

## **Investigating the Effects of Spiritual Leadership on Organizational Citizenship Behavior with the Mediating Role of Spirituality in the Workplace (A Study on Public Hospitals of Guilan Province)**

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**Abstract:** In the health service department of hospitals, organizational citizenship behavior has a specific position because it is responsible for taking care and preserving society healthiness, so these organizations have to apply different leadership methods which spiritual leadership and spirituality in the workplace is one of them to conquer their organizational challenges. In this regard, this research aimed to investigate the effects of spiritual leadership on organizational citizenship behavior with the mediating role of spirituality in the workplace and performed as a case study in the public hospitals of Guilan. This is an applied research and also a descriptive research from data gathering method perspective. Results confirm all of hypothesized and indicate the mediating role of spirituality in the workplace in the impact of spiritual leadership on organizational citizenship behavior.

**Key words:** Spiritual leadership, organizational citizenship behavior, spirituality in the workplace, public hospitals of Guilan Province, Iran

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### **INTRODUCTION**

Organizations need committed and motivated human resources to achieve success and compete with other organizations. These people not only perform their duties but also devote themselves to their organization to achieve organizational goals. This type of behavior in today management researches is called organizational citizenship behavior (Chen and Yang, 2012). Davis (2007) along investigating relationship between job satisfaction and organizational performance used organizational citizenship behavior phrase for the first time and stated that there are some not addressed functional duties which employees do them to help their coworkers to finish their duties (Bergman, 2006).

There are several factors which effect on forming and developing these type of behavior (Chen and Yang, 2012). Almost all of researches about organization citizenship behavior focus on predicting factors which form these behaviors variables like job satisfaction, organizational commitment, organizational equity, trust and... were introduced as causing factors of this behavior (Aydin and Ceylan, 2009). One of neglected variables in this field is spirituality in work which has potential powerful forcing effect on organization variables and may be on organizational citizenship behavior.

Fry and Matherly (2006) also stated that employee's need mass and type were altered and current organizations which looks for success must be completely responsive to their employee's living, social, mental and spiritual needs. Some researchers refer to "spirituality" as new paradigm for management future challenge replication. They believe that satisfying employee's transcendent needs can be researched in models related to spirituality. Because spirituality at work is to realize and identify dimensions of individual work life which will be formed due to performing meaningful activities. Besides, other experts believe that if an organization likes to continue its effective life, it is necessary that different units managers have leadership and management skills simultaneously. In fact, spirituality is an important factor of leadership and covers individual's effort for finding final goal and creates stability and equality between individual's beliefs and organizational values. In recent years new procedures of leadership like transformational leadership, servant leadership, self-leadership and democratic were introduced. Between these new leadership procedures, spiritual leadership has a specific position. Spiritual leadership has relationship with thinking, perception, valuation and teamwork in society and pay attention to essential needs of leader and follower until prepare environment for

organizational success, therefore it results more beneficial self-consequences like increasing mental and physical health to create more committed and productive organization (Aydin and Ceylan, 2009). Spiritual leadership goal is removing leaders and followers spiritual needs for spirituality survival and spiritual welfare through membership and meaningfulness at work to create insight, vision and value consistency at individual, team and organizational level and finally training positive mental health, commitment to organizational productivity (Kauanui and Entrepreneurship, 2007). According to what have been stated, this research aim to investigate spiritual leadership effects on organizational citizenship behavior with mediating role of spirituality in the workplace and was executed as a case study between Guilan hospitals.

#### **Literature review**

**Organizational citizenship behavior:** Organ defined organizational citizenship behavior as controlled behaviors by individuals and stated that these behaviors won't be noted by reward system directly and clearly but will increase organizational functions effectiveness.

#### **Organizational citizenship behavior dimensions**

**Altruism:** Smith, Argano define altruism as voluntary behaviors which its main goal is to help other members of organization by noting to organizational relationship or functions.

**Sportsmanship:** Organ defines sportsmanship as patience opposite dissatisfying and unfavorable situation without protest or showing dissatisfaction.

**Courtesy:** This dimension states how individuals behave with their coworkers, supervisors and organizational audiences. Individuals who behave respectfully and magnification with others, own superior organizational citizenship behaviors.

**Conscientiousness:** Conscientiousness is consisted of behaviors which allow individuals to do their duties in a higher level than what is expected from them.

**Civic virtue:** This word refers to coworkers responsibility to participate in work life, this participation can be in form of attending sessions in organization which are not forced to attend but can cause preserving transformations in organization.

**Spiritual leadership:** Spiritual leadership with its unique characteristics created a vision for organization and penetrate somehow in employee that like believing in organizational goals and be hopeful to organization future (Fry and Matherly, 2006).

