

The Role of Spiritual Leadership in the Empowerment of Personnel.

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Abstract:

Introduction: This research aims at examining the role of spiritual leadership in the empowerment of personnel of the Technical and Professional Centers of Isfahan Province (T.P.C.I.P).

Method: It is qualitatively and measurable and it is done on 246 population among 1040 people of the foregone centers in 1391 via random sampling according to Morgan volume sampling method. They were asked to respond two researcher made questionnaires. validity and reliability of questionnaires are calculated according to confirmation of experts and Cronbach Alfa coefficient and data analysis have been done by lizrd software in two levels, descriptive (frequency-mean- standard deviation and percentage) and inferential.

Results: findings show that spiritual leadership has positive impact on the employees of T.P.C.I.P and confirm the hypothesis of the research.

Key words

I. Spiritual leadership-Empowerment-Merit-Effectiveness-Meanful

At the beginning of the new century which the organizations and educational institutions encountered global competition, The entrance of concepts such as spirituality, morality, belief in god or a superior force, Job spirituality, philanthropy and so on, to the managerial research and studies, denote the emergence of a new paradigm. Researchers believe that this new paradigm is the paradigm of meaningful (VAX 2005). Today the word meaningful is prevailing among Lexicon of management and organization.

Some researchers in the field of management and organization believe that spirituality has a direct relation with the motivation of the employees. They believe that the satisfaction of subliminal needs of employees can be examined through two models of spirituality (Kendy 2002). Because spirituality in the work place is an inspiring and motive force to quest mean and aim in work life (Moyerz 1990)

In the other hand, today the need for professional colleagues in organizations is essential, by no doubt human resources is the best factor to improve efficiency in the organizations.

Circumstantial dramatic changes, force organizations to apply different managerial techniques, which empowerment is one of these techniques and has a key role for the new organizations and convert knowledge and information of human resources to skills. Employees empowerment is a basically different way of collaboration of people with each other. As the colleagues feel they are not only responsible about their duties but also about the good performance of the organization. In this article we are going to examine outline impact of spiritual leadership on empowerment of the personnel of the T.P.C.I.P

Outline – definitions

Firstly, it is necessary to be familiar to some definitions which with preliminary conceptualization, reader obtains a suitable idea about the aspects and manner of model design during reviewing the subject, so some outline definitions about relative terms are submitted:

1- Empowerment: Up to now too many definitions have been submitted which the most important ones are listed below:

- Empowerment is independence of choices, association of information and group responsibility (Randvolf 1995)
- Empowerment is boosting independence of personnel in the work (Val and Colleague, 2004)
- Empowerment is releasing internal forces of people to gain wonderful achievements (Blanchard 2003)
- Empowerment is developing personal skills, producing self esteem and trying to make organization activities efficient (Posiant&others 1376)
- Empowerment is the process by which the ability of employees increases to solve problems (Carat 2002)

2- Merit: when people are empowered they feel self efficacy or they feel they have skill and ability to perform Job successfully. Empowered people not only feel merit but also feel confidence to perform satisfactorily.

3- Meaningful: Empowered people prize the goals of their Jobs. Their ideals and standards are congruent with what they do. According to their evaluation system being active is important. Empowered people pay attention to what they produce and believe on that.

4.Effectiveness: Empowered people believe that they can change circumstance and results of what they do and also they believe that obstacles could be controlled ,In fact they feel active control. Since empowerment is one of the major dimensions of the management and philosophically has bonds to human resources, management and spiritual management so we review literature of empowerment.

5 : The history of empowerment :before prevailing term empowerment in management ,it has been used by political sciences, social sciences ,feminism theory and aids conferred to third world countries. The writers of these fieldsdefine empowerment as providing utility and resources for the people in a visible manner to apply to their interests.

Previous record of empowerment in management returns to industrial democracy and participation of the employees in the organizational decisions on various grounds such as making teams, participation and total quality management.

This concept has been used in many forms in the new scientific resources of management.

For example during fifties scientific resources of management were peopled with these recommendations that managers should have friendly attitude toward their colleagues. (human relation). In sixties managers should have been sensitive about their colleagues (sensitivity training). In seventies managers should have demanded help from their personnel. (To engage personnel in making decision) and in eighties managers should make groups and hold sessions (quality circles) (Ourai&Yazdani 1381)

Empowerment of personnel can be quested in programs and Policies of administrative development and transformation in administrative system of Iran.

Since 1381 coherent programs of administrative transformation were compiled in seven programs (small and professional government, reformation of organization and delegation, reformation of employment , training and refinement of manpower , reformation of the processes and methods of work with the emphasis on development of technology and

promotion of the honor of the people in the administrative system.

6-Importance and necessity of personnel empowerment in organizations :In order to overcome the uncertain complicated and dynamic situation, the only way in front of managers is empowerment of personnel via promotion of knowledge and skill, so having empowered and efficient manpower which is the basis of national wealth and possession, brings too many advantages to organizations, companies and economical institutions. Generally employees with their skills, knowledge's and motivation forms the basis of every organization.

Todaypossession of such wealth is important, because it will be the main source of competitive superiority of creativity,innovation,commitment and empowerment of manpower in next decade or even next centuries.

When encountering future challenges, to gain high rate of productivity, organizations have no resort except enlistment help, contribution and commitment of their personnel.

