



Study of Spiritual Leadership in the Performance of Services Organization (Case Study: Water and Wastewater Company in Cities and Towns of West of Tehran)

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Abstract

Today, development organizations depend on various sizes to the optimal utilization of human resources to achieve the goals and strategy. Due to the quality of working life means the emphasis on ways that makes change in organization increase job satisfaction and employee productivity. To improve performance, organizations need to identify the factors affecting it better to take steps to improve it. In this study, the influence of spiritual leadership is focused on employee performance. The population of the research consisted of staff of Water and Wastewater Company in cities and towns in West of Tehran and using the Cochran formula specified in 95 of 96 samples were selected by simple random sampling method. After collecting information through a standard questionnaire based on the five scales Likert, validated by the sample was confirmed, structural equation modeling techniques based on research data was analyzed and all hypothesis but the first hypotheses were confirmed at the level of 95 percent.

Keywords, spiritual leadership, staff's performance, prospects, altruism, faith, meaningful work, organizational commitment, performance feedback

1. Introduction



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In today's competitive world, organizations need to make effective use of human resources (Hersey & Blanchard, 2008). The new approach to human resource management has entered literature, and it is a strategic approach. That man is the work factor and creator of the work as well, so play a central role in the development of human resources organization developed a massive organizational capabilities stems (Lutans, 1988). In today's turbulent environment, according to a leading role in the change, most organizations focus on organizational leadership and aggressively pursue a radical change within the organization. The need to moral leadership approach in the organization four areas of fundamental nature of man that is body (physical), mind (logical thinking), nature (emotions), and spirit will be merged. People in such organizations are empowered and capable of acquiring a clear vision of the organization to have visibility. Thus, according to the human dimension of moral leadership that can improve the quality of work (performance) in organizations seems essential. In general importance and necessity of spirituality in the organization is so that organizations can bring humanity and community activities for environmental responsibility (Nargesian, 2007). Today, it seems, employees work anywhere, something beyond the material rewards of the job search. They are looking for something meaningful, inspiring, and called for balancing their lives. Organizations face with developed and matured staff squeezed to find something meaningful, purposeful and nurturing environment with such features are working. In fact, spirituality at work, describing the experience rewarding employees who work with meaning and purpose. Spiritual leadership is the ability to unlocking the talents and abilities of employees and improves their performance by improving the staff's point of view. Therefore, in this study the effect of employee's moral leadership in the Water and Wastewater Company in cities and towns of West Tehran examined.



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2. Statement of the problem and the need for research

In the past decade, factor such as the feeling of job dissatisfaction, restlessness, lack of security (Márquez et al., 2005, p. 81), the crisis of trust in organizations and the global economic crisis, growing unemployment and the ... (Dos Padayachy, 2009, p. 1, quoting Frago and Galndr, 2002), showed that the rational organization has failed to satisfy the demands of employees caused demand for workplace employees were rich and meaningful work (Farhangi, et al., 2006, p. 9). Lack of spiritual emptiness and lack of staff attention as a whole person made the concept of spirituality in the workplace attract attention (Gibbons, 2000). Giakalon and Jorki Weeks (2003), said: Spirituality makes it easy to achieve productivity and efficiency and to provide moral barrier properties and leave the stress of working in the organization (Aydin Vessey Lan, 2009, p. 159). Nowadays, developments and transformations of human life is wonderful and human life from the beginning until the last minutes of his life is constantly changing and empowerment in order to achieve perfection. Present century is a new wave of change has brought with them and organizational environment is more dynamic than ever before which has caused many organizations to find answers to the dynamism and success and even survive in such an environment is essential for organizations to flexibility, dynamics and evolution move (Nargesian, 2010). Human or human resources are the main components of the most valuable assets of any organization and other factors (technology, capital, material, ...), all of which are available despite technological advances and new techniques are still nothing could replace it and man as a key factor in the organization (Alvani, 2003: 20) that the study of psychological characteristics, interaction between people, motivation and attitude can be useful and important. Discussion leadership and its impact on organizations have a long history and many scholars



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have studied and an emphasis on management and leadership development has attracted the attention of the most demanding organizations (Kheir Andish, 2009).

