

Examining the Relationship Between Resonant Leadership and Spirituality at Work among Employees in Organization of Economic Affairs and Finance of Razavi Khorasan

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Abstract: The purpose of this research is determining the relationship between resonant leadership and spirituality at workplace. To reach this goal, first, we investigate the concepts of resonant leadership and spirituality at work and then we can provide the conceptual model gained from the research literature. The sample society was the employees in general administration of economic affairs and finance of Razavi Khorasan and among them 122 employees was chosen by random sampling method. The research tools were Joan Wagner's questionnaire with 14 questions for resonant leadership and Joan Milliman's questionnaire with 20 questions for spirituality at workplace that was completed by the employees. The results were analyzed using statistical methods. To examine the hypothesis and respond to questions different methods such as: Correlation analysis, regression analysis and structural equation modeling using SPSS software have been used. The results imply the existence of a meaningful relation between resonant leadership and spirituality at workplace. The factors for spirituality at workplace were considered as: spirit at work, correlation in groups and alignment with organizational values.

Key words: Resonant leadership, spirituality at workplace, spirit at work, alignment with organizational value, correlation in group

INTRODUCTION

Great leaders have forced us to move. They ignite our passion and desire and the highest interest in our cause. Even if the leaders do everything correctly, but the basic task of "controlling emotions in the right direction" fail, none of what they have done, cannot be as it should be effective. Accordingly, resonant leadership theories (empathetic) feature of successful organizations is that leadership style emphasizes the necessity of it. The spirituality as a powerful force as management principles and theories it sheds impressed quoting from some experts in the field of management is essential developments (Bekker, 2013). Writing new business in the 21st century workplace employees to focus on the spiritual significance of spirituality at work is a growing problem that employees have a lot of interest not only in personal spirituality but also in other levels of life experience. Air also has the benefit of encouraging spirituality for the organization, the benefits can promote individual creativity and commitment to organizational goals spread (Karakas, 2010). In this study,

the relationship between spirituality and resonant leadership at work staff of the Office of Economic Affairs and finance of Khorasan Razavi province examined the impact of these two concepts on staff, as the sample is determined.

MATERIALS AND METHODS

Leadership and its styles: There are many definitions of leadership issues. Perhaps it could be expressed in definitions of leadership to a number of people have suggested that the definition of leadership. Harold Kuntz and Cyril O'Donnell believed: "Leadership is influencing people in order to convert them to achieve a common purpose".

The researchers review the literature reveals that many management authors agree the leadership is the process of influencing the activities of individuals or groups to attempt to achieve a goal in a given situation. This definition of leadership led to the conclusion that the task of the variables: leaders, followers and Situational variables ($L = F(l, f, s)$) (Hersey *et al.*, 1996).

The purpose of this is where ordinary people can do extraordinary things. However, to lead a quiet man rose to humans. Leadership is a process to motivate others to act towards a common goal.

Resonant leadership: According to the new concept of resonant leadership in the world, there are many definitions of leadership style and there are only a few definition of leadership style to consider the following: resonant literally means intensification and prolongation of sound by vibration. Resonant leadership emotional intelligence is based on three dimensions using mindfulness, hope and compassion can understand the feelings of others and make them leaders. Resonant leadership include developing or improving emotional intelligence of managers who either instinctively or by hard training. In other words, they find themselves in issues such as self-awareness (understanding their feelings and others and identifying the strengths and weaknesses), self-management (to be able to control emotions, flexibility and compatibility), social awareness (empathy, organizational interests and responsibilities) and others to improve the relationship management (Wagner, 2010). Goleman suggests resonant leadership in a sentence: the art of convincing people to achieve a common goal to work and not to dominate them (Luis, 2010). Luis (2010) study from 1980-1990 while studying the behaviors and attitudes of nurses in hospitals in Canada states that reduce negative effects of the resonant leadership and over time the structural changes and the ways such as visionary leadership, coaching leadership, affiliative leadership and democratic leadership. Effective leaders are those who have at least four or more leadership style and ability to change their ways in different situations to have strengthened. Wagner (2010) in research specifically related to resonant leadership on job satisfaction and organizational commitment has examined, and its role in health care workplaces are effective.

Spirituality at work: Spirituality at work is that in recent year's new concepts, business management literature has emerged in the West and it is known as a new paradigm. In recent years, spirituality from the perspective of

firms' dealings with employees, customers and community is of great importance as far as career management organizations such as the Academy of Management and the Academy of International Business degree in 2001, this area of study are recognized. First, be sure that the difference between spirituality and morality expressed in the workplace. Spirituality at work, an employee intends to individual aspects of spirituality in the workplace, it refers to organizational aspects. Despite the term used to describe a profession or job that a person accomplishes it but the work to a place called that person had done at their work (Klenke, 2013). This separation is important because that can lead to personal and organizational spirituality. About levels of spirituality in organizations of different views, some are believed to surface for spirituality in organizations and in their view spirituality in a particular classification level without the organization can be extended. Others argue for spirituality in the organization into two levels: the individual level and the organizational level and finally a group for spirituality in the three levels considered: individual level, group level and organizational level (Rastegar, 2003).

