Investigating the role of workplace spirituality on improvement of organizational citizenship behavior considering the mediator role of organizational commitment in employees (Case study: 9th district of Tehran municipality)

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ABSTRACT:

Spirituality causes enhancement of commitment by creating a trust-based climate. The commitment includes employees' commitment to the organization and also organization's commitment to employees and customers. In organizations that enjoy of high level of spirituality in comparison with those who don't enjoy of these values, employees have positive attitudes, support of organization and more commitment.

In this research, it is attempted to investigate the relationship between workplace spirituality, organizational commitment and organization citizenship behavior among employees of 9th district of Tehran municipality. In order to examine research hypotheses and acquire results, Lisrel software and structural equations model have been used.

The obtained results of this research showed that workplace spirituality influences positively on organizational commitment and organization citizenship behavior of employees. Furthermore, organizational commitment influences positively on organization citizenship behavior of employees.

KEY WORDS: workplace spirituality, organization citizenship behavior, organizational commitment, 9th district of municipality
INTRODUCTION

Many of organizations' measures for changing and improvement during last two decades such as downsizing, reengineering, suspension, elimination and so on, cause weakening employees' morale and a kind of spiritual confusion in them. In fact, this action that was based on modern intellectual paradigm could not meet employees' demands. Globalization, movement towards knowledge organization, increasing employees' demands for enrichment and educator workplace and also meaningful work has increased these pressures. Actually, it seems that employees are looking for something more than only economical rewards at their jobs. Self-actualization and showing oneself genuinely in field of abilities and personal capabilities will be more useful by entering spirituality to the organization.

Workplace spirituality leads to insight and intuition and this leads to creativity in return. When employees can show their spiritual aspect at work, they will be more creative and this makes their happiness and satisfaction. This, at the end, causes organization's financial success. Neck and Milliman (1994) also have discovered that spirituality influences positively on organizational performance. Researches also showed that organizations that promote spirituality make increasing in creativity, satisfaction, team performance and organizational commitment (Litzsey, 2006: 17).

Turner (1999) says that spirituality cultivation leads to the fact that employees feel perfection and elevation when looking at work. This will cause high level of gratification of personal needs and boosting employees' morale. Finally, organizational performance will be improved by raising organization's financial success (Turner, 1999: 41).

Buarack (1999) also says spirituality will make commitment enhancement by creating a trust-based climate.

The commitment includes employees' commitment to the organization and also organization's commitment to employees and customers. In organizations with high level of spirituality in comparison with organizations that do not enjoy of these values, employees have positive attitudes, support of organization and more commitment (Buarack, 1999: 285 & Shaw, 2013: 561).

1) Problem statement:

From the late past century, in 90 decade of 20th century, a kind of reintegrating between internal and external life has been forming. One important field in which this integration is mooted is organization's business environment. Many issues that already were classified in area of private territory now are intending to impose themselves in public territory. Entrance of some concepts such as ethic, fact, faith in God or a higher force, honesty, conscience, forgiveness, trust, generosity, kindness, emotions, consideration, meaning-searching at work, connection with
coworkers, coworkers' encouragement, feeling of peace and coordination, altruism and so on to researches and measures of management and business, all are indicating appearance of a new paradigm. In opinion of many researchers, the paradigm is spirituality.

Nowadays, many people feel dissatisfaction, non-security and disquietude. Marks et al (2005) believe that job satisfaction, trust and occupational ethic have been rare at most of the workplaces. Some researchers believe that a kind of basic tension has been figured between intellectual objectives and spiritual evolution. Nowadays organizations have perceived increasingly worthless of achieving financial success versus human values and at the beginning of third millennium have found new ways for helping employees in line of balancing their work-life and family life and also thriving their potential abilities at workplace. Flexible and creative spirituality paradigm has been appeared to answer these needs and pressures and many researchers have confirmed this issue (Farhangi et al, 2006: 9).

In this research it is attempted to investigate the impact of workplace spirituality on organizational commitment and organizational citizenship behavior among employees at 9th district of Tehran municipality.

