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José María Pino Suárez 400-2 esq a Lerdo de Tejada, Toluca, Estado de México. 7223898473*

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**TÍTULO:** Modelo deseable de espiritualidad de trabajo y compromiso organizacional con respecto a las dimensiones estructurales. Estudio de caso: universidades gubernamentales de Sistán y la provincia de Baluchistán.

**AUTORES:**

1. Ph.D. stud. Ali Mohammadi Soliemani.
2. Assist. Prof. Alireza Manzari Tavakoli.
3. Assist. Prof. Sanjar Salajegheh.

**RESUMEN:** El propósito de la presente investigación es diseñar un modelo deseable de espiritualidad en el lugar de trabajo y un compromiso organizacional considerando el papel de las dimensiones estructurales. Este estudio es una investigación aplicada en términos de propósito y de tipo de investigación correlacional en términos de naturaleza y método. Los resultados mostraron que la espiritualidad en el lugar de trabajo está directamente relacionada con el compromiso organizacional y está relacionada con el compromiso a través de la variable mediadora de las dimensiones estructurales.

**PALABRAS CLAVES:** Espiritualidad en el lugar de trabajo, compromiso organizacional y dimensiones estructurales, universidades gubernamentales de Sistan y Baluchestan Province.

**TITLE:** Desirable model work spirituality and organizational commitment with regard to structural dimensions. Case Study: governmental universities of Sistan and Baluchistan Province.

**AUTHORS:**

1. Ph.D. stud. Ali Mohammadi Soliemani.
2. Assist. Prof. Alireza Manzari Tavakoli.
3. Assist. Prof. Sanjar Salajegheh.

**ABSTRACT:** The purpose of the present research is to design a desirable model of workplace spirituality and organizational commitment considering the role of structural dimensions. This study is an applied research in terms of purpose and of type of correlational research in terms of nature and method. The results showed that the workplace spirituality is directly related to organizational commitment and is related to the commitment through the mediating variable of the structural dimensions.

**KEY WORDS:** workplace spirituality, organizational commitment and structural dimensions, governmental universities of Sistan and Baluchestan Province.

**INTRODUCTION.**

Organizations do not operate in vacuum, but they are continuously affected by factors and pressures that have been inflicted on the organization from the inside and outside of the organization. In the past, the environment was risk-free and there was more security for organizations. However, today's world is the world of transformations and these changes in the current era always provide opportunities for organizations. Meanwhile, there are successful organizations that adapt themselves to the changing conditions and come with changes.

The experts and theorists of science management have offered a variety of theories, such as the Learning Organization, the Holographic Organization, the Entrepreneurial Organization and Chaos Theory to come up with these situations. But the issue of spirituality in the organization is also an emerging phenomenon that attracted the attention of many management and organization experts as well as managers at various levels. Accordingly, many of them consider spirituality as a sustainable source for the organization, which can help them in times of turbulence and disturbances, and to solve the contradiction of order and disorder in the organization (Naghavi et al., 2015).

As the results of preliminary studies show, the scope of management and organization is both theoretically and practically influenced by powerful of meta-structural and meta-organization factors. Among the major issues that has been emphasized in organization and management in the 21st century, and its origins date back to the 1990s, is to focus on the topics of "God in the organization", "ethics" and "spirituality of the staff in the organization. For this reason, spirituality is now recognized by researchers as an element in the workplace. After 1990, the category of spirituality in business and service environments was also considered, especially in areas where financial issues are highly circulated. Therefore, according to some experts, spirituality can and must also play a role in organizational decision making (Mccuddy, 2007).

Existing evidence from studies in the west and some eastern studies shows that employee perceptions of spirituality components such as internal life opportunities, group solidarity, sense of community assistance, adaptation of individual and organizational values, feeling of pleasure from work and feeling divine supervision in the workplace increases the level of organizational commitment because the commitment is a central variable that shows that those with more commitment are more inclined to effort for their work, resulting in an increase in organizational performance.

The term spirituality in the organization, once considered as a taboo word and was mostly addressed in popular literature, is penetrating in all areas of study of management and organization (Abedi Jafari and Rastegar, 2007). While attention to spirituality in the workplace is increasing, there is a question that what spirituality exactly means. There are different perspectives on the definition of spirituality in the workplace. These multiple perspectives can be a positive factor for organizations if managers perceive and encourage each of these perspectives.