Empowerment is the basis of the promotion of todays business. Concurrent with social changes technological achievements and demands of competitive environment are promoting.

Empowerment is the strategy of enhancing performance and surviving the organization.

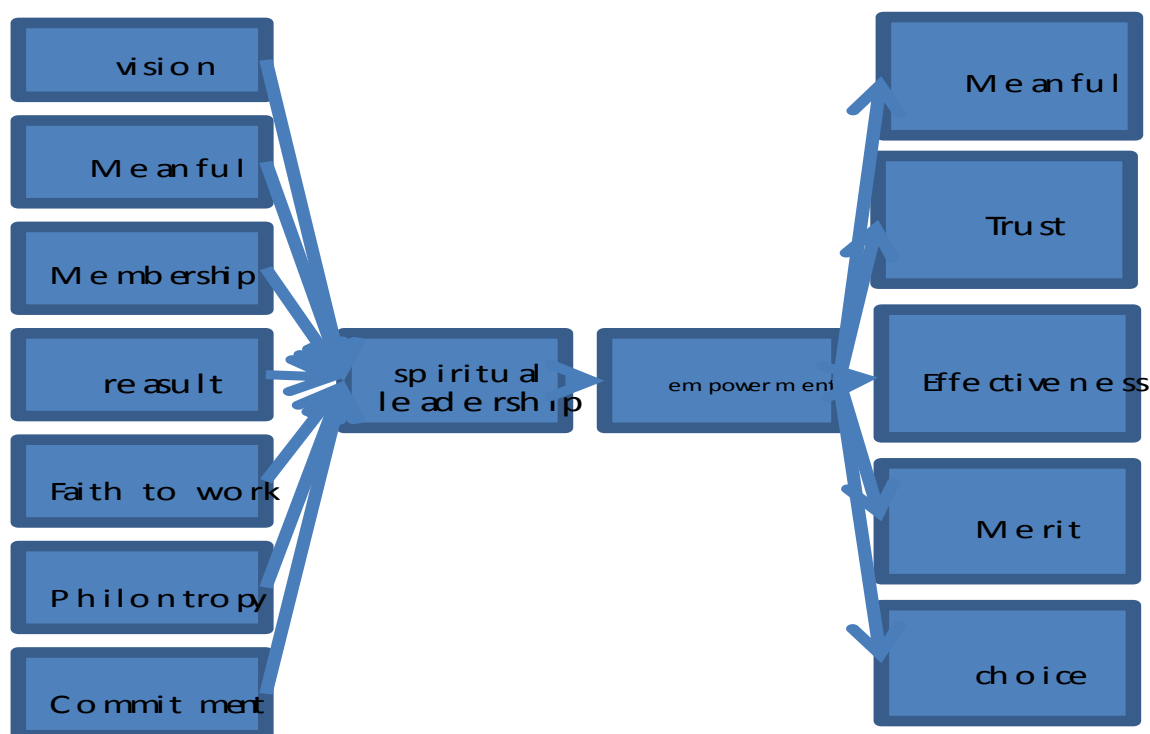
To execute empowerment it is necessary to transform imperious leadership to contributory leadership and values, structures, leadership, processes, data distribution, enhancing competencies, controls and rewards should he notified .

7. Empowerment models: Empowerment models which have been presented during 1989 to 1999 by scholars such as Kager, Tome KanegooVolt house Spritzer and Mishra are listed in table one, which according to empowerment dimensions existing in lexicon of Mishra adoptive model has been depicted in fig . no. One

Dimensions of empowerment are described according to Mishra modelas below:

Theorists	Source	Year	Empowerment dimensions
Kanger and kanenger	Attached	1989	Self efficacy- self efficiency
Toomas&Volhos	“	1988	Effectiveness-choice-merit-meanful
Spritzer	“	1995	Effectiveness-choice-merit-meanful
Mishra	“	1999	Merit-choice-effectiveness-trust-meanful

Subject: The impact of spiritual leadership on the empowerment of personal of the TP CIP



Spiritual leadership (Fry psychological dimensions of empowerment) (Spritzer&Mishra)

As it is observed in forgone model it is constituted from dimensions such as:

- 1- meanfull 2- trust 3- merit 4- choice 5- empowerment
- 7- spiritual Leadership 8-vision 9- membership 10- result 11- faith to work 12- philanthropy 13- commitment .

8-1- Meanful: empowered people esteem the intentions and goals of their activities, their ideals and standards are congruent with what they do. According to their value system being active is important. empowered people are careful about what they produce and believe in that.

8-2- trust: empowered people have a sense named trust and they are sure that they will be treated equally and fairly. they are sure that officials should not harm them.

8-3- Effectiveness: empowered people believe that by influencing circumstance or results which will be

attained, they can make changes, empowered people dont believe that the external obstacles can control them but they believe they can control obstacles. Indeed they have the feeling of active control.

8-4- Merit: when people become empowered they feel self efficacy or they feel they have competence and skills to do their job successfully. Empowered people feel not only merit but also they are confident that they are capable of doing their Jobs.

8-5- Choice: Instead of compulsive participation when people are engaged voluntarily in their duties they feel they have the right of choice in their work.

