THE IMPACT OF SPIRITUAL LEADERSHIP ON PROACTIVE WORKPLACE BEHAVIOR IN GARMENT FACTORIES IN NUWARA ELIYA DISTRICT

8 DEC

BY

SOORIYA ARACHCHIGE BOGAHALANDE GEDARA DARSHANI UDAYANGANI

EU/IS/2017/MS/096

INDEX NO: MS 2056



A project report submitted to the Faculty of Commerce and Management, Eastern University, Sri Lanka, as a partial fulfillment of the requirement for the Degree of Bachelor of Business Administration Honours

DEPARTMENT OF MANAGEMENT FACULTY OF COMMERCE AND MANAGEMENT EASTERN UNIVERSITY, SRI LANKA

2023

Abstract

The aim of the study was to find out the impact of spiiltual leadership on proactive workplace behavior in garment factories in Nuwara Eliya district. In this research study, independent variable is spiritual leadership. There seven dimensions of spiritual leadership such as vision, hope/faith, altruistic love, meaning/calling, membership, organizational commitment, productivity, and the dependent variable is proactive workplace behavior. Thus, this study intends to investigate the level, relationship, and impact of spiritual leadership on proactive workplace behavior in garment factories in Nuwara Eliya district.

In this research study, primary data was collected. A structured questionnaire was used as the method of data collection. The stratified random sampling method was used to create the sampling framework for the study. The respondents were 300 employees in garment factories in Nuwara Eliya district. The quantitative research approach was used. The collected data have been analyzed through statistical package for social science. The data were analyzed using descriptive statistics, correlation, and regression analyses.

The findings indicate that there are good reliability and high level of spiritual leadership and proactive workplace behavior in garment factories in Nuwara Eliya district and the results showed that there is a positive relationship between spiritual leadership and proactive workplace behavior. Furthermore, the study discovered that spiritual leadership have a significant positive impact on proactive workplace behavior.

Keywords: *spiritual leadership, vision, hope/faith, altruistic love, meaning/calling, membership, organizational commitment, productivity, proactive workplace behavior.*

Acknowledgementi
Abstractii
List of Contents iii
List of TablesX
List of Figuresxii
List of Abbreviations xiii
Chapter - 11
Introduction1
1.1 Background of the Study1
1.2 Problem Statement
1.3 Research Questions
1.4 Research Objectives
1.5 Significance of the Study7
1.6 Scope of the Study
1.7 Chapter Organization
1.8 Chapter Summary9
Chapter- 210
Literature Review
2.1 Introduction
2.2 Proactive Workplace Behavior10
2.3 Spiritual Leadership
2.3.1 Spiritual Leadership Dimensions
2.3.1.1 Vision
2.3.1.2 Hope/ Faith14
2.3.1.3 Altruistic Love

2.3.1.4 Meaning/Calling	
2.3.1.5 Membership	
2.3.1.6 Organizational Commitment	
2.3.1.7 Productivity	
2.4 Chapter Summary	
Chapter- 3	
Conceptualization and Operationalization	
3.1 Introduction	19
3.2 Conceptual Framework	19
3.3 Definitions of Variables	20
3.3.1 Proactive Workplace Behavior	
3.3.2 Spiritual Leadership	
3.3.2.1 Vision	
3.3.2.2 Hope/ Faith	
3.3.2.3 Altruistic Love	
3.3.2.4 Meaning/ Calling	23
3.3.2.5 Membership	
3.3.2.6 Organizational Commitment	
3.3.2.7 Productivity	24
3.4 Development of Hypothesis	
3.5 Operationalization of the Variables	25
3.6 Chapter Summary	
Chapter- 4	
Research Methodology	
4.1 Introduction	
4.2 Research Philosophy	
4.3 Research Approach	

4.4 Research Strategy	
4.5 Methodological Choice	
4.6 Time Horizon	
4.7 Research Site	
4.8 Population of the Study	
4.9 Sampling Technique/ Method	
4.10 Sample Size and Sampling Framework	34
4.11 Method of Data Collection and Source	35
4.11.1 Primary Data	
4.11.2 Secondary Data	
4.12 Research Instrument	
4.12.1 Part A – Personal Information	
4.12.2 Part B – Research Information	
4.13 Source of Measurement	
4.13.1 Source of Measuring the Personal Information	
4.13.2 Source of Measuring Research Information	
4.14 The Pilot Study	
4.15 Reliability and Validity Analysis	
4.16 Unit of Data Analysis	40
4.17 Methods of Data Analysis	40
4.18 Methods of Data Evaluation	41
4.18.1 Univariate Analysis	41
4.18.1.1 Mean	41
4.18.1.2 Standard Deviation	41
4.18.2 Bivariate Analysis	42
4.18.2.1 Correlation Analysis	
4.18.2.2 Simple Regression Analysis	