2) Problem necessity and importance

Recently, leaders and managers of different organizations tried to merge spirituality with work deeply and prepare a workplace with spirituality for employees. Workplace spirituality leads to many positive changes for organization and relations between leaders and followers. In addition, a lot of testimonies indicate that workplace spirituality programs not only resulted in desired individual consequences such as physical and mental health but also employees' organizational commitment improvement, higher productivity and decreasing of absenteeism and turnover. Recent researchers have showed that if organizations emphasize and concentrate on workplace spirituality, they will achieve greater performance. Furthermore, there are many researches that indicate more spirituality not only results in higher productivity but also will result in flexibility and creativity and resource of stable competitive advantage. According to the mentioned issues, researches which deal with investigating workplace spirituality and its consequences have special importance.

3) Research theoretic foundations and background:

Buarack (1999) specified three basic foundations for workplace spirituality including internal, external and synthetic that categorize them in four different but related conclusions:

- Organization and leadership: attached to employees, respect to others, actions consistency and obvious awareness
- Employees: masterly skill and knowledge development, adaptability and continuous performance
• External quality: consistency, environment awareness and feeling responsibility towards the society
• Mutual trust and shared responsibilities for shared profits

Cases number 1 and 3 are external signs of spiritual workplace in viewpoint of an employee. Choice number 2 determines some internal incentive factors for a spiritual employee and choice number 4 refers to the synthetic factors i.e. mutual relationships between all involved groups at work.

Neck and Milliman (1994) refer to communication between internal and external aspects in environment by explaining that creative thinking models resulted in enhancing perception and more spirituality. They emphasize employees who attempt to promote their inside latent memories to a higher level of awareness and change their mental atmosphere from being negative to positive are able to raise spirituality at their jobs. Neck and Milliman by introducing expression of thought self-leadership stated that employees will learn to have a better perception of their outside reality at workplace by positive utilization of thought self-leadership (Sheikhinejad, 2008: 51).

It has been done a few researches on workplace spirituality inside the country but in foreign countries, a lot of researches have engaged in this topic that some of them are referred following.

Khanifer et al (2010) in their research titled as "investigation of the relationship between organizational spirituality and professional commitment of employees" engaged in considering the relationship between dimensions of workplace spirituality and organizational commitment. Results of their research showed that spirituality at workplace influences positively on employees' organizational commitment.

Sanders (2003) in his research titled as (organizational commitment: encouragement of meaning and correlation at workplace" dealt with investigating the relationship between organizational spirituality, organizational leadership and organizational commitment of employees. Results of his research showed that serving leadership has relationship with workplace spirituality and organizational commitment positively. In addition, workplace spirituality is in relationship with organizational commitment positively.

Millman et al (2003) in their research titled as "workplace spirituality and employees' work attitudes" engaged in investigation of the relationship between dimensions of workplace spirituality (meaningful work, sense of community, alignment with values) and five variables of employees' work attitude (organizational commitment, turnover intension, job satisfaction, job involvement and self-esteem). Results of their research showed that meaningful work has a positive relationship with organizational commitment, job satisfaction, job involvement and self-esteem of employees. There is a positive relationship between sense of community and five mentioned attitudes. Alignment with values also has a relationship with organizational
commitment and turnover intension of employees positively. Moghimi et al (2007) in their research titled as "organizational spirituality and its impact on employees' creativity (a comparative approach)" dealt with investigating the impact of spirituality on creativity. Results of their research confirmed the relationship between two variables of spirituality and creativity of employees.

Farhangi et al (2006) in their research titled as "spirituality at workplace and its role in improvement of organizational citizenship behavior" engaged in considering workplace spirituality as one factor of creating organizational citizenship behavior among employees of Tehran university faculties. Results of this research indicate a significant relationship between workplace spirituality and organizational citizenship behavior.

4) Workplace spirituality:

In recent years, we have been witness of plenty of researches about spirituality and its relationship with business. Up-and-coming process in related researches to spirituality emphasizes on workplace spirituality. Theoretic and empirical researches on this topic that how workplace spirituality influences on individual consequences of employees and organizational consequences are increasing from day to day (Badrinarayanan and Madhavaram, 2008: 421 & Stephen, 2013: 68).

