Studying the Relationship Between Spirituality in the Workplace and Organizational Commitment of Iranshahr Velayat University Staff

Mohammad Ghasemi and Safura Naruyi
Department of Management,
University of Sistan and Baluchestan, Zahedan, Iran

Abstract: In terms of purpose this research is applied and regarding data collection it is descriptive-survey. The study population includes all Iranshahr Velayat University employees who are 300 people. To determine the sample size, using Morgan table, 160 people are selected. And method of questionnaire distribution is random because each person has a chance of being selected. Gathering of information is field and library including books, articles, scientific journals and newspapers. In this study, two questionnaires were used to measure the variables: Allen and Meyer for organizational commitment and an adapted questionnaire from two questionnaires of Shamus and Dochon and Millmen for organizational spirituality was used for spirituality in workplace. Their validity was confirmed by professors and their reliability was confirmed using Cronbach's alpha test. To analyze the data, descriptive and inferential statistics are used where descriptive statistics indices such as average, frequency tables and charts and in inferential statistics, test consistent with data such as correlation coefficient to determine the relationship between organizational spirituality and organizational commitment are used, the data are analyzed by SPSS Software.

Key words: Organizational spirituality, organizational commitment, spirituality at the individual level, spirituality at organizational level, spirituality at group level

INTRODUCTION

Workplace subject is an important issue that comes up repeatedly in articles and conferences and its importance and how to create a suitable and efficient environment for the work force in organizations, production and industrial centers and companies like power generation industry is emphasized. A good environment can affect growth of personnel values and increase in productivity and ability and that is why the human factor is very important for leaders and managers. Today with organizations structures and performance's getting more complex, organizing work environment and creating a quiet and productive environment in organizations are such that lead to more activation of manpower and its vitality, removal of potential hazards, increase of quality of work, reduction in depression, increase of meaning at work, feeling solidarity and feeling of being a part of a family and ultimately increase in electricity generation and achieving organizational goals all of which are of managers and attendants concerns in these organizations. While achieving this goal spirituality finds manifestation in workplaces and it is a missing link in the organizations and the concept of spirituality as the soul in the organizations bodies can play an important role in the integration and alignment of people with the organization.

Spirituality in the organization is a newly emerging phenomenon that has attracted many experts of organizational management and managers at different levels. Accordingly, many of them have regarded spirituality as a sustainable resource for organizations that can help them in turbulent and chaotic moments (Giancarlo, 2014). In management studies, the opinion exists that the concept of spirituality and spirituality in the workplace is an answer and solution to reduce organizational dysfunctions like alienation, stress, over compatibility and is depersonalization of the staff. Spirituality in the workplace involves trying to search and find the ultimate goal in a person's career in order to establish a strong relationship between the individual and his co-workers and others who are somehow involved in the business as well as consistency or unity between the basic beliefs of a person with their corporate values.

Many dimensions have been listed for workplace spirituality in the present study, dimensions by Rego and Pina e Cunha (2008) are used whose definitions are as

Corresponding Author: Mohammad Ghasemi, Department of Management, University of Sistan and Baluchestan, Zahedan, Iran

follows. Team feeling: includes deep connections with others that is expressed as a sense of integrity and human behavior occurs at group level and refers to the interaction between employees and partners. Alignment between personal and organizational values: this aspect contains topics that show the fit between organizational values and the values of individual. Alignment means that people believe that managers and employees in organizations have shared values and have a strong presence and organizations is concerned with the welfare of society and its employees. Feeling of contribution to society: this set is issues that a person does which is consistent with values of his inner life and something that is appropriate and beneficial to society. Feeling of enjoying work: involves cases that are related to the sense of pleasure and joy in work. Opportunities for inner life: this dimension includes respect that organizations have for spirituality and consider spiritual values of people (Rego and Pina e Cunha, 2008).

In this study, we aim to investigate the effect of spirituality at three levels of individual, group and organization on organizational commitment of Velayat University staff and we check to see if spirituality affects organizational commitment of Velayat University staff? and during the study, we seek to answer the main research question of whether spirituality affects organizational commitment of Velayat University staff or not?

Literature review
Organizational spirituality: Spirituality is derived from Latin word of Spiritus meaning "role of life" or "a way to being" and "experiencing" which is formed by informing from a non-material dimension and defines its identifiable values. These values are related to others, self, nature and life and are predicated to everything that human considers as the final goal. In following, some of definitions of spirituality are provided.