#### **Spiritual leadership dimensions**

**Vision:** Vision refers to a future image of organization and some clear or latent interpretation that why people must effort to form their future (Yusof, 2011).

**Altruistic love:** In spiritual leadership, altruistic love is defined as feeling healthiness and welfare, taking care, giving importance and gratitude from self and others (Ziyayi *et al.*, 2008).

**Membership:** Membership is a social and cultural structure. In fact, organizations produce feeling of being related to a bigger community which is so valuable (Ziyayi *et al.*, 2008).

**Organizational commitment:** Spiritual leadership causes identification, loyalty and relativeness in employee through organizational commitment and also causes a mood in individuals that they know organization as their identification and help to remain in it.

**Performance feedback:** Performance feedback helps to employee be aware of their actions trends and their performance weakness, amplify their strengths, pay attention to their work quality and finally try to improve their organization through obtained information from leaders .

**Spirituality in the workplace:** Spirituality in the workplace is a framework for organizational values and existing culture that makes employees increasingly go beyond work process and improves their perception of their relationship with others somehow that they feel enjoyment.

**Dimensions of spirituality in the workplace:** Meaningful work; a fundamental aspect of spirituality at work includes feeling a deep meaning and object at work. Stating spirituality at work includes this hypothesis that everybody has an internal motivation to do activities which results in more meaningfulness for his and others life.

**The inner life:** It is an individual level dimension of spirituality at work which means having domination on feelings and spiritual values at moral and individual life of individuals (Gibbons, 2009).

**Sense of community:** Another fundamental dimension of spirituality at work environment includes a deep kind of linkage and feeling correlation with others. This level of

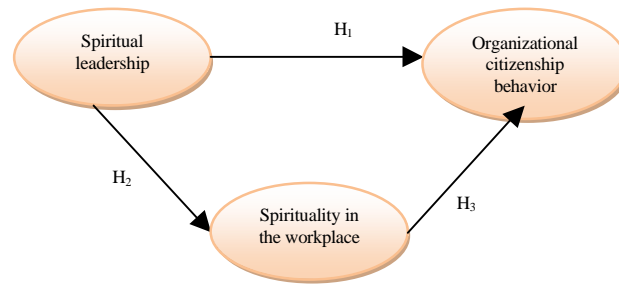


Fig. 1: Research conceptual model from Han and Chen

spirituality at work environment includes subjective, sensitive and spiritual communication between employees at functional work groups.

**Alignment with the organizations values:** Experiencing a powerful feeling of accordance between employee's individual values with organizational values and mission. In this dimension of spirituality at work environment includes employees with bigger organizational goals.

## MATERIALS AND METHODS

Conceptual model of this research is adopted from Han and Chen and Darvish in which spiritual leadership is independent variable and organizational citizenship behavior is dependent variable and spirituality in the workplace is considered as mediator variable (Fig. 1).

**Research hypothesizes:** Research hypothesizes according to research framework are as follow:

**Main hypothesis:** Spiritual leadership has a positive and meaningful effect on organizational citizenship behavior in the public hospitals of Guilan Province with mediating role of spirituality in the workplace.

**Sub-hypothesis 1:** Spiritual leadership has a positive and meaningful effect on organizational citizenship behavior in the public hospitals of Guilan Province.

**Sub-hypothesis 2:** Spiritual leadership has a positive and meaningful effect on spirituality in the workplace in the public hospitals of Guilan Province.

**Sub-hypothesis 3:** Spirituality in the workplace has positive and meaningful effect on organizational citizenship behavior in the public hospitals of Guilan Province.

**Research methodologies:** By noting to research goal which is investigating the effects of spiritual leadership on organizational citizenship behavior with the mediating role of spirituality in the workplace, from goal perspective is application and descriptive research and because of gathering data through questionnaire is classified as Survey research.

**Statistical population and sampling method:** Investigated population in this research includes all of the managers, experts and nurses of public hospitals of Guilan about 3573 people, that 347 of them were selected and studied as sample by using Cochran formulation and random clustered method.

**Measurement tools and statistical methods:** Three questionnaires were distributed to gather data in order to analyze, organizational citizenship behavior questionnaire from Yasuno (2008) which includes altruism 4 items, sportsmanship 4 items, courtesy 4 items, conscientiousness 4 items and civic virtue 4 items. Spiritual leadership questionnaire from Fry and Matherly (2005) includes vision 3 items, altruistic love 4 items, membership 3 items, organizational commitment 3 items and performance feedback 3 items. Spirituality in the workplace questionnaire from Yasuno (2008) includes meaningful work 6 items, the inner life 4 items, sense of community 6 items and alignment with the organizations values 8 items.

**Validity and reliability of research tools:** In this study, with reference to professors and the experts from the validity of the instrument, the measured variables are ensured and Cronbach's alpha of the questionnaires was calculated 0.84 which indicates the high reliability of questionnaires.