Workplace spirituality is an effort to make sensitivity towards beyond-personal, intra-personal, extra-personal and inter-personal relations in work-life for personal priding in order to achieve human loftiness (Abedi Jafari and Rastegar, 2007: 109). In another definition it is said that workplace spirituality is a framework of organizational values in organization's culture that promotes experience of employees' loftiness through process of work and facilitating sense of community with each other and their jobs (Khasawneh, 2011: 688 & A Ahad, 2013: 361).

4-1) Dimensions of workplace spirituality:

One of the important classifications on dimensions of workplace spirituality has been presented by Milliman et al (2003). They reckoned workplace spirituality consists of three dimensions or aspects: meaningful work or objective at work (individual level), sense of community (group level) and alignment with values and organization's mission (organization level). Figure 1 shows conceptualization of workplace spirituality with mentioned dimensions.
FIGURE 1: DIMENSIONS OF WORKPLACE SPIRITUALITY (MILLIMAN ET AL, 2003: 428)

4-1-1) meaningful work:

The first dimension of workplace spirituality is the principle that people are searching for the meaning and concept of work. This dimension of spirituality at workplace shows that how employees interact with their daily jobs at individual level. Spirituality at workplace consists of this hypothesis that each person has its own incentives and inclinations and intends to involve in activities which gives more meaning and concept to his/her life and others' life (Milliman et al, 2003: 429).

4-1-2) community:

Another important aspect of workplace spirituality includes having attachment or deep relation with others that is known as sense of community. This aspect or dimension of workplace spirituality takes place at group level of human behavior and is related to interactions between employees and their coworkers. Community at work is based on the belief that people see themselves related and attached to each other and there is a kind of relationship between inside a person and inside other person. Neal and Bennett say that this level of workplace spirituality includes mental affective and spiritual attachment among employees at teams or groups of organization. The basis and foundation of community is that this is consisted of deep sense of
relations and attachment between people that includes support, freedom of statement and caring and attention to one another (Milliman et al, 2003: 429).

4-1-3) alignment with organization values:

Third aspect of workplace spirituality happens when people experiences a strong sense of alignment between their personal values and organization's values and mission. This element of workplace spirituality includes employees' interaction with greater goal of organization. Alignment with organization values is related to the hypothesis that each person's goals is greater than the person's own special goal and others or society should be helped. Alignment with organization values also means that employees believe that managers and employees are worth in the organization; they have strong conscience and are careful about employees' welfare (Milliman et al, 2003: 430 & Fadila et al, 2013: 290).

5) Organizational commitment:

The topic of organizational commitment has attracted the attention of many people as a variable that causes a lot of positive consequences. Plenty of researches support the subject that high level of organizational commitment leads to less turnover, more effort and job performance, enhancement of organizational citizenship behavior and improvement of involvement and productivity. Some researchers also believe that organizational commitment is one of the key criteria of organizational effectiveness and acquiring advantage for organizations (Chen et al, 2012: 323).

Organizational commitment is the power of identification feeling of a person and his/her involvement in an organization (Cho and Huang, 2012: 34).

5-1) kinds of organizational commitment

Organizational commitment is conceptualized as a multidimensional variable. Meyer and Allen (1991) and Dunham et al (1994) have recognized three kinds of commitment: affective commitment, continuous commitment and normative commitment. Normative commitment is relatively new aspect of organizational commitment. Affective commitment is as an attachment and affection, identification feeling and positive involvement that an employee has with the organization and its goals (Tatlah, 2011: 1294). According to the theory of social exchange, employees will have more affective commitment to the organization when it meets their expectations based on their personal needs (Newman and Sheikh, 2012: 73).

Continuous commitment is the level of commitment to the organization that a person feels and it is when the person considers expenses of leaving the organization (Anari, 2012: 258). An employee evaluates expenses of organization leaving opportunity and if the expenses (losing
wages, seniority, social aspect, advantage and so on) seems high and enormous, the organizational commitment of the employee will increase (Holcomb, 2009: 19).

Normative commitment is a commitment to the organization that a person believes in or an attachment feeling to his/her workplace (Tatlah, 2011: 1294).

Marsh and Mannari (1997) referred to this element as lifetime commitment. A person feels ethically it is right to make decision of devoting oneself to stay in the organization because company has offered a job to the person (Holcomb, 2009: 19).

