

Spirituality in Top Managers and Its Effect on Line Staff in IRIB (Electronic, Import and Export Departments)

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ABSTRACT

The current paper is seeking to study the effect of mediating role of spirituality in top manager on the performance of line staff of the organization. In this paper we intend to study the hypothesis of spirituality relationship in top managers and the performance of line staff with regards to 5 principle elements of spirituality. This study have been done in the population of the staff of the Electronic department of IRIB with the use of a questionnaire in the research sample determined with the use of Morgan's table. In the current paper with the use of descriptive method of survey type the relationship between the variables have been studied. For testing the reliability of the research the Cronbach's Alpha has been used, for testing the validity of the structure (the accountability rate of each variable with the use of relevant question, the confirmatory factor analysis has been used) and for testing hypotheses the regression model has been used. Conclusion: in the end the finding of the study provide evidence on the positive relationship between the variable of spirituality among top managers and performance of line staff. And also the findings indicate that the effects that spirituality-oriented management creates in all the dimensions and levels of the organization, has a determining role on the performance of the staff.

KEY WORDS: spirituality – spirituality in workplace – spirituality in top managers – performance of line staff.

1. INTRODUCTION

Modern human with relying on the magic of his technology, has turned to question himself. Some of contemporary intellectuals believe that more new and advances generations would appear on the next scene of evolution but it should be heeded that the today flow not only doesn't have any clue of advancement but also would lead to creation of a multi facet crisis in the human life. (Soorani-culture letter p.26). In 21st century and due to the big events occurred or we face, have created a new reaction and commitment for the future. It appears that the above stated activities require an appropriate reaction, that some of them will get facilitated by entering spirituality into the organization and workplace, especially in the domain of managers. (Rastegar, 2010). On the other hand, it seems that the potential of Iranian society for engaging in spirituality is more than the world's average and hence create this commitment that by putting more effort in this domain and with the use of this low cost tool we can solve so many of the today problems (Moghimi-Islamic leader, 2004).

Right at the time that it seems that, the worldly process has reached its logical achievements i.e. complete disappearance of spirituality from all the dimensions of life and human thoughts. The integrity and comprehensive moderation of the existence world created a vibrant in the hearts and souls of at least a number of contemporary humans for retrieving the sacred issue of spirituality (Pourmand, 2005).

On the other hand, life is without any meaning without working, but a soulless work would ruin one's life. Hence, people are so much interested in experiencing spirituality in not only their personal affairs but also in their work and other levels of their life (Moghimi-Islamic-leader-2007).

From another perspective organizations are in a complicated age and hence facing ever changing situation which has put them on the two rims of order and disorder and are continuously on the move between these two contradictory situations.

The experts and theorists of management science have provided so many different theories for dealing with such conditions and situations but spirituality is a rather new phenomenon in organizations which has attracted the attention of so many experts of management, organizations as well as managers themselves in all different level to itself. Based on this, so many of them refer to spirituality as the sustainable source of an organization which have the ability to help them in the times of chaos and solve the contradictions of order and disorder. (Salajaghe-Farahbakhsh-2010)

It is obvious that achieving success in implementation of plans, techniques, new approaches or any project is subjected to commitment and the top management supports in practice in any organization (House management site-2011).

Therefore creating a spirituality-oriented organization and a spiritual environment for staff especially for the line staff executing plans and guidelines of organizational approaches would seem impossible without spiritual way of thinking of top manager and in general the significance and necessity of spirituality in an organization is in a way that can bring humanity for organizations and activity for society and responsibility for an environment as gift. Therefore the necessity of having spiritual-oriented managers have manifested in organizations so that thinking patterns and public desire can

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be developed and foster in it. Staff in such a organization are empowered staff and clearly have the qualifications to achieve a bright organizational perspective (Jahromi-Boodlaei-Pourvali-2001).

Spirituality in top managers is among the influential elements on decision making, organizing, planning and leading the organization which in a direct or indirect way would effect and influence the line staff performance of an organization. With the use of research population, the effect of 5 main elements of spirituality (hope/faith, mission, humanism, meaningful work, sense of solidarity) in top managers, as the variables of the secondary hypothesis, have been studied on the performance of line staff.

2. Defining Spirituality

Emotions and spirituality are often referred to black boxes, which are subjects that we cannot understand them fully and in a good way. In fact such terms are not clear and it is not possible to provide a specific definition for them. (Jahromi-Bodlai-Poroli)

In literal definition we can mention two types of spirituality, for instance Hartzel has made distinction between Spirituality with capital S and spirituality with small s. The Spirituality with capital S includes a sacred existence or an ultimate reality, while spirituality with small s, doesn't include those i.e. it is used for describing special psychological experiences which doesn't have any connection with a sacred existence or an ultimate reality (Hartzel, 2008).

But all the definitions are originated from the dimensions of spirituality. Among different definition we mention some of the selected ones:

Mitroff, management professor defined spirituality as inclination toward seeking ultimate aim in life and living base on this aim (Mitroff and Denton, 1999).

In another definition from Kazniz spirituality is referred to inner movement of human soul toward seeking a sublime and divine reality.

In yet another definition spirituality have been defined similar to a energy, meaning, aim and awareness in life and in a general view it has been defined as something which is seeking to connect with human.