In analyzing the levels of spirituality in organization seems that the levels offered by Milliam *et al.* (2003) in Table 1 are more important.

The surfaces were studied experimentally and show aspects of spirituality in the traditional variables of Organizational Behavior are different.

Now that we are familiar with the concept of resonant leadership and spirituality in the workplace, in this article we will try to answer this question as follows: Is there a relationship between resonant leadership and spirituality in the workplace?

Considering the given meaningful work, solidarity with the group and alignment with the organization's values as the main component of spirituality in the workplace, hypotheses have been formulated as follows:

- There is a significant positive relationship the resonant leadership and spirituality at work
- There is a significant and positive relationship between resonant leadership and significant work
- There is a positive and significant relationship between resonant leadership and group correlation

Table 1: The concept of spirituality in the organization (Milliam *et al.*, 2003)

Individual level	Group level	Solidarity group
Meaningful work	Solidarity group	Alignment with the organization's values
Enjoy working	A sense of connection and solidarity with colleagues	A sense of connection and correlation with organizational goals
Strength and energy work	Support staff from each purpose to people	Identify the organization's mission and values
Work gives meaning and	Linking up with a common goal	Its support for the employees of each other

- There is a significant positive relationship between resonant leadership and alignment with organizational values

The population and sampling: Study the purpose and the method of data collection, as descriptive and correlational relationships between variables. This research was a survey of the most important benefits is the ability to generalize the results. Variables include: resonant leadership as the independent variable and spirituality at work as a dependent variable. The population consisted of employees of the Department of Economic Affairs and Finance Khorasan Razavi. The department has a total of 135 employees. The sample consisted of 122 employees of the General Directorate due to the limited sample size of simple random sampling method is used. To determine the sample size for surveys resonant leadership and spirituality in the workplace, Cochran formula was used to select the appropriate statistical volume based on the obtained sample size, 135 questionnaires distributed that the number of 122 questionnaires were completed and returned and was used for analysis.

Methods and tools for data collection: In this study, to collect data library studies and field studies (the questionnaire) is used:

Resonant leadership inventory: The questionnaire was developed by John Wagner. The questionnaire included 14 questions and five points Likert scale format with options (strongly disagree, disagree, neither disagree nor agree, agree and strongly agree). The overall shape and ratings for the questions are as follows. I completely agree (at all times) and strongly disagree with the items with a score of 5 (never) to rate it 1 awarded.

Overall shape	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Scoring	1	2	3	4	5

Spirituality inventory at work: The questionnaire presented by Milliam has 20 questions in a five-item Likert scale with options (strongly disagree, disagree, neither agree nor disagree, agree and strongly agree). The overall shape and ratings for the questions is as follows. Maximum agree (strongly agree) with items with a score of 5 and at least agree (strongly disagree) to rate it 1 awarded (Table 2).

Table 2: Variables questionnaire

Variables	Number of questions in the questionnaire	Total
Significant work	1 ; 2 ; 3 ; 4 ; 5 ; 6	6
Group correlation	7 ; 8 ; 9 ; 10 ; 11 ; 12 ; 13	7
Alignment with organizational values	14 ; 15 ; 16 ; 17 ; 18 ; 19 ; 20	7
Total questions		20

Table 3: Calculation of Cronbach's alpha

Factors	Number of questions	Cronbach's alpha
Resonant leadership questionnaire		
Resonant leadership	14.000	0.792
Spirituality questionnaire at work		
Significant work	6.000	0.714
Group correlation	7.000	0.831
Alignment with organizational values	7.000	0.768
Total factor	0.782	

Overall shape	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Scoring	1	2	3	4	5

The following table show division spirituality at work questionnaire variables related to it.

The validity and reliability of measurement

Validity: In this study, standard tools have been used to evaluate the variables studied and according to the surveys in previous research inside and outside the country, there is no need to re-evaluate validity.

Reliability: In this study, Cronbach's alpha technique was used to measure the reliability of scales, whatever the reliability of items or a desire to be close as well as measuring instruments indicate reliability will be high and vice versa. Finally, Cronbach's alpha coefficient can be decreased statements that are removed from the scale.

According to Table 3, in this questionnaire, the alpha value for each factor is higher than 0.7 is a clear indication of the reliability of the questionnaire or in other words confirms the reliability of the questionnaire.