8-6- Empowerment: The process by which relative power of individuals increases, empowerment is influence based on competence which should be created by continuous merit promotion and its application. (Chamberlain 1997)

8-7- Spiritual Leadership: It seems that the signs of wonderful leaders is created among followers, said

Max dy pry in his treatise "leadership as an art", also he added that the first responsibility of leader is describing and explaining the fact and the last is to express gratitude to his followers. Which amongst these two leaders should be servitor and debtor, Max dy pry denotes this as spiritual leadership. spiritual leadership encourage their followersto struggle via inspiring intimacy and producing hopeful attitude toward future for his followers, and also by creating ideal perspective and making relationship so that these perspective seem achievable .

8-8- vision: vision is indicative of, what situation the organization will be in next years and draw human mind from existing situation to desired situation.

8-9- Meaningful: empowered people esteem the intention and goals of their activities. Their ideals and standards is congruent whit what they perform. In their value system been active is important. empowered people pay attention to what they produce and believe in that.

8-10- Membership: membership is the potential ability which will be actual ability after passing entrance process while he/she will be admitted by the organization because of performance her /his ordered jobs.

8 -11-Result: result is said to the endeavor upshot which after endeavoring creates advantages for organization as feedback.

8-12- Faith to work: Is an internal force derived of spiritual intrinsic values, which provide personnel determination to perform their duties creatively in the best way.

8-13- philanthropy: Is said to an attribute which people act just for comfort and satisfaction of others. Their act merely aims at others' comfort and usually there is no benefit or personal advantage for themselves.

8-14- Commitment : Organizational Commitment is defined as admitting organizational values and dealing with them , measuring standards are motive , inclination to continuation of work and admitting of organizations values.

Note: In spirituality based organizations leadership practice a specific method and hereby these specifications are briefly reviewed as below:
Since the second half of 19th century, term spirituality has been brought up and was said that all of social systems are common under pretense of spirituality .spirituality comes from the root of *Spiritus* from Latin with the meaning of need for life). According to a definition spirituality is defined as energy, meaningful ,aim and knowledge in life (Covanegh 1999). Spirituality has been grafted to increasing

creativity, honesty, trust and commitment in work place with the promotion of personal evolution and development of personnel.

II. Research Methodology:

This research is descriptive,causal and surveyval, research population is T.P.C.I.P

Which via random sampling among them, 246 people have been selected and were given questionnaires and required information were gathered about hypothesis.

3- Hypothesis (research questions)

Main hypothesis: spiritual leadership impacts personnel empowerment.

Subsidiary hypotheses:

1: Spiritual leadership impacts merit in T.P.C.I.P

2: Spiritual leadership impacts effectiveness in T.P.C.I.P

3: Spiritual leadership impacts trust in T.P.C.I.P

4: Spiritual leadership impacts choice in T.P.C.I.P

5: Spiritual leadership impacts meaningful in T.P.C.I.P

In addition to library studies, to gather information with which the theoretical and literal basis of research have been achieved, two questionnaires have been used for field research. One is related to spiritual leadership by which six dimensions of spiritual leadership (Fry 2003) such as organizational vision, faith ,philanthropy, commitment and membership are evaluated by 25 speech and another question is related to empowerment which include five dimensions such as meaningful, merit, effectiveness, trust and choice including 19 speech .data analysis has been accomplished by Lisrel software in two descriptive level, including, frequency diagram and frequency and inferential percentage.

III. Validity and reliability of questionnaires.

3-4-1) determining the reliability of questionnaires:

Reliability is one of the technical specifications of measurement devices ,forgone conception denotes how perpetual are results for the same condition. domain of reliability coefficient is from zero (no relation) to one (complete relation). Reliability coefficient shows that measuring device by what rate measure examinable steady state or transient temporary state.

To calculate reliability coefficients of measuring devices different techniques are applied as below :

1: to try again (retest) **2-** parallel technique **3-** half technique (making halves) **4-** Coder – Richarson technique **5-** Alfa Cronbakh technique.

In this research to determine reliability Alfa Cronbakh technique has been used .this technique is used to calculate internal harmony of measuring device which measures different characteristics .so to measure reliability Alfa technique of Cronbakh by Spss software has been used. To this end a primarily sample including 45 questionnaires for spiritual leadership and

empowerment has been pre-tested then by achieved data from questionnaires and using statistical software of Spss reliability coefficient has been computed by Alfa technique, which Alfa coefficient for spiritual leadership was 93 percent and for empowerment was 90.5 percent .which enjoy sufficient reliability.table 2-3, 3-3 shows the final results of reliability test of the research scale.

So for the purpose of measuring reliability ,test has been done by CronbakhAlfa technique and

Sample	Alfa
25	0.930

Table 3-2 Cronbakh Alfa Of spiritual leadership

applying Spss software.so questionnaire including 45 speech for spiritual leadership and empowerment was pretested then by achieved data from these questionnaires and Spss statistical software the magnitude of reliability by Alfa cronbakh technique was computed which Alfa coefficient became 93 percent and empowerment coefficient was 90.5. Table 2-3 and 3-3 shows the final results of reliability test of four researchscale.