3. Religion and spirituality

Although definitions in a way are independent from religion but still they are more close to religious spirituality. The definitions provided by Clark in the book of philosophy of religion, regarding religion are close to concepts provided from spirituality. (Rastegar, 2002, pp 28-59)

Spirituality has its root in religion, but its applications may not be accompanied with specific religious traditions. Although it is an element of religion but another scholar says: currently religion is seen as one of the possible spiritual approaches. Once spirituality has been a way toward deep connection with God but currently for so many of people God is no more an aim of their spiritual searches but it is one of the ways of spiritual seeking and a way of connecting with so many exalted concepts. (Salajaghe – Farahbakhsh – spirituality and organizational commitment-2010)

Regarding the relationship between religion and spirituality two main views exist: in the first view three ways exist:

Some sees spirituality and religion as one and see them as inseparable. Some other sees spirituality more comprehensive than religion and imagine it to be more extensive than it and some other consider religion more comprehensive and more extensive than spirituality. In the 2nd view the person can be spiritual without being a religious person (Rastegar 2010-p 73)

Mostrov Vedneton had done the most serious experimental research in this domain with the use of questionnaire and interview with managers of human resource in the workplace of America. The findings of the research indicate that respondents have greatly emphasized on the difference between religion and spirituality. (Yazdani-Kazemi-Najaabadi-Salimi 2010)

The four different groups of orientations on religion and spirituality in this research have been presented in Table 1.

Table 1: Four type of orientation toward religion and spirituality

Spirituality	
Negative view	Positive view
Religion is superior on spirituality and is the main source of beliefs and values	Religion and spirituality have the same meaning and inseparable and both are the main sources of universal beliefs and values
Neither religion nor spirituality is fundamental. Universal value can be defined independently and without considering religion and spirituality.	Spirituality is superior to religion and is the main source of beliefs and universal values.

(Adopted from the book of spirituality in organizations-Restegar)

4. Spirituality in workplace

From the end of the previous century in the 1990th a kind of reintegration has been forming between outside life and inside life. One of the significant domains which has been mentioned in this integration, is the business environment of an organization. Most of the affairs which were coming in the domain of private domain previously, now are imposing themselves in public domain (Shayegan-2002, p 32)

Spirituality in work, is effort in the direction of sensitivity toward beyond-personal and interpersonal in working life in order to reach human perfection. (Abedi Jafari-Rastegar 2007). In other words: spirituality in work is an experience of relationship and mutual belief among individuals who are cooperating in a working process, which is

created by individual goodwill and optimism and results in creation of an motivational organizational culture which in turn increases the performance. This eventually follows with sustainable organizational perfection. (Marques-2006). Spirituality in work place is awareness of this fact that mutual communication, respect is not limited to us and our private environment. But it also applies to all the people with whom we work on a regular or random basis. This not only would result in a more desirable working condition but also would lead to increment of capital return.

Base on the findings of the studies of Skerpink and Kengersky “spirituality in work, are spiritual states of the person which are describable with physical, conginitive, interpersonal and spiritual-mystic”. According to the above definition, spirituality in workplace has the 6 following dimensions. (Rastegar 2010 p 105)

- | | |
|--------------|------------------|
| 1- Physical | 4- Interpersonal |
| 2- Emotional | 5- Spiritual |
| 3- Cognitive | 6- Mystic |

5. Spirituality in Top Managers

Usually these are top managers and leaders of organizations who define the aims, issue the instructions regarding jobs, convey the policies and approaches to staff, specify the matters which should be attended to and provide feedback to performance. (Robins-2010)

Generally they define the general plans and strategies of the organization and hence without any doubt the views and perspective of the top managers have a great influence in leading the organization.

On the other hand the domain of organization management, both from practical and theoretical point of views, recently have came under the influence of the powerful domain of spirituality and if it will be leaded correctly it seems it has the necessary potential to lead to the most profound cooperation, not only in specialized domains but also in manifesting the all perfect humanity. (Salajaghe-Farahbakhsh-2010)

Hence in the today’s work especially in America there is an ever increasing interest and inclination toward integration of spirituality and management. This integration would accompany the most profound values which are influential in their work and similarly is promising of a more success and it is because manager due to some common interests have committed themselves to spirituality. (Mitroff-1999)

In the most of the parts of the literature, spirituality in work is an inclination that in case it will be initiated by leaders and managers of the organization, it can be executed in a successful way. Terms such as spiritual leadership and trustable leadership are all indicating to methods which are shown as the responsibility of a leader for creation of a thoughtful and spiritual environment in working place (Sheikhinezhad-Ahmadi-2009)

In this study the meaning of spirituality in top manager is the same as spiritual leadership or in other words we mean the group of top managers who with the use of spiritual leadership and spirituality dimension of themselves would lead their organization and staff.

The role of spiritual leadership is to motivate and encourage staff with the use of spiritual perspective and creation of cultural requirements based on human value so that it can foster capable staff with high efficiency in performance, committed and motivated. (Ziaei-Nargessian-Esfahani-2008)

Spirituality in top leaders and its effect on the performance of line staff , In a period managers have been those who would order without having any role in personal development of the staff. Nowadays managers are leaders who help to create meaning and aim for their colleagues. With having spirituality managers will be able not only to improve performance and efficiency in their organization but most importantly to achieved inner satisfaction, peace of mind and prolonged happiness and create an environment in which their colleagues and friends can also have the same feelings. (Kazemi-2010)

Spiritually oriented top managers thought improvement of organizational environment and creation of sympathy among staff and in line with the aims of staff and organization will try to reach the mission of organization through guiding and leading the staff. (Soleimani-2009)

Shabrak believes: welfare and health of staff depends greatly on the manager’s behavior. Managers should consider spiritual moral norms such as justice, honesty, respect and good conduct.

The behavior of a leader or manager at organization can be a proper pattern for teaching proper conduct in the organization. Based on the view of “Benvera”, we are under the influence of actions and conducts of others more than their statement and during the social learning process, we learn through the environment patterns.

