Understanding the Role of Spiritual Leadership on Group Innovativeness: A Parallel Mediation Approach

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ABSTRACT

In this dissertation, a theoretical and empirical intervening model was proposed and tested. The model investigated the both the direct and mediated effect of spiritual leadership on employees' group innovativeness (GI) via workplace bullying (WPB) and tolerance to incivility (TTI) as mediating variables, under the lens of spiritual leadership theory, social exchange theory, and intrinsic motivation theory.

Three hundred and sixty-eight full-time employees of four-star and five-star hotels in İzmir and Bodrum regions of Turkey were engaged in the survey. Data generated from this sample were analyzed using Structural equation modeling (SEM). The results show that spiritual leadership significantly predicted group innovativeness; workplace bullying and partially mediated this relationship.

The findings of this thesis enrich spiritual leadership-workplace mistreatment-innovativeness nexus in hospitality management literature. Explicitly, the results implied that managers could draw on the tenets of love, hope, and vision of spiritual leadership theory in designing organizational goals and vision to foster meaningfulness climate that will deter the presence of bullying or incivility.

Keywords: Spiritual leadership, Bullying, Tolerance to incivility, Group innovativeness, Turkey.

ÖZ

Bu çalışma, manevi liderlik teorisi, sosyal değişim teorisi ve içsel motivasyon teorisi temellerinde, manevi liderliğin çalışanların grup yenilikçiliği üzerindeki doğrudan ve aracılı (işyerinde zorbalık ve nezaketsizliğe tolerans) etkisini araştıran bir model önermektedir.

Türkiye'nin İzmir ve Bodrum bölgelerindeki 368 4 ve 5 yıldızlı otellerin tam zamanlı çalışanlarından elde edilen verileri analiz etmek için yapısal eşitlik modeli kullanılmıştır. Sonuçlar, manevi liderliğin grup yenilikçiliğini anlamlı ölçüde tahmin ettiğini göstermektedir. İşyerinde zorbalık ve nezaketsizliğe tolerans bu ilişkiye kısmen aracılık etmiştir.

Bu tezin bulguları, otelcilik yönetimi literatüründeki manevi liderlik-işyerinde kötü davranışlar-yenilikçilik bağına ilişkin bilgimizi zenginleştirmektedir. Özellikle, bulgular yöneticilerin zorbalık veya nezaketsizliğin varlığını caydıracak anlamlılık iklimini teşvik etmek için örgütsel hedefler ve vizyon tasarlamada manevi liderlik teorisinin sevgi, umut ve vizyon ilkelerinden yararlanabileceğini ortaya koymuştur.

Anahtar kelimeler: Manevi liderlik, Zorbalık, Nezaketsizliğe tolerans, Grup yenilikçiliği, Türkiye.

Wholeheartedly dedicated to my beloved parents (Abdolhossein & Touran), who

always believed in me and who have been my source of inspiration and gave me

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LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
BCa	Bias-Corrected and Accelerated
CI	Confidence Interval
CR	Composite Reliability
CSR	Corporate Social Responsibility
GI	Group Innovativeness
HTMT	Heterotrait–Monotrait
ILO	International Labor Office
OL	Outer Loadings
PLS-SEM	Partial Least Squares Structural Equation Modeling
SET	Social Exchange Theory
SL	Spiritual Leadership
TL	Turkish Liras
TTI	Tolerance to Incivility
WPB	Workplace Bullying
WI	Workplace Incivility

Chapter 1

INTRODUCTION

For most employees, the best part of their days is spending time together with co-workers, supervisors, and customers in the workplace. The interactions and exchanges that occur in those precious hours are quintessential to the bottom-line of the individuals and the organizations at large. Most organizations and employers will expect their staff to be at their very best behavior when at work, but several factors hinder the performance of such expectations. One main factor that has been identified in the literature is workplace mistreatment.

Workplace mistreatment takes one of many forms, such as incivility, bullying, aggression, abusive supervision, and many others. In whatever way it manifest, the impact of abuse on employees is detrimental and carries both individual and organizational level consequences. For instance, Harris, Lavelle, and McMahan (2018), found that victims of incivility sabotage the organization's resources either as a coping mechanism or an act of revenge for the tolerance of the incivility. Similarly, Conway, Clausen, Hansen, and Hogh (2016) claimed that workplace bullying (WPB) is the singular well-established contributor to employee absenteeism and presentism in work.

Workplace mistreatment, irrespective of the form it takes, contributes negatively to organizational outcomes, and minimize the occurrence of such behavior is the

responsibility of the management of the organizations. Among several propositions geared towards curbing the menace of workplace mistreatment is leadership. Many argued that the action of leaders shapes the behavior of the followers. Others believed that leaders must create systems and structures that identify and punishes offenders for showing others the attitude of the management about mistreatments.

It is believed that a specific form of leadership to connect with the inner meaning of an individual's core existence is the most viable way of curtailing the frequency of workplace mistreatment. In other words, spiritual leadership, which touches people's sense of calling and membership to a religious order do not only show the way to fulfilment but also intrinsically motivates them to follow a path of goodness (Fry & Altman, 2013).

1.1 Rationale of Study

Given the inevitable challenges that mistreatment in the workplace presents and the pressure that employees of hospitality organizations faced delivering excellent service, it is of paramount importance that solutions that addressed the root cause of the problem be provided.

Most occurrences of mistreatment in the workplace are traceable to the question of "self" and "calling," that is, finding fundamental purpose or the meaning of work. An individual who has no sense of calling will attribute little or no value to their work or even the workplace. If this reality exists, such an individual is capable and liable for being uncivil, abusive, and aggressive and, in all, can easily find motivation for mistreating the others.

Hence, the right solution to mistreatment challenges can only be seen in efforts that try to reach out to a people's sense of purpose and calling and helps them find meaning in the workplace. Therefore, understanding workplace spirituality and its workings may be a path to a solution that is worth investigating.

1.2 Purpose of the Study

Based on the reasoning articulated above, this thesis is developed to design and validate an empirical model that examines how spiritual leadership exerts its influence on WPB, workplace incivility (WI), and group innovativeness (GI). In standard terms, the thesis checks whether there is any association between the level of spirituality in the workplace through the conduit of spiritual leaders helps in minimizing the frequency of incidence of WPB and incivilities in the workplace. Further, it was checked whether mistreatments mediate the critical association between GI and spiritual leadership.

In so doing, the thesis would have answered the main research question, which is: "In what ways does spiritual leadership contributes to workplace mistreatment and sanctity?" This research question may be scrutinized by asking, "Does spiritual leadership explain any variance in WPB and incivility."

1.3 Significance and Contribution of the Study

Employees' wellness and proper wellbeing are essential to their task performance and profitability of the organization. Unfortunately, workplace mistreatments in whatever form it is displayed potentially erode employees of the psychological wellbeing. Through the investigation of the medicinal effect of SL in curbing the illness of workplace mistreatment, this thesis advanced the discourse of workplace sanctity in many ways.

Firstly, several remedies have been suggested and propagated in the literature to the problem of workplace mistreatments. Some scholars proposed personality changes for victims (Cortina, Rabelo, & Holland, 2018); some suggested leadership styles (Francioli et al., 2018), however, just a handful of studies have been conducted to examine the relations between spiritual leadership, workplace maltreatment and hospitality success of employees (Salehzadeh, Pool, Lashaki, Dolati, & Jamkhaneh, 2015). Extending these studies, this thesis intends to address this vital research deficiency by refining and exploring our understanding of how spiritual leadership impacts workplace climate and mistreatments such as incivility and bullying.

Secondly, this thesis advances spiritual leadership theory, social exchange theory (SET), and intrinsic motivation theory in their application to the hospitality context. Although leadership theories have been established and widely employed in the industry, most hospitality studies have overly focused on leadership styles like servant leadership, transformational leadership, ethical and authentic leadership. However, by introducing spiritual leadership, this study validated the usefulness and relevance of this theory in the industry and also demonstrated the applicability of the same.

1.4 Structure and Timeline of Study

This thesis included five chapters in all and followed the traditional chronological order of introduction through to conclusion. In other words, the thesis begins with the introduction (that is, Chapter 1), which focused on the overall overview of the thesis, rationale, contribution, and structure. The second chapter was tagged literature review that provided extensive studies of scholars in areas of workplace mistreatment, bullying, incivility, tolerance to incivility (TTI), spiritual leadership, and GI. In summary, as the name implies, the literature review chapter covered extant scholarly

works in the area of this study as well as the theoretical framework of the study. Chapter 2 included the review of existing literature and the establishment of the hypothesized relationships. Simply put, the section used the knowledge from research and theory to express the argument for the logical justification of the development of the hypotheses of the study.

Chapter 3, which is the research design, gave the detailed methodology of the study, the section presented information on sampling procedure, data collection, survey instrument, and analysis type.

The fourth chapter gave reports of results from analyses, and the last chapter, which is tagged discussion and conclusion, gave further explanation of the implications of the results and end with the snippet of the overall idea discussed in the thesis.

Chapter 2

LITERATURE REVIEW

2.1 Spiritual Leadership (SL)

2.1.1 Origin of Spiritual Leadership

The term spirituality is not a neoteric concept. However, it was just in the twenty-first century that spiritual leadership caught the attention of scholars. There has been a considerable effort since 1992 geared towards incorporating the idea of religiosity into the place of work, when people often devote extensive period to seeking the meaningfulness of their job (Bindlish, Dutt, Pardasani, & others, 2012; Kendall, 2012; Tourish & Tourish, 2010). The concept of spirituality was first introduced in the organizational context by Fairholm (1996); however, the operationalization of SL in the offices was done (Fry, 2003).

Fry (2003) advanced the definition of the term SL as a leadership approach that instils the awareness of others' calling and membership to a spiritual order into them through inner motivation that is driven by attitudes, values and behaviors. The afore-mentioned author typified SL as an all-inclusive approach comprising of four essential human factors: body (physical), spirit, heart (feelings, emotions), and mind (rational/logical thought). It was Fry's (2003) study that encourages more scholars to conceptualize SL as well as distinguish it from other leadership styles like transformational leadership, servant leadership, ethical leadership, and authentic leadership (see Contreras, 2016; Gotsis & Grimani, 2017; Hackett & Wang, 2012; Oh & Wang, 2020; Parris & Peachey,

2013). In lieu of these collaborative efforts, it has been established that SL is a researchable and valuable construct to understand the needs of both leaders and subordinates in the organization (Karakas & Sarigollu, 2019).