4.18.2.3 Multiple Regression Analysis	
4.18.3 Hypothesis Testing	
4.19 Data Presentation	
4.20 Ethical Consideration	
4.21 Chapter Summary	
Chapter - 5	
Data Presentation and Analysis46	
5.1 Introduction	
5.2 Analysis of Reliability	
5.3 Data Presentation	
5.3.1 Data Presentation of Personal Information	
5.3.1.1 Name of the Company	
5.3.1.2 Job Position	
5.3.1.3 Gender	
5.3.1.4 Age	
5.3.1.5 Experience	
5.3.1.6 Educational Level	
5.3.2 Data Presentation and Analysis of Research Information	
5.3.2.1 Univariate Analysis	
5.3.2.1.1 Identify the Level of Spiritual Leadership	
5.3.2.1.2 Identify the Level of Vision	
5.3.2.1.3 Identify the Level of Hope/ Faith	
5.3.2.1.4 Identify the Level of Altruistic Love	
5.3.2.1.5 Identify the Level of Meaning/ Calling	
5.3.2.1.6 Identify the Level of Membership	
5.3.2.1.7 Identify the Level of Organizational Commitment	
5.3.2.1.8 Identify the Level of Productivity	

5.3.2.1.9 Identify the Level of Proactive Workplace Behavior60
5.3.2.2 Bivariate Analysis
5.3.2.2.1 Pearson's Correlation Analysis
5.3.2.2.1.1 Relationship between the Spiritual Leadership and Proactive
Workplace Behavior61
5.3.2.2.2 Simple Regression Analysis63
5.3.2.2.2.1 Impact of Spiritual Leadership on Proactive Workplace Behavior
5.3.2.2.3 Multiple Regression Analysis65
5.3.3 Hypothesis Testing
5.3.3.1 Hypothesis Testing 1
5.3.3.2 Hypothesis Testing 2
5.3.3.3 Hypothesis Testing 3
5.3.3.4 Hypothesis Testing 4
5.3.3.5 Hypothesis Testing 5
5.3.3.6 Hypothesis Testing 6
5.3.3.7 Hypothesis Testing 7
5.4 Chapter Summary
Chapter - 6
Findings and Discussion70
6.1 Introduction
6.2 Discussion of Personal Information70
6.2.1 Name of the Company70
6.2.2 Job Position70
6.2.3 Gender
6.2.4 Age71
6.2.5 Experience
6.2.6 Educational Level71

6.3 Discussion of Research Information71
6.3.1 Discussion on Objective 1
6.3.1.1 Level of Spiritual Leadership72
6.3.1.2 Level of Proactive Workplace Behavior
6.3.2 Discussion on Objective 2
6.3.2.1 Relationship between Spiritual Leadership and Proactive Workplace Behavior
6.3.2.2 Relationship between Vision and Proactive Workplace Behavior73
6.3.2.3 Relationship between Hope/Faith and Proactive Workplace Behavior 73
6.3.2.4 Relationship between Altruistic Love and Proactive Workplace Behavior
6.3.2.5 Relationship between Meaning/Calling and Proactive Workplace Behavior
6.3.2.6 Relationship between Membership and Proactive Workplace Behavior
6.3.2.7 Relationship between Organizational Commitment and Proactive Workplace Behavior
6.3.2.8 Relationship between Productivity and Proactive Workplace Behavior
6.3.3 Discussion on Objective 3
6.3.3.1 Impact of spiritual leadership on proactive workplace behavior
6.4 Discussion of Hypothesis Testing
6.4.1 Hypothesis Testing 1
6.4.2 Hypothesis Testing 2
6.4.3 Hypothesis Testing 3
6.4.4 Hypothesis Testing 4
6.4.5 Hypothesis Testing 5
6.4.6 Hypothesis Testing 6

6.4.7 Hypothesis Testing 7
6.5 Chapter Summary76
Chapter - 777
Conclusion and Recommendations77
7.1 Introduction77
7.2 Conclusion of the Study Objective77
7.2.1 First Objective of the Study77
7.2.2 Second Objective of the Study
7.2.3 Third Objective of the Study
7.3 Contribution of the Study78
7.4 Recommendations
7.5 Limitations of the Study
7.6 Suggestion for Future Research
List of References
Appendix – 1: English Questionnaire90
Appendix – 2: Sinhala Questionnaire
Appendix – 3: The Output of the Data Analysis