Sample	Alfa
20	0.905

Table 3-3 CronbakhAlfa Ofempowerment

Findings:

Table of respondents frequency (4-1)

Row	Gender	Frequency	percentage	Valid Percentage
1	Male	160	0.65	0.65
2	Female	86	0.35	0.35

Diagram of respondent frequency (2-4)

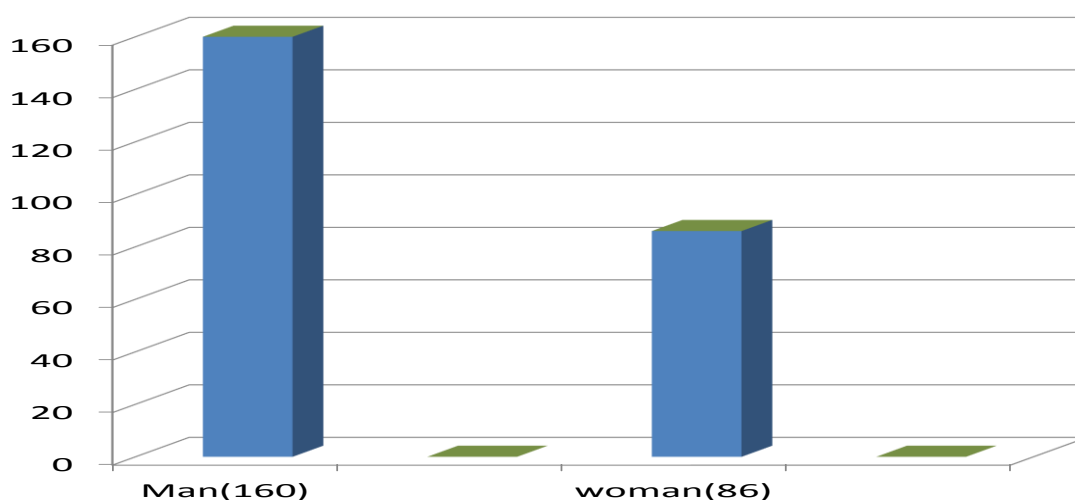


Table of respondent age (3-4)

Row	Age	Frequency	percentage	Frequency percentage
1	25-30	41	16.7	16.7
2	30-35	84	34.1	34.1
3	35-40	62	25.2	25.2
4	40-45	48	19.5	19.5
5	>45	11	4.5	4.5

Diagram of respondents age (4-4)

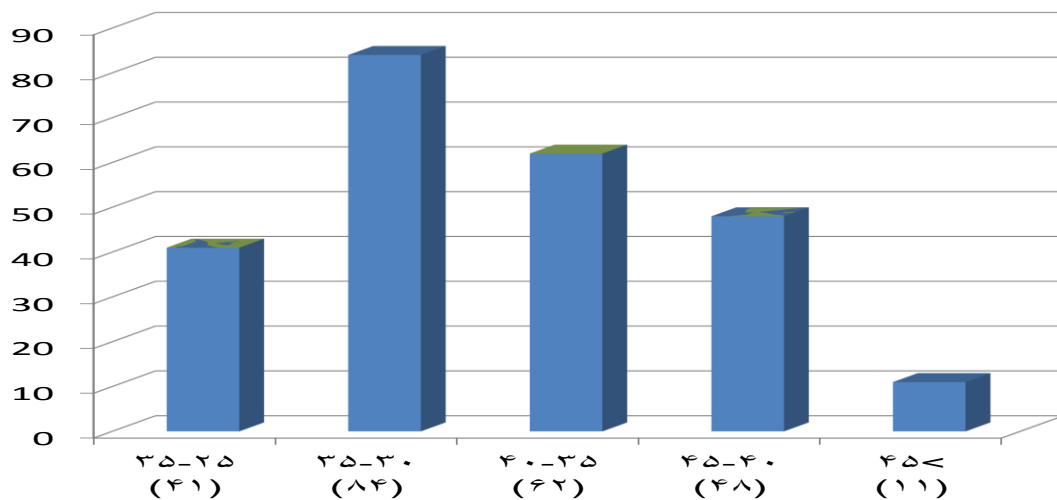
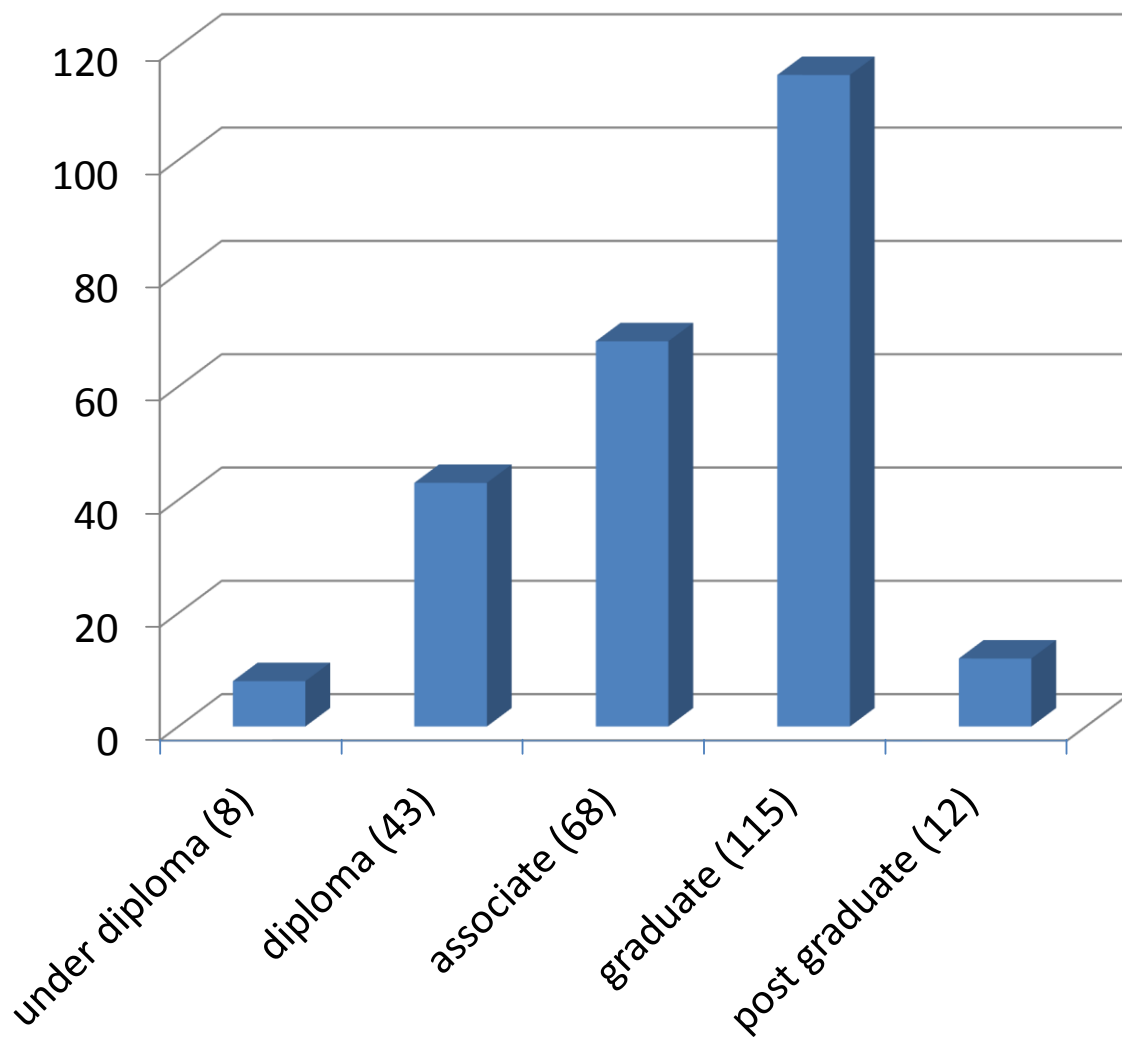