In the era of knowledge-based, knowledge is the most important investment companies that are seeking sustainable competitive advantage. With the help of a comprehensive and systematic management of knowledge and experience can be acquired and to do that successfully and maintain its competitiveness in the long run (Monavarian and Askari, 2009). Leadership is the basic process in any organization and the success or failure of any organization under the leadership of the organization are compared, therefore, the success or failure of the leadership of the organization is considered, thus we can say that the views of the people in the organization also depends on the style of leadership in the organization (Farazja, 2007). Leadership in human society has always been considered valuable and important. Wide attention and research has been done in analyzing this issue. One of the reasons is due to leadership and the members and staff of the organization's leaders has great power to know modifications that may be desirable in organizations. Since each organization works in order to achieve certain goals, in this context, the need for effort, enthusiasm and coordination between all departments, especially the staff and managers and one of the most important factors to motivate employees to achieve organizational goals using the latent potential and convert potential into actuality and innovation. The importance of leadership in organizations makes the scholars and researchers are discovering management characteristics of successful leaders in organizations afford and always trying to profile successful leader in the organization of work (Bahram Zadeh, Mokhtaran, 2008: 215).

Giakalon and Jorki Weeks (2003), in the scientific study of spiritual work, it has been defined as: the cultural values of the organization is to promote the experience of employees in the work



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process, sense to facilitate communication, cooperation and a sense of happiness and enjoyment of the work is created. Performance of each organization determines the level of in achieving the goals of the organization. In other words, the goals of the organization are determined and productivity and improve employee performance that can be achieved. Research has shown that people are more interested and committed to the job performance of their survival tended to be higher in the organization, less absenteeism, they have more work motivation and the approval of their association with more organizational changes. In this way, organizations can understand the level of commitment of its staff and changes in the factors affecting the organization to realize its objectives (Saatchi 2003). In today's turbulent environment, according to a leading role in the change, most organizations focus on organizational leadership and aggressively pursue a radical change within the organization. The need to approach the fundamental nature of man's moral leadership in the four areas of the body (physical), mind (logical thinking), nature (emotions) and he finds his soul merged. People in such organizations are empowered and capable of acquiring a clear vision of the organization to have visibility. Thus, according to the human dimension of moral leadership that can improve the quality of work and performance in organizations seems essential. In general importance and necessity of spirituality in the organization so organizations can brings humanity and community activities for environmental responsibility (Nargesian, 2007).

As well as organizations to respond to the environmental needs and remain competitive environment requires employees are motivated and productive, employees who work with all the goals of the organization. Due to the need of the spiritual and moral leadership in the conduct of



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their employees and improve the performance of the necessity and importance of the research is clear.

Therefore, according to what was proposed study of leadership styles and their relationship to job performance is important. Thus, this paper explores the spiritual leadership in the performance of employees in paid services. In other words, the main research question is that: Is there a significant relationship between leadership style and spiritual practice?

3. Literature

Here are some of the research that is closely related to the subject are examined. Ebrahimpour et al (2009), in a study entitled "The relationship between spiritual leadership and organizational citizenship behavior" examine the role of moral leadership in the formation of organizational citizenship behavior staff in training center and the School of Radio and Television. The results showed that there is a significant positive relationship between the spiritual leader and organizational citizenship behavior. Ziaee et al (2008), in a study entitled "The role of moral leadership in enabling employees of Tehran University," did and concluded that there is a significant relationship between perspective, altruism, faith, meaningful work and membership in the organization with staff empowerment and a causal relation between organizational commitment and empowerment of staff and ultimately reverse causal relation between performance feedback and empower staff leader. The results of structural equation modeling showed that the spiritual leadership led to the university staff empowerment.

Zahedi and Ali Panahi (2008), examines "the role of spirituality in the efficiency of the banking industry" began. Their aim is to identify factors affecting spirituality, identification of intervening variable in the relationship between spirituality and performance and identify ways



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to increase the efficiency of the banking industry with an emphasis on spirituality. Results showed a significant relationship between spirituality and efficiency of the organization and there is a direct relationship between spirituality through purposeful work to increase the efficiency of the organization. The spirituality of work means to increase the efficiency of the organization. Farhangi et al (2006), "Spirituality in the workplace and their role in improving organizational citizenship behavior" among school staff looked at Tehran University. The results of the study hypothesis of structural modeling are evidence of spirituality in the workplace and the relationship between organizational citizenship behaviors. Fry et al. (2011), in his study entitled "The Impact of moral leadership on organizational performance" to study the dynamic relationship between mental health and spiritual leadership and corporate results in the United States began military school students. Their findings show a positive association between spiritual leadership and organizational commitment was like some organizational results. Osman and Kaiser Danish (2010), research on "moral leadership in the banking business and their impact on organizational commitment" made. Their moral leadership as a key factor in the success of the organization chose multiple levels. Their aim is to examine the relationship between spirituality and job satisfaction of 121 branches manager, and regional public and private sector banks in Pakistan. The effect of spirituality on the anticipated effective commitment among managers showed.

