5	,790				
	ÖS8	,884	Affective Cynicism	,928		,907
	ÖS7	,867				
	ÖS9	,838				
	ÖS6	,725				
	ÖS12	,895	Behavioral Cynicism	,774		
	ÖS13	,886				
	ÖS11	,719				

In the CFA conducted for the scale, it is seen that the organizational cynicism scale is structurally grouped under three dimensions in accordance with the original. The CFA model for the three dimensions and 12 statements in the organizational cynicism scale is presented in Figure 3.



**Figure 3.** Confirmatory Factor Analysis of Organizational Cynicism Scale

As a result of the analysis, a modification was made between the items of SC1 and SC2, and as a result of the modification, it was determined that the goodness of fit values were within the range of  $\chi^2/df$ : 1.99; RMSEA: 0.077; TLI: 0.96; CFI: 0.97; IFI: 0.97; RMR: 0.1 and within the acceptable threshold values in the literature.

### Testing Hypotheses

Pearson Correlation analysis was used to determine the relationships between spiritual leadership, organizational loyalty and organizational cynicism variables, and Structural Equation Modeling (SEM) was used to test the hypotheses.

**Table 5.** Pearson Correlation Analysis Table for the Relationships between Variables and Sub-Dimensions

	Average	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Spiritual Leadership	3,85	1												
2. Altruism	3,79	,917**	1											
3. Vision	3,66	,870**	,737**	1										
4. Hope	3,93	,894**	,764**	,656**	1									
5. Membership	3,79	,923**	,864**	,754**	,785**	1								
6. Meaning	4,10	,869**	,740**	,676**	,842**	,724**	1							
7. Organizational Cynicism	2,22	-,603**	-,603**	-,525**	-,510**	-,550**	-,511**	1						
8. Cognitive Cynicism	2,37	-,491**	-,535**	-,432**	-,384**	-,469**	-,356**	,868**	1					
9. Affective Cynicism	2,02	-,518**	-,500**	-,460**	-,421**	-,439**	-,500**	,852**	,678**	1				
10. Behavioral Cynicism	2,28	-,396**	-,367**	-,317**	-,407**	-,377**	-,325**	,559**	,250**	,217**	1			
11. Organizational Loyalty	3,38	,595**	,521**	,515**	,554**	,507**	,576**	-,430**	-,282**	-,353**	-,379**	1		
12. Loyalty to the manager	3,69	,586**	,491**	,463**	,584**	,554**	,558**	-,424**	-,305**	-,363**	-,342**	,798**	1	

13. Colleague Loyalty	3,33	,431**	,413**	,426**	,348**	,337**	,387**	-,283**	-,206**	-,212**	-,231**	,813**	,510**	1
14. Loyalty to Employees	3,10	,481**	,410**	,408**	,462**	,396**	,495**	-,370**	-,208**	-,308**	-,357**	,875**	,546**	,548**

\*\*, and \* indicate significance at 1% and 5% level.

When Table 5, where Pearson Correlation analysis results are shown, it is seen that there is a positive, moderate and significant relationship ( $r: .595$ ;  $p < 0.05$ ) between spiritual leadership and organizational loyalty. Therefore, there is a significant relationship between spiritual leadership and organizational loyalty. When the level of relationship between spiritual leadership and organizational cynicism is examined, it is found that there is a negative, moderate and significant relationship ( $r: -.603$ ;  $p < 0.05$ ), and there is a negative, moderate and significant relationship ( $r: -.430$ ;  $p < 0.05$ ) between organizational loyalty and organizational cynicism. These results show that there is a positive relationship between spiritual leadership and its sub-dimensions and organizational loyalty, and a negative relationship with organizational cynicism.

The structural equation model test was utilized to reveal the statistical effect levels of the variables in the study. The previously determined structural model was analyzed using the AMOS program. The model that determines the level of influence between the variables and the goodness of fit values of the model are shown in Figure 4.