Spirituality is being higher than animal limit and it is one of differences of human and animal as human values or holly tendencies and it includes the upon-animal world beyond material world (Casper, 2006).

Spirituality is continuously search for meaning and goal of life it is deep understanding of life value, the universe scope, existent natural forces and personal belief system.

Spirituality includes religious activities and connection with holiness or excellence (Hill and Pargament, 2003; Giancarlo, 2014). Vayghan defined some of properties of spirituality as follow:

- It embraces highest level of development in different psychological, behavioral, excitement and inter-personal areas
- it is a separate developmental area
- It is mostly discussed as attitude
- it includes meridian experiences (Bosch, 2009)

From viewpoint of Islam, spirituality is defined in religion framework and a Muslim should establish his/her spirituality based on religion and extent of spirituality in a person is defined by his/her religion. The type of four folded connection of a Muslim which includes self-connection, connection with others, environment and God is defined by religious courses. The origin of Islamic spirituality is temperament and intellect it is defined according to verses of Quran and orders of Holly Prophet Mohammad (PBUH) and innocent Imams (PBUH). Courses that are used in Islamic concepts for word of spirituality include conscience, right, world of meaning, eminence of divine benefice, concept of ethical perfection, beauty of spirit and citation of God (Armenio and Miguel, 2008). Experts mostly agree on following four dimensions for measuring spirituality in workplaces:

Meaningful working: One of essential aspect of spirituality in work includes a deep feeling of meaning and purpose in work (Ashmos and Duchon, 2000).

Feeling attachment and belonging: This dimension of spirituality in workplace happens at group level of human behavior and it implies on interactions between employees and coworkers (Milliman *et al.*, 2003).

Orientation with objectives and values of organization: This dimension of spirituality in workplace consists interactions of employees with higher organizational purposes.

Personal spirituality: Searching personal study for understanding answer of questions about life, meaning and connection with holly or excellence force which may lead to development of religious orders and formation of society. From viewpoint of the present research, conceptual definition of organizational spirituality is "enjoying belief and tendency to God, prophets and divine orders and practical obligation for religious duties by people in organization".

Therefore, meaning of organizational spirituality in this research is religious spirituality of employees in the organization which is measured in form of three indicators

of religious recognition and belief, religious tendency and affection and obligation and doing religious duties. In other word, religious spirituality of employees of organization is considered as organizational spirituality.

Organizational commitment: Organizational commitment includes three factors; strong belief in organizational goals and values; tendency to noticeable efforts for the organization; strong and deep desire and wish to continued membership in organization. Meyer and Allen (1991) have divided organizational commitment into three following dimensions:

Affective commitment: This part of organizational commitment is defined as sense of belonging to an organization which is characterized through admission of organizational values as well as tendency to sustainability in the given organization.

Normative or task commitment: Normative commitment is defined as a perceived task to support from organization and its activities and it denotes the sense of owning and requirement for maintenance in the organization in which the personnel may think are responsible for continued activity and support from the organization.

Continuance commitment: It is caused by perceiving the rising lost costs in an organization. The lost costs are some expenditure for an activity or project that could not be recovered. Thus, if someone possess continual commitment so, s/he will be sensitive to raise such costs.

The providers of this model argue that it is better to consider normative, continuance and affective commitment as the constituent elements of commitment rather than certain types of it since if they are some special types of commitment thus the person as a member may feel a little sense of requirement and duty toward staying in organization.

One of the most common methods of treatment with organizational commitment is that to consider organizational commitment as a type of emotional and psychological dependence on the given organization. According to this method the person who is extremely committed to his/her organization, acquires his/her identity from the organization and participate actively in the organization and integrates into it while s/he enjoys membership in his/her organization. Therefore, briefly loyalty to organizational values and goals, sense of belonging and attachment to staying in the organization are called organizational commitment. In a study which has been carried out by Meyer and Allen it was characterized that each of definitions from organizational commitment refers at least to one of three dimensions of affective, normative and continuance commitment.