2.1.2 Models of Spiritual Leadership

In 2003, Fry was the first scholar to propose a model for SL. Four elements were taken into consideration in the forming the model: intrinsic motivation (emphasizing the spiritual needs), ethics (enabling the achievement of reciprocal outcomes), religious (centering on altruistic care and love for others) and values (motivating a supportive organizational atmosphere that appreciates meaningfulness in the workplace). Self-love, faith/hope and vision are three spiritual elements that leaders incorporate to drive the spiritual well-being (membership and calling) of their subordinates, and organizational outcomes, accentuating the contributory relationships in the first model (Fry, 2003).

In 2005 and later in 2008, Fry extended his model by adding four more attributes: corporate social responsibility (CSR), spiritual/inner life practice, spiritual well-being, and life satisfaction (see figure below). Inner life was explicitly added as an essential element of a religious leader as it emphasizes the importance of developing qualities of a spiritual leader. Afterward, Fry et al. (2010) built a successful framework to analyze the manner in which leadership through religiosity can be used to achieve greater organizational outcomes. Benefiel et al. (2014) argued that through the refinements of the religious leadership model, Fry had established SL's potential as a new exemplar for leadership practice.

Several other scholars have used the SL framework accentuated by (Fry 2003) to create a variety models and framework to explain how, when, and why spirituality is

necessary in the workplace. For instance, Houghton, Neck, and Krishnakumar (2016) integrated theoretical framework founded on superiority of ego, Dehler and Welsh's (1994) organizational transformation framework, and Fry and Nisiewicz's (2013) SL business model integrating strategic management. Additionally, several kinds of research (such as Fry, Latham, Clinebell, & Krahnke, 2017; Fry et al., 2005; Jeon, Passmore, Lee, & Hunsaker, 2013; Zagheri Tafreshi, Jahandar, Rassouli, Atashzadeh-Shoorideh, & Kavousi, 2017) have examined prevailing SLship models for extensive applications. SL is now considered as a facilitator for the new paradigm of leadership due to these scholarly efforts.
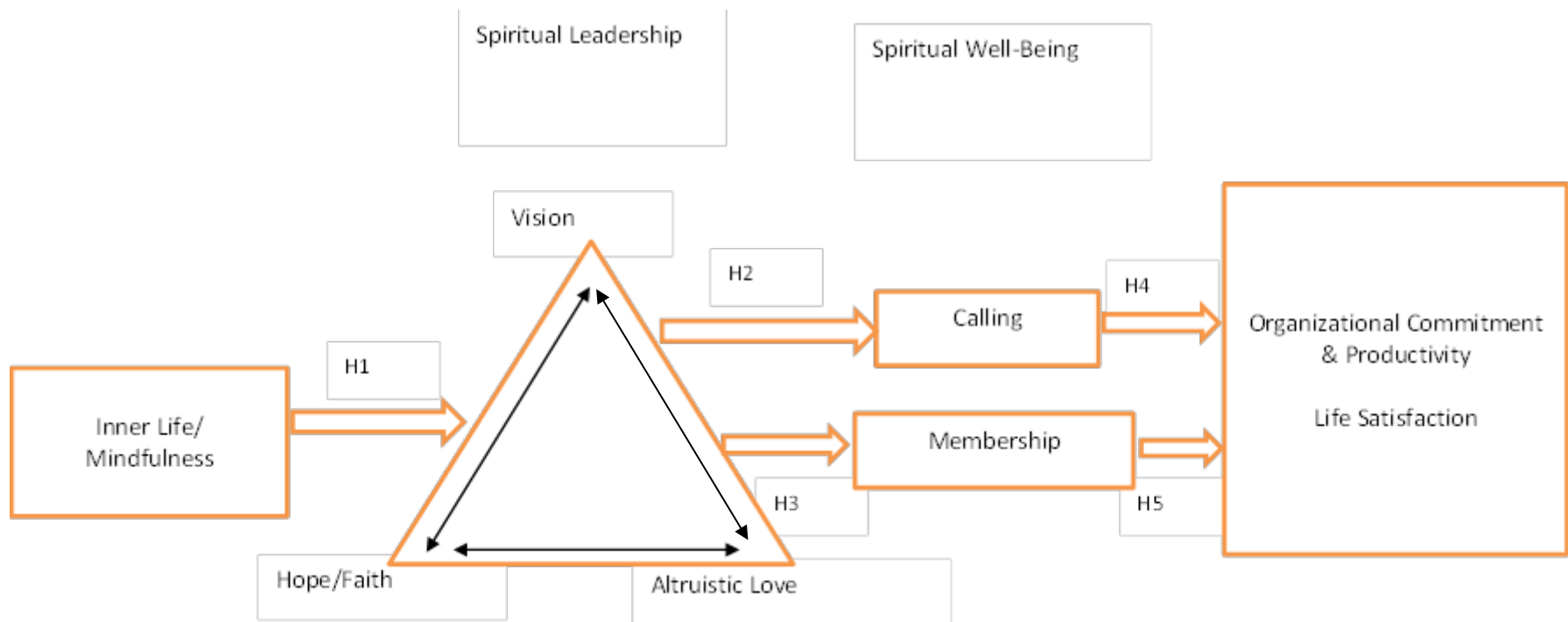
Figure 1: Proposed SL Framework of Fry et al. (2017)

2.1.3 Spiritual Leadership and Outcomes

Fairholm (1996) opined that SL necessitates that managers decline the previous style of personal leadership that emphasizes self-interest values. The new technique is bolstered by inherent values that do not focus on prestige, power, and wealth. A recent study by Fairholm and Gronau (2015), argued that incorporating the elements of personal and work life of spiritual leadership in an inclusive approach, even though cumbersome, enhances self-leadership, improvement, self-awareness, and continuous growth in a way that leaders discern their subordinates as a individuals with varieties of abilities, knowledge, and skills instead of observing that within the narrow confinement of job requirements. Additionally, several past studies have established that there are noteworthy impact of SL on individual and organizational outcomes (Benefiel et al., 2014; Chen & Yang, 2012; Fry et al., 2017, 2005). In previous studies, connections among people within the organization in terms of emotional, mental, and physical aspects were established, but disregarded the spiritual values.

SL allows an erudite organization become more efficacious by creating value and vision congruence across the individual levels, empowered, and strategic team (Fry, 2003). A research by Reave (2005) reviewing over 150 empirical studies concluded that spiritual practices and values are linked with leadership efficacy. Also, the studies of SL model revealed the leadership style also has impact of leadership outcome variables (Chen & Li, 2013). Empirical study by Fry et al. (2005), collecting data from 369 U.S. military soldiers, also validated the 2003 proposed theory. The study confirmed the fit, validity and reliability of the theoretical SL model, and also substantiated the influence of SL on employee commitment and productivity.

So far, Fry and Kriger's (2009); Fry's (2003) SL model are the only models that have been developed, tested, and validated in different settings. According to Fry and Cohen (2009, p. 269), empirical studies that validates the model "have been conducted in over 100 organizations including schools, military units, cities, police, and for profit organizations (sample sizes ranged from 10 to over 1000)". SL have been found to influence a wide range of outcome variables at both individual and team/organizational level, which includes employee satisfaction, employee productivity, commitment and sales growth (Akbar, Udin, & Djastuti, 2018; Fry et al., 2005; Hannah, Walumbwa, & Fry, 2011; Tsui, Lee, Zhang, & Wong, 2019; Yang, Yang, & Gao, 2020; Yang & Fry, 2018).

Additionally, SL also influences individual and organizational outcome such as workaholic behavior, CSR, financial performance, and employee well-being (Salehzadeh et al., 2015; Yusof & Mohamad, 2014) as well as other negative outcomes such as workplace mistreatment (Ghaedi, Ozturen, & Safshekan, 2020).

2.2 Workplace Spirituality

Workplace spirituality and specifically SL is a new concept in management literature that has been identified to respond to the call for meaning and purpose in humans. SL incorporates faith/hope, vision and altruistic love into individual's intrinsic motivation and helps create value congruence between employees and their employers (Fry, 2003).

Recent decade has seen a flurry of studies on workplace spirituality, SL and religion trying to proffer an adequate insight into employee well-being through their fulfillment of calling and purpose (Fry, 2003; Fry et al., 2017; Mahmood, Arshad, Ahmed, Akhtar,

& Khan, 2018; Tackney et al., 2017). The general conclusion of these studies suggested that SL in organizations helps employees connect their sense of calling with the true meaning of work. This, in turn, helps the employees in attributing appropriate value to their work and the entire work environment which includes co-workers, supervisors and customers.

In addressing the dichotomy of the realities of workplace mistreatment in hospitality industry and the job demand of the industry, this current study blends the traditional remedy of leadership with the more conventional leadership approach of SL to understand its effect on mitigating against the detrimental effect of WPB and TTI. Our study proposes and tests empirically a conceptual model that investigates the absolute impact of SL on WPB, TTI and Group Innovativeness.

2.3 Workplace Mistreatment

Mistreatments in the workplace are an inevitable phenomenon since human interaction is inevitable in the workplace. Nonetheless, for managers of service organizations that require their service employees to be always in their best frame of mind to deliver optimal services, curtailing the deleterious influence of workplace mistreatment is a necessity.

Of the many antecedents of workplace mistreatment in management literature, personality of targets has stood out as a major factor (Samnani & Singh, 2012). Hence, the subject of "being" is at the core of workplace mistreatment be it bullying or incivility (Fiset & Robinson, 2018). Therefore, to curtail the adverse effect of these workplace realities, we must dive deep to the root and unplug the seeds by addressing the issue of personality as it relates to call and meaning for life.

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Targets of workplace mistreatments are unable to keep with the stress of the job demand while dealing with the menace of incivility and bullying and also maintain high productivity. Invariably, workplace mistreatment dampens employees' individual proactivity and even their GI which are essential qualities for organizational performance and competitive advantage.