Since the term spirituality is used in a variety of fields, its description is not so easy. In terms of some, lack of spirituality is lack of feeling and difficulty in measuring it has no means, and beyond that, if something cannot be measured, that does not exist at all (Abedi Jafari and Rastegar, 2007).

Spirituality is based on religion in Iranian society. That is, the teachings of the Islamic religion form spirituality (Shikhinejad and Ahmadi, 2008: 51), and a Muslim should base his spirituality on the basis of the religion of Islam and his/her religion determine the limits of his spirituality and the type the fourfold relationship of a Muslim person; that is, contact with him/herself, with others, with the environment and with God, it is determined by religious teachings.

Islam is a mixture of spirituality and credo. The source of Islamic spirituality is the Holy Qur'an and the words of Prophet Muhammad and Imams (PBUH). Islamic languages for the Western term of 'spirituality' have different terms; these terms embrace the meanings of conscience, right, universe of meaning, divine grace, the concept of moral perfection, Jamal, soul and remembrance of God.

From Muslim point of view, spiritual life is based both on the fear of God and on love for Him, both submission to God's will and seeking to know Him, which is the ultimate goal of Creation. Islamic spirituality is related to the pattern of Islamic customs, which is made up of the pillars of religion. The gem of spirituality of Islam is linked to monotheism and is the heart of Islam and the key to its various aspects (ShikhiNejad and Ahmadi, 2008).

On the other hand, in our society, which believes in spirituality, the product of facing human soul with holy affairs is at different levels, and according to this value system, this leads to the cultivation of a human being which, according to some humanistic psychologists, is the most important and essential human need. On the other hand, the triggers of this confrontation are not merely religious rituals, but also many other factors. For this reason, spirituality is not the exclusive monopoly of any particular religion.

Mitrotoev and Denton (1999) cited in state that spiritual studies in the workplace are a nascent phenomenon and can be a powerful positive force for people's lives, because helping people to integrate work and life spirituality, may make meaning for a hundred thousand hours of working life of these people and make them work more pleasurable, balanced and meaningful and cultivate their spirits. When people get out from the workplace and return to their families and communities, while they are satisfied and re-energized, help each other instead of avoidance, and because of this integration, they may be more ethical and productive, and make more profitability for the organization. In addition, spirituality in the workplace can bring responsibility for organizations, for humanity and for society, for activities and for the environment. If this is the case, this is the most important task that our society faces in the first few decades of the new millennium.

Structural dimensions are one of the important components of organizational effectiveness. The use of the correct structure makes essential improvements in performance. Establishing a suitable administrative system and achieving expected outcomes in the presence of data and desirable resources requires the presence of this factor. Structural dimensions break down the main purpose of the organization and mission to the more detailed objectives of the units' tasks, and allows the mission to be accomplished through coordination between them.

Although today, due to the fact that employees are under a lot of financial pressure, they are more interested in economic issues, but gradually employees are interested in doing things with a concept and wanting more job independence in their work, so that It gives them a sense of worth Berkam, 2011; Mccuddy, 2007; Naghavi, et al. 2015).

In determining the structural dimensions of the organization, many factors are considered, including administrative components, independence, concentration, complexity, delegation, formalization, composition, professionalism, field of control, specialization, standardization and the vertical domain. Most organizational theorists agree on three dimensions of focus, formalism and complexity, which are still used extensively in the organization's research.

The results of the previous research show that many factors such as knowledge management, job burnout, employee empowerment, etc., are related to organizational structure, and the workplace spirituality is also effective on factors such as engagement in work, organizational citizenship behavior, organizational justice, and so on.

Today's society is the organizational society and organizations play a very important role in people's lives, and the reason of organizations interest in working environment spirituality is the increase in organizational effectiveness. For this reason, it is imperative that organizations identify the factors that influence the spirituality. The organization's structure as one of the main elements of the organization is based on the organization's internal relationships, authority and communication. Morality in organizations is also the focal point of organizational behavior, and the Moralism as the management principle is the necessity for the management of organizations far from it.

The results of the previous research showed that the organizational structure is one of the factors that have influenced academic ethics, and professional ethics also affect the spirituality of Islam (Khannifar, Hussein, et al. 2009).

Organizational commitment, as supporting organizational goals and values as well as positive attitudes towards the whole organization, plays a decisive role in the efficiency and effectiveness of organizations. Hence, managers should pay close attention to factors influencing this variable and its importance. The relationship between organizational structure (structural dimensions) that expresses the internal organization's characteristics and the severity or weakness of each of these three dimensions (complexity, formalization, and concentration) is effective in the formation of the entire structure (Marques and dhiman, 2008).