Table of respondents education (4-5)

Row	Education	Frequency	Percentage	Frequency Percentage
1	under diploma	8	3.3	3.3
2	diploma	43	17.5	17.5
3	associate	68	27.5	27.5
4	graduate	115	46.7	46.7
5	post graduate	12	4.9	4.9

Diagram of respondents education(4-6)



The number of respondents according to years of service are 41 people 1-5 years, 84 people 5-10 years, 81 people 10-15 years, 25 people 15-20 years and 15 people above 20 years. Which are listed in the table and diagram below .

Table of years of service of respondents (4-7)

Row	years of service	frequency	percent	frequency percent
1	1-5	41	16.7	16.7
2	5-10	84	34.1	34.1
3	15-20	81	32.9	32.9
4	20-25	25	10.2	10.2
5	>20	15	6.1	6.1

Diagram of respondents years of service (4-8)

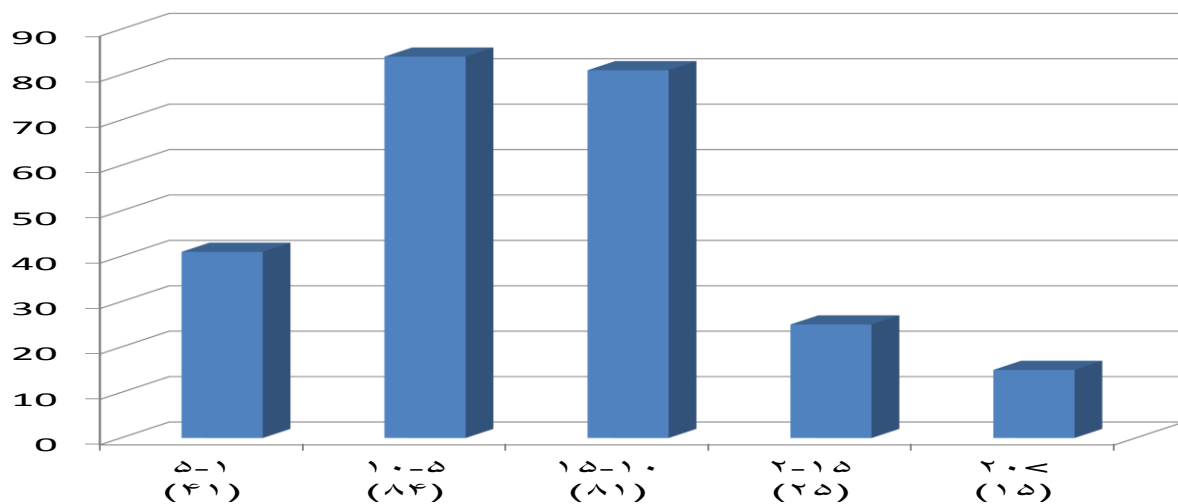
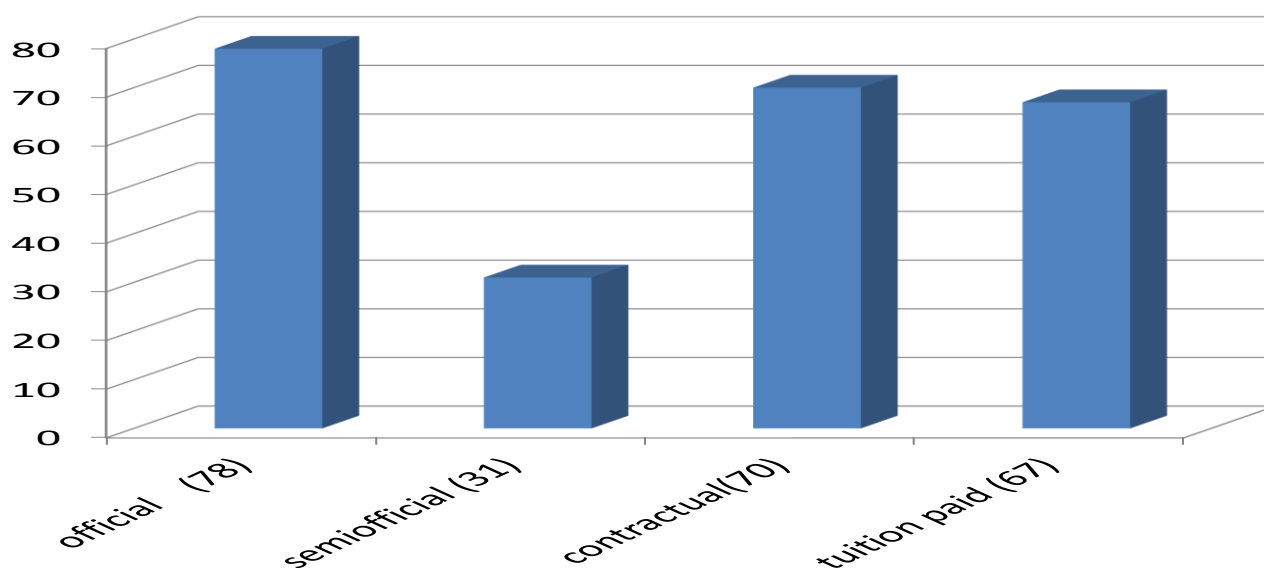