The method of analyzing data: In order to analyze the data and information obtained from descriptive and inferential statistical methods were used. Descriptive statistics and plot graphs to analyze the frequency of use are required and inferential statistics were used to analyze the research questions.

In order to analyze the questions and hypothesis testing, regression analysis and structural equation models were used to test hypotheses. Also for statistical computing, EXCEL and SPSS Software was used.

Table 4: Frequency of respondents' education

Degree	Frequency	Percent	Cumulative percentage
Phd	1	0.82	82.00
MA	28	22.95	23.77
Bachelor	75	61.48	85.25
Associate degree	18	14.75	100.00
Total	122	100.00	-

Table 5: Frequency of respondent's job experience

Time	Frequency	Percent	Cumulative percentage
<5 years	22	18.08	18.08
6-10 years	34	27.87	45.95
11-15 years	40	32.79	78.74
16-20 years	21	17.21	95.95
>20 years	5	4.05	100.00
Total	122	100.00	-

Table 6: Frequency of the age of respondents

Age	Frequency	Percent	Cumulative percentage
20-30 years	33	27.05	27.05
31-40 years	74	60.65	87.70
41-50 years	14	11.48	99.19
51-60 years	1	0.82	100.00
Total	122	100.00	-

Analysis of data

Descriptive statistics and respondents broadcasting: In Table 4-6 information on education, job tenure and age of the respondents to the questionnaire:

Analytical statistics

Analysis of variables: In order to test the validity of the final and confirmatory factor analysis of questions and variables of confirmatory factor analysis using path analysis and structural equation modeling was used. The structural equation model on the one hand adapts the research data and the conceptual model will study whether the fit is good and the other side significance of relationships in the model is tested.

First hypothesis: There is a significant relationship between resonant leadership and spirituality at work:

- H₀: there is no correlation between resonant leadership and spirituality at work
- H₁: there is a correlation between resonant leadership and spirituality at work

As can be seen in the table below stimulating factors, according to the sig value smaller than 0.05 which is significant. H₀ rejected and H₁ that there is a linear trend is confirmed (Table 7).

Durbin-Watson statistic for independence as well as the amount of errors in the bottom of the table with a 1.95 and coefficient of determination (R² = 0.787) is obtained.

Table 7: Significant regression test

Factors	Values
Test statistic (F)	62.98
Significance level (Sig.)	0.000

Table 8: The Durbin-Watson test

Coefficient of determination R	Adjusted coefficient of determination	Standard deviation	Durbin-Watson statistic
0.787	0.775	0.19	1.95

Durbin-Watson statistic as a close number two (at a distance of 1.5-2.5) is dependent residuals is approved (Table 8 and 9).

As can be seen, the sig is related to the resonant leadership, is >0.05 and therefore the value of the standard beta coefficient this factor is approved. Thus, according to standard beta coefficient, the regression equation can be written as follows:

$$Y = 0.14 + (0.706) X_1 + \epsilon$$

ε = Annoying factor. In this equation, X₁ and Y factors are resonant leadership and spirituality at work. Therefore, in the regression equation in resonant leadership on the element of spirituality in the workplace is 0.706. Histograms are plotted below the regression model, the hypothesis has confirmed the normality of remaining and therefore the estimated linear regression model, is acceptable (Fig. 1-3).

The second hypothesis: there is a significant relationship between the resonant leadership and significant work:

- H₀: there is no correlation between resonant leadership and significant work
- H₁: there is a correlation between resonant leadership and significant work

As can be seen in the following table stimulating factors, according to the sig is significantly smaller than 0.05. H₀ rejected and that H₁ there is a linear trend is confirmed.

Durbin-Watson statistic for independence as well as the amount of errors in the bottom of the table with a value of 55.1 and the coefficient of determination (R² = 0.464) in the table below were obtained. Durbin-Watson statistic as a close number two (at a distance of 1.5-2.5) is dependent residuals is approved (Table 10-12).

As can be seen, the Sig. is related to the resonant leadership, is <0.05 and therefore the value of the standard beta coefficient this factor is approved. Thus, according to standard beta coefficient, the regression equation can be written as follows:

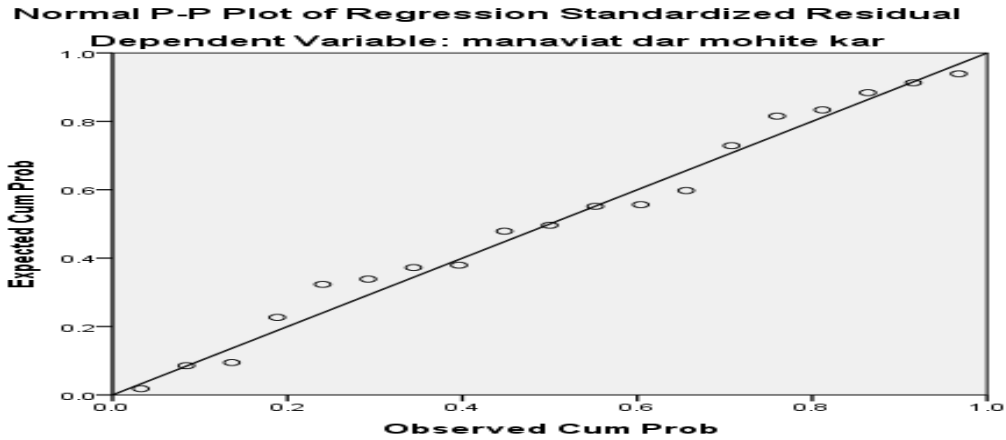


Fig. 1: The normality of residuals

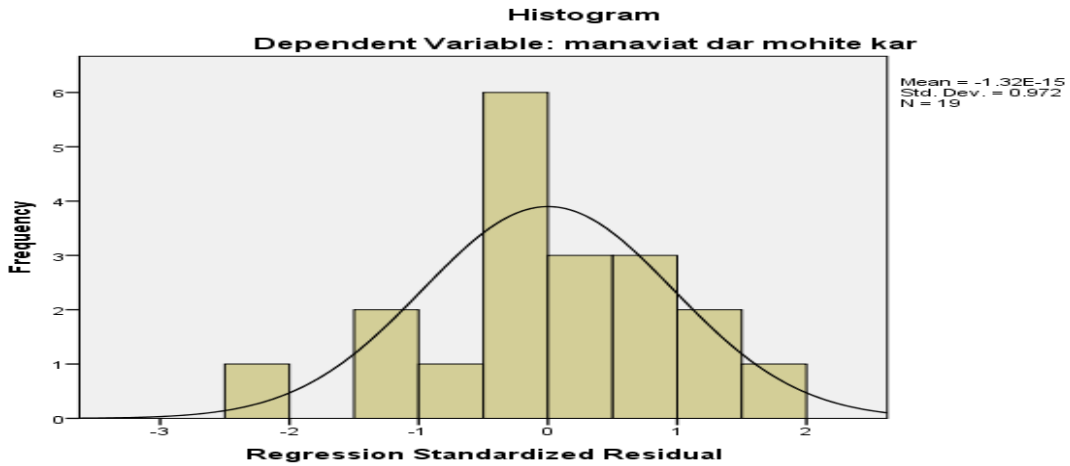


Fig. 2: Distribution of data

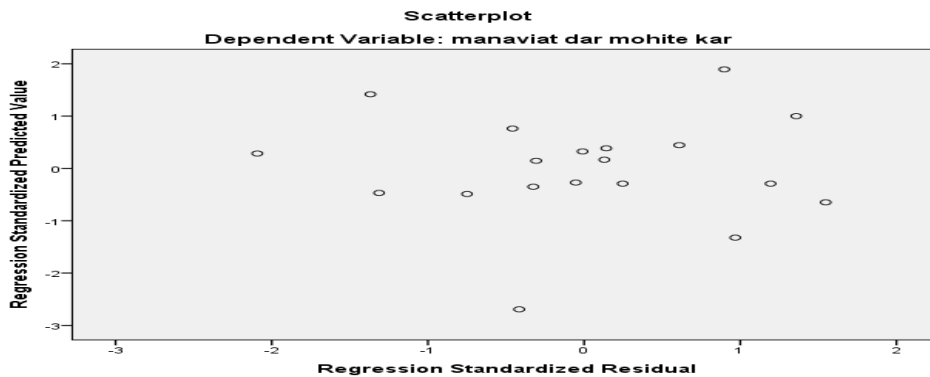


Fig. 3: Distribution of errors

$$Y = 64.1 + (54.0)X_1 + \varepsilon$$

ε = annoying factor. In this equation, X_1 and Y factors are

resonant leadership and significant work. Therefore, in the regression equation in resonant leadership on the resonant leadership and significant work is 0.54.