The results of modeling process, is much more comprehensive than just modeling behavior, way of talking and dressing. It means that it includes attitudes, specific occupational behaviors and interaction methods or getting influence from others. (Users’ trophy site-2010)

Among the effective factors on line staff performance is the desirable behavior and conduct of leaders and mangers of them. (The grand responsibility of management and leadership is trusted to individuals that in addition to having special personality characteristics, apply leadership approaches and are a role model from morality point of view)

Spiritual leader is developed based on motivational model which is a combination of perspective, faith in achieving targets, humanism, spiritual survival and solidarity. The aim of spiritual leadership is attending to fundamental needs of followers to create the requirements for their spiritual survival. Such a leadership would result in staff understand the real meaning of their work and value their work and also make them feel that their job is significant to the organization as well as the other colleagues (membership).

These leaders create a common perspective and values for the staff and result in team and organizational empowerment of them which eventually would increase the level of welfare, health of staff and also organizational efficiency and commitment which have essential roles in positive performance of the staff.

In fact spiritual leader with his unique characteristics would create a perspective of the future of the organization and would influence in staff in a way that they would have faith in achievement of the aims of organization and in this way would increase the inner motivation of the staff for more efforts and on the other hand with promoting the culture of humanism would lead them to have profound attention to themselves and their past life and create desirable relationships with others. (Nargesian-Tadbir issue 189)

In effort for a more extensive recognition of spirituality in managers, the related literature to spirituality mentioned the 5 fundamental elements as below:

- **Hope and Faith**

In the Webster dictionary faith has been defined as "certainty in what you believe and in things that you cannot see and cannot be proven with the use of physical evidences and documents" and hope has been defined as " desiring something with the expectation of it realization". Faith more than being a desire toward something is something based on values, orientations, behaviors that have been proven with absolute and correct certainty.

Hopeful and faithful people have insight to the path they want to go and something they want to achieve and for achieving it would bear all difficulties and face the most difficult situations (macarthur-1998)

Therefore; faith and hope is a source for belief in insight, aims and mission of the organization which want to be realized, then the real and actual faith of an individual is manifested through action and often for faith in action or work the simile of track and field race in which two main elements exists for each match: insight and expectation of reward or victory or pleasure from preparation for the race itself. Both of the elements are necessary for they can result in faith and hope.

In the race of field and track and in the race of faith, people should run for victory and should practice self control and always try in the most possible way for passing others. (W.fry-2003)

- **Mission**

Another element of spirituality in managers is creation of mission in life as the spiritual person feels a kind of commitment and responsibility (Rastegar 2010).

The organizational commitment which is created as a result of mission, is a kind of emotional attachment to the organization. based on this view the spiritual person who is committed, gets his or her identity from the organization, cooperates with it and mingles with it and take pleasure in its membership (Salajaghe- Farahbakhsh 2010) Mission if a kind of responsibility, commitment feeling toward principles, philosophy or agreements which the person believes in and loyalty to aims and objectives which has agreed upon preserving them.

- **Humanism**

Humanism refers to getting influence from the pain and suffering of others, having feelings of social justice and feeling that all of us are a part of creation. (Rastegar 2010)

Humanism refers to the concept of integrity and harmony which is manifested thought caring, worrying and appreciating oneself and others. The principles of this definition are values of patience, kindness, forgiveness, modesty, unselfishness, veracity, controlling oneself, trust, loyalty and impassibility which should be distinguished from intentional love or caring and worrying for other due to need which has the unconditional nature of giving and receiving.

Humanism is a power which can dominant the destructive effects of four important groups of destructive emotions:

1. Fear which includes worrying, anxiety and panic.
2. anger which includes wrath, hatred, jealousy and animosity.
3. feeling of failure or desperation which includes frustration, depression states and various guilt which you may think they would result in ruining yourself.
4. Vanity (arrogance) which includes prejudice, selfishness, snobbery.

The consequences of humanism and commitment to spirituality in people includes pleasure, happiness and peace which are in turn sources of high organizational commitment and decrease stress which is the aim of most of the manager which eventually result in positive performance of staff (W. fry-2003)

- **Meaningful Work**

One of the fundamental dimensions in workplace, is the inner feeling of an individual regarding objective and meaningful work. meaningful work is the profound feeling of meaning and aim in the work of the person.

Each person due to their inclinations, interests, attitudes, inner beliefs will deal with their works. The involvement of a person with his work is important for giving meaning to his work and making it objective.

Giving meaning to work and make it objective in this level doesn't only mean its challenge and giving attention to the predicted aim but is the attitude of an individual toward his work, seeking the meaning and profound aim of it for achieving wishes, dreams, aims, satisfying the needs and cooperation with others.

Based on the statement of Moore, the work of a person is a kind of profession which is considered as a way for creation of meaning and the more recognition of work and workplace. In this expression the work of an individual is more than an aim and it is a challenge toward perfection, development and realization of individual realities (Rastegar 2010)