Considering the above, this question arises. What is the optimal model of spirituality in the work environment and organizational commitment in terms of structural dimensions?

## **DEVELOPMENT.**

### **Research methods.**

In this research, entitled “the desirable model of spirituality of the organizational environment and organizational commitment according to the role of structural dimensions. Case study: state universities of Sistan and Baluchestan province”, library studies and interviews with experts and distribution of questionnaires have been used.

In this study, firstly dimensions and components of the spiritual environment of the work environment, organizational commitment and structural dimensions were identified through library studies and expert interviews (the value resources examined including books and articles referenced by experts).

While identifying the dimensions and components of workplace spirituality and organizational commitment and organizational dimensions, an expert interview was arranged with 15 relevant experts and an expert interview was conducted with two goals:

- The first goal is to provide the dimensions and components derived from library studies to experts and to question them about the extracted dimensions and identify the dimensions and components that are not included in library studies.
- Another purpose of the expert interview was to better understand variables for their proper categorization. Then, a questionnaire was provided in open and closed forms for the 30 knowledgeable experts in order to confirm the validity of the dimensions and components of to the subject and these dimensions and components were confirmed.

The present research is a descriptive and correlational study carried out on a survey method. The statistical population of the research includes the staff and faculty members of state and governmental universities of Sistan and Baluchestan province.

The statistical population of this study consists of two groups:

Group 1: including experts and professors in the field of public administration (universities of Sistan and Baluchestan Province, Professors of Islamic Azad University, Kerman Branch) who have at least a Ph.D., and if they do not identify the experts in the Delphi method, snowball sampling will be used. If a large number of well-known experts are available, they will be selected by random sampling (for setting up a questionnaire and identifying the components of the spiritual environment of the work environment and organizational commitment and organizational dimensions, and ultimately determining the validity of the model).

Group 2: consisting of staff and faculty members of state universities of Sistan and Baluchestan province (for structural analysis of factors and testing hypotheses). The number of staff and faculty members of: governmental universities of Sistan and Baluchestan Province (on June 2017) is about 2,200. The sample is 719 people based on the Cochran formula.

In this study, three questionnaires were used to collect the required data, which is based on Likert five-point spectrum. In this research, a researcher-made questionnaire of 31 questions based on 5-option Likert scale with the dimensions of faith, spiritual space of work environment, spiritual virtues, sense of divine supervision, sense of correlation of individual and organizational values, sense of helping Community, sense of pleasure from work, opportunities for internal life was used to measure the spirituality in the working environment.

The Organizational commitment was measured using a researcher-made questionnaire based on the 5-option Likert scale and 16 questions with dimensions of professional attachment, organizational affiliation, adherence to values, job participation and the structural dimensions was measured by a 25-question researcher-made questionnaire based on Likert 5-point scale including structural dimensions namely complexity, formalism, focus.

In order to determine the validity, the content validity method (expert opinion) has been used and the validity of these questionnaires has been approved with a high percentage. In this research, Cronbach's alpha method was used to measure the reliability of the questionnaire. For this purpose, using Cronbach's alpha, the reliability of the questionnaire for the workplace spirituality, organizational commitment and structural dimensions are 0/96, 0/95 and 0/97, respectively.

### **Research model and hypotheses.**

This research is based on the following conceptual model. In fact, this research seeks to test the validity of the following hypotheses:

Hypothesis 1: There is a significant direct relationship between the workplace spirituality and the structural dimensions of: governmental universities.

Hypothesis 2: There is a significant direct relationship between structural dimensions and organizational commitment in: governmental universities.

Hypothesis 3: There is a significant direct relation between workplace spirituality and organizational commitment in: governmental universities.

Hypothesis 4: There is indirect relationship between workplace spirituality and organizational commitment through structural dimensions in: governmental universities.

## **Results and discussion.**

### ***Correlation test results.***

In order to confirm or reject assumptions, the standard coefficients and significance numbers are used. A significance number in LISREL software is the same as the SIG concept in the SPSS software, with the difference that for the significance of a coefficient, its significance number should be greater than 1.96 or less than -1.96 and in general, it is used for confirmation or rejection of the research hypothesis. Whatever the significance number is larger than 1.96, indicating that the independent variable has a stronger relation with the dependent variable.