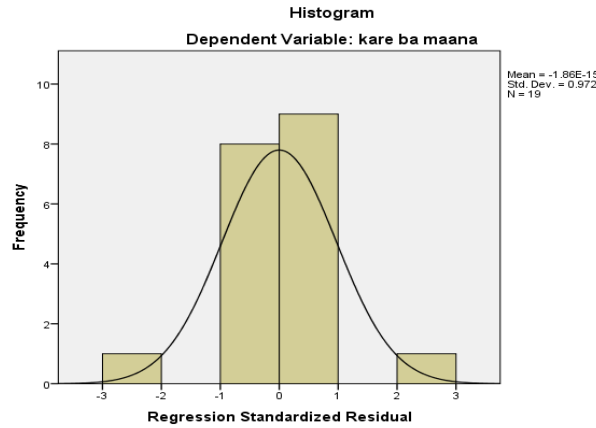


Fig. 4: The normality of residuals

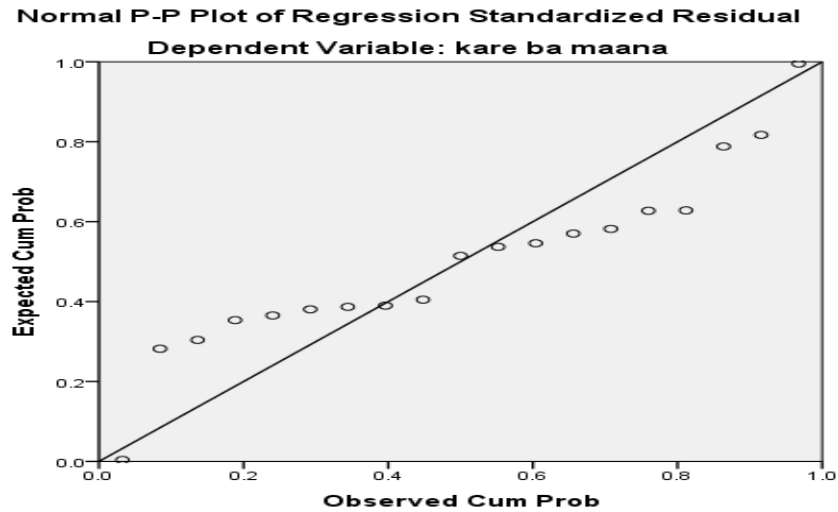


Fig. 5: Distribution of data

Table 9: Regression model of factors

Factors	Non-standard factor (B)	Std. error	Standard factor (β)	t-values	Sig.
Constant	1.014	0.340	-	2.98	0.008
Resonant leadership	0.706	0.089	0.887	7.93	0.000

Table 10: Significant regression test

Factors	Values
Test statistic (F)	14.70
Significance level (Sig.)	0.001

Table 11: The Durbin-Watson test

Coefficient of determination R	Adjusted coefficient of determination	Standard deviation	Durbin-Watson statistic
0.464	0.432	0.30	1.55

Table 12: Regression model of factor

Factors	Non-standard factor (B)	Std. error	Standard factor (β)	t-values	Sig.
Constant	1.64	0.53	-	3.04	0.007
Resonant leadership	0.54	0.141	0.681	3.83	0.001

Histograms are plotted the regression model, the hypothesis has confirmed the normality of remaining and therefore the estimated linear regression model is acceptable (Fig. 4-6).

The third hypothesis: there is a significant relationship between the resonant leadership and group correlation:

- H_0 : there is no correlation between resonant leadership and group correlation
- H_1 : there is a correlation between resonant leadership and group correlation

As can be seen in the following table stimulating factors, according to the sig is significantly smaller than 0.05. H_0 rejected and that H_1 there is a linear trend is confirmed.