▪ **Sense of solidarity**

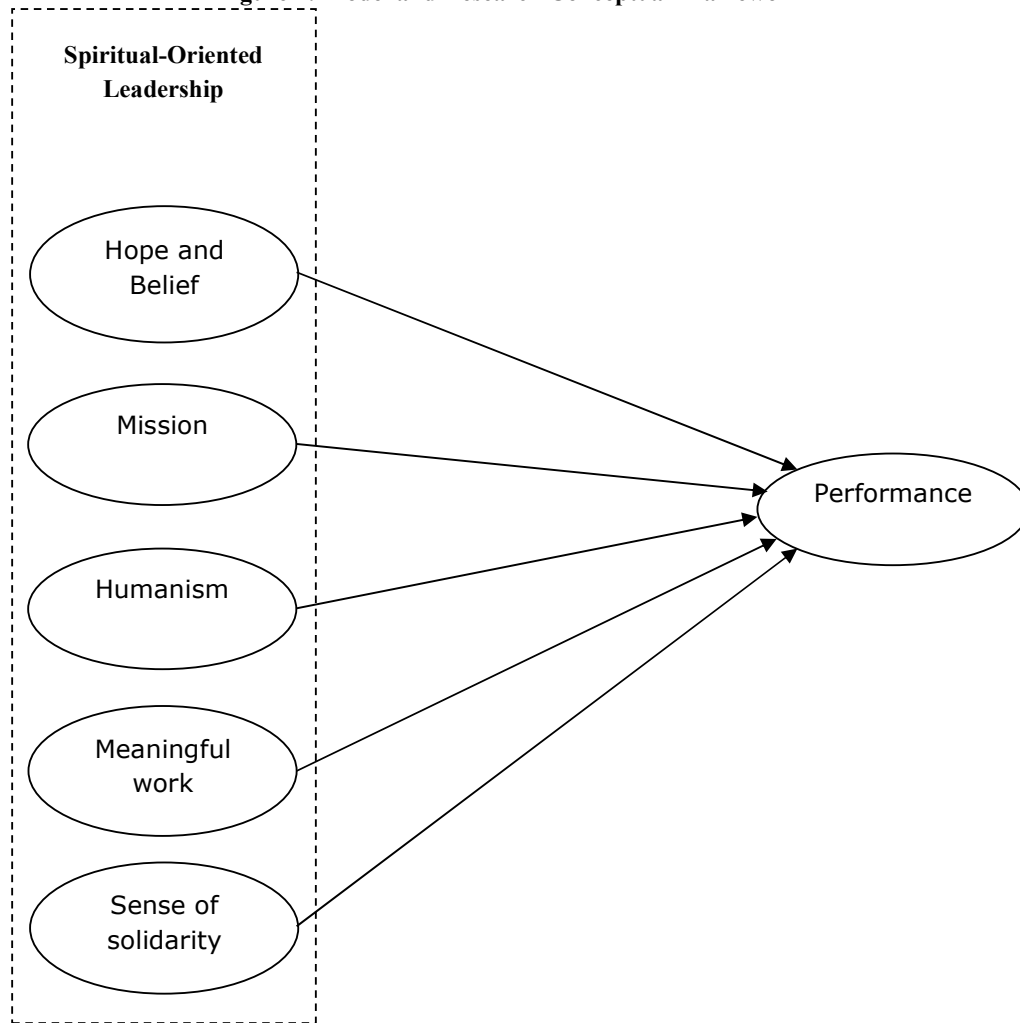
The requirements of profound connection and relation of an individual with others will be provided when the common and attachment feeling to each other would be created.

In organizational behavior, solidarity will result in interaction of staff and colleagues with each other and feelings of integrity in work that in which the person sees himself in connection with others and it is a kind of mental feeling which is established among the staff of an organization and its nature represent the profound feeling of attachment of individuals which is expressed in the form of a culture in the organization.

In such an organization all the people inside the organization are considered as an organizational family and each person is a part of others and in at the service of them and his identity is defined with his working group and the group is as well defined with his identity.

Eventually each of the above stated elements of spirituality in top leaders and managers directly or indirectly can have positive, negative or neutral effect on the performance of the organization's line staff and based on this the scientific conceptual model below presents the mentioned relationship.

Figure 1: Model and Research Conceptual Framework



6. Research Hypotheses

6-1. Main Hypothesis

1. Spiritual-oriented leadership has a positive effect on the performance of line staff.

6-2. Secondary Hypotheses

1. Hope and belief in manager have positive effect on the performance of the line staff.
2. Mission provided by the manager has positive effect on the performance of the line staff.
3. Humanism of the manager has positive effect on the performance of the line staff.
4. Meaning of the work has positive effect on the performance of the line staff.
5. Membership feeling and solidarity of the staff have positive effect on the performance of the line staff.

7. Research Method

This research is applied paper from purpose point of view and from the point of view of data collection is descriptive-survey. The research population includes all the staff of Electronics and export department of IRIB which are a total number of 750 persons.

The sample size has been determined with the use of sampling formula from the limited research population equal to 176 persons. For collecting research data a questionnaire has been used.

Research questionnaire has been designed based on the standard scale of Fry et al., (2003), and hence is having the required validity to a great extent. For complete assurance regarding the validity of the research questionnaire, the opinion of expert professor has been seek on it as well and the required modifications were considered.

The reliability of the research tool has been tested with the use of Cronbach's Alpha test. The results of this test (table 2) indicate that the research tool have a proper and high reliability. For testing the validity of the structure (the accountability rate of each variable with the use of relevant question) also we used confirmatory factor analysis model (figures 2 and 3) and the results have been presented in table 2. For testing research hypotheses also the regression model and Structural equation mode were used.

Table 2: Questionnaire Questions and Reliability of the research tool

Variable	dimensions	Relevant questions	Number of questions	Cronbach's Alpha in pilot stage	Cronbach's Alpha in final stage
Spiritual leadership	Hope and Faith	1-3	3	0.779	0.819
	Mission	4-6	3	0.741	0.818
	Humanism	7-9	3	0.771	0.799
	Meaningful work	10-12	3	0.820	0.749
	Sense of solidarity	13-15	3	0.623	0.773
Performance	-	16-20	5	0.613	0.834
Total questionnaire	-	1-20	20	0.864	0.919

Figure 2: Confirmatory factor analysis model (standard coefficient and explained variance)
 Hope and faith – mission – humanism – meaningful work – sense of solidarity – performance