Aidin and Si Lan (2009), the "effect of moral leadership on organizational learning capacity" to develop Turkey began working at the firm. Beyond the spiritual leadership Fraycasual pattern as the independent variable and the model of organizational learning capacity as the dependent variable was considered. The results indicate that organizational learning capacity significantly



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associated with all dimensions of spiritual leadership but the effects of moral leadership on organizational learning capacity is low, about 0.09. Rego and Cunha (2008), the "spirituality in the workplace and organizational commitment" began. The aim of this study was to evaluate the effects of five dimensions of spirituality in the workplace - the social sense of team, mutual organizational values, the sense of helping the community, enjoying at work, and opportunities for inner life - effective commitment, emotional was ongoing. The results showed that when people experience spirituality in the workplace, most feel that their organizations rely effectively, the sense of commitment and loyalty to their experience. Rio (2005), research in the field of "leadership and spirituality in the efficiency and effectiveness of the organization" did. Her spirituality has introduced an effective factor in increasing the efficiency of leaders (Khaef Ullahi, 2010, p. 30). Fry and Mellon (2003), a study entitled "The development of schools through spiritual leadership: a case experience" to determine the causal model of moral leadership through a pilot project in three primary schools and a secondary school have done.

4. Hypothesis and research model

A) The main hypothesis of the research:

There is a significant relationship between spiritual leadership style and practice.

B) Research sub- hypothesis:

- There is a significant relationship between the organizational prospect and employee performance.
- There is a significant correlation between altruism and performance.
- There is a significant relationship between faith and practice.
- There is a significant relationship between the significant and the staff.



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- There is a significant relationship between membership in the organization and performance of the staff.
- There is a significant relationship between performance feedback and performance.
- There is a significant relationship between organizational commitment and performance of employees.

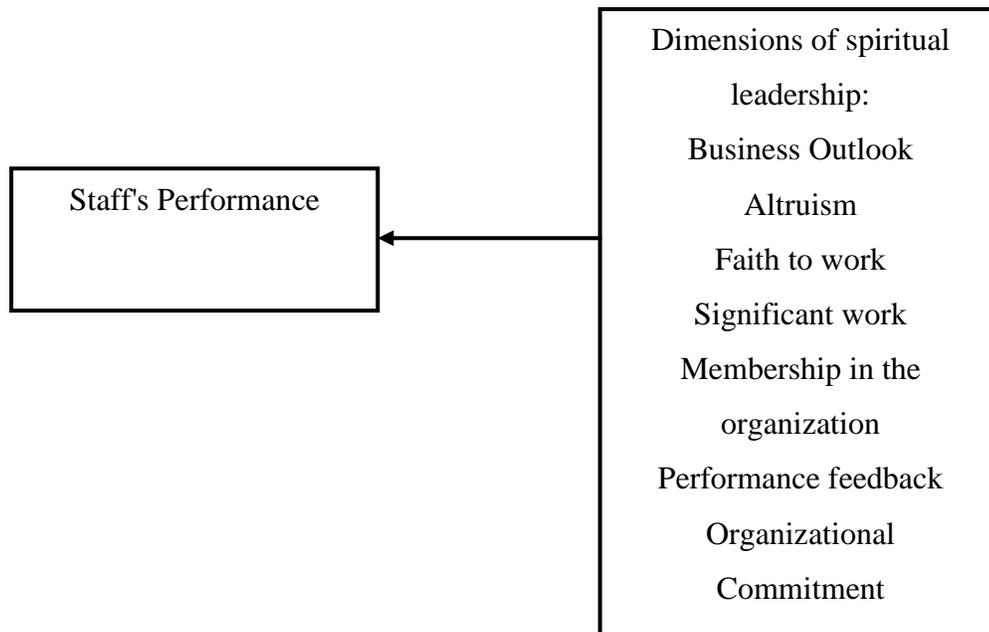


Figure 1: conceptual model

Research Methodology:

This study seeks to explore the relationship between leadership and employee performance is intelligent, so this research in terms of the goal is applied research. In terms of data collection, quantitative and non-experimental research and field studies branch is considered and the relationship between researches is descriptive. In this study, for the collection and compilation of literature library method used. To do this, books and articles in libraries and the Internet is used. The questionnaire used for data collection. In fact information in the library section to



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collect information on the field of literature and the questionnaire collect information on the field section used. In this study, a questionnaire based on the Likert scale is used to collect the required data. In this study, a questionnaire was used to collect the data needed and the questionnaire in two section assessment of moral leadership in the organization using a standard questionnaire Fry et al. (2005) and a questionnaire for evaluating the performance of employees in research and development is based on the Likert scale with four options. After data collection questionnaire was Cronbach's alpha test that Cronbach's alpha coefficient for spiritual leadership scale 0.821 and dimensions of the order of perspective 0.765 altruism 0.785 faith to work 0.802, meaningful work 0.776, organizational commitment 0.798 and performance feedback 0.811 obtained indicating the reliability of the questionnaire. It also questions the validity of the content validity and the reliability factor was used. To measure the content validity of the questionnaire, experts, university professors and experts were used. At this stage, interviews and obtaining their views known, made the necessary reforms and thus ensure that the questionnaire measures the properties of the authors.

In the statistical analysis, population consisted of the elements that we have made inferences about it. This important work is to accurately and fully define the size of the community. Society should be defined accurately describe elements that belong to the community and make it. The population of the research consisted of staff of Water and Wastewater Company in cities and towns in West of Tehran. The sample size was calculated based on Cochran formula. The sample size in this study is based on sampling and Cochran is calculated using the following formula.

$$n = \frac{NZ^2pq}{(N-1)d^2 + Z^2pq}$$

The sample size was determined 96. The sampling method is simple random sampling among



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staff of Water and Wastewater Company in cities and towns in West of Tehran.

1.5. Methods for data analysis and hypothesis testing are:

Data collected are meaningless figures and the statistics for their significant contribution to achieving the goals of research are taken. Data analysis as part of the process of scientific research is one of the main pillars of the study by which all research activities to achieve a result, controlled and directed. In other words, in this study, the researchers developed to address the problem or decide to approve or reject hypotheses or assumptions that were considered for the study of different methods of analysis used. The statistical techniques used in this research are descriptive and inferential statistics. In the field of statistical techniques such as descriptive statistics, frequency tables and bar graphs, mean, facade, median, standard deviation and variance. Also, on the inferential statistics of confirmatory factor analysis and structural equation and also for computing, software and Spss Lisrel will be used. In other words, to test data normality, Kolmogoroff - Smirnov test and check the reliability Cronbach tests and Spss software used. Check the validity and to test hypotheses and statistical analysis of the assumptions of confirmatory factor analysis and structural equation modeling and Lisrel software used.

6. Research findings

To analyze the data and test research hypotheses, structural equation modeling was used in this study. The results of the analysis or software LISREL in Table 1 is presented.

Table 1 Results of the analysis path

Hypothesis	Exogenous variables		Endogenous variable	Path coefficient	The value of T	Result
1	Organizational prospects	←	Staff performance	0.325	-1.149	Rejected



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2	Altruism	← Staff performance	0.875*	3,265	Confirmed
3	Faith to work	← Staff performance	0.756**	4.566	Confirmed
4	Significant work	← Staff performance	0.365*	5.653	Confirmed
5	Membership in the organization	← Staff performance	0.456**	3.392	Confirmed
6	Performance feedback	← Staff performance	0.256*	4.567	Confirmed
7	Feedback organizational commitment	← Staff performance	0.658*	6.007	Confirmed

* Significant at $P < 0.05$

** Significant at $P < 0.01$

First hypothesis:

Path analysis results indicate that the organizational prospects with $\beta=0.325$ have a positive but non-significant impact on employees performance, the null hypothesis was confirmed at the level of 0.95 percent and the first hypothesis is rejected, resulting in the paper first hypothesis is rejected.