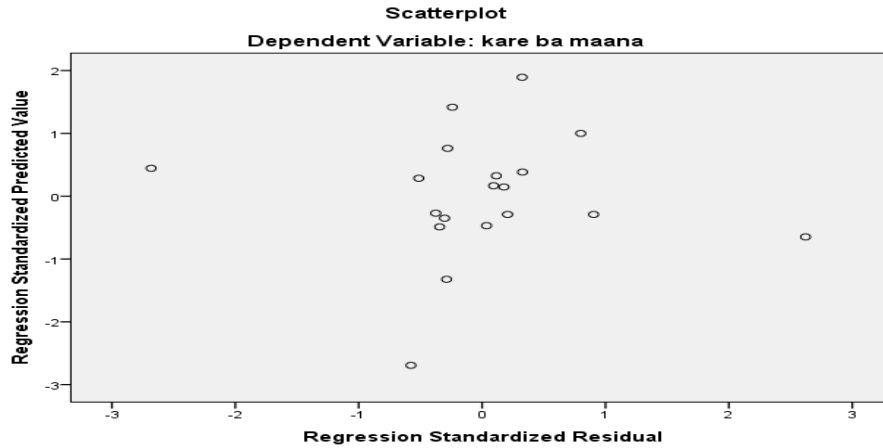


Fig. 6: Distribution of errors

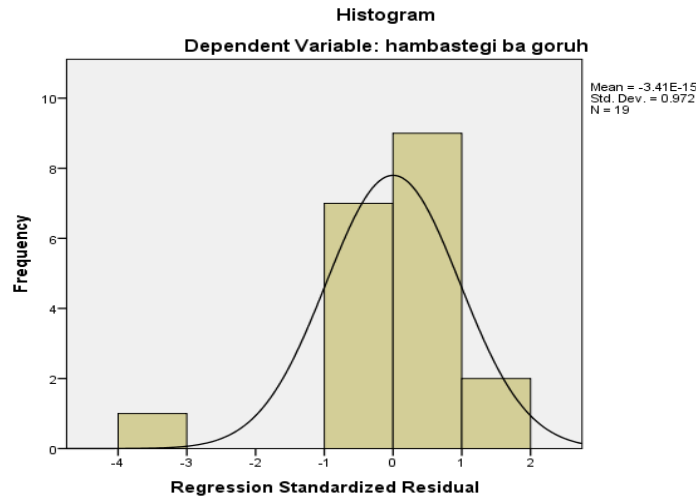


Fig. 7: The normality of residuals

Durbin-Watson statistic for independence as well as the amount of errors in the bottom of the table with a value of 2.48 and the coefficient of determination ($R^2 = 0.586$) in the table below were obtained. Durbin-Watson statistic as a close number two (at a distance of 1.5-2.5) is dependent residuals is approved.

As can be seen, the Sig. is related to the resonant leadership, is smaller than 0.05 and therefore the value of the standard beta coefficient this factor is approved. Thus, according to standard beta coefficient, the regression equation can be written as follows:

$$Y = 64.1 + (54.0)X_1 + \varepsilon$$

ε = annoying factor. In this equation, X_1 and Y factors are resonant leadership and significant work. Therefore, in

Table 13: Significant regression test

Factors	Values
Test statistic (F)	24.04
Significance level (Sig.)	0.00

Table 14: The Durbin-Watson test

Coefficient of determination R	Adjusted coefficient of determination	Standard deviation	Durbin-Watson statistic
0.586	0.561	0.29	2.48

Table 15: Regression model of factor

Factors	Non-standard		Standard		t-values	Sig.
	factor (B)	Std. error	factor (β)			
Constant	1.12	0.52	-		2.16	0.04
Resonant leadership	0.67	0.137	0.765		4.9	0.00

the regression equation in resonant leadership on the resonant leadership and group correlation is 0.67.