Table of respondents type of employment (4-9)

Row	Type of employment	Frequency	Percent	Frequency percent
1	Official	78	31.7	31.7
2	Semi official	31	12.6	12.6
3	Contractual	70	28.5	28.5
4	Tuition paid	67	27.2	27.2

Diagram of respondents type of employment (4-10)



5-4. Evaluation and credit measurement of the research total model .

In softwares such as EQS, Amos, Lisrel there are too many indexes of fitting, some of most important indexes are RMSEA, AGFI, GFI, NNFI, NFI, CFI.

In this section the main aim is to answer this question

if the research model totally has suitable fitting?

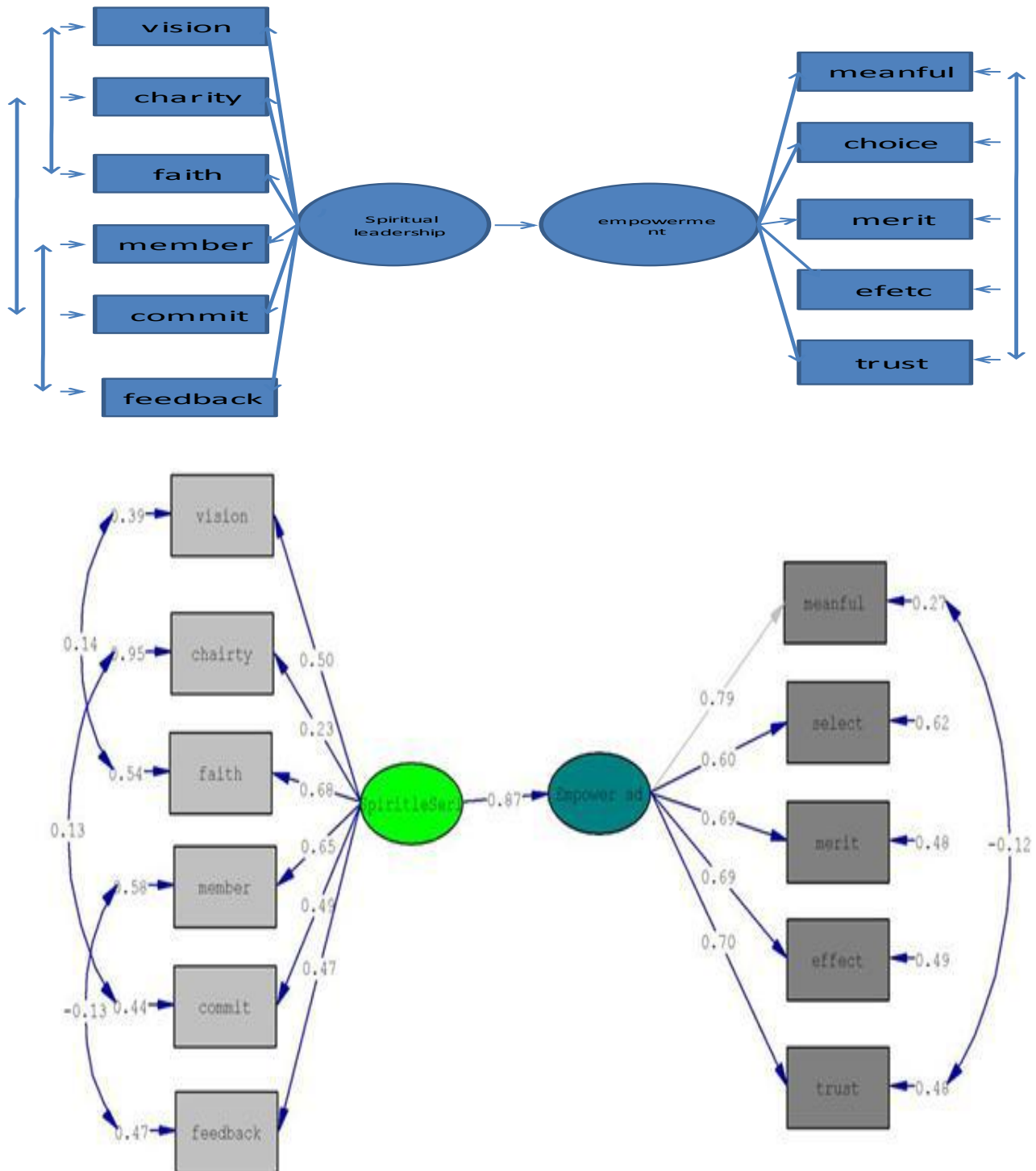
To answer this question we can use different standards such as χ^2/df or χ^2