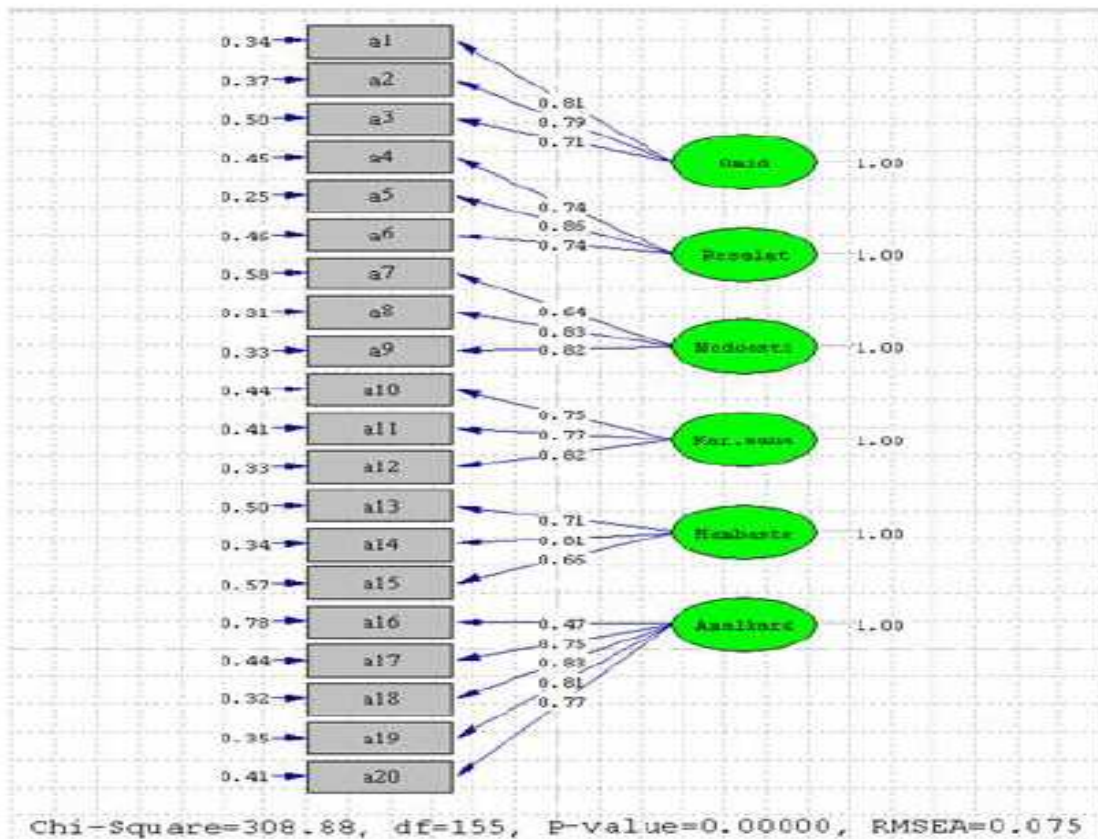
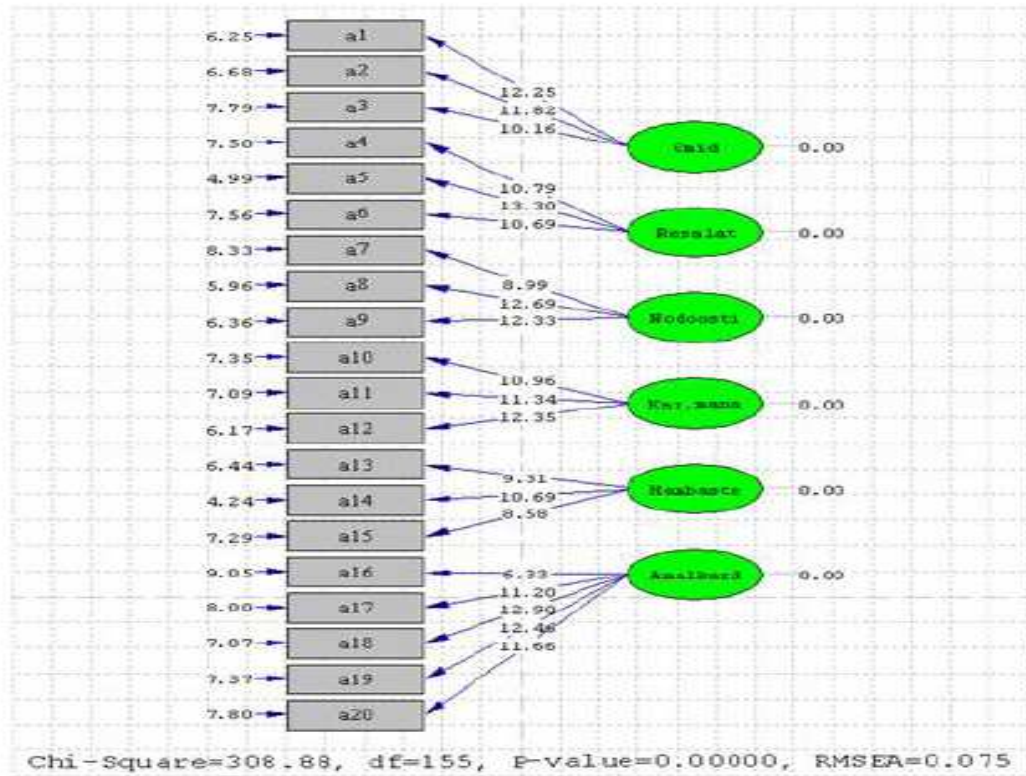


Figure 3: Confirmatory factor analysis model (t-value)
 Hope and faith – mission – humanism – meaningful work – sense of solidarity – performance



Factor loading, explained variance and t-value relevant to each of the questions of the research for structure validity have been presented in table 3.