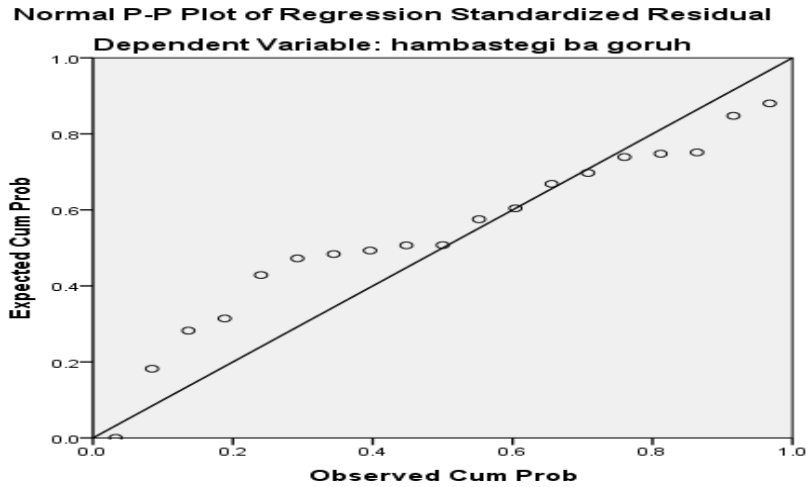


Fig. 8: Distribution of data

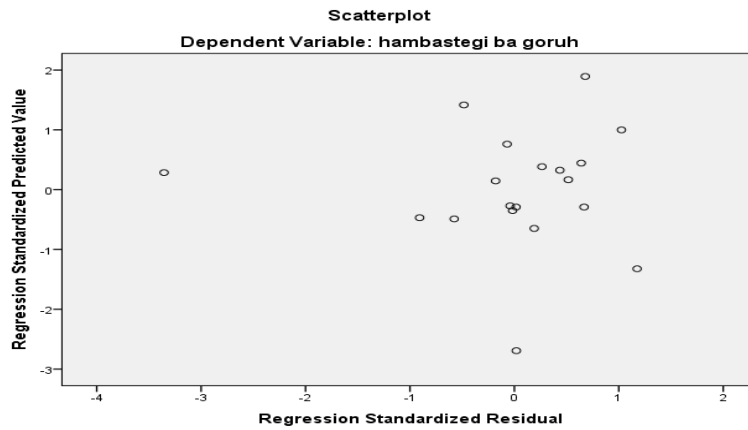


Fig. 9: Distribution of errors

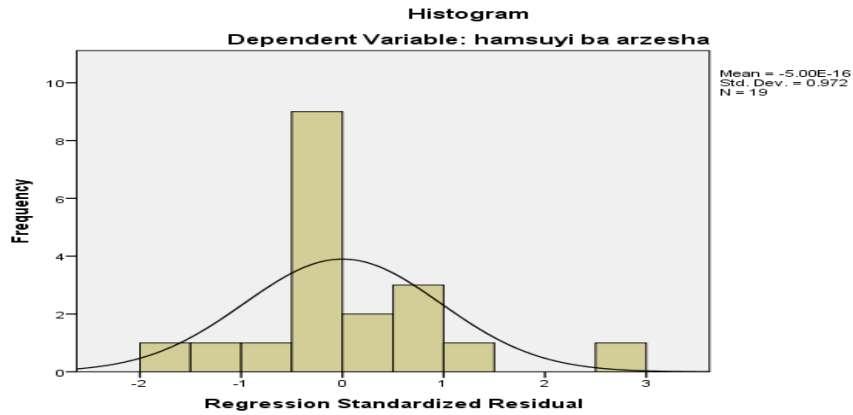


Fig. 10: The normality of residuals

Histograms are plotted below the regression model, the hypothesis has confirmed the normality of remaining

and therefore the estimated linear regression model is acceptable.

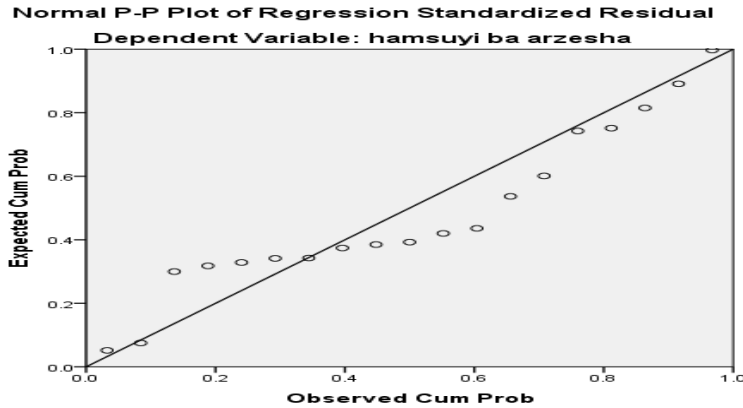


Fig. 11: Distribution of data

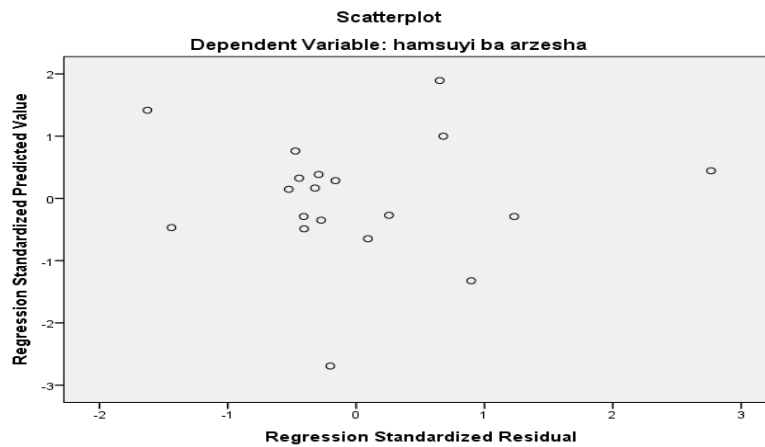


Fig. 12: Distribution of errors

Table 16: Significant regression test

Factors	Values
Test statistic (F)	31.35
Significance level (Sig.)	0.00

Table 17: The Durbin-Watson test

Coefficient of determination R	Adjusted coefficient of determination	Standard deviation	Durbin-Watson statistic
1.86	0.34	0.628	0.648

Table 18: Regression model of factor

Factors	Non-standard factor (B)	Std. error	Standard factor (B)	t-values	Sig.
Constant	0.04	1.41	-	0.62	0.25
Resonant leadership	0.00	5.00	0.80	0.16	0.71

Table 19: Summary of regression analysis to test hypotheses

Hypothesis	R	R ²	F	Sig.	Beta	t-values	Sig.	Results
Hypothesis 1	0.787	0.775	62.98	0.000	0.887	7.93	0.000	It has relationship
Hypothesis 2	0.464	0.432	14.70	0.001	0.681	3.83	0.001	It has relationship
Hypothesis 3	0.586	0.561	24.04	0.000	0.765	4.90	0.000	It has relationship
Hypothesis 4	0.648	0.628	31.35	0.000	0.800	5.00	0.000	It has relationship

The fourth hypothesis: There is a significant relationship between the resonant leadership and alignment with organizational values:

- H_0 : there is no correlation between resonant leadership and alignment with organizational values
- H_1 : there is a correlation between resonant leadership and alignment with organizational values

As can be seen in the following table stimulating factors, according to the Sig. is significantly smaller than

0.05. H_0 rejected and that H_1 there is a linear trend is confirmed (Table 16-18). Durbin-Watson statistic for independence as well as the amount of errors in the bottom of the table with a value of 1.86 and the coefficient of determination ($R^2 = 0.648$) in the table below were obtained. Durbin-Watson statistic as a close number two (at a distance of 1.5-2.5) is dependent residuals is approved.