The standard coefficient is the values of mutual correlation between the two variables; the higher the coefficient, the greater the effect of the independent variable on the dependent variable. If this value is less than 0.3, it is moderate; between 0.3 and 0.6 is good and above .06 is excellent.

**Hypothesis 1: There is a significant direct relationship between the workplace spirituality and the structural dimensions of: governmental universities.**

Considering the significant number between the workplace spirituality with structural dimensions which is equal to 8.82, because this value is greater than 1.96, the research hypothesis is confirmed. Therefore, the workplace spirituality has a direct significant relationship with structural dimensions and according to the correlation coefficient of 0.49, which is between 0.3 and 0.6, it is clear that the workplace spirituality has a good effect on structural dimensions.

**Hypothesis 2: There is a significant direct relationship between structural dimensions and organizational commitment in: governmental universities.**

Considering the significance number between structural dimensions with organizational commitment which is 4.91, because this value is greater than 1.96, the research hypothesis is confirmed. Therefore, structural dimensions have a direct significant relationship with organizational commitment and according to the correlation coefficient which is equal to  $3/0$ , and between 0.3 and 0.6, so it is clear that structural dimensions have a moderate impact on organizational commitment.

**Hypothesis 3: There is a significant direct relation between workplace spirituality and organizational commitment in: governmental universities.**

Considering the significant number between the workplace spirituality and the organizational commitment of 6.22, since this value is greater than 1.96, the research hypothesis is confirmed. Therefore, the workplace spirituality has a direct relation with organizational commitment, and according that the correlation coefficient is .37, which is between .3 and .6, so it is clear that workplace spirituality has a good effect on organizational commitment.

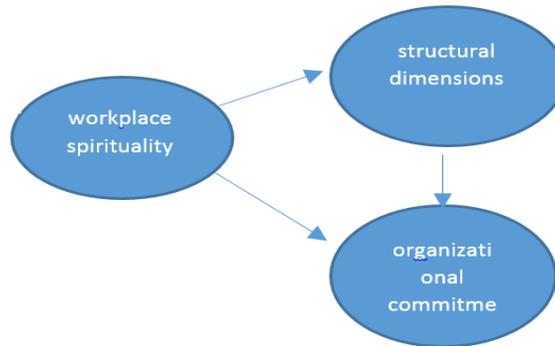
**Hypothesis 4: There is indirect relationship between workplace spirituality and organizational commitment through structural dimensions in: governmental universities.**

A significant number between the workplace spirituality and structural dimensions of 8.82, and the significant number between structural dimensions and organizational commitment in state universities is 4.91 and these values are greater than 1.96. Therefore, the research hypothesis is confirmed. Therefore, the workplace spirituality has indirect relationship with organizational commitment in state universities through indirect structural dimensions.

According to Figure 1, the correlation coefficient between workplace spirituality and organizational commitment in state universities through structural dimensions is  $0.49 \times 0.3$ , namely 0.14, so it is clear that the effect of structural dimensions on workplace spirituality with organizational commitment have a moderate impact in state universities.

### Structural Modeling Results.

In this section, in order to test the conceptual model of research and design of the model of meritocracy based on its related factors, considering the mediating role of servant leadership, the structural equation by Amos and Lisril software is used which results are shown in the following figure 1:



**Table 1:** Indices related to the fitness of research variable models (in: governmental universities).

Variable	NNFI	NFI	CFI	RMR	GFI	RMSEA	$\chi^2/df$
workplace spirituality	0/98	0/97	0/98	0/053	0/91	0/075	3/68
organizational commitment	0/99	0/98	0/99	0/038	0/91	0/077	3/32
structural dimensions	0/98	0/98	0/94	0/12	0/92	0/06	2/54
Appropriate level	0/90>	0/90>	0/90>	0/5<	0/90>	0/1<	5<

According to the values of indicators in Table 1, in the model of workplace spirituality (in: governmental universities), the Chi-square value is 3/68, the value of this index is smaller than 5, which indicates good fit of the model. The value of the RMSEA is 0/075. Since this value is less than .1, means that the model has acceptable fit. The values of the GFI, RMR, CFI, NFI, NNFI indices also indicate the fit of the model.

In the organizational commitment model (in state universities), the Chi-square value is 3/32. The value of this index is less than 5, which indicates good fit of the model. The value of the RMSEA is 0/077; since it is less than 0/1, indicates that the model has acceptable fit. The values of the GFI, RMR, CFI, NFI, NNFI indices also indicate the fit of the model.