Research hypotheses
Main hypothesis (organizational spirituality affects organizational commitment of Velayat University staff):
- Meaningful work (personal level) affects organizational commitment of Velayat University staff
- Feeling of solidarity (group level) affects organizational commitment of Velayat University staff
- Consistency of values (organizational level)affects organizational commitment of Velayat University staff

Conceptual model of research: Conceptual model of research is given in Fig. 1.
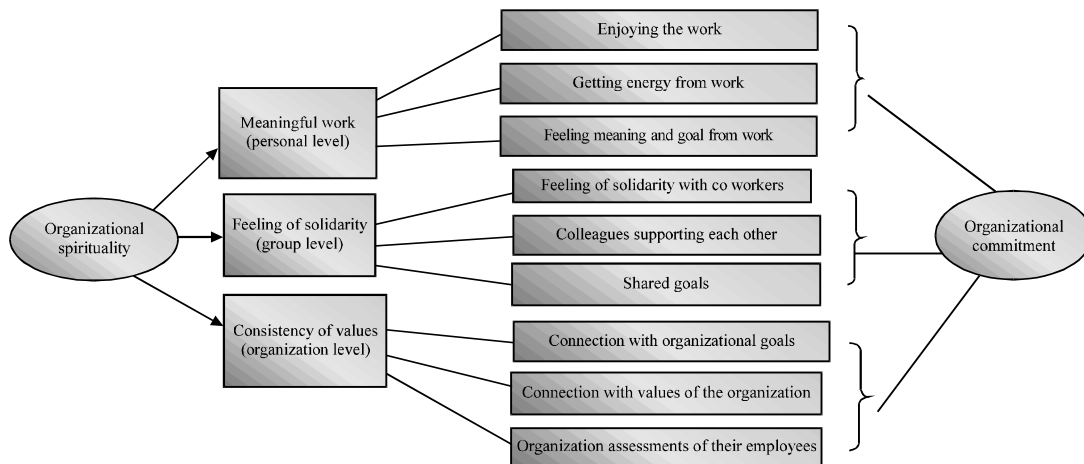

Fig. 1: Conceptual model of research

MATERIALS AND METHODS

The present study is applied regarding the goal that seeks to solve a specific problem of research population. In terms of methods of implementation and tools for data collection, research is descriptive of survey type. The population is all employees in Velayat University of Iranshahr including official and contractual, men and women with a long work history or a short one and any type of education. A total of 160 questionnaires were distributed and collected. The sample that is 160 people were chosen through random sampling method using Morgan table. In the present study, library method is used for the collection and compilation of literature on the subject and reviewing the literatures. For this purpose, library books and papers and articles on the Internet and databases as well as theses and projects in the field of research have been used. Questionnaires used in this study are spirituality questionnaire by Milliman *et al.* (2003) and organizational commitment questionnaire (Allen and Meyer) whose validity and reliability were confirmed. According to the hypotheses proposed and based on data collected from the questionnaire, data was analyzed using SPSS Software. Analysis of the questionnaires was done at descriptive and inferential statistics levels: to describe sample, descriptive statistics was used and inferential statistical analyses (correlation coefficient and linear regression) were used to respond to hypotheses.

RESULTS AND DISCUSSION

Testing hypotheses
Main hypothesis (organizational spirituality affects organizational commitment of Velayat University staff):
- H_0: organizational spirituality not affects organizational commitment of Velayat University staff
- H_1: organizational spirituality affects organizational commitment of Velayat University staff

To investigate the effect, the regression model was analyzed. Thus, in order to provide a model for the organizational spirituality (Y) and the organizational commitment (X), indices of model adequacy which were presented in the following table have been measured (Table 1).

Table 1: Regression model between the organizational spirituality and the organizational commitment

Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	SD
1.69	0.281	0.283	0.532

The correlation between independent variables and the dependent variable is equal to 0.532. The coefficient of determination was 0.283 indicated that 28.3% of organizational spirituality is related to the organizational commitment. Because it does not consider the degrees of freedom, so adjusted coefficient of determination was used for this purpose which in this case was 28.1%. According, to the mentioned indices this modelis efficient.

Entered variable in the regression equation is the main core of regression analysis which has been presented in Table 2. The regression equation can be measured by using standard coefficients as follows:

- Organizational commitment = 62.74+(5.45) organizational spirituality

It can be said that with the promotion of one unit of each independent variable on the amount of written coefficient, the dependent variable will promote. Or in other words by promoting one unit of organizational spirituality, 5.45 units of standard deviation of organizational commitment will promote, so it is a positive relationship. T-test related to the regression coefficients have been shown in this table for the independent variable. The value for this variable is equal to 0.029 thus the organizational spirituality effects on organizational commitment.

