

TITLE: The Relationship of Healthcare Manager's Spirituality to Their Self-Perceived Effective Leadership Practices

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OBJECTIVE: The purpose of this study was to identify the relationships, if any, between the spirituality of healthcare managers and their self-perceived effective leadership practices.

METHODOLOGY: A convenience sample of 318 healthcare managers representing multiple healthcare organizations, including for-profit and not-for-profit enterprises, completed the LPI-Self and the Spirituality Assessment Scale (Beazley, 1997). The managers were attending seminars on service excellence (response rate = 80%). The typical respondent was between the ages of 41-50 years (46%), female (68%), Caucasian (86%), with at least a college degree (74%), and employed by a for-profit healthcare enterprise (63%). Cronbach Alpha coefficients were .81 for Challenging, .85 for Inspiring, .73 for Enabling, .74 for Modeling, and .90 for Encouraging.

KEY FINDINGS: The most frequently engaged in leadership practice was Enabling, followed by Modeling, Encouraging, Challenging and Inspiring. Enabling, Modeling and Encouraging were significantly correlated with spirituality. ANOVA revealed a statistically significant difference in these three leadership practices by more spiritual than on-spiritual managers. The greatest differential in mean scores was on the Encouraging dimension. A confirmatory factor analysis based model, using Lisrel XIII, revealed a moderately positive correlation between spirituality and leadership ($r = .5$). The author developed a conceptual theory postulating a rationale for the relationship between spirituality and effective leadership.