## RESULTS AND DISCUSSION

Figure 2 shows investigated model about answering to questions and investigating research hypothesizes. In this figure  $R^2$  is the square of the correlation coefficient and  $\beta$  (beta) is standard path model coefficients.

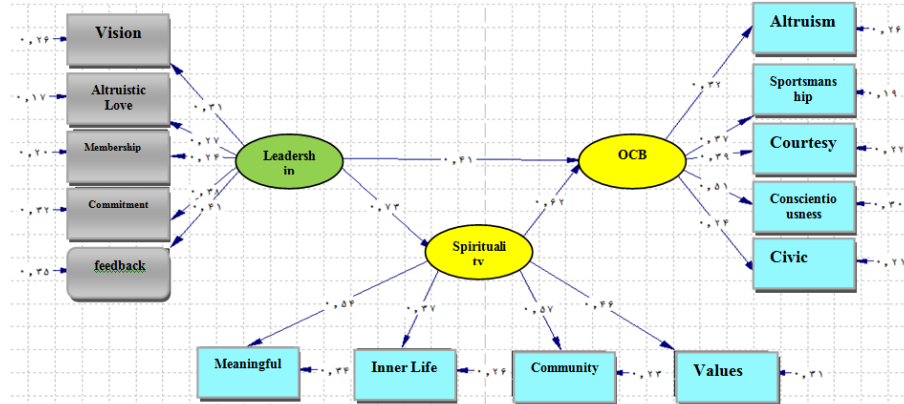


Fig. 2: Calculation of factor loadings and error term

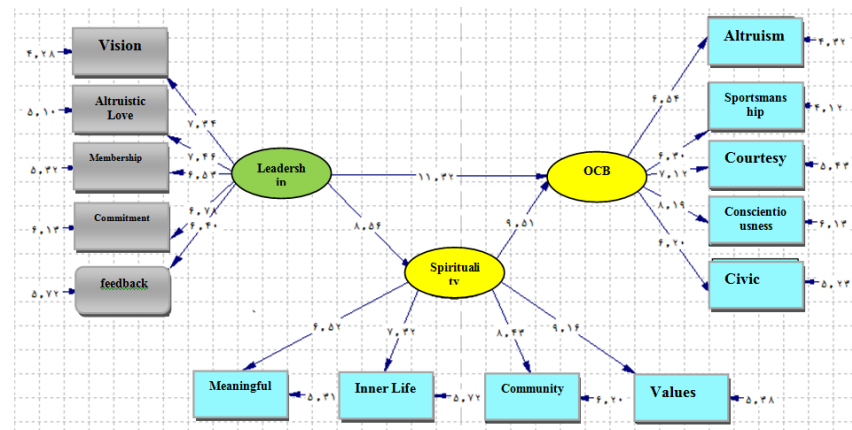


Fig. 3: Amount of t-statistics which indicates significance and non-significance

Table 1: Research hypotheses

Hypothesis	$\beta$	t-statistics	Sig.	Approve or disapprove
1	0.41	11.32	<0.05	Approve
2	0.73	8.56	<0.05	Approve
3	0.62	9.51	<0.05	Approve
Main hypothesis	0.45 = (0.73×0.62)	11.32	<0.05	Approve
	(0.73×0.62+0.41 = 0.86)			

In Fig. 3, amount of t-statistic is shown which indicates significance or non-significance of the effects of variables. Table 2 shows the research hypotheses.

### CONCLUSION

Research findings confirm that spiritual leadership is the most important component of spiritual working environments. Spiritual leaders by helping others to find their internal spirits, gain and perceive other's trust, listening effectively the others needs and totally act

serving to coworkers without considering self-interests. Spiritual leaders make individual's activities meaningful by linking their activities to their internal deep values and beliefs and finally increase their commitment, performance, motivation and transform them to organizational citizens. Base of spirituality and leadership relation is to understand we all have an internal calling which is final source of solving our individual and work problems. Theorists believe that spirituality guides leadership to focuses on three relative dimensions; leader relationship with himself, respecting to himself which is gate of all knowledge, leader relationship with a superior power or authority, leader relationship with others. Leadership includes values, attitudes and needed behaviors to create internal motivation inside individual and others in a way that clears spirituality turning up through meaning, goal and membership in followers, this needs organizational insight that make followers feel meaning and goal in their life. Therefore, it will be concluded that spirituality at work

environment affects organizational citizenship behavior through employee's attitudes indirectly. In fact, employees who feel deep meaning about their job believe that humans have relationship with each other, have feeling of correlation with others at work environment, know their values and goals in accordance with organizational values and finally believe that organizations pay attention to their problems like welfare and most likely they may show organizational citizenship behavior.

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