Table 3: Results of confirmatory factor analysis for testing explained variability of each variable by relevant questions

Variable	question	Standard coefficient (factor loading)	Explained variance	t-value
Hope and faith	Question 1	0.81	0.66	12.25
	Question 2	0.79	0.62	11.82
	Question 3	0.71	0.50	10.16
Mission	Question 4	0.74	0.55	10.79
	Question 5	0.86	0.74	13.30
	Question 6	0.74	0.55	10.69
Humanism	Question 7	0.64	0.41	8.99
	Question 8	0.83	0.69	12.69
	Question 9	0.82	0.67	10.96
Meaningful work	Question 10	0.75	0.56	10.96
	Question 11	0.77	0.59	11.34
	Question 12	0.82	0.67	12.35
Sense of Solidarity	Question 13	0.71	0.50	9.31
	Question 14	0.81	0.66	10.69
	Question 15	0.66	0.43	8.58
Performance	Question 16	0.47	0.22	6.33
	Question 17	0.75	0.56	11.20
	Question 18	0.83	0.69	12.90
	Question 19	0.81	0.66	12.46
	Question 20	0.77	0.59	11.66

In order for factor loading of each question to be significant, its t-value should be bigger than 1.96 or smaller than -1.96. Factor loading of all the questions, have the required t-value (i.e. bigger than 1.96). Hence, it can be said that all the questions have the required significance in testing their relevant variables.

8. Testing Research Hypotheses

In order to test the main research hypothesis the structural equation model has been used. Structural equation modeling is among statistical models for testing linear relationships between latent variables (unobserved) and manifested variables (observed). It is with the use of this method that scholars can reject or confirm assumed structures, in the form of general model (or with less accuracy) which are named causal models by matching them with unempirical data.

When the data of sample group are changed into correlation matrix or co-variance and described by a set of regression equation, the model (with the use of a few available computer software) can be analyzed for the purpose of testing its fit in the population that the sample belongs to, and then we can obtain estimations of the parameters of the model and a few size of its fit with the sample data. For testing the secondary research hypotheses regression model has been used. In regression model, after presenting the model and collecting data, the estimation of model with a set of known relationships between the measured variables is started. In the chart output, significance of all model coefficients and parameters are tested. For a coefficient to be significant, t-value should be bigger than 1.96 or smaller than -1.96. In figures 4 and 5 the structural equation model for the main hypothesis and in figures 6 and 7 the regression analysis model for secondary hypotheses with the Lisrel's software have been presented.

Figure 4: Structural equations model for the main hypothesis (standard coefficients)
 Hope and faith – mission – humanism – meaningful work – sense of solidarity – spirituality - performance

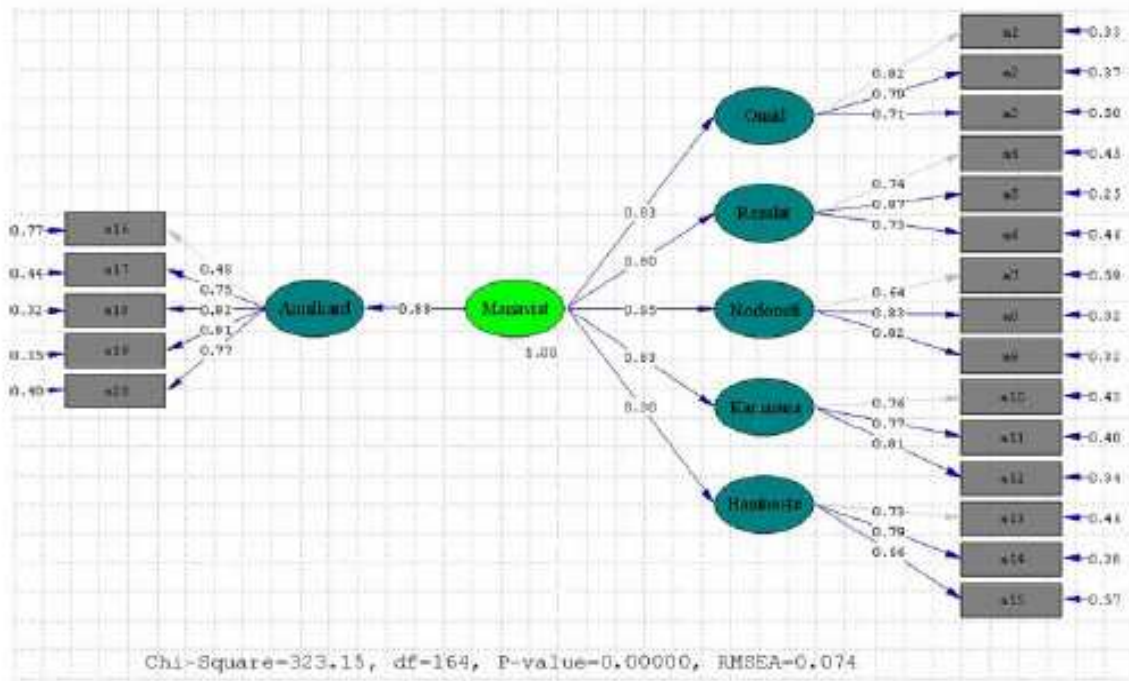
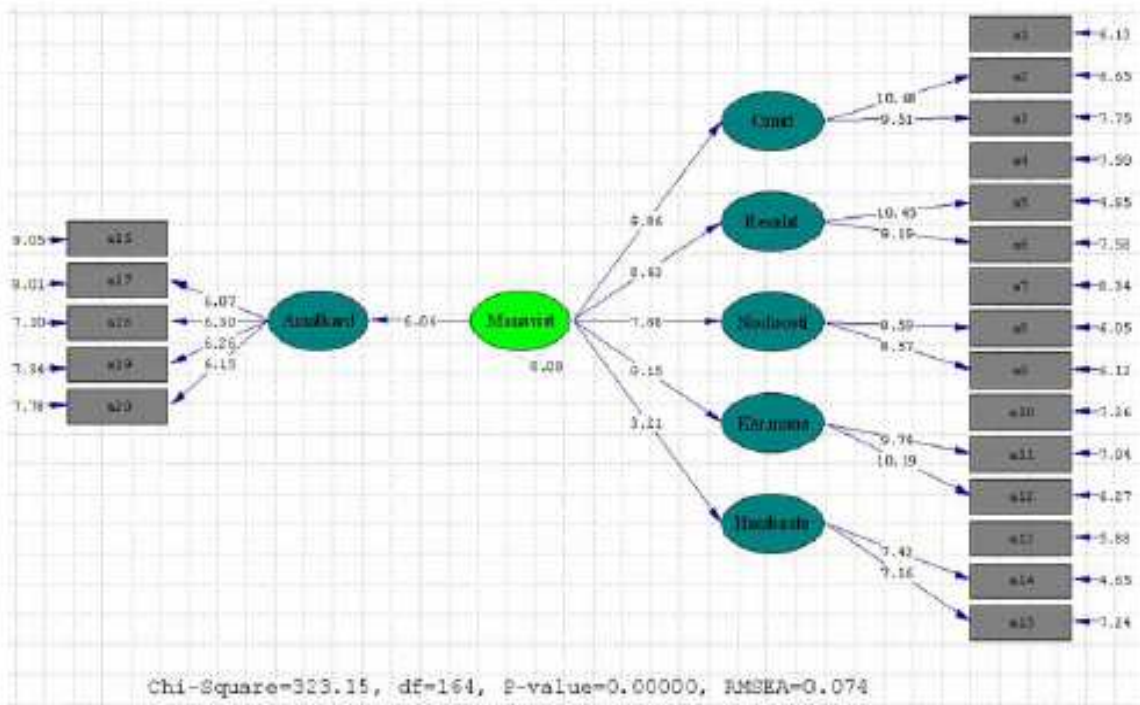