6) Organizational citizenship behavior

Before 90th decade, researchers in their studies for examining the relationship between occupational behaviors and organizational effectiveness mostly have paid attention to in-role performance of employees. In-role performance is applied to the employees’ occupational behavior that is declared in formal job description. In process of time, researchers considered differences between in-role performance and extra-role performance. Extra-role performance goes back to occupational behaviors beyond employees' formal roles that are optional and usually do not involve formal reward. The impact of extra-role performance on organizational effectiveness is enormous. One of the common conceptualization on extra-role behaviors is organizational citizenship behavior (Gholipoor et al, 2010: 132).

Organizational citizenship behavior is a useful behavior that is not imposed to employees by job formal commitment and is not rewarded in the contract (Oplatka and Stundi, 2011: 223). In another definition, it has been said that organizational citizenship behavior is a kind of behavior that is optional and is not recognized and appreciated directly or obviously by formal reward system and totally promote and improve effective performance of organization. Optional behavior in definition of organizational citizenship behavior means that behavior is not a part of compulsory requirements of role or job description that has been mentioned obviously in person's employment contract. This behavior is more a personal choice and leaving it doesn't lead punishment generally (Oplatka, 2009: 376). Based on the above definition, organizational behavior is not a behavior that is prescribed by the organization but is desirable for it. By combining different definitions of organizational citizenship behavior it can be said that this behavior includes following elements:

- Voluntary and optional, beyond what is needed in formal occupational behaviors;
- Behaviors based on personal choice;
- Behaviors which direct towards benefits of the others and organization;
- Avoiding behaviors that are harmful for the organization (Oplatka, 2009: 377).

Organizational citizenship behavior has been changed rapidly to a widely under-studying subject in psychology and organizational behavior. Before four past decades, Kats (1964) expressed that
organizations cannot achieve success only by reliance on specified performances in formal job description but organization's effectiveness is on condition the employees' voluntary effort in performing actions and initiatives for helping coworkers, giving suggestions and supporting the organization. Organ (1988) and other researchers have conceptualized these optional behaviors as citizenship behaviors that profit to other people and organization. In two past decades, broad researches have shed that organizational citizenship behavior helps adorably with effectiveness of a person, group and organization. Organizational citizenship behaviors are important particularly in organizational tissues and environments that have more uncertainty and attachment. In these environments, organizations numerously need employees' effort in order to utilize initiatives for presenting organizational citizenship behavior organizational citizenship behaviors because it is difficult to formalize roles (Bowler et al, 2010: 309).

6-1) **dimensions of organizational citizenship behavior:**

One of the famous classifications of organizational citizenship behavior's dimensions has been done by Organ (1988). Organ classified organizational citizenship behavior in following five main dimensions:

1- **Altruism**: altruism is a voluntary behavior that consists of helping other people that faces a work problem or issue. Altruism also is related to determination of the way of helping others. For instance, an experienced manager that introduces work regulations to a new manager; this work is not a part of his/her job duties and description, but is considered as an altruism behaviors (Yilmaz and Tasdan, 2009: 110).

2- **Work conscientiousness**: work conscientiousness explains special behaviors of the role that is shown by employees beyond what is expected of them. In another words, work conscientiousness is sincere devotion for the organization and paying attention to the organization's regulations beyond requirements. An employee that puts to an end his/her conversation on the reason that no problem happens to him/her (doing the job better of best) is a good example of work conscientiousness (Yilmaz and Tasdan, 2009: 110).

3- **Sportsmanship**: it refers to bearing annoyance that is unavoidable in organizations. Organ (1988) moots that sportsmanship behaviors increase organization's resistance by omitting the need of changing concentration on effective activities such as programming and problem solving. He refers that this behavior will decrease manager's work volume because people who avoid of complaining will enhance organization's efficiency and spirit. Organ (1988) stated that when employees complain, they cause managers to lose vast amount of energy and resources by changing concentration on effective duties and activities (Sitter, 2004: 35).