2.3.1 Workplace Incivility

Workplace incivility was first conceptualized by Andersson and Pearson (1999, p. 456) as "low-intensity deviant acts with ambiguous intent to harm the target". This definition has been widely adopted by variety of study such as (Hershcovis, Ogunfowora, Reich, & Christie, 2017; Rosen, Koopman, Gabriel, & Johnson, 2016; Schilpzand, De Pater, & Erez, 2016; Taylor, Bedeian, Cole, & Zhang, 2017) indicating its appropriateness to the measure of the construct. As such, this study opts to follow suit with previous studies by adopting the same definition to examine and investigate the construct-WI.

Although WI is perceived to be ambiguous in nature and has low intensity, it may kick start a continuum of chain reactions that will result in more aggressive workplace behaviors such as conflict (Trudel & Reio, 2011), abusive supervision (Matthews & Ritter, 2016) and even violence. In a simple term, WI can be described as rudeness in the workplace. Johnson and Indvik (2001), Neall and Tuckey (2014) described perpetrators of WI as temperamental, disrespectful, rude, discourteous, and impossible to deal with. Sutton (2007, p. 1) categorized them as "creeps, jerks, weasels, tormentors, tyrants, serial slammers, despots, or unconstrained egomaniacs" plaguing the workplace.

As captured in our adopted definition of WI, ambiguous intent, norm violation, and low intensity appear to be the main characteristics that define WI. Previous studies have highlighted that incivility differs from other workplace mistreatments mainly because of its low intensity and ambiguous intent (Lim, Cortina, & Magley, 2008; Welbourne & Sariol, 2017) whereas, violation of norm is a necessary underlying criterion that defines workplace mistreatments. It is also important to stress that norm violation must be in place before behavior can be assumed to be uncivil as not all low-intensity actions/behavior with ambiguous intents are uncivil.

The ambiguity of intention infers that the perpetrator of uncivil behavior does not set out to be rude. For instance, a co-worker that put off by how his colleague expresses his off-work activities may consider such behavior as abusive. In contrast, the perpetrator may not have intended that such action will be interpreted in such a way. However, because the perpetrator fails to consider the inherent possibilities of his act to be inappropriate for the workplace is enough to designate the behavior as uncivil. Furthermore, because the definition of rudeness is not universal and varies from person to person, the tendency resulting from the vagueness of ambiguity of intention may increase.

While some colleague may welcome a joke in the workplace, others may hold a divergent opinion as workplace harbors people of diverse cultural views, opinions and sometimes from different generation all together all of which affects the perceptions of individuals regarding the norms of the workplace and the level of respect expected to be given for an individual to be considered as civil. Given all these uncertainties surrounding what is considered as the norm in the workplace or rudeness, the measure of incivility is much understandable from the recipient's viewpoint as only the

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recipient can articulate what constitutes incivility to him or her. The distinguishing quality of incivility from other workplace mistreatments also lies in its subtlety. This is because incivility mostly results from employee conflict on principles of good workplace behavior or lack of social charms.

Even though there has been a wide range of research investigating the characteristic behavior intrinsic in uncivil behavior and their consequences on the well-being of individuals, there is a deficiency of research on how individuals can tolerate these incivilities in the workplace. Organizations' ripostes to WI by Pearson and Porath (2005, p. 5) are considered as "spotty" at best. However, it is evidently a problem, and there is a gender division in how incivility is experienced, as well as reactions to incivility, seems to exist (Loi, Loh, & Hine, 2015a). For instance, a robust male-dominated organizational culture often relies predominantly on "humorous surprises" or dark humor," or "embarrassing jokes" to make sure that there is conformity to such corporate culture or ethos (Alvesson & Willmott, 2012).

Employees who encounter incivility in the work environment may engage in subtle actions of reprisal and express their anger against their employer. And this could include sabotaging the abuser in a surreptitious manner or withdrawal from duties (Rupp, Shapiro, Folger, Skarlicki, & Shao, 2017).

2.3.2 Tolerance to Incivility

According to Abubakar, Yazdian, and Behravesh (2018), tolerance to WI is characterized as an organizational environment that condones or allows for unjust activities, reflected in the extent of corporate reaction to workplace incivility. The failure of enterprises to protect their workers from incivility on the job grows with time and ultimately leads to a environment that allows for uncivil behaviors (Abubakar,

Yazdian, et al., 2018; Loi et al., 2015a). TTI in the workplace shows how conflicts are managed among employees. That is, tolerance to WI denotes organizational climate that allows or does not reconcile conflicts among its employees; mainly due to leaders' or managers' ability in resolving disagreements (Megeirhi, Kilic, Avci, Afsar, & Abubakar, 2018). Past researches have revealed that poorly managed conflict in the workplace affects the frequency and level of future conflict and also negatively influences employee's behavioral outcomes (Desivilya, Somech, & Lidgoster, 2010; Raver, 2013).

Constructs such as interpersonal conflicts and WI are known as critical elements of organizational conflicts (Torkelson, Holm, Bäckström, & Schad, 2016). Conflict scholars claimed that unresolved conflicts among employees could result in a rebalanced sense of power injustice and development of personal agency (Shallcross, Ramsay, & Barker, 2013) such as revenge intentions and negative emotions. TTI or incivility-related incidences can diminish work relationships, create an uncooperative work environment, and cause loss of dignity, respect, and trust as well as estrangement with the organization (e.g. cynicism). Cynical employees can decline sharing experience (e.g. innovative actions), reduce the use of their expertise (e.g. knowledge hiding), and increase turnover intentions.

2.3.3 Workplace Bullying

The occurrence of WPB varies significantly from one sector to another, from one country to another, and even within the same country. The rate of a bullying incident in Southern Europe is more compared to their Northern counterpart (Zabrodska & Kveton, 2013). However, the implications differ depending on the calculation and assessment methods employed (Grimard & Lee, 2020). Regarding the extent of manifestation, there is an observation of significant disagreement on the occurrence of

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this behavior, from 15 percent in Southern European countries (Giorgi, Arenas, & Leon-Perez, 2011) as opposed to 4 to 5 percent in the Northern part (Nielsen, Notelaers, & Einarsen, 2011; Nielsen et al., 2009).

Factors such as societal changes and cultural characteristics can be the cause of variations in the occurrence rates. Nielsen et al. (2009) opined that such topics as research methodology should also be considered. The different array of designs, instruments, and measurement methods are used in WPB studies (Anjum et al., 2019; Hogh, Conway, & Mikkelsen, 2017). Therefore, different methodological techniques may influence the observed occurrence rates (Nielsen, Matthiesen, & Einarsen, 2010; Nielsen, Notelaers, & Einarsen, 2020).

Even though the concept of WPB seems apparent, it embodies different gradations that should be analyzed. Scholarly studies have studied WPB using different constructs (Branch, Ramsay, & Barker, 2013), such as victimization, harassment, mistreatment, aggression, psychological harassment, emotional abuse, and intimidation in the workplace. Irrespective of the varying descriptions, there is a consensus on the definition of bullying in terms of target's reaction to the circumstance, duration (e.g., circa six months), frequency (e.g., weekly), intentionality, misuse of power between committer and victim, perceived imbalance, insulting remark, verbal or physical badgering (Einarsen, Hoel, Zapf, & Cooper, 2003, 2020), facing constant and negative social interactions (Einarsen, Hoel, Zapf, & Cooper, 2011), inability of victims to defend themselves (Einarsen et al., 2003; Einarsen, Hoel, & Notelaers, 2009; Ståle Einarsen et al., 2011), and intense pressure (Razzaghian & Shah, 2011).

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Ariza-Montes, Arjona-Fuentes, Law, and Han (2017) maintained that while most of the definition for WPB agrees that duration and persistence are the main elements of bullying, the materialization of the act has a significant psychological factor. An essential requirement of bullying is that the act itself is perceived by the victim as a belligerent circumstance (den Brande, Baillien, De Witte, Vander Elst, & Godderis, 2016; Glambek, Einarsen, & Helge, 2018). From this perspective, the harmful effect of WPB (e.g., absenteeism, anxiety, lack of organizational commitment, and depression) should be extremely expressed; the victim immediately perceives this offensive behavior.

The victim's reaction should be independent of the bullying act's duration or persistence. Several researchers have established that no specific personality is inclined to playing the role of the bully or victim (Quigg, 2012; Skuzińska, Plopa, & Plopa, 2020). Few studies have, however, identified different factors such as gender, marital status, and age that can influence the likelihood of being the bully or victim (Maidaniuc-Chirilă, 2019; Podsiadly & Gamian-Wilk, 2017).

According to Arenas et al. (2015), WPB refers to any form of continuous harmful behaviors directed at workforces and contains behaviors classified as violence and emotional abuse. WPB is a systematic abuse in which the perpetrators begin with subtle violations at the initial stage, but gradually but consistently with time escalates into more explicit and overt behaviors (Naseer, Raja, Syed, & Bouckenooghe, 2018; Samnani & Singh, 2012). Bullying has been described in the literature as a prevalent negative phenomenon that has eaten deep to the core of many organizations (Sheehan, McCabe, & Garavan, 2018).

Indeed, the negative impact of WPB has been empirically proven to have both financial and non-financial costs to the organizations. Specifically, bullying results in loss of revenue (Sheehan et al., 2018), reduced well-being (Hogh, Hoel, & Carneiro, 2011), increased absenteeism (Ståle Einarsen, Skogstad, Rørvik, Lande, & Nielsen, 2018), reduced job satisfaction and engagement (Valentine & Fleischman, 2018), decreased performance outcomes and productivity. It, therefore, makes proper sense considering the enormous detrimental impacts of bullying both on organizational results and individual employee's well-being to both seek preventive mechanisms and also palliatives for reducing its impact when it does occur.