As can be seen, the sig is related to the resonant leadership, is smaller than 0.05 and therefore the value of the standard beta coefficient this factor is approved. Thus, according to standard beta coefficient, the regression equation can be written as follows:

$$Y = 64.1 + (54.0)X_1 + \varepsilon$$

ε = annoying factor. In this equation, X_1 and Y factors are resonant leadership and significant work. Therefore, in the regression equation in resonant leadership on the resonant leadership and significant work is 0.71. Histograms are plotted below the regression model, the hypothesis has confirmed the normality of remaining and therefore the estimated linear regression model is acceptable.

CONCLUSION

The relationship between spirituality at work and resonant leadership and staff of the Directorate General Economic and Financial Affairs in Khorasan Razavi province has been investigated. In order to analyze the research questions, correlation analysis was used to test hypotheses and the results of correlation analysis showed the following positive correlation between variables resonant leadership and spirituality at work.

The first test of hypothesis, regression analysis shows that managers resonant leadership predictor of spirituality at work for employees and the F observed significant ($F = 98.62$ and $\text{Sig.} = 0.000 < 0.00$) and according to test statistics show that the independent variable resonant leadership with confidence on spirituality at work affect employees.

The second test of hypothesis, regression analysis shows that managers resonant leadership predictor of significant work at work for employees and the F observed significant ($F = 14.70$ and $\text{Sig.} = 0.000 < 0.00$) and according to test statistics show that the independent variable resonant leadership with confidence on significant work at work affect employees.

The third test of hypothesis, regression analysis shows that managers resonant leadership predictor of group correlation at work for employees and the F

observed significant ($F = 24.04$ and $\text{Sig.} = 0.000 < 0.00$) and according to test statistics show that the independent variable resonant leadership with confidence on group correlation at work affect employees.

The fourth test of hypothesis, regression analysis shows that managers resonant leadership predictor of alignment with organizational values at work for employees and the F observed significant ($F = 31.35$ and $\text{Sig.} = 0.000 < 0.00$) and according to test statistics show that the independent variable resonant leadership with confidence on alignment with organizational values at work affect employees.

We can conclude that the following four hypotheses of this research are accepted and there is a significant relationship between them:

- Hypothesis 1: there is a significant positive relationship between the resonant leadership and spirituality at work
- Hypothesis 2: there is a significant positive relationship between resonant leadership and significant work
- Hypothesis 3: there is a significant positive relationship between work correlation and resonant leadership
- Hypothesis 4: there is a significant positive relationship between resonant leadership and alignment with organizational values

RECOMMENDATIONS

This study and other research and existing theories indicated that the relationship between resonant leadership and spirituality in the workplace employees.

Therefore, it is suggested: economic and Financial Affairs Directorate General of Khorasan Razavi senior managers of training workshops to strengthen managers' leadership style tune and how to use different leadership styles in position for their managers act to the use of different leadership styles in a position to increase the spirituality at work. Promoting spirituality in the workplace can lead to benefits such as intuition and creativity, honesty and trust, self-achievement, commitment, performance improvement organization.

The second hypothesis test results indicate that the lowest effective resonant leadership on components with meaning in spirituality at work. Any person with respect to interact, interests, attitudes and his inner beliefs, and pleads with the work. Therefore, it is suggested: the leaders of the organization give meaning and purpose to their employees for their efforts. Site based on job

characteristics theory Hackman and Oldman on the importance of jobs, identity, autonomy, job, jobs, people pay attention to feedback.

The results of tests show that sub-study cohort led by three after workplace spirituality, the correlation dimension and alignment with organizational values and this can be most effective social awareness (empathy, organizational interests and responsibilities) resonant leadership organizational values the environment. Managers can use measures such as job enrichment and empowerment and a pleasure to work due to perceptions of a sense of meaning at work to improve and create a friendly atmosphere and based on cooperation rather than competition can reduce the stress of employees and create a sense of solidarity and consensus invest in the organization and increase employee. Therefore, managers should consider the spiritual needs of individuals and the need to create a dynamic organizational environment and motivating their efforts, with such measures can be hopeful that employees performing duties in the organization enjoy.

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