Figure 5: Structural equations model for the main hypothesis (t-value)
 Hope and faith – mission – humanism – meaningful work – sense of solidarity – spirituality - performance



Main hypothesis: Spiritual leadership has a positive effect on staff performance.

Ho: Spiritual leadership doesn't have a positive effect on staff performance.

H1: Spiritual leadership has a positive effect on staff performance.

Due to figures 4 and 5, standardized coefficient between the two variable is 0.88. The significant coefficient between these two variable is 6.06 (bigger than 1.96) which indicate that the relationship is significant. Therefore; H0 hypothesis is rejected and H1 hypothesis is confirmed. This means the Spiritual leadership has a positive effect on staff performance.

For the purpose of testing the research secondary hypotheses the regression model has been used. Figure 6 and 7 shows regression model for secondary hypotheses.

Figure 6: Regression analysis model for secondary hypotheses (standard coefficients)

Hope and faith – mission – humanism – meaningful work – sense of solidarity
 Performance

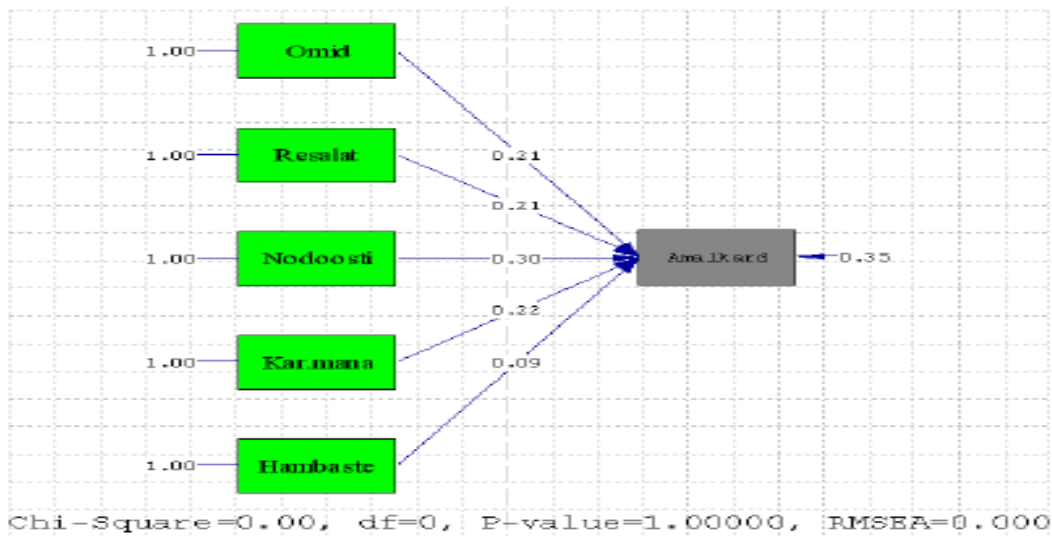
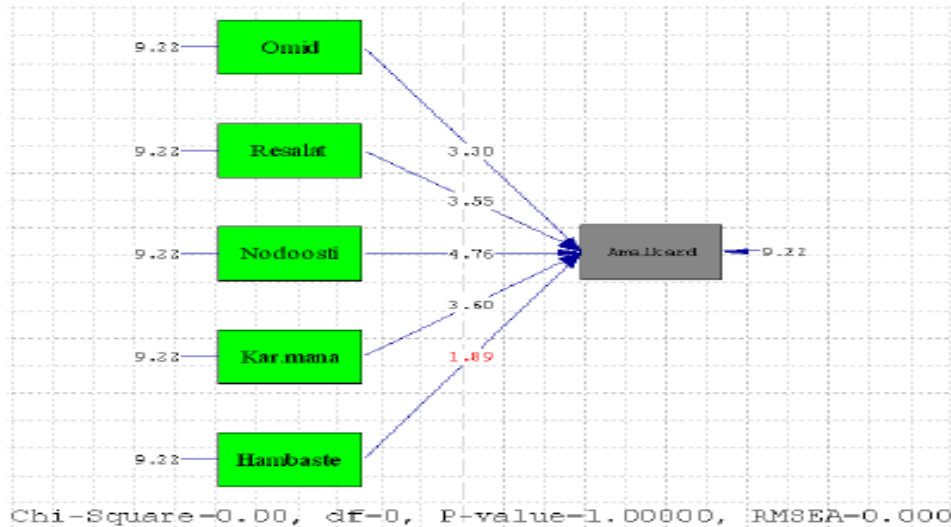