Initial studies have emphasized the psychological physiognomies of bullies and their victims, and scholars have a focus on the impact of working conditions concerning bullying. These studies have investigated the relationship between WPB and organizational change (Baillien, Griep, Vander Elst, & De Witte, 2019; Holten et al., 2017; Spagnoli, Balducci, & Fraccaroli, 2017), job stability (Balducci, Cecchin, & Fraccaroli, 2012; Bohle et al., 2017; Li, Jiang, & Xu, 2019), social climate (Iftikhar & Qureshi, 2014; Olsen, Bjaalid, & Mikkelsen, 2017; Pihl, Albertsen, Hogh, & Andersen, 2017; Qureshi, Rasli, & Zaman, 2014), workload (Baillien, De Cuyper, & De Witte, 2011; Spagnoli & Balducci, 2017), role conflict (Hauge et al., 2011; Reknes, Einarsen, Knardahl, & Lau, 2014), role ambiguity (Samnani & Singh, 2012; Skogstad, Torsheim, Einarsen, & Hauge, 2011), control (Morten Birkeland Nielsen & Einarsen, 2018; Rai & Agarwal, 2018), social support from co-workers and supervisors (Morten Birkeland Nielsen & Einarsen, 2018; Warszewska-Makuch, Bedyńska, & Żołnierczyk-Zreda, 2015), and leadership behavior (Francioli et al., 2018; Morten Birkeland Nielsen, Indregard, Krane, & Knardahl, 2019).

Furthermore, bullying can occur due to several factors peculiar to the environment in which the organization operates. Some of the contextual constructs emphasized in the literature include private/public ownership, firm size, and industry/sector (Mostert & Cunniff, 2012; Nguyen, Teo, & Dinh, 2020). instance, studies regarding this construct reveals that the construct is common in the service industry (Ariza-Montes, Muniz, Montero-Simó, & Araque-Padilla, 2013).

2.3.3.1 Workplace Bullying Among Hospitality Employees

It is a well-known fact that the hospitality sector is a hierarchically structured, job-demanding, and labor-intensive industry (Hsu, Liu, & Tsaur, 2019; Patah et al., 2010). According to Ariza-Montes et al. (2017), some examples of such conditions includes lack of experience or training in certain positions; long working hours that sometimes infringe labor laws, constant contact with customers which seldom leads to apprehensive circumstances that can cause violence or harassment, work schedules that hamper work-family life balance, repetitive and monotonous tasks in most jobs offered that constraint individual's ability for initiative and creativity, time constraint pressure and extreme workloads that result in very intense work patterns. These work conditions that are an integral part of the tourism and hospitality industry produce stress levels among employees and acts as a facilitator for harassment (Hoel & Einarsen, 2020; Meloury & Signal, 2014).

Alcohol consumption and night shifts, which are archetypal in a lot of organizations in the hospitality industry, increases the likelihood of sexual harassment or violence occurrences. Scholarly studies on harassment started in Nordic countries in the 1980s due to the pioneering studies on bullying in school at that time (Leymann, 1990; Matthiesen, Raknes, & Rokkum, 1989). Rayner, Hoel, and Cooper (2002) considered a German psychiatrist, Leymann (1990), to be the pioneer of this study. The

Psychiatrist's original attraction in bullying was later applied to harassment in the workplace (that he called "mobbing)" since related nuances were found amongst older patients (Lutgen-Sandvik, Namie, & Namie, 2010). Even though there is an ample amount of literature with regards to this issue, very few researches hospitality inclined in their objectives.

Research by Hoel and Einarsen (2003) in Ram, Tribe, and Biran (2016) for the International Labor Office (ILO), they mentioned this gap in the literature, and there has been quite a significant progress none has considered the impact of WPB on GI. Several authors have determined that aforementioned stressful conditions, as well as the demographics of many employees of the industry (e.g., inadequate education/preparation and being in the most susceptible population groups, like women with family obligations, long-term unemployed or immigrants), create a situation predominantly favorable propitious to the proliferation of harassment or violence. Several types of research have since been conducted, but most have focused on the restaurant industry, especially, fine dining (Alexander, MacLaren, O'Gorman, & Taheri, 2012; Giousmpasoglou, Marinakou, & Cooper, 2018; Meloury & Signal, 2014; Patah et al., 2010). All these studies generally presume that functioning restaurant kitchen demand work teams acquiesce to a quasi-military discipline style and accede to a hierarchical structure.

In this context, verbal and sometimes physical abuses to considerably inexperienced and young team members are accepted as a norm and intrinsic to the occupation, and necessary for their professional development and socialization. Patah et al. (2010) revealed that this trend is also witnessed in some culinary schools were to deem, such as apposite instead of unacceptable. Mathisen, Einarsen, and Mykletun (2008)

determined that there is a frequent occurrence of provocation in high-class kitchens in restaurant compared to the other sections of the restaurant industry. It has been found that cooking staffs quit their job, which further aggravates the delinquency of regularly integrating new employees who will are vulnerable to provocation.

In these working environments, there is a ripple effect of harassment that results in irreversible consequences in many cases. Individuals who allow themselves to be harassed and remain in such an establishment may repeat these behaviors to new employees as they may move higher in the hierarchy of the organization (Salin & Hoel, 2020).

A unique quality of the hotel industry is the high frequency of interaction between coworkers as well as their supervisors in the course of discharging their prescribed roles and responsibilities. These relational connections and collaborations in a tiered work setting can increase the perception of power imbalance, which can lead to bullying and conflicts (Hsu et al., 2019). Similarly, interacting directly with customers is a determining factor in the existence of harassment (Ariza-Montes et al., 2017). Furthermore, scenarios that encourage harassment and violence bursts may be hotel reception jobs that deal with demands of customers' complaints.

Research by Yap, Horner, Hsu, and Tang (2014) on bullying in the Taiwanese hotel discovered that bullying in the hotel sector occurs in four ways: guests to employees, subordinates to managers, managers to assistants, and senior to junior employees. They claimed that WPB occurs due to alcohol intoxication, inadequate ability, past experiences, stress, and personality. WPB negative impact on both individual and

organizational outcomes (Bernstein & Trimm, 2016); in this dissertation, the organizational outcome, specifically GI have been focused.

2.4 Group Innovativeness

According to West and Farr (1990), innovation can be seen as a deliberate incorporation and implementation in a task, working team or organization of new concepts, systems, goods or procedures specific to that profession, working team or organization for the good of the position, working team or organization. Thus, innovation can be regarded as a tool with which business owners exploit changes to the advantage of their business empire. According to Harper (2018), innovation, whether in the form of product, process, or procedural changes in organizations, evolves through the application of existing ideas in a new context. In essence, organizations can achieve competitive advantage and overall performance and productivity with the exploitation of available thoughts in novel ways. For establishments such as hotels where teams and groups work harmoniously towards the realization of organizational goals, it is paramount that groups should engage in innovative ways of delivering their in-role tasks. Simply put, the success of teams and firms as a whole depends on their ability to innovate (Dunne, Aaron, McDowell, Urban, & Geho, 2016).

In literature, the term "company innovativeness" is used interchangeably with firm-level innovativeness, organizational innovativeness, GI, or team innovativeness. According to Preda (2013), the construct explains organizations' adoptive ability to develop unique strategies with high standards of proactivity, innovation, taking calculated risks and learning through continuous evaluation of competitors' behavior and customers' preferences or organizations' ability to reflect unstable economic

environment indicated by drastic changes in a short period. Innovativeness mirrors organizations' tendency to support and promote create processes, experimentation, and new ideas (Cake, Agrawal, Gresham, Johansen, & Di Benedetto, 2020).

Even though several factors influence GI with regards to tangible innovations, only a few studies have empirically explored the relationship between substantial innovations and various aspects of group climate. Some studies have, on a theoretical level, attempted to make specific multifactorial models. One of such is a four-factor theory was proposed by West (1990), which includes support for innovation, task orientation, participative safety, and vision. The mentioned factors explicitly predict both quality and quantity of group innovations and can also be specifically related to the different stages of group innovation processes.

Another factor that improves GI, according to Kaur (2014), Colovic and Williams (2020), is diversity. Even though demographic diversity is a factor, some scholars have discovered that diversity in functional backgrounds, skills, and knowledge increases GI (Wang & Wang, 2012). However, Sung and Choi (2012) opined that group creativity is only maximized by collective experience when team members' knowledge is used for solving team tasks/problems.

Similarly, argued Gilson, Lim, Litchfield, and Gilson (2015) that the effective and efficient use of knowledge obtainable within a group requires transactive memory. Furthermore, Dunne et al. (2016) opined that for group members to obtain the creative benefit of working collectively, knowledge existing within group members must be shared with other members in the group. The dynamic nature of the group tasks makes it essential for a group member to trust one another and group processes to be

integrated to understand their group's creative ability (Schippers, West, & Edmondson, 2017).

2.5 Theoretical Framework

2.5.1 Spiritual Leadership Theory

Spirituality, which is the essence of being human (the internal psychological qualities of individuals), was incorporated into leadership, which is the external ability to motivate others to collectively achieve the organizational goal in Fry's (2003) work on developing SL theory. Spirituality or religiosity can be considered as the pursuit of self-wholeness and the associated sensation of interdependence with all things in the cosmos (Klaus & Fernando, 2016). Spirituality, although it can manifest in organizations and within groups, it is mostly seen as inherently personal.

Fry proposed that leaders' spiritual attributes such as vision, hope, and selfless love are mediated by their followers' qualities to achieve organizational outcomes. Kotter (2012) defined vision as a futuristic image with any tacit or specific analysis on why an individuals should aspire to build the future (p. 68), while Fry (2003) defined hope as the source of confidence that the vision / objective / expedition of an enterprise will be accomplished (p. 713), and altruistic love as a feeling of fulfilment, peace, and wellness created by self-care, compassion, and admiration. The values of tolerance, compassion, lack of jealousy, empathy, modesty, selflessness, self-control, trust, loyalty and truthfulness underlie this description. (p. 712).

Put together, SL according to Fry refers to the beliefs, attitudes and behaviors that everyone should follow while inherently empowering one 's self and others so that all have a meaningful increase in the context of religious well-being through calling and

membership, that is, experience meaning in their lives, have a sense of making an impact and feel understood and valued (Fry et al., 2005, p. 836). The special abilities of leaders to share/cast meaningful visions with their subordinates and also demonstrate sincere respect for their behaviors and values make employees feel special and tend to spur a sense of meaning in them towards their job (Chen & Li, 2013). Spiritual leaders in organizations motivate their followers to a performance by creating a culture of shared care and lead the followers to labor toward the realization of the visions and meaningfulness. The SL theory comprises three elements: intrinsic motivation, intermediate and ultimate outcome of spiritual survival.