4- **Courtesies**: it is demonstrator of avoiding arisen problems of work relations. Coworkers' encouragement when they are disappointed of their job development is an example of courtesy (Gonzalen and Garazo, 2006: 26).
5- Civic virtue: it is demonstrator of responsibly participation in organization life. Examples of this behavior are participating in meetings and programs that are not necessary but help the organization, accompanying with changes in the organization, creating innovations for improvement of procedures in the organization (Gonzalen and Garazo, 2006: 26).

7) Research conceptual model and framework:

Research conceptual model and framework is shown in figure 1. In this research, it is tried to investigate the impact of workplace spirituality on organizational commitment and organizational citizenship behavior of employees at 9th district of Tehran municipality.

![Figure 1: Research Conceptual Model and Framework]

8) Research objectives:

Main objective: Investigating the impact of workplace spirituality on organizational commitment and organizational citizenship behavior of employee at 9th district of Tehran municipality.

Minor objectives: investigating the impact of organizational commitment on organizational citizenship behavior at 9th district of Tehran municipality.

9) Research hypotheses:

Main hypotheses:
1. Workplace spirituality influences positively on organizational commitment.
2. Workplace spirituality influences positively on organizational citizenship behavior.

Sub-hypothesis:

3. Organizational commitment influences positively on organizational citizenship behavior.

Research variables are: independent variables: workplace spirituality: it is a framework of organizational values in organization culture that promotes employees' experience of elevation through work process and facilitating sense of community with others and their job.

Mediator variable: organizational commitment: is the power of a person's identification feeling and his/her participation in an organization.

Dependent variable: organizational citizenship behavior: is an optional behavior that is not recognized and appreciated directly or obviously by formal reward system and in general, it improves and promotes effective function of the organization.

10) Research method:

This research is an applied research in terms of purpose and in viewpoint of collecting data is a descriptive-survey research. Statistical universe of this research includes all employees at 9th district of Tehran municipality that are 472 ones.

The number of sample mass that was obtained by sampling of limited universe formula is 160 ones. Research questionnaire has been designed based on foreign standard questionnaires. Therefore, they are valid to great extent. The reliability of the research instrument was examined by Cronbach's Alpha. As it is obvious, research questionnaire has necessary reliability. In order to examine research hypotheses, structural equations model has been used. In addition, for investigating, construct validity (the degree to which each variable are measured by related indices and questions) confirmatory factor analysis model has been used that results are explained in table 2.

In table 2, standard coefficient (factor loading), explained variance and significance numbers of each variable and related question are shown.

