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DANP Composite Analysis of Spiritual Leadership Factors Based on Extra-Role Behaviors in Large Industries of Kerman Province

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Abstract

The purpose of the present study is DANP Composite Analysis of Spiritual Leadership Factors Based on Extra-Role Behaviors in Large Industries of Kerman Province. The research method is applicable-developmental in terms of its purpose, descriptive in terms of data collection, and quantitative in terms of implementation. The statistical population of the study includes 10 managers of large industries in Kerman province with 20 years of experience and at least ten years of managerial experience and their field of specialization is management, selected through purposive sampling. The DEMETEL questionnaire was used to collect data, which was distributed in the field to the statistical population of the study and, after completion, collected and analyzed. The DEMETEL technique (DEMETEL and ANP) was used to rank the dimensions. The results showed that membership, faith, altruism, work conscience, organizational commitment, chivalry, respect and honor, civic virtue, conscientiousness, and performance feedback are in the first to tenth priority, respectively.

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Extended Abstract

Introduction

Employees in organizations today face complex and contradictory challenges. They are not only faced with unprecedented levels of uncertainty and constant change, but also with the expectation of taking on additional work roles and responsibilities for the betterment of the organization, a behavior known as organizational citizenship behavior. Organizational citizenship behaviors are supported by diverse leader behaviors with spiritual leadership behavior and the leader's modeling of expected assumptions and traditions as key mechanisms in empowering the relationship (Espinosa Méndez et al., 2017). The introduction of spiritual leadership in the organization expresses the fact that the organization has the necessary capacity to create, strengthen, and support virtuous activities in its members. Therefore, spiritual leadership in the organization refers to the superior and transcendent behavior of individuals in organizations (Pawar, 2017). Spiritual leadership is a model of organizational leadership in which values and behaviors are combined and create intrinsic motivation for both the leader and the follower, thereby providing a vision for the organization in which members of that organization feel a sense of enthusiasm for their presence and service, and their lives become meaningful (Moghaddisi & Zolfaghari, 2024).

The most important results of spiritual leadership are increased job performance and the emergence of organizational extra-role behaviors in employees, which can indicate the success and effectiveness of spiritual leadership. Extra-role behaviors are a set of behaviors that are considered outside the scope of mandatory behaviors of individuals in the environment. However, they play a fundamental and pivotal role in creating the desired psychological and social space in the workplace. These behaviors have become a broad and extensive field of organization and management research for at least the past 28 years (Buil et al., 2019). Extra-role behaviors include a set of behaviors variously called pro-social behaviors, organizational citizenship, helping, or hybrid behaviors (Haji et al., 2023). Extra-role behaviors are a set of voluntary and discretionary behaviors that are not part of an individual's formal duties, but are nevertheless performed by him or her and effectively improve the tasks and roles of the organization. This definition emphasizes three main characteristics of extra-role behavior: first, it must be voluntary, that is, it is neither a predetermined task nor part of the individual's formal duties, second, the benefits of this behavior are formal in nature, and third, extra-role behavior is multifaceted in nature (Basu et al., 2017). Accordingly, the researcher addresses the main question: what are the dimensions and components of spiritual leadership based on extra-role behaviors?

Theoretical Framework

Spiritual Leadership

Spiritual leadership consists of values, attitudes, and behaviors that are used to internally motivate oneself and others in a way that promotes spirituality and individual well-being through meaning, purpose, and belonging to oneself and others (Khari & Sinha, 2018).

Extra-role behaviors

Extra-role behaviors are defined as work activities that are in excess of formal job requirements and contribute to the effective performance of the organization. Extra-role behavior is defined as behavior beyond job roles that is not directly and explicitly recognized by the formal reward system, while this behavior overall enhances the effective performance of the organization (Khalili Ghal'eSari & Modanlou, 2019).

Ghanbarzadeh & Jafariyan (2024) investigated the role of spiritual leadership in social responsibility and social capital of first secondary school teachers in Dareh Shahr city. The

findings showed that spiritual leadership has a direct and significant relationship with social responsibility and social capital of teachers and is able to explain 3.25 percent of the variance in social responsibility and 13 percent of the variance in teachers' social capital. Other findings also showed that there was a direct relationship between spiritual leadership and social responsibility, and a positive and significant relationship between spiritual leadership and social capital at a level of less than 0.05. The result of strengthening spiritual leadership in schools increases the responsibility and social capital of teachers; education officials and planners should hold classes and courses that promote spiritual leadership knowledge for teachers.

Mousavi (2023) conducted a study entitled Investigating the Relationship between Dimensions of Spiritual Leadership and Job Motivation from the Perspective of Education and Training Employees in Shahrekord. The findings showed that there is a significant relationship between seven dimensions of spiritual leadership (vision, love of altruism, faith in work, meaning in work, and organizational membership) and job motivation of education and training employees, but there is no relationship between the other two dimensions of spiritual leadership, namely organizational commitment and performance feedback, and employee motivation. In fact, the higher the level of spiritual leadership components are applied in the atmosphere of an educational organization and the decisions, procedures, policies and educational missions are formulated and implemented based on the spiritual leadership dimension, the higher the level of job motivation among the employees of this educational organization.

Research Methodology

The research method is applicable-developmental in terms of its purpose, descriptive in terms of data collection, and quantitative in terms of implementation. The statistical population of the research includes 10 managers of large industries in Kerman province with 20 years of experience and at least ten years of managerial experience and their field of specialization is management, selected through purposive sampling. The DEMATEL questionnaire was used to collect data from the DEMATEL department and the network analysis process to prioritize variables. It was distributed in the field to the statistical population of the research and, after completion, was collected and analyzed.

Research findings

The DANP method (a combination of DEMATEL and Analytical Network Process (ANP)) was used to prioritize the effective factors. The results showed that membership, faith, altruism, work conscience, organizational commitment, chivalry, respect and honor, civic virtue, conscientiousness, and performance feedback are in the first to tenth priority, respectively.

Conclusion

The present study aimed to conduct a network meta-analysis (DANP) of spiritual leadership factors based on extra-role behaviors in large industries in Kerman province. The results of this study are consistent with the results of Ghanbarzadeh & Jafariyan (2024), Mousavi (2023), Davari et al. (2023), Haji et al. (2023), Ramezani et al. (2022), Dousti & Nastiezaie (2022), Yusefi et al. (2022), and Vu & Fry (2020). Ramezani et al. (2022) showed that the identified components had a significant relationship with the spiritual leadership style. Also, the indicators of faith, virtues, spiritual atmosphere, motivation, culture and structure were ranked first to sixth in the antecedents of spiritual leadership. In relation to the consequences of the spiritual leadership style, the indicators of moral climate, organizational health,

commitment and content were ranked first to fourth, and finally, the development of divine spirituality, the development of sustainable organizational spiritual health, the development of sustainable global spiritual health, the development of sustainable human spiritual excellence, and the development of existential spirituality were ranked first to fifth in the new strategies of the spiritual leadership style.

According to the results of this study, the following suggestions are made:

- Holding group activities and sports competitions to strengthen relationships between employees.
- Forming project-oriented work teams and granting them the necessary authority to do the work.