First hypothesis (meaningful work (personal level) affects organizational commitment of Velayat University staff):
- H_0: meaningful work (personal level) not affects organizational commitment of Velayat University staff
- H_1: meaningful work (personal level) affects organizational commitment of Velayat University staff

To investigate the effect, the regression model was analyzed. Thus, in order to provide a model for the Meaningful work (personal level) (Y) and the organizational commitment (X), indices of model adequacy which were presented in the following table have been measured (Table 3). The correlation between independent variables and the dependent variable is equal to 0.365. The coefficient of determination was 0.134 indicated that

Table 2: Calculation of the regression equation of organizational commitment

Models	Non-standard coefficient (B)	SE	Standard coefficient (β)	t-values	Sig.
Constant value	62.74	10.35	0.532	6.060	0.029
Organizational spirituality	5.45	2.46	-	2.212	-

Dependent variable: organizational commitment

Table 3: Regression model between the meaningful work (personal level) and the organizational commitment

Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	SD
0.333	0.125	0.134	0.365

Table 4: Calculation of the regression equation of organizational commitment

Models	Non-standard coefficient (B)	SE	Standard coefficient (β)	t-values	Sig.
Constant value	2.860	0.283	0.364	10.10	0.000
Meaningful work (personal level)	0.313	0.066	-	4.70	-

Dependent variable: organizational commitment

Table 5: Regression model between the feeling of solidarity (group level) and the organizational commitment

Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	SD
0.268	0.440	0.444	0.666

Table 6: Calculation of the regression equation of organizational commitment

Models	Non-standard coefficient (B)	SE	Standard coefficient (β)	t-values	Sig.
Constant value	1.960	0.208	0.666	9.42	0.000
Feeling of solidarity (group level)	0.531	0.049	-	10.76	-

Dependent variable: organizational commitment

13.4% of meaningful work (personal level) is related to the organizational commitment. Because it does not consider the degrees of freedom, so adjusted coefficient of determination was used for this purpose which in this case was 12.5%. According to the mentioned indices this model is efficient.

Entered variable in the regression equation is the main core of regression analysis which has been presented in Table 4. The regression equation can be measured by using standard coefficients as follows:

- Organizational commitment = 2.86+(0.313) meaningful work (personal level)

It can be said that with the promotion of one unit of each independent variable on the amount of written coefficient, the dependent variable will promote. Or in other words by promoting one unit of meaningful work (personal level), 0.313 units of standard deviation of organizational commitment will promote, so it is a positive relationship. t-test related to the regression coefficients have been shown in this Table 4 for the independent variable. The value for this variable is equal to 0.000, thus the meaningful work (personal level) effects on organizational commitment.

Second hypothesis (feeling of solidarity (group level) affects organizational commitment of Velayat University staff):
- H_0: feeling of solidarity (group level) not affects organizational commitment of Velayat University staff
- H_1: feeling of solidarity (group level) affects organizational commitment of Velayat University staff

To investigate the effect, the regression model was analyzed. Thus, in order to provide a model for the feeling of solidarity (group level) (Y) and the organizational commitment (X), indices of model adequacy which were presented in Table 5 have been measured.

The correlation between independent variables and the dependent variable is equal to 0.666. The coefficient of determination was 0.444 indicated that 44.4% of feeling of solidarity (group level) is related to the organizational commitment. Because it does not consider the degrees of freedom, so adjusted coefficient of determination was used for this purpose which in this case was 44%. According, to the mentioned indices, this model is efficient.

Entered variable in the regression equation is the main core of regression analysis which has been presented in Table 6. The regression equation can be measured by using standard coefficients as follows:

- Organizational commitment = 1.96+(0.531) feeling of solidarity (group level)

It can be said that with the promotion of one unit of each independent variable on the amount of written coefficient, the dependent variable will promote. Or in other words, by promoting one unit of feeling of solidarity (group level), 0.531 units of standard deviation of organizational commitment will promote, so it is a positive relationship. T-test related to the regression coefficients have been shown in this Table 6 for the independent variable. The value for this variable is equal to 0.000, thus the feeling of solidarity (group level) effects on organizational commitment.