In the structural dimensions, the Chi-square value is 2/54. The value of this index is less than 5, which indicates the good fit of the model. The value of the RMSEA is 0/06; since this value is less than 0/1, indicates that the model has appropriate fit. The values of the GFI, RMR, CFI, NFI, NNFI indices also indicate the fit of the model.

As shown in Figure, the hypothesized model presented in this study has a RMSEA of 0/083 and a Chi-square of 4/06 which indicates that the model has a suitable fit. The values of the indices of this model are shown in Table 1 that all of them show good fitness.

**Table 2:** Indicators on the fitness of the final model the relationship between the spirituality of the work environment and the organizational commitment in state universities with the intermediate role of structural dimensions.

Variable	NNFI	NFI	CFI	RMR	GFI	RMSEA	$\chi^2/df$
The final model	0/95	0/94	0/95	0/069	0/91	0/083	4/06
Appropriate level	0/90>	0/90>	0/9>	0/5<	0/9>	0/1<	5<

## **CONCLUSIONS.**

Obtained information revealed that there is a positive and significant relationship between dimensions of organizational spirituality and organizational commitment. This finding is consistent with many studies in this field. Increasing spirituality increases organizational commitment.

Research conducted by Rezaei Manesh and Kermanshahi (2010) showed that the presence of workplace spirituality is effective in improving the organizational commitment of managers and staff. Also, the presence of spirituality in the user environment has been effective in improving the emotional and normative commitment of the managers and staff of the airport, but was not effective on improving their continuous commitment and no significant relationship was observed.

According to the moderating role of organizational spirituality, Moghbel and Hadavi Nejad (2011), in the study of the relationship between organizational policy perception and organizational citizenship behavior, showed that organizational spirituality significantly moderates the negative relationship between organizational policy perception and organizational citizenship behavior.

A research conducted by Yazdani, Najafabadi and Salimi (2010) showed that spirituality has a positive and significant effect on job satisfaction, organizational commitment, and organizational citizenship behavior.

The link between organizational spirituality and organizational commitment is perhaps because spiritual people have their own values and have a sense of commitment to them. So, we can expect them more organizational or occupational commitment.

Considering the positive effect of spirituality on increasing organizational commitment in the present research, it is possible to develop committed human resources and considering that increasing the workplace commitment is always accompanied by an increase in the production and welfare of the staff, therefore, organizational spirituality can be used as a means to increase the commitment of the

university staff, and thereby, providing the welfare of the them, and expecting better services from them, and in this way, ensuring the health of the community.

There is no doubt that fundamental changes are taking place in the workplace, and spirituality is one of the fundamental issues. Spirituality positively affects organizational performance. Increasing creativity, satisfaction, team performance and organizational commitment has been reported in organizations that are trying to improve the spiritual growth of their members. A collection of organizational culture patterns plays an important role in raising the awareness of managers and organizational stakeholders. Organizational managers, especially in developing countries, need to move through a combination of organizational culture models to increase the efficiency and effectiveness of the organization and implement them through strategic goals.

Confirming the effect of workplace spirituality on organizational commitment, it can be admitted that the managers' attitude to the phenomenon of spirituality can help improve the organizational commitment of the staff, thus improving the overall performance of the organization. Therefore, spirituality should be considered seriously and we should try to improve it.

Adherence to the principles and belief philosophy leads to commitment in the work, loyalty to the covenant, and the observing it. When a person believes in God and sees it at all stages of work and the work environment, the extent of his organizational commitment increases. In this regard, religious teachings and morality among the staff of the organization should be strengthened.

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**DATA OF THE AUTHORS.**

**1. Ali Mohammadi Soliemani:** PhD Student of Public Management, Kerman Branch, Islamic Azad University, Kerman, Iran, Email: [alims1366@gmail.com](mailto:alims1366@gmail.com)

**2. Alireza Manzari Tavakoli:** Assistant Professor in the Department of Public Management, Kerman Branch, Islamic Azad University, Kerman, Iran, Email: [a.manzari@iauk.ac.ir](mailto:a.manzari@iauk.ac.ir)

**3. Sanjar Salajegheh:** Assistant Professor in the Department of Public Management, Kerman Branch, Islamic Azad University, Kerman, Iran, Email: [s.salajeghe@iauk.ac.ir](mailto:s.salajeghe@iauk.ac.ir)

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