Figures 1-2-3 shows the research models in three state nonstandard estimation, standard and significance number.

Figure 1

Fitting index	Utility index	Acceptability index	Statistics of primary research model
χ^2 (chi square)	$0 \leq \chi^2 \leq 2 \text{ df}$	$\chi^2 \leq 3\text{df}$?
χ^2/df Ratio of chi square to freedom degree	$0 \leq \chi^2/\text{df} \leq 2$	$\chi^2/\text{df} \leq 3$?
RMSEA Root mean square of estimation error	$0 \leq \text{RMSEA} \leq 0.05$	$\text{RMSEA} \leq 0.08$?
NNFI Non normalized fit index	$0.95 \leq \text{NNFI} \leq 1.00$	$0.90 \leq \text{NNFI}$?
CFI Comparative fit index	$0.95 \leq \text{CFI} \leq 1.00$	$0.90 \leq \text{CFI}$?
GFI Goodness fitting index	$0.95 \leq \text{GFI} \leq 1.00$	$0.80 \leq \text{GFI}$?
AGFI Amended goodness fitting index	$0.95 \leq \text{AGFI} \leq 1.00$	Close to GFI	?
Non standard estimation			

Standard research model
 Fig 2




The indexes of the final path model fit are shown below which indicates the suitable fitting of the model.

Table 17-4 fit indexes of reseach final model

Fithing index	Utility standard	Acceptibility standard	Final model statistic
X ² (chi square)	$0 \leq x^2 \leq 2 \text{ df}$	$X^2 \leq 3\text{df}$	X ² = 83.75 Df = 39
X ² /df Ratro of chi square to freedom degree	$0 \leq X^2/\text{df} \leq 2$	$X^2/\text{df} \leq 3$	2.14
RMSEA(root mean square of error estimation)	$0 \leq \text{RMSEA} \leq 0.05$	$\text{RMSEA} \leq 0.08$	0.068
NFI Normalized fit index	$0.95 \leq \text{NFI} \leq 1.00$	$0.90 \leq \text{NFI}$.87
NNFI Non normalized fit index	$0.95 \leq \text{NNFI} \leq 1.00$	$0.90 \leq \text{NNFI}$	0.88
CFI Comparative fit index	$0.95 \leq \text{CFI} \leq 1.00$	$0.90 \leq \text{CFI}$	0.91
IFI	$0.95 \leq \text{IFI} \leq 1.00$	$0.90 \leq \text{IFI}$	0.91
GFI Goodness fit index	$0.95 \leq \text{GFI} \leq 1.00$	$0.80 \leq \text{GFI}$	0.91
AGFI Amended goodness fit index	$0.95 \leq \text{AGFI} \leq 1.00$	Close to GFI	0.91

8- Table number (4-22) examining the impact of leadership on trust

Hypotesis	Structural coefficient	Estimation error	T	Significance level	Comparing with critical value	Result
Spiritual ledder ship trust 	0.55	0.06	10.57	p>0.01	1.96 < 10.57	Ok

According to results obtained from data analysis about the impact of leadership variable on trust, we can say path coefficient (γ_{11}) is equal to 0.67 and related T to this value is $10.57 > 1.96$. Which this

value is significant in the level of 0.01 and with certainty of 99 percent we can say leadership with positive path coefficient and being significant has positive impact on trust

9- Table (2-23) examining the impact of leadership on choice.

Hypotesis	Structural coefficien	Estimation error	T	Significance level	Comparing with critical value	Result
Spiritual leadership ↓ choice	0.53	0.06	9.06	$p > 0.01$	$9.06 > 1.96$	Ok

Considering results obtained from data analysis about the impact of spiritual leadership on trust we can say path coefficient (γ_{11}) is equal to 0.53 and T value related to this coefficient is $9.06 > 1.96$

which this value is in the significance level of 0.01 so with the certainty of 99 percent we can say spiritual leadership has positive impact on choice


10- Table (4-24) examining the impact of leadership on effectiveness

Hypotesis	Structural coefficien	Estimation error	T	Significance level	Comparing with critical value	Result
Spiritual leadership ↓ effectiveness	0.59	0.06	10.11	$P > 0.01$	$10.11 > 1.96$	Ok

Path coefficient (γ_{11}) is 0.59 and related T is $10.11 > 1.96$ which this value in the level of 0.01 is significant and with the certainty of 99 percent we can


say leadership with positive path coefficient and being significant has positive impact over effectiveness.