Intrinsic motivation is built on hope/faith, shared vision, and altruistic love. SL aims to tap and engage the values and personal interests of leaders and subordinates via the creation of shared vision and objectives. When participating in a SL style, leaders establish a social work environment that encourages the adoption of goals and vision that have personal and intimate meaning for both leaders and subordinates. When working towards objectives and insight that is individualistic, both leaders and subordinates experience perceived self-actualization and organizational identification (i.e., "I believe in what we do here and believe it is important"). Both parties give themselves to the task at hand, with faith/hope and passion that their travails will make a cumulative contribution to the organizational goals.

With SL, both leaders and subordinates are motivated intrinsically because they not only believe in the task but see how their endeavors impact to the success. Several authors (Fry, 2003; Fry & Altman, 2013; Fry et al., 2010; Gotsis & Grimani, 2017; Jeon et al., 2013) have agreed that both leaders and subordinates believe that the result will generate not only financial gains but broader social wellbeing, they experience a

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sublime sense of purpose and confidence that they are participating and contributing to a more significant cause. Fry explicitly argues that both leaders and subordinates are enthused by altruistic love for whom they work for and with. The elements (altruistic love, faith/hope, and vision) for a triumvirate of internal motivation that is entangled with connections to transcendent needs of subordinates and leaders.

2.5.2 Intrinsic Motivation Theory

The intrinsic motivation theory contends that the human sense of fulfillment is attained only through the satisfaction of their inherent needs (Latif & Aziz, 2018; Milliman, Gatling, & Kim, 2018). It thus suggests that employees will engage at work to the degree to which they find fulfillment internally at doing the prescribed role or task.

An intermediate consequence of spiritual survival: the sense of belonging and self-actualization established in the intrinsic motivation phase leads to fulfillment, a sense of calling, and organizational membership (Kyle, Wond, & Carlier, 2017). These elements, together, play a role in the leaders' and subordinates' emotional and spiritual wellbeing that Fry termed "spiritual survival." According to Afsar, Badir, and Kiani (2016); Fry (2003); Fry et al. (2010); Wahid and Mustamil (2017), these outcomes iteratively strengthens both subordinates' and leaders' commitment to the tasks and organizational goals and objectives. In the intermediate result of spiritual survival, the transcendent needs of both followers and leaders for membership and self-actualization are addressed.

Ultimate organizational outcomes rated by tripartite crux: different from the single bottom-line (profit), the trilateral crux consists of the planet, people, and profit. It entails collective benefits for leaders, followers, stakeholders, and customers, which, according to Slaper and Hall (2011), is consistent with the principles of socially

responsible management. The theory is that organizations whose leaders and followers are motivated intrinsically and experience a high level of spiritual and emotional wellbeing will earn high ultimate outcomes. Studies (such as Afsar et al., 2016; Fry, 2003; Fry et al., 2010; Lenka & Tiwari, 2016; Wahid & Mustamil, 2017) have revealed that SL has a positive influence on the tripartite crux.

2.5.3 Social Exchange Theory

The Social Exchange Theory (SET) emphasized interdependent and contingent exchanges by individuals as the foundation for all societal relationships and transactions (Cropanzano & Mitchell, 2005, p. 874; Emerson, 1976). That is, the main postulation of SET is that a number of social interactions are based on mutual exchanges, and this facilitates mutual obligations, psychosomatic contracts, and reciprocity (Colquitt et al., 2013). The efficacy of social interactions to create quality relations or vice-versa has been explained by Cropanzano and Mitchell (2005).

Likewise, they argued that SET is one of the most important analytical philosophies for interpreting organizational culture (p. 874). Both intra- and inter-organizational relationships (relationship within one organization and relationships between two or more organizations, respectively) are driven by different social interactive norms. Certainly, SET provides a structure for deciphering standards and rules that shape the quality of reciprocal obligations, resource exchanges, and organizational transactions that is indicated in the emerging relationship behaviors in the organization (Cropanzano & Mitchell, 2005; Elstad, Christophersen, & Turmo, 2011; Lioukas & Reuer, 2015; Oparaocha, 2016; Tekleab & Chiaburu, 2011; Van Knippenberg, Van Prooijen, & Sleebos, 2015).

Fundamentally, this implies that with SET, we can identify the different types of social exchanges that bring about perceived organizational culture as well as understand the system through which these exchanges actualize and how interactions transpire in such contexts. Therefore, different types of social transactions or communications can be purposefully orchestrated and mediated by leadership (Walumbwa et al., 2011) and organization-specific architectures (Oparaocha, 2016). Consequently, SET provides an exceptional framework for investigating how an intra-organizational social transaction can influence knowledge management for GI through collaboration between leaders and followers (Ghaedi et al., 2020).

The social exchange theory has been widely utilized in work-related studies to investigate reciprocal relationships between both parties, mainly the employees and their co-workers or supervisors (Mitchell, Cropanzano, & Quisenberry, 2012). In every typical work environment, interactions and relationships are inevitable; as such, exchange relationships with clear expectations of rewards are constant realities. In the context of our study, the exchange between supervisors and employees is expected to result in positive outcomes as SL qualities in supervisors tend to impacts the sense of meaning, hope, vision, and love on their subordinates.

2.6 Hypotheses

2.6.1 Spiritual Leadership, Workplace Bullying and Tolerance to Incivility

Sometimes, uncivil behavior may be displayed on purpose with the intention to at least disorient the recipient or with the consciousness that the behavior will be received poorly by the recipient. Reducing the ambiguity regarding the workplace norm by clearly defining what is and what is not proper workplace conduct may help in eliminating the norm ambiguity feature of WI. Similarly, a deliberate attempt to

establish conversations around acceptable workplace social behavior may also help deal with the occurrence of incivility in the workgroup.

Other workplace mistreatments like ostracism, sexual harassment, abusive supervision and bullying unlike incivility are unambiguously purposeful because the perpetrators often intentionally act in ways that will exclude or aggravate the victim (Britton, Sliter, & Jex, 2012; Sulea, Filipescu, Horga, Ortan, & Fischmann, 2012). Also, perpetrators of incivility are often unaware of the extent of damage their action has over others in their workgroup or environment.

The low nature of the intensity of actions depicting incivility is perhaps another noticeable distinguishing feature that separates it from other forms of workplace mistreatments. As asserted by Sulea et al. (2012, p. 558), incivility a "daily hassle" differs from other nonphysical forms of abuse in the workplace in that it is not "hostile" like the others and does not set out to deconstruct the sense of identity and relation with others (p. 558). Although incivility may not be confrontational, its brevity and vagueness of intent make its effect harder and more expensive. Leiter (2013) confirmed that the impact of WI is disproportionate with its nature of low intensity due to the connotation the victim ascribes to uncivil behavior.

Till date, various remedies and measures have been proposed to curb the ever-increasing detrimental impact of workplace mistreatments. Amongst such is anti-bullying workplace practices (Sheehan et al., 2018), anonymous complaint handling procedures (Naseer et al., 2018), employee training, and organizational support, to mention but a few. However, most of these measures, if not all, focused on reducing the effect of workplace mistreatment.

On the other hand, SL fosters an environment of love, hope, and transcendental vision that touches the heart of the employees in such ways that deter any occurrence of mistreatment (Bayighomog & Araslı, 2019). In their study on workplace spirituality and organization sustainability, Rezapouraghdam, Alipour, and Arasli (2018) proposed workplace spirituality as a remedy to employee's self-centeredness, which is responsible for various workplaces havocs. In their argument, workplace spirituality connects with employee's inner spirits, which is a life-affirming force in human beings.

Thus, SL will fuel the growth of workplace spirituality, which will, in turn, facilitate the development of their spirit and thus reduce their mistreatments of others in the form of bullying and or incivility. Therefore, posit that supervisors exhibiting SL will not only foster workplace spirituality but will prohibit through the expression of love, faith, hope, vision, and meaningful the detrimental effects of workplace mistreatment.

Also, the SET deciphers the norms and rules that shape the quality of reciprocal obligations, resource exchanges, and organizational transactions. At the same time, leadership theory encourages self-wholeness and the associated sensation of interconnectedness, which discourages bullying and incivility. Thus, the following hypothesis is advanced:

H1: Spiritual leadership considered by hope/faith, altruistic love, and vision have a negative influence on employees' perception of (a) workplace bullying and (b) TTI.

2.6.2 Spiritual Leadership and Group Innovativeness

Several scholars have implicated leadership as critical in the innovation process (Hughes, Lee, Tian, Newman, & Legood, 2018; Jiang & Chen, 2018). However, most such studies have primarily focused on the need for collaborative or participative leadership style. While participative leadership fosters innovation through inclusiveness, the emerging concept of SL facilitates change through connection to meaningfulness. Employees working under the supervision of a religious leader tend to possess a sense of love, purpose, and calling (Bayighomog & Araslı, 2019).

Further, as argued by Chen, Li, and Leung (2016), innovative behavior thrives in an atmosphere of perceived support. Other scholars argued that the psychological climate plays a vital role in determining the level of innovativeness of individuals as well as a group. This is because; people tend to respond to the cognitive representation of the environment rather than the situation itself (Derdowski, Øgaard, Marnburg, & Mathisen, 2018; Simsek, Jansen, Minichilli, & Escriba-Esteve, 2015). Building on these arguments, it is posited that SL will foster a cognitive representation of an environment of support, love, sense of meaning, and purpose, thereby facilitating the development of GI.

Through the reciprocity of the SET, the leader through the lens of altruistic love, hope, and vision of the SL theory demonstrate to their subordinates that they are valued, cared for, and supported, which will invariably create a suitable work environment that fosters GI. Therefore, our next hypothesis states that:

H2: Spiritual leadership considered by hope/faith, altruistic love, and vision positively influence employees' display of group innovativeness.

2.6.3 The Mediating Role of Workplace Bullying and Tolerance to Incivility

Aljawarneh and Atan (2018) argued that fundamental to the success of an individual's work life is a sense of belongingness to a workgroup or family. However, disrespectful or uncivil behavior that characterizes WI may directly challenge the validity of the victims' connection/belongingness to the workgroup. Since the sense of belongingness is a motivator to work-life success, when an individual becomes a victim of incivility, they may lose their autonomy or confidence in the work.