**TABLE 2: RELATED INDICES OF EACH VARIABLE AND THEIR FACTOR LOADING**

<table>
<thead>
<tr>
<th>variable</th>
<th>Criterion</th>
<th>Standard coefficient (factor loading)</th>
<th>Explained variance</th>
<th>Significant coefficient (t value)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Workplace spirituality</th>
<th>meaningful job activities</th>
<th>0.73</th>
<th>0.53</th>
<th>10.66</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Job Value</td>
<td>0.75</td>
<td>0.56</td>
<td>11.08</td>
</tr>
<tr>
<td></td>
<td>Importance of job activities</td>
<td>0.72</td>
<td>0.52</td>
<td>10.34</td>
</tr>
<tr>
<td></td>
<td>Worth of contributive work with others</td>
<td>0.83</td>
<td>0.69</td>
<td>12.93</td>
</tr>
<tr>
<td></td>
<td>Sense of being part of the organization</td>
<td>0.76</td>
<td>0.58</td>
<td>11.16</td>
</tr>
<tr>
<td></td>
<td>Supporting people of one another in the organization</td>
<td>0.64</td>
<td>0.41</td>
<td>8.97</td>
</tr>
<tr>
<td></td>
<td>Alignment of person's values with organization's values</td>
<td>0.68</td>
<td>0.46</td>
<td>9.56</td>
</tr>
<tr>
<td></td>
<td>Alignment of person's values with employees' values</td>
<td>0.60</td>
<td>0.36</td>
<td>8.30</td>
</tr>
<tr>
<td></td>
<td>Reflecting person's personality and values by organization's values</td>
<td>0.76</td>
<td>0.58</td>
<td>11.25</td>
</tr>
<tr>
<td>Organizational citizenship behavior</td>
<td>Adhering to rules and regulations of the organization</td>
<td>0.68</td>
<td>0.46</td>
<td>9.68</td>
</tr>
<tr>
<td></td>
<td>Higher than normal presence at work</td>
<td>0.74</td>
<td>0.55</td>
<td>8.76</td>
</tr>
<tr>
<td></td>
<td>Wasting short time for complaining insignificant subjects</td>
<td>0.77</td>
<td>0.59</td>
<td>8.99</td>
</tr>
<tr>
<td></td>
<td>Not objecting the organization</td>
<td>0.78</td>
<td>0.61</td>
<td>9.12</td>
</tr>
<tr>
<td></td>
<td>Performing actions to help with organization's picture</td>
<td>0.70</td>
<td>0.49</td>
<td>8.34</td>
</tr>
<tr>
<td></td>
<td>Reading organization's statement and prescriptions</td>
<td>0.75</td>
<td>0.56</td>
<td>8.85</td>
</tr>
<tr>
<td></td>
<td>Forbearing from difficulties with others</td>
<td>0.72</td>
<td>0.52</td>
<td>8.54</td>
</tr>
<tr>
<td></td>
<td>Not making problems for coworkers</td>
<td>0.74</td>
<td>0.55</td>
<td>8.68</td>
</tr>
<tr>
<td></td>
<td>Helping coworkers who have heavy work volume</td>
<td>0.73</td>
<td>0.53</td>
<td>8.65</td>
</tr>
<tr>
<td></td>
<td>Helping coworkers who are by person's side</td>
<td>0.66</td>
<td>0.44</td>
<td>7.80</td>
</tr>
</tbody>
</table>
As it is obvious in table 2, factor loading of all questions have necessary significant number (more than 1.96). Furthermore, according to the explained variance of each factor, we can discover relative importance of observed factor as a criterion for measuring each variable. As it is observed in table 2, the fourth criterion in comparison with other criteria, has more important role in measuring workplace spirituality variable. Thirteenth criterion has more important role in measuring organizational citizenship behavior in comparison with other criteria. The twenty-first criterion has more important role in measuring organizational commitment variable in comparison with other criteria.

11) Examining research hypotheses:

In order to examine research hypotheses, structural equations model has been used. Structural equation modeling is one of the statistical models for investigating the linear relationships between latent variables (non-observed) and manifest variables (observed). It is through these methods that researchers can reject supposed structures in manner of general model that is called casual models or confirm their conformity with non-experimental data (Hooman, 2005: 2).

When data of sample group changes to correlation or covariance matrix and described by a set of regression equations, the model can be analyzed by one of the several existing computer programs for investigating its fitting in a universe from which sample has extracted. It gives assessment of the model's parameters and several measures for its fitting with sample's data (Hooman, 2005: 35). In figure 2 and 3, structural equations model for research hypotheses that are obtained by Lisrel software is shown.
FIGURE 2: STRUCTURAL EQUATIONS MODEL (STANDARD COEFFICIENTS)

As it is observed in figure 2, three latent variables (spirituality, organizational commitment and organizational citizenship behavior) and their measurement indices are shown clearly.

In this section, we deal with investigating significance of the obtained numbers; about significance of numbers, it should be said that since in this research we examined hypotheses at 95% confidence level or 5% error level, for t-test, the numbers that are more than 1.96 and less than -1.96 are significant. It means that if in t-test the number is between +1.96 and -1.96, it is insignificant. In following model, (figure 3) the obtained numbers of t-test for examining casual relations of variables are shown.
Hence, according to the model in condition of significant numbers (figure 3) and standard estimate model (figure 2), we deal with examining research hypotheses.

First hypothesis: Workplace spirituality influences positively on organizational commitment.

H0: Workplace spirituality doesn't influence positively on organizational commitment.

H1: Workplace spirituality influences positively on organizational commitment.

Standard coefficient between two variables is 0.71. Significant coefficient between these two variables is 7.94 (more than 1.96). These values indicate the relationship is significant. Therefore, H0 is rejected and H1 is confirmed. It means that workplace spirituality influences positively on organizational commitment.

Second hypothesis:

Workplace spirituality influences positively on organizational citizenship behavior.
H0: Workplace spirituality doesn't influence positively on organizational citizenship behavior.