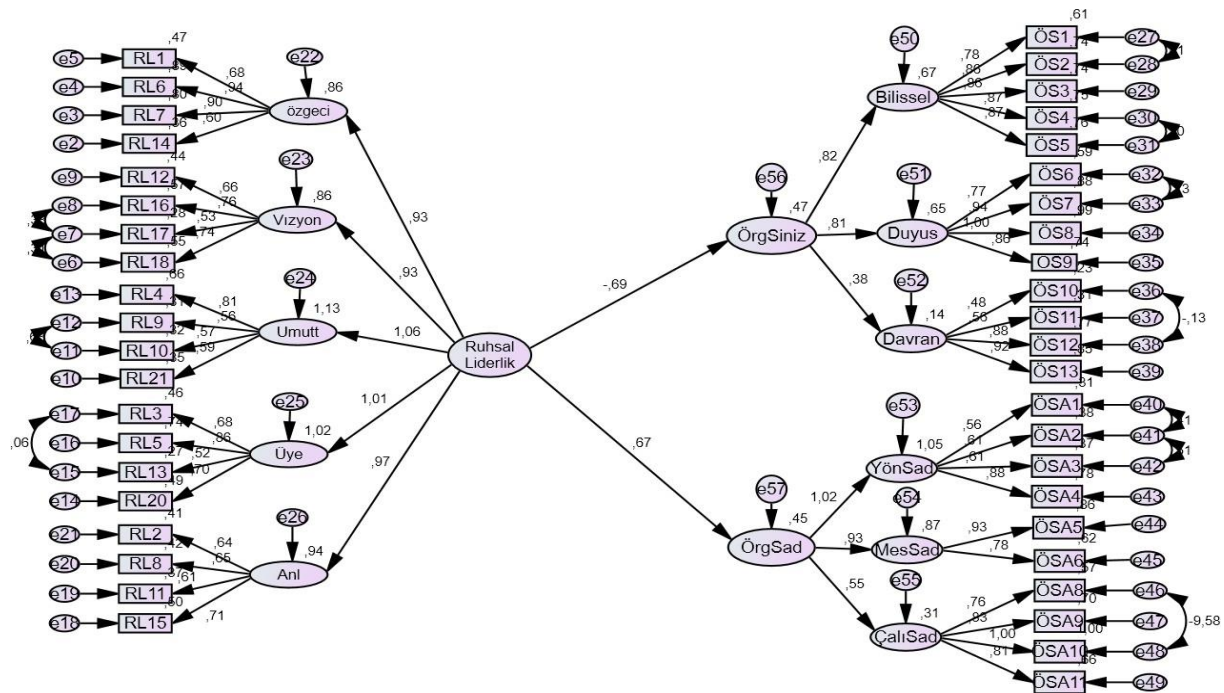


Figure 4. Structural Model of the Study

As a result of the analysis, modifications were made between RL17 and RL18, RL9 and RL10 items in the Spiritual leadership variable and as a result of the modification, it was determined that the goodness of fit values were within the range of  $\chi^2/df$ : 2;63; RMSEA: 0.076; TLI: 0.97; CFI: 0.94; IFI: 0.96; RMR: 0.09 and within the acceptable threshold values in the literature.

When the results of the model prepared to examine the level of influence between the variables in the study are examined, it is determined that there is a negative effect of - 0.69 between spiritual leadership and organizational cynicism, and a positive effect of 0.67 with organizational loyalty. In line with these results, it is seen that the hypotheses **H<sub>1</sub>** and **H<sub>2</sub>**, which were created to test the problematic part of the study, are **accepted**.

## Conclusion

In a competitive environment, it is one of the most difficult issues for businesses to maintain their activities and gain a sustainable competitive advantage, and in this process, businesses are looking for different starting points to gain advantage. At this point, businesses strive to motivate their employees with leadership styles with different attitudes and behavioral characteristics and to reveal their effective and efficient performance. One of the starting points of this endeavor is the concept of spiritual leadership. Spiritual leadership, which is a new concept in the literature and is the subject of research in the academic field, is seen as an appropriate understanding in adapting to today's conditions and is important in this process. In this study, which was carried out on the basis of this importance, it was aimed to reach the result of how it would create an effect on their working process and their behavior towards the organization by addressing the spiritual souls of the employees. The results of the analysis of the data obtained from the employees in private education institutions using the survey technique, comparisons of the literature and suggestions are as follows:

Pearson Correlation analysis was conducted to reveal the relationship between the variables. The findings of the analysis are as follows: While there is a positive, moderate and significant relationship between spiritual leadership and organizational loyalty ( $r = .595$ ;  $p < 0.05$ ), there is a negative, moderate and significant relationship between spiritual leadership and organizational cynicism ( $r = -.603$ ;  $p < 0.05$ ). Therefore, when this positive level of significance between spiritual leadership and organizational loyalty touches the spiritual aspects of the employees and makes them feel this feature, the employees in the organization will feel themselves differently with the privilege of the spiritual pleasure created by this feeling that was left incomplete before, and they will exhibit a more loyal tendency towards their organization and leader because they feel happy and safe. When the level of relationship between the independent variables of organizational loyalty and organizational cynicism was examined, it was found that there was a negative, moderate and significant relationship between these two variables ( $r = -.430$ ;  $p < 0.05$ ).

When the effect levels are examined based on the relationships between the variables, it is seen that spiritual leadership has a significant and positive effect on organizational loyalty (0.67) and a significant and negative effect on organizational cynicism (0.69). These results show that both the answer to the "study question" that constitutes the main purpose of the study and the hypotheses H1 and H2 are accepted. Therefore, in order to ensure organizational success, managers should strive to show the necessary behaviors that increase the motivation of the workforce, which is the most important actor, in the best way possible based on the current situation, provided that they do not ignore other factors that are necessary in the success process. When the results are compared with the results of the studies in the literature, Yıldız (202), Akıncı (2017), Gündüz (2014), Duchon and Plowman, (2005), Khaddam et al., (2023); Bayıghomog and Arasli, (2022); Anser et al. (2021); Hunsaker, (2022) ; Jain, (2023) ; Usmanova et al., (2021) ; Yang et al, (2021) ; Zhang and Yang, (2021), Altınöz, et al. (2011) and Bozkuş (2016), Özgan, et al. (2013), Polat and Tülübaş (2013), Yanmaz (2022), Uslu (2012), Uçak (2022);

Naktiyok and Zengin, (2021) Görgülü (2022), Gülay (2022), Ankaralıoğlu (2020), Akıncı (2017), Altınöz, et al. (2011), Ineson et al, (2013); Sincer (2021), Esmaeilli et al. (2017) and support the ideas expressed. In addition, these results clearly show that positive behaviors in the organization reduce or eliminate negative behaviors and negative behaviors reduce or eliminate positive behaviors. In other words, good expels bad and bad expels good. In today's economic structure where competition makes itself felt intensely, sectoral similarities, homogeneous productions and products, low consumer loyalty and many negative effects of globalization for businesses, taking the necessary precautions against the necessary measures and turning them into opportunities with a proactive behavior process can be realized with an effective leadership behavior. If management is expressed as an action carried out through others and the result is to be evaluated as success, then the behavior of the leaders according to the roles of the "others" who come to the fore in this success will create positive results both for themselves and for the success of the organization they manage.



In future studies to be conducted on variables, it is thought that the application to different sectors in a larger sample by including existing variables or different variables will contribute to the diversity of results in the literature.

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