Therefore, WI may become a work stressor by imposing challenges on the social standings of the individual within the workgroup. WI often takes different forms of expression, such as silent treatment, hostile stares, sarcasm, and disparaging tones, amongst others (Leiter, Peck, & Gumuchian, 2015). Making demeaning comments, ignoring someone, or being rude to someone can also be classified as incivility. WI scale take in to account issues of unprofessional and demeaning remarks, condescending behaviors, doubt of others capability and unwanted personal discussion both publicly and privately as inclusive in workplace uncivil behavior (Cortina, Kabat-Farr, Leskinen, Huerta, & Magley, 2013).

These inadvertent occurrences show incivility's effortless nature given that it indicates an apparent deficiency in the awareness of others. For instance, rudely interrupting a group of coworkers' conversations or an employee reading his/her mail on their mobile phone while in a business meeting necessitates little superfluous effort yet can lead to irritability and frustration among their coworkers. In juxtapose, being courteous and mindful of others in the community of employees involves more exertion. For instance, when one runs into some employees discussing in the lobby, courteous conduct is to affably pardon oneself through the group or even take an alternate path.

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Being civil in the modern-day workplace means not only having regards and respect for coworkers but also an absence of deliberate and intentional workplace mistreatment acts. According to Farrell, Provenzano, Spadafora, Marini, and Volk (2016), deliberate or intentional mistreatment acts, for instance, stemming from racism or sexism, are unacceptable in the contemporary workplace. Official complaints about these sorts of practices are broadly supported and acknowledged, which diminishes and sexism in the work environment.

Nevertheless, some scholars believe that these intentional abuse acts are still done to date and are merely masked as low-intensity and ambiguous incivility acts (Farrell et al., 2016; Lim et al., 2008). Even though these incivility acts may lack sexist or racial content, recipients of the actions are unduly representatives of visible minorities or women; this implies that this pattern suggests that incivility exhibit a constant bias.

Incivility and bullying in the workplace may act as stressors depleting the resources of victims/targets as well as affecting the psychological climate of the workplace (Alola, Olugbade, Avci, & Öztüren, 2019; Anasori, Bayighomog, & Tanova, 2019). According to Abubakar, Megeirhi, and Shneikat (2018), employee behaves in an uncivil manner due to high corporate mistrust, opportunistic behavior, and scandals. Even worse is TTI, which is the perception that the management of organizations is less responsive to issues of incivility (Abubakar, 2018).

Unarguably, both WPB and TTI will not only stress the target but will also negatively impact their performance outcomes such as job performance, organizational citizenship behavior, and GI. However, the presence of a spiritual leader in organizations with uncivil and bully employees will not only alter the perspective of

the victims but also will impact the intuitive vision of the perpetrators over a period, thereby preventing rather than curing the effect of workplace mistreatment.

Based on the above, it is posited that the relationship between employees' GI and SL is mediated by the presence of workplace mistreatment, either bullying or TTI. Therefore, the final hypothesis is proposed as:

H3: Workplace mistreatment (bullying (H3a) and tolerance to incivility (H3b)) mediates the effect of spiritual leadership on employees' group innovativeness
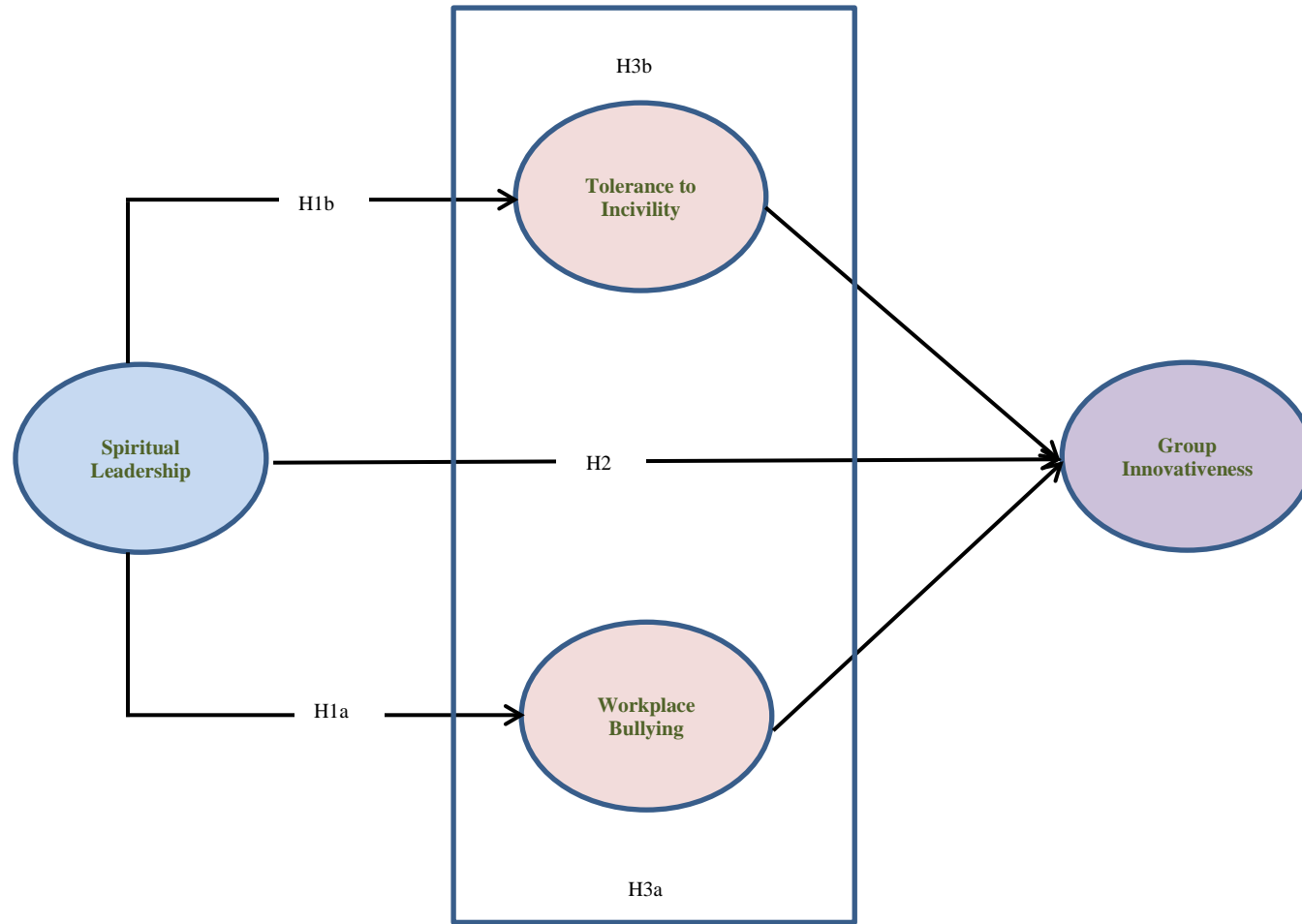
Figure 2: Research Model

Chapter 3

RESEARCH DESIGN

The overall procedure taken for data collection, sampling, and other related issues regarding the design and generation of data for the thesis is discussed in this chapter. Specifically, this chapter comprises sampling and procedure, data collection, construct measurement, and assessment of the normal distribution of the data.

3.1 Sampling and Procedure

The research was initiated with the conceptualization of the idea, then the purpose and scope of the study were clarified by the research team. Then, the questionnaire was developed using items solicited from existing literature. The survey, though developed in English, was back-translated into the Turkish language (i.e., the official language in Turkey). The back-translation was done with two multi-lingual experts that are fluent in both English and Turkish language.

After finalizing the questionnaire, permission was requested from the management of the intended hotels which have been selected for the study using a judgmental sampling technique. Judgmental sampling method gives the researcher to choose a representative sample from the study population using the researcher's judgment of the appropriateness of the sample (Alola, Avci, & Ozturen, 2018; Alola et al., 2019).

All employees of the hotels were deemed appropriate for participation in this study. Also, hotels in Izmir and Bodrum were selected because of the number of tourist visits

and overnight tourism in the region, coupled with the near-spiritual ambience that the cultural heritage of the area offer to the tourist. While the actual practice of SL was not a criterion in the selection, the perception of the location in terms of spirituality was influential in the selection.

Once the needed permission secured, respondents were informed about the purpose of the study. Confidentiality and anonymity of the participants were also guaranteed alongside the assurance of voluntary involvement in the research (Kwol, Eluwole, Avci, & Lasisi, 2020; Lasisi, Eluwole, Ozturen, & Avci, 2019).

3.2 Data Collection

The data collection was done through the help of the management of the participating hotels because the researchers were restricted from making contacts directly with the employees. Also, the handling human resource manager encouraged to distribute the questionnaire to a wide range of employees to minimize the potential selection bias. Filled data were collected sealed in envelopes from the handling human resource managers of all the participating hotels. Questionnaires received in unsealed envelopes were not included in the study.

3.3 Pilot Study

The validity of the measurement instruments for this study was ascertained through a pilot study. As it is the case of this research, questionnaires were administered both in English and Turkish language as such back translation of the questions to the Turkish language was done. The resulting survey was checked for correctness using 20 questionnaires. This practice is in line with the recommendation of Waweru and Omwenga (2015) that suggest that pilot study should cover about 10% of the sampled population.

The 20 questionnaires were distributed to selected employees of the hotels in Izmir and Bodrum, where the leading research is expected to be conducted. Before the distribution of the pilot questions, the researcher, through her network of friends, had made contact with the management of the hotels and made clear the intention to research those organizations. The process of piloting the survey questions took an approximate of 40 days as traveling across towns made it more difficult to access the appropriate individuals for the survey. The result of the pilot test revealed that the questionnaire was clear and understandable. Due to this finding, no alteration was made to the survey questions.

3.4 Measurements

3.4.1 Measurement of Spiritual Leadership

To operationalize SL, the 13-item measure of SL developed by Fry et al. (2017) have been used that include; "The leaders in my organization are honest and without false pride," "The leaders in my organization walk the walk as well as talk the talk"; and "My organization's vision is clear and compelling to me." The responses to this particular construct measurement was gauged from strongly disagree to strongly agree on the scale of 1-7.