Second hypothesis:

Path analysis results indicate that the altruism with $\beta=0.875$ and $P < 0.01$ have a positive and significant impact on employees performance, the null hypothesis was confirmed at the level of 0.95 percent and the first hypothesis is confirmed, resulting in the paper second hypothesis is confirmed.

Third hypothesis:



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Path analysis results indicate that the faith to work with $\beta=0.756$ and $P < 0.01$ have a positive and significant impact on employees performance, the null hypothesis was rejected at the level of 0.95 percent and the first hypothesis is confirmed, resulting in the paper third hypothesis is confirmed.

Fourth hypothesis:

Path analysis results indicate that the significant work with $\beta=0.365$ and $P < 0.05$ have a positive and significant impact on employees performance, the null hypothesis was rejected at the level of 0.95 percent and the fourth hypothesis is confirmed, resulting in the paper second hypothesis is confirmed.

Fifth hypothesis:

Path analysis results indicate that the membership in the organization with $\beta=0.456$ and $P < 0.01$ have a positive and significant impact on employees performance, the null hypothesis was rejected at the level of 0.95 percent and the first hypothesis is confirmed, resulting in the paper fifth hypothesis is confirmed.

Sixth hypothesis:

Path analysis results indicate that the performance feedback with $\beta=0.256$ and $P < 0.05$ have a positive and significant impact on employees performance, the null hypothesis was rejected at the level of 0.95 percent and the first hypothesis is confirmed, resulting in the paper sixth hypothesis is confirmed.

Seventh hypothesis:



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Path analysis results indicate that the feedback organizational commitment with $\beta=0.456$ and $P<0.01$ have a positive and significant impact on employees performance, the null hypothesis was rejected at the level of 0.95 percent and the first hypothesis is confirmed, resulting in the paper seventh hypothesis is confirmed.

Discussion

One of the most important features of each organization to work in the changing conditions of today, the people who want to change their successful partnership, it is possible that people in their workplace feel comfort, and in other words, a high level of motivation to improve their performance as well. Today improve performance as one of the most important components and infrastructure management attention and emphasis is placed. According to the findings, it can be concluded that is a significant relationship between the dimensions of spiritual leadership (altruistic love, faith, meaningful work and membership in organizations, organizational commitment, performance feedback) and staff of Water and Wastewater Company in cities and towns in West of Tehran and there is no causal relationship between the landscape and the people.

The results of structural equation modeling showed that empowerment is the spiritual leadership of the organizations that have spiritual leadership and can motivate employees and provide them with the powers delegated, their participation in the decision-making process of the organization and provide improves their performance. In other words, spiritual leadership by providing a favorable environment and supporting show employees they can attempt to achieve the organization's goals, needs and goals to meet and reveal their potential. Organizational vision



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would be empowerment, the officer positions and objectives in the direction of the organization. Usually these objectives in the mission, and officials at the operational level and applied by the target population in each organization according to the culture and style of management can be variable, are defined. And how to determine the goals and mission of the university and the individual employee goals, including important issues which can be very important role in achieving the goals of water and wastewater company and ultimately, and play a role in the success of the organization. Therefore, detection of targets and the prospect of Tehran Water and Wastewater Company is due to the positive image of our future success. This positive picture of future competency and effectiveness of individual feeling and the feeling significant increase will be effective and the empowerment of the people.

Altruistic love also improves the performance of staff; the spiritual leader through spread of the culture of altruism in Tehran's Water and Wastewater Company formation of informal networks between people and this in turn will increase the sense of participation and increasing the sense of responsibility in people. It is believed to improve the performance of employees, so that the spiritual beliefs of individuals and believe that his people's spiritual wellbeing in the workplace in terms of employment and the strengthening of expertise and develop and promote and provide their mental health. In fact, the significance of including matching requirements on the one hand and the role of beliefs and values and behaviors of the other party. Regardless of organizational forces people tend to strive for goals that have meaning to them. In fact, employees prefer to work with people that they have the same value. This is due to the support of the social security system are carried out their value. Similarly, when subordinates are faced with meaningless goals to defend the interests of their own short-sighted. Therefore, it is significant work to improve



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staff performance. That people feel they can determine the future direction of their business units involved and to improve the performance of your display and they work for Water and Wastewater Company managers and leaders of Tehran and their colleagues is important, membership in the organization is indicative of the feeling, the membership of the organization provides enhanced performance of personnel.

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