Figure 7: Regression analysis model for secondary hypotheses (t-value)
 Hope and faith – mission – humanism – meaningful work – sense of solidarity

Performance



Hypothesis 1-1: Hope and faith have a positive effect on staff performance.

H0 hypothesis: Hope and faith don't have a positive effect on staff performance.

H1: Hope and faith have a positive effect on staff performance.

Due to figures 6 and 7, standardized coefficient between the two variable is 0.21. the significant coefficient between these two variable is 3.30 (bigger than 1.96) which indicate that the relationship is significant. Therefore; H0 hypothesis is rejected and H1 hypothesis is confirmed. This means that hope and faith have a positive effect on staff performance.

Hypothesis 2-1: Mission has a positive effect on staff performance.

H0 hypothesis: Mission doesn't have a positive effect on staff performance.

H1: Mission has a positive effect on staff performance.

Due to figures 6 and 7, standardized coefficient between the two variable is 0.21. the significant coefficient between these two variable is 3.55 (bigger than 1.96) which indicate that the relationship is significant. Therefore; H0 hypothesis is rejected and H1 hypothesis is confirmed. This means that mission have a positive effect on staff performance.

Hypothesis 3-1: Humanism has a positive effect on staff performance.

H0 hypothesis: Humanism doesn't have a positive effect on staff performance.

H1: Humanism has a positive effect on staff performance.

Due to figures 6 and 7, standardized coefficient between the two variable is 0.30. the significant coefficient between these two variable is 4.76 (bigger than 1.96) which indicate that the relationship is significant. Therefore; H0 hypothesis is rejected and H1 hypothesis is confirmed. This means that humanism has a positive effect on staff performance.

Hypothesis 4-1: Meaningful work has a positive effect on staff performance.

H0 hypothesis: Meaningful work doesn't have a positive effect on staff performance.

H1: Meaningful work has a positive effect on staff performance.

Due to figures 6 and 7, standardized coefficient between the two variable is 0.22. the significant coefficient between these two variable is 3.60 (bigger than 1.96) which indicate that the relationship is significant. Therefore; H0 hypothesis is rejected and H1 hypothesis is confirmed. This means that Meaningful work has a positive effect on staff performance.

Hypothesis 1-5: Sense of solidarity has a positive effect on staff performance.

H0 hypothesis: Sense of solidarity doesn't have a positive effect on staff performance.

H1: Sense of solidarity has a positive effect on staff performance.

Due to figures 6 and 7, standardized coefficient between the two variable is 0.09. The significant coefficient between these two variable is 1.89 (smaller than 1.96) which indicate that the relationship is not significant. Therefore; H1 hypothesis is rejected and H0 hypothesis is confirmed. This means that sense of solidarity doesn't have a positive effect on staff performance.

The obtained results from the research hypotheses have been summarized in table 4.

Table 4: Results of standard coefficient and t-value (confirmation or rejection of hypotheses)

From	To	Standardized coefficient	t-values	Confirmation or rejection of hypothesis
Spiritual Leadership	Performance	0.88	6.06	Confirmed
Hope and faith	Performance	0.21	3.30	Confirmed
Mission	Performance	0.21	3.55	Confirmed
Humanism	Performance	0.30	4.76	Confirmed
Meaningful work	Performance	0.33	3.60	Confirmed
Sense of solidarity	Performance	0.09	1.89	Rejected

9. Conclusion

There is no doubt that in the workplace, fundamental changes are forming and spirituality is one of the main and fundamental issues. There are so many useful reasons for studying the relationship between spirituality and management and one of them is the effect that spirituality has on managerial behavior.

In this paper with presenting 5 main elements of spirituality in managers we will study its relationship with staff performance. One of the mentioned elements is work together with meaning which lead to a change in the nature of organization programs. Individuals are after meaning in their work and they are seeking a path which would connect their working life with spirituality and hence obtain an aim and insight which is beyond material benefit.

Another element is humanism through which the individual will pleasure from having relationship with his colleague or in other words managers will feel pleased from working with staff and the staff also will feel pleased from their relationship with their top managers and will do their responsibility with more harmony and the manager will accept their staff just the way they are (with all their faults and shortcoming) and will try to divide their responsibilities accordingly.

Hope and faith is also will lead to trust and heart faith among managers and staff and the effect of which on performance is clear to see and mission is yet another element of spirituality which is important in top managers of the organization which creates commitment among staff for achieving the final goal of the organization through management and defining correct path and strategies.

The positive relationship of all the 4 above mentioned elements of spirituality and performance of the staff have been confirmed with the use of research hypothesis tests. But the relationship of the 5th element (sense of solidarity) with staff performance have been rejected though the test of research hypothesis.

With considering the high rate of spirituality in Iranian society, we can achieve valuable advantages including positive staff performance with correct development of it. Informing manager and leaders about the existence of such a valuable factor and the way of using it in line with organizational aims can have a significant effect in improving the performance of the staff. Therefore it is suggested to give more attention to recognizing and empowering the spirituality dimensions in managers so that through the mediating role of spiritual-oriented management we can get advantage of all its dimension in workplace.

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