3.4.2 Measurement of Tolerance to Incivility

Similarly, TTI was measured with four items developed by Loi, Loh, and Hine (2015b). An example of the question used to examine response to TTI include: considering that you formally complain about coworker's uncivil behavior, what would likely happen? For example, "repeatedly invaded your privacy (e.g., read communication addressed to you, took items from your desk, or open your desk drawer without your permission)," "Repeatedly gossiped about you to other coworkers" and "Repeatedly withheld information important to your job and or exclude you from key

decisions." This instrumentation was anchored on1-5 scale and 1 being nothing and 5 being there would be very serious consequences.

3.4.3 Measurement of Bullying

For the measurement of bullying, the scale of Einarsen et al. (2009) have been adopted. Participants were asked to report the frequency at which they were exposed to work-related bullying. For instance, how often do you experience being excessively monitored on your work? "Pressure not to claim something to which by right you are entitled (e.g., sick leave, holiday entitlement, travel expenses)," and "Being given tasks with unreasonable deadlines." Response choice range from 1 = never to 5 = daily.

3.4.4 Measurement of Group Innovativeness

GI was measured using 6-items developed by Scott and Bruce (1994). Participants were asked to rate the extent with which they "develop adequate plans and schedules for the implementation of new ideas," "Searches out new technologies, processes, techniques, and/or product ideas" and "Promotes and champions ideas to others." Response choice ranged from 1 = Not innovative at all to 5 = Very Innovative.

3.5 Assessment of Data Normality

Kolmogorov–Smirnov and Shapiro–Wilk test was performed to ascertain the normality of the data before main investigation of the study was carried out (Razali & Wah, 2011). The result suggested the non-normality of our dataset. As recommended by Ali, Rasoolimanesh, Sarstedt, Ringle, and Ryu (2018), we opted to analyze our data using partial least squares structural equation modeling (PLS-SEM) due to the non-normality of our data. The psychometric properties of the measurement model have been assessed by using SPSS 22, while the structural model was tested using SmartPLS 3 (Ogunmokun, Eluwole, Avci, Lasisi, & Ikhide, 2020; Ringle, Wende, & Becker, 2015).

Chapter 4

RESULTS OF STUDY

This chapter reports the results and findings of the analytical examination of the data gathered from hospitality employees from Izmir and Bodrum, Turkey. In other words, the profile of respondents, analysis of data quality, and hypotheses of the study are all reported in this chapter.

4.1 Profile of the Study's Respondents

A total of 426 questionnaires were distributed to full-time 4-and 5- stars hotel employees in the Izmir and Bodrum regions of Turkey. These two regions were selected based on their similarities like tourism they attract and their contribution to the Turkish tourism sector (Republic of Turkey Ministry of Culture and Tourism, 2019).

Of the 426 circulated, a total of 380 were obtained, and after removing those with insufficient information 368 of these were available. A descriptive analysis of the final sample shows that 197 (53.5%) were male, while the other 171(46.5%) were females. With respect to the age of the subjects, 105 (28.5) were aged 18- 27 years. One hundred and twenty-one (32.9%) were aged 28-37 years old, 78 (21.2) were aged 38-47 years, 40 (10.9) were aged 48-57 years, while the other twenty-four (6.5%) were 58 years or older.

Concerning education, those with primary school education were thirty-four (9.5%), secondary school educations were fifty-one (13.9%), vocational education was seventy-one (19.3%), almost half of them (48.9%) graduated from bachelors' program in the university, and the other thirty-two (8.7%) had either master or doctorate degree.

In terms of the length of service, eighty-nine (24.2%) had less than a year work experience, one hundred and sixteen (31.5%) had spent 1-5 years on the job, eighty-seven (23.6%) have been on the job for between 6-10 years, sixty-two (16.9%) have worked for between 11 and 20 years while the remaining fourteen (3.8%) had over twenty years of work experience in the hotel services (see: Table 1).

Concerning the income of the respondents, the survey revealed that one hundred and forty-seven (39.9%) participants earned 5,000 Turkish liras (TL) or less. Seventy-two (19.9%) earned between 5,001TL and 10,000TL. Eighty-three (22.3%) of the participants earned between 10,001TL and 15,000TL. Lastly, 66 (17.9%) of the participants earned more than 15,000TL.

Table 1: Subject's Profile (368)

	Number of Respondents	%
Age		
18-27	105	28.5
28-37	121	32.9
38-47	78	21.2
48-57	40	10.9
58 and Older	24	6.5
Gender		
Male	197	53.5
Female	171	46.5
Education		
Primary	34	9.2
Secondary	51	13.9
Vocational	71	19.3
University First degree	180	48.9
Post-graduate	32	8.7
Tenure		
Less than 1 year	89	24.2
1-5 years	116	31.5
6-10 years	87	23.6
11-15 years	40	10.9
16-20 years	22	6.0
More than 20 years	14	3.8
Marital Status		
Married	186	50.5
Single	182	49.5
Income (TL)		
5,000 or less	147	39.9
5,001-10,000	72	19.9
10,001-15,000	83	22.3
More than 15,000	66	17.9

4.2 Validity and Reliability of the Data

In Table 2, the internal consistency and reliability of the study's measures have been reported. As recommended by Hair, Black, Babin, Anderson, and Tatham (2006); Nunnally and Bernstein (1994), composite reliabilities and Cronbach's alpha should be above 0.70 for the measure to be reliable. As reported, our measures satisfied this condition. For PLS constructs, Dijkstra–Henseler's rho_A (ρA) coefficient is considered as necessary for measuring reliabilities. Our measure also met the 0.70 threshold requirement for ρA (Dijkstra & Henseler, 2015).

Table 2: Outer Loadings and Construct Validity

	OL	Cronbach alpha	CR	rho_A	AVE
Group Innovativeness		**0.89**	**0.90**	**0.90**	**0.59**
GI1	0.772				
GI2	0.832				
GI3	0.700				
GI4	0.813				
GI5	0.711				
GI6	0.751				
Spiritual Leadership		**0.97**	**0.97**	**0.97**	**0.76**
SL1	0.840				
SL11	0.762				
SL12	0.920				
SL13	0.941				
SL2	0.926				
SL3	0.919				
SL4	0.811				
SL5	0.945				
SL6	0.901				
SL7	0.814				
SL8	0.801				
SL9	0.820				
SL10	-				
Tolerance to Incivility		**0.84**	**0.84**	**0.84**	**0.56**
TTI1	0.789				
TTI2	0.812				
TTI3	0.696				
TTI4	0.692				
Workplace Bullying		**0.97**	**0.97**	**0.97**	**0.84**
Workplace Bullying 1	0.936				
Workplace Bullying 2	0.825				
Workplace Bullying 3	0.941				
Workplace Bullying 4	0.959				
Workplace Bullying 5	0.898				
Workplace Bullying 6	0.931				

Note: OL implies Outer Loadings, CR implies Composite Reliability, AVE implies Average Variance Extracted, (-) = dropped during CFA.

With regard to the convergent validity of the measure, the consistent-PLS algorithm and obtained outer loadings and average variance extracted (AVEs) have been run. Our loadings, as well as AVEs, were above the required threshold of 0.5, as recommended by (Hair et al., 2006). Thus, the convergent validity of our data have been confirmed.

Fornell and Larcker (1981) posit that to assess the discriminant validity of data, the AVE of each construct must be greater than its correlation with other constructs. Further, following the recommendation of Henseler, Ringle, and Sarstedt (2015), the heterotrait–monotrait (HTMT) values have been assessed, which were lesser than 0.9 (see Table 3). In all, discriminant validity does not appear to be a concern.

Table 3: Descriptive Statistics, HTMT Ratio, and Correlations

Latent Variables	Mean	SD	1	2	3	4
1. Group Innovativeness	3.41	0.74	**0.765**	0.635	0.891	0.604
2. Spiritual Leadership	2.24	1.01	0.640[**]	**0.869**	0.691	0.619
3. Tolerance to Incivilities	2.86	0.85	0.891[**]	0.697[**]	**0.749**	0.612
4. Workplace Bullying	3.20	0.91	-0.607[**]	-0.623[**]	-0.620[**]	**0.916**

SD = Standard deviation, Square root of AVEs given in diagonal (boldface), all correlations significant at $p < 0.01$

4.3 Analysis of the Structural Model

To test our hypotheses, consistent PLS algorithm analysis has been performed to obtain the beta coefficients for direct paths, the coefficient of determination (R^2), and the effect sizes of the exogenous constructs. Further, consistent bootstrap analysis has been performed using a resample size of 5,000 at a 95% confidence interval to obtain both the t-statistics and its associated p-values. Q^2, which is the predictive relevance of the constructs, was also estimated with the cross-validated redundancy index.

As reported in Table 4, R^2 of TTI, WPB, and GI were 0.486, 0.388, and 0.798, respectively. The effect size (f^2) of SL on TTI was medium (0.210), strong on WPB (0.633), and very strong on GI (0.947). TTI and WPB had strong and small effects on GI, respectively.

To test our mediation hypotheses, the 2-step approach advanced by Nitzl, Roldan, and Cepeda (2016) have been followed, which requires first determining significant indirect effect and its magnitude and determine the nature of the mediation.

Table 4: Results of the Structured Model

Construct	R^2	R^2 Adj.	f^2	Q^2	VIF
SL	-	-	0.210-0.947	-	1.32
TTI	0.486	0.485	1.572	0.249	1.68
WPB	0.388	0.386	0.021	0.295	2.08
GI	0.798	0.797	-	0.384	2.17

Note: R^2 is variance explained; R^2 adj. is the adjusted variance explained; f^2 is the effect size; VIF is variance inflation factor

4.4 Indirect Effects and Direct Effects

Our first hypothesis posited that SL directly affects WPB and TTI. Results shows that SL significantly predicts WPB ($\beta = -0.624$, $p < 0.001$), and TTI ($\beta = 0.699$, $p < 0.001$), thus lending an empirical support for our H1 (a, and b). The negative relationship between SL and bullying is expected as altruistic love dimension of the construct firmly opposes any indication of abuse. However, the positive association of SL with TTI is rather surprising. Spirituality brings tolerance (Fry, 2003; Millman and Ferguson, 2008) that humans may endure undesirable situations and behaviors. Furthermore, when people engage in spiritual activities, their focus turns toward the essence of their being rather than the attainment of earthly benefits, thus, increasing

their propensity to tolerate others' misbehavior with justifications that such acts are carried out without the adequate understanding of the deeds.