11- Table number (4-25) examining the impact of leadership on merit.

Hypotesis	Structural coefficien	Estimatio n error	T	Significance level	Comparing with critical value	Result
Spiritual leadership  merit	0.60	0.06	10.22	P > 0.01	10.22 > 1.96	Ok

Path coefficient (γ_{11}) equals to 0.6 and related T is $10.22 > 1.96$ which this value in the level of 0.01 is significant and with the certainty of 99 percent we can say, leadership with the positive path coefficient and being significant has positive impact over merit

12- Table (4-26) examining the impact of leadership on empowerment

Hypotesis	Structural coefficien	Estimatio n error	T	Significance level	Comparing with critical value	Result
Spiritual leadership  empowerment	0.82	0.07	11.3	P > 0.01	11.3 > 1.96	Ok

Path coefficient (γ_{11}) is 0.82 and related T is $11.3 > 1.96$ which this value in the level of 0.01 is significant and with certainty of 99 percent we can say, leadership with positive path coefficient and being significant has positive impact of empowerment.

IV. discussion and conclusion

This research has been done with the aim of examining the relationship between spiritual leadership and empowerment and results showed:

There is a positive correlation between spiritual leadership and empowerment of the personnel of T.P.C.I.P and six dimensions of spiritual leadership such as vision-faith-philanthropy-commitment-membership-feedback which have been presented by Fry model of 2003, each of these dimensions have positive impact on the empowerment of personnel.

There is a positive correlation between spiritual leadership and merit of the personnel of T.P.C.I.P

There is a positive correlation between spiritual leadership and meanful of personnel of the T.P.C.I.P.

One of the dimensions of the empowerment is meanful (Mishra) empowered people esteem their subject of activity.their ideals and standards are congruent with what they do .empowered people pay attention about what they produce and believe on that.There is a positive correlation between spiritual leadership and effectiveness of the personnel of the T.P.C.I.P

One of the psychological components of empowerment is effectiveness, (Mishra) empowered people believe that by influencing circumstance or result which are obtained they can make changes.empowered people believe that obstacle can be controlled.

There is a positive correlation between spiritual leadership and choice.one of the dimensions of empowerment is choice (Mishra) spiritual leadership and dimensions of spiritual leadership have positive impact over choice. There is a positive correlation between spiritual leadership and trust of the personnel of T.P.C.I.P.

One of the psychological dimensions of the empowerment is trust (Mishra) spiritual leadership and dimensions of spiritual leadership have positive impact over trust and finally, empowered people have a sense with the name of faith.they are sure that they will be treated fairly and officials will not harm them and they will be treated fairly.

First hypothesis:

There is a positive correlation between spiritual leadership and merit of the personnel of the personnel of T.P.C.I.P.

a)The magnitude of structural coefficient is 0.6 and this number in the certainty level of 99 percent is significant.

6)Hypothesis testing by structural modeling technique denotes existence of causal relation between spiritual leadership and merit of personnel so the hypothesis is confirmed

Second hypothesis:

There is a positive relation between spiritual leadership and meanful of the personnel of T.P.C.I.P.

a) The magnitude of structural coefficient is 0.65 and this number in the certainty level of 99 percent is significant

b)Hypothesis testing by structural equations modeling technique denotes the existence of causal relation between spiritual leadership and meanful of personnel so the hypothesis in confirmed.

There is a positive correlation between spiritual leadership and effectiveness of the personnel of T.P.C.I.P.

Third hypothesis:

a) The structural coefficient is 0.59 and this number in the certainty level of 99 percent is significant.

b)hypothesistesting by structural equations modeling technique denotes existence of causal relation between spiritual leadership and effectiveness of personnel. So the hypothesis is confirmed.

Forth hypothesis:

There is a positive correlation between spiritual leadership and choice of the personnel of T.P.C.I.P.

a) The magnitude of structural coefficient is 0.53 and this value in the certainly level of 99 percent is significant.

b) Hypothesis testing by the structural equations modeling technique denotes existence of casual relation between spiritual leadership of choice of the personnel,so the hypothesis in confirmed.

Fifth hypothesis:

There is a positive correlation between spiritual leadership and trust of the personnel of T.P.C.I.P.

a) The magnitude of structural coefficient is 0.55 and this number in the certainty level of 99 percent is significant

b) Hypothesis testing by the structural equations modeling technique denotes existence casual relation between spiritual leadership and trust of personnel so hypothesis is confirmed.

Suggestion:

1) Interim service training on the realm of work helps to increase self-efficacy of the personnel.

2)To make clear vision and mission of T.P.C.I.P.For the personnel.

3)The role of each employee to fulfill mission of organization should become specified for personnel.

4) Managers should pay attention to participation of personnel and their ideas and suggestions and provide enough choice for the performing manner of vocational duties in the decision making process and pay attention to criticisms of personnel.

5) By performing Jobs collectively and developing relation between employees to provide an ambient full of bilateral trust.

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