H1: Workplace spirituality influences positively on organizational citizenship behavior.

Standard coefficient between two variables is 0.30. Significant coefficient between these two variables is 3.14 (more than 1.96). These values indicate the relationship is significant. Therefore, H0 is rejected and H1 is confirmed. It means that workplace spirituality influences positively on organizational citizenship behavior.

Third hypothesis:

Organizational commitment influences positively on organizational citizenship behavior.

H0: Organizational commitment doesn't influence positively on organizational citizenship behavior.

H1: Organizational commitment influences positively on organizational citizenship behavior.

Standard coefficient between two variables is 0.55. Significant coefficient between these two variables is 4.99 (more than 1.96). These values indicate the relationship is significant. Therefore, H0 is rejected and H1 is confirmed. It means that Organizational commitment influences positively on organizational citizenship behavior.

The summary of structural equations model is presented in table 3.

**TABLE 3: RESULT OF STANDARD COEFFICIENTS AND SIGNIFICANT NUMBERS (CONFIRMING OR REJECTING HYPOTHESES)**

<table>
<thead>
<tr>
<th>from</th>
<th>to</th>
<th>Standard coefficient</th>
<th>Significance numbers (t-value)</th>
<th>Confirming or rejecting hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workplace spirituality</td>
<td>Organizational commitment</td>
<td>0.71</td>
<td>7.94</td>
<td>confirmed</td>
</tr>
<tr>
<td>Workplace spirituality</td>
<td>Organizational citizenship behavior</td>
<td>0.30</td>
<td>3.14</td>
<td>confirmed</td>
</tr>
<tr>
<td>Organizational commitment</td>
<td>Organizational citizenship behavior</td>
<td>0.55</td>
<td>4.99</td>
<td>confirmed</td>
</tr>
</tbody>
</table>
As it is observed in table 3, standard coefficients for all three research hypotheses have necessary significant numbers (more than 1.96) and so all three hypotheses are confirmed.

Conclusions and discussion:

Spirituality causes commitment enhancement by making a trust-based climate. The commitment consists of employees' commitment to the organization and also organization's commitment to employees and customers. In organizations with high level of spirituality in comparison with organizations that do not enjoy of these values, employees have positive attitudes, support of organization and more commitment.

The obtained results of examining the research hypotheses showed that workplace spirituality influences positively on organizational commitment and organizational citizenship behavior of employees. In addition, organization commitment influences positively on organizational citizenship behavior of employees.

Encouragement and cultivation of workplace spirituality can be investigated at two individual and organization level: at organization level it is said that spirituality should be applied at the whole organization and the organization should be spiritual as a whole. Since there is various differences and conflicts between preferences, interests and inclinations of people, spirituality should be cultivated at organization level and with considering the organization as a whole instead of individual level. At individual level, it is emphasized on encouragement of individual spirituality. In this condition, the organization doesn't have a specific kind of spiritual or religious trend and in return, encouragement or meeting spiritual needs of people are considered. At this level, the assumption is that the organization is a set of people by different spiritual viewpoints and organizations' leaders should perceive people's religious variety and accept it and also prepare the way for dehiscing this variety. Therefore, at this level, encouragement and cultivation of workplace spirituality starts from people instead of the whole organization. Thus, at individual level, spirituality will be generated by people's encouragement to freely speech of their spiritual ideas and helping them for connecting these ideas to organization's values. It is suggested to the managers to attempts for improving spirituality both at individual level and organization level. Managers can promote employees' perception of meaning sense at work by measures such as job rotation, job enrichment and employees' empowerment and attention to make work pleasant. Making a friendly and cooperation-based climate instead of competition can cause decreasing employees' stress and making a kind of social capital in the organization and increase employees' sense of community and harmony. Clear explaining of organization's mission and perspective for employees, polling employees on organization's values and effort for attention to health, morale and lifestyle of employees can cause more accepting of organizational goals and values by employees. Thus, managers should both pay attention to people's spiritual
needs and also should try to make a dynamic and stimulator organizational climate. By these actions, it can be hopeful that employees are enjoying of performing duties in the organization, they are satisfied and showing more organizational citizenship behaviors by having more organizational commitment.

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