Hypothesis 2 proposes that SL significantly affects employees' GI. Results also indicate that SL is significantly predictor of GI (β = 0.206, p < 0.001); hence, H2 also received support. Finally, in hypothesis 3 have been proposed that WPB and TTI has an intervening effect on the association of SL with GI. The results, which are reported in Table 4, demonstrated that both mediating effects SL $\rightarrow$ WPB$\rightarrow$ GI (estimateM1 = 0.105, t = 3.645), and SL $\rightarrow$ TTI $\rightarrow$ GI (estimateM2 = 0.594, t = 7.715) are statistically significant since the respective 95% confidence intervals (CI) do not contain zero. Thus, hypothesis 3 was also supported.

Table 5: Direct and Indirect Effects

	β	t-value	95% CI (BCa)	
Direct effects				
SL -> GI	0.206*	3.825	{0.015	0.209}
SL -> TTI	0.699*	18.360	{0.611	0.763}
SL -> WPB	-0.624*	17.373	{-0.687	-0.543}
TTI -> GI	0.848*	10.136	{0.675	1.003}
WPB-> GI	-0.184*	3.124	{-0.409	-0.210}
Indirect effects				
SL -> TTI -> GI	0.594*	7.715	{0.445	0.739}
SL -> WPB -> GI	0.105*	3.645	{0.409	0.210}
Total indirect effect	0.699*	9.765	{0.513	0.768}

CI: Confidence Interval; Bca: Bias-Corrected and Accelerated

Chapter 5

DISCUSSION AND CONCLUSION

This study examined the direct and indirect effects of SL on GI among hotel employees from the Izmir and Bodrum regions of Turkey. SL Theory, Social Exchange Theory and Intrinsic Motivation Theory were used for the framework of the research concept. As emphasized by Fry (2003), SL Theory (SLT) proposed that leaders' spiritual attribute such as vision, hope, and altruistic love are mediated by their followers' qualities to achieve organizational outcomes while Cropanzano and Mitchell (2005) argued that "SET is among the most influential conceptual paradigms for understanding workplace behavior." Among others, leadership and work environment (Francioli et al., 2018; Trépanier, Fernet, Austin, & Boudrias, 2016) has been established to be antecedents of WPB.

Given the detrimental impact of workplace mistreatments to organizational outcomes, and the refreshing contribution of SL to workplace climate and employees' sense of meaning and calling, upon SL theory and social exchange theory have been drawn to theorize that SL will buffer the negative effects of WPB and TTI (hypothesis 1a and 1b). Also, it has theorized that SL will enhance the positive impact of GI in hospitality organizations (hypothesis 2) (Ghaedi et al., 2020). Lastly, it is posited that workplace mistreatment in the form of bullying and incivility mediates the relationship between SL and GI (see figure 2).

Our finding supports the postulated negative association between SL and WPB. This is expected because SL builds peoples' hope, love, and sense of calling, which opposes the core idea of bullying. This finding also supported those of existing literature. For instance, the results of Yang, Huang, and Wu (2019) indicted that SL positively relates to workplace meaningfulness climate, which in turn impacts positively on team effectiveness.

Because SL creates a climate of meaningfulness, it will, in turn, discourage the practice of bullying behaviors. Further, our finding also validated those asserted in (Nafei, 2018) that SL reduces the adverse effects of WPB in the Egyptian context. Furthermore, the result of this thesis also indicated that SL has a substantial effect size on WPB. This implies that the intervention of SL on WPB will effectively yield a significant impact on practical applications.

A somewhat surprising finding showed that SL enhances TTI in the workplace. This result contradicts our hypothesis but offers an exciting insight as the subtlety of understanding to incivility may make it difficult to detect, and the presence of meaningfulness climate through the practices of SL may not be enough to wade off the menace of incivility. Another possible explanation for this unexpected finding may be related to the understanding of questionnaire items. Although the result of our pilot study showed that respondents understand the concepts appropriately, it is unlikely that some meanings are eroded in the course of back-translation. This finding also contradicts those found in existing literature (Gotsis & Grimani, 2017; Reave, 2005; Yang & Fry, 2018).

The finding of our second hypothesized relationship between SL and GI was also empirically supported (Ghaedi et al., 2020). When spiritual leaders stir the affairs of an organization, they operate with honesty, modesty, and more importantly, they encourage actualization of the inner self. When creative individuals are provided with an enabling environment such as in spirituality in the workplace, they tend to be able to dig deep within and realize their potentials, which in turn result in not only individual innovativeness but group innovations as well. This finding corroborates those of Yang et al. (2019) that concluded that team effectiveness is an outcome of SL. Even more, the result of this thesis showed that SL exerts a powerful effect on GI. As such, the presence of religious leaders in hospitality organizations will more often than not aid the employees'' potential to engage in GI.

Further, the mediating effects of WPB and TTI on the relationship between SL and GI have been check. Our findings revealed that both WPB and TTI are significant mediators of the association. This finding implies that the presence of spiritual leaders in hospitality organizations will not only enhance GI but that it will also ensure that the negative impact of workplace mistreatment on GI is minimized. This result is in sync with existing literature such as (Fry et al., 2017) that conclude that SL enhances employee's well-being through their membership and sense of calling. In other words, SL promotes membership and group involvement, thus affirming its potential to inculcate a vision of wellness and love into the group and thereby aid their participation in innovative behaviors.

5.1 Concluding Remarks

This doctoral dissertation proposed and tested empirically a conceptual model that investigated the absolute impact of SL on WPB, TTI, and GI. By confirming the hypothesized relationships, the results have extended the knowledge in the literature on SL and workplace mistreatments, especially in the hospitality industry.

GI are desired qualities that service organizations such as hotels must possess to be able to deliver customer delight through impeccable service performance. Since service employees are the vital cog in the web of the service chain, top executives must pay closer attention to addressing their concerns and ensures that their intrinsic motivation is flamed to life by continually quenching mistreatments and encouraging meaningful work climate.

5.1.1 Contribution to Theory

Our research contributes in many ways towards the body of knowledge. Firstly, it suggested and checked the impact of SL of supervisors on hotels' full-time employees' WPB and TTI. While there have been a plethora of studies on bullying and incivilities (Alola et al., 2019), the focus has been on estimating its effect on performance and well-being.

This study, however, extends the understanding in these areas of study by proposing a unique preventive mechanism in the form of SL and workplace spirituality to transform the workplace environment into one that fosters love, care, meaningfulness and above all sense of calling (Bohle et al., 2017). Thus, drawing on the intrinsic motivation and social exchange theories and consistent with existing literature, this study demonstrated that SL, a form of leadership, influences employee's behavior. As

evident in the findings of this study, SL negatively relates to WPB. In line with SET, employees who have benefited from the care, love, and hope enthused by spiritual leaders only deemed it appropriate to reciprocate by exhibiting the same qualities and thereby effectively quenching the menace of workplace mistreatment in the form of bullying.

Further, leadership in organizational literature is a tested, trusted, and effective way to influence employees' behavior (Wu & Parker, 2014; Yijing et al., 2016). However, in hospitality literature, SL has yet to be widely validated. As such, by estimating the significant influence of spiritual guidance on WPB in hotels extends the power of leadership on employee behavior to include a rather contemporary form of leadership in SL.

Secondly, our study advances the SL theory model in literature by extending it reached beyond well-being and health-related outcomes of subordinates but to the antecedents of both WPB and incivilities. Most scholarly research has validated the impact of SL on employee well-being and health-related outcomes (Chen, Chen, & Li, 2013; Kyle et al., 2017; Yusof & Mohamad, 2014), however, by confirming its influence of WPB, our study became one of the frontiers of the application of SL theory to employee outcomes of workplace mistreatment (Benefiel et al., 2014; Rezapouraghdam et al., 2018).

Further, we extend the application of intrinsic motivation theory as well as social exchange theory in hospitality study to incorporate the nexus of SL and workplace mistreatments. Learning from and observing religious leaders' works inspires workplace spirituality, which, in turn, facilitates a healthy working atmosphere.

Thirdly, our study introduces GI as a consequence of SL. This finding, while supports the current views in literature, extends its reach within the hospitality sector and also validates that spiritual direction can mediate the pressure of the job demand of hospitality, introduce and preserve the innovation within teams and groups.

5.1.2 Contribution to Practice

As highlighted in empirical studies, workplace mistreatment is costly for organizations, and its tolerance may deter innovation in teams, an attribute that is cherished by organizations aiming to be competitive and efficient. Our study result showed that spiritual leaders not only prevent workplace mistreatments but also enhances innovation both at individual and group levels. Therefore, management of organizations my lean on these findings and encourage workplace spirituality in their organizations as it is a path towards absolute prevention of workplace mistreatment and its associated costs.

As indicated by the findings of our study, SL fosters GI and deters the negative impact of WPB. When managers apply these insights in vision casting and task assignment, employees can take a cue from their connection to workplace spirituality and act for accomplish the goal in a meaningful way thereby preventing the occurrence of bullying or incivility and in turn prevent the associated costs that bullying and incivilities can incur on the organization's budget.

Concerning the employees, management should, of a necessity, prevent the occurrence of incivilities and bullying through the promotion of workplace spirituality via the leading of spiritual leaders. When workplace spirituality becomes an organizational culture, employees will be conscious of their inner callings and are more concerned

about the values they contribute rather than the people they hurt, hence, workplace mistreatment will be effectively prohibited (Bayighomog & Araslı, 2019).

5.2 Limitation and Future Research Directions

5.2.1 Limitations

Social exchange theory posits that information at work that forms employees' behaviors and attitudes is the function of their interactions and relationships, which are built over time. While this study established and justifies the impact of SL on GI , the results are based on cross-sectional data gathering process which fails to account for causal relationships that may be obtainable when temporal separation is used. Another noticeable drawback to this study is the issue of representativeness. The study draws a sample from a population of hotel employees. However, a variety of white-collar workers who may have similar experiences exist.

5.2.2 Future Research Direction

Adopting a temporal separation over a while and perhaps conducting a longitudinal study may be a viable approach for future studies as it will help overcome the limitation encounter in cross-sectional studies. Also, a particular focus on either long-tenured and/or new employees may yield an impressive result in future studies. As a remedy for the lack of representativeness of the study, it is recommended that prospective research should consider a multidisciplinary approach to the investigation to guarantee its representativeness.

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