Third hypothesis (consistency of values (organizational level) affects organizational commitment of Velayat University staff):
- H_0: consistency of values (organizational level) not affects organizational commitment of Velayat University staff
- H_1: consistency of values (organizational level) affects organizational commitment of Velayat University staff

To investigate the effect, the regression model was analyzed. Thus, in order to provide a model for the

Table 7: Regression model between the consistency of values (organizational level) and the organizational commitment

Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	SD
0.335	0.126	0.132	0.364

Table 8: Calculation of the regression equation of organizational commitment

Models	Non-standard coefficient (B)	SE	Standard coefficient (β)	t-values	Sig.
Constant value	2.860	0.283	0.364	10.10	0.000
Consistency of values (organizational level)	0.313	0.066	-	4.70	-

Dependent variable: organizational commitment

Table 9: The results of the study

Hypotheses	Test type	Hypotheses result
Main hypothesis: organizational spirituality affects organizational commitment of Velayat University staff	Regression	Confirmed
Meaningful work (personal level) affects organizational commitment of Velayat University staff	Regression	Confirmed
Feeling of solidarity (group level)affects organizational commitment of Velayat University staff	Regression	Confirmed
Consistency of values (organizational level) affects organizational commitment of Velayat University staff	Regression	Confirmed

consistency of values (organizational level) (Y) and the organizational commitment (X), indices of model adequacy which were presented in Table 7 have been measured.

The correlation between independent variables and the dependent variable is equal to 0.364. The coefficient of determination was 0.132 indicated that 13.2% of consistency of values (organizational level) is related to the organizational commitment. Because it does not consider the degrees of freedom, so adjusted coefficient of determination was used for this purpose which in this case was 12.6%. According to the mentioned indices, this modelis efficient (Table 8).

Entered variable in the regression equation is the main core of regression analysis which has been presented in Table 6. The regression equation can be measured by using standard coefficients as follows:

- Organizational commitment = 2.86+(0.313) consistency of values (organizational level)

It can be said that with the promotion of one unit of each independent variable on the amount of written coefficient, the dependent variable will promote. Or in other words, by promoting one unit of consistency of values (organizational level), 0.313 units of standard deviation of organizational commitment will promote, so it is a positive relationship. t-test related to the regression coefficients have been shown in this table for the independent variable. The value for this variable is equal to 0.000 thus the consistency of values (organizational level) effects on organizational commitment.

According to the data analyzed in this study, it was found that all three components of organizational commitment affect organizational spirituality and this suggests that the hypotheses are confirmed. The findings of this study are consistent with the results of Salajegheh, Farahbakhsh and Millmen. In Table 9, a summary of the results of the research hypotheses are given.

CONCLUSION

The findings showed that organizational spirituality and its three components (spirituality at the individual level, spirituality at organizational level and spirituality at group level) affect organizational commitment.

SUGGESTIONS

- Useful and spiritual motivators to promote organizations spirituality
- Making work meaningful to the staff by measures such as enrichment, empowerment and making work satisfactory
- Holding courses of promoting spirituality for managers
- Encouragement to meet the spiritual needs of the people (spiritual freedom)
- Selection and recruiting employees based on compliance of personal values with the values of the organization and attention to the effect of coordination and alignment with the values of the organization on organizational commitment
- Holding short-term courses to increase the understanding and knowledge of senior managers of the organization towards the concepts of work spirituality and the spirituality-oriented organization
- Creating an environment with honesty and sincerity and free of pretense and deception, confidence of employees in each other and their commitment to the organization increase

REFERENCES

Armenio, R. and P.C. Miguel, 2008. Work place spirituality and organization commitment. J. Organiz. Change Manage., 21: 53-75.

Ashmos, D.P. and D. Duchon, 2000. Sprituality at work: A conceptualization and measure. J. Manage. Inquiry, 9: 134-145.

Bosch, L., 2009. The inevitable role of spirituality in the workplace. Bus. Intelligence J., 2: 139-157.

Casper, W.J., 2006. An examination of proxy measures of work place spirituality: A profile model of multi-dimensional constructs. J. Leadersh. Organiz. Stud., 12: 109-118.

Giancarlo, L., 2014. Spirituality, religiousness and health implications for the field of hematology. Rev. Bras. Hematol Hemoter, 36: 171-172.

Hill, P.C. and K.I. Pargament, 2003. Advances in the conceptualization and measurement of religion and spirituality: Implications for physical and mental health research. Am. Psychol., 58: 64-74.

Meyer, J.P. and N.J. Allen, 1991. A three-component conceptualization of organizational commitment. Hum. Resour. Manage. Rev., 1: 61-89.

Milliman, J., A.J. Czaplewski and J. Ferguson, 2003. Workplace spirituality and employee work attitudes. J. Organiz. Change Manage., 16: 426-447.

Rego, A. and M. Pina e Cunha, 2008. Workplace spirituality and organizational commitment: An empirical study. J. Organiz. Change Manage., 21: 53-75.