How Spirituality Makes employee be more Effective and Empower them? The Role of Spirituality in Leadership on Empowering the Employees of University of Tehran

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Abstract:
The primary aim of the present study was to investigate the impact of spiritual leadership on empowerment of employees. The method of study - is a descriptive. Data Instrument consisted of two questionnaires, one questionnaire based empowerment theory, mishra (1992) and a questionnaire based on the theory of spiritual leadership fry (2003) Are the experts have confirmed the validity of the questionnaire and its reliability by Cronbach's alpha coefficient of 0.93 is estimated to empower .95 for spiritual leadership. Experience analyzing data using statistical software LISREL taken. Results showed that, the spiritual leadership on empowerment of employees of centers in Tehran has a positive influence in other words, all hypotheses were confirmed.

Keywords: Spiritual Leadership - Empowerment – Institutions
Introduction:

Many researchers suggest that a new paradigm is needed to provide a consolidated approach to work organization and work life and personal life is on the rise. (Griffin, 1998) so that some researchers, a new paradigm to meet the management challenges of the future "spirituality" to know. They believed that "to satisfy employees' needs can be an excellent model to search for spirituality." (Kennedy, 2002)

phenomenon of spirituality is a powerful force that can be brought to people's lives. Although several authors have attempted to define spirituality in the well and properly, but unfortunately there is not a clear definition for Cavanagh (1999) Spirituality as an energizing force, Triggers, inspiration section defines life and Myers (1990) spirituality ongoing quest to find meaning, purpose and outcome is regarded as a given. In general, the various definitions of 'spirituality', 'spiritual organization', and spirituality in a way that will promote a spiritual organization can be found in the realm of management and organization, both theoretically and practically speaking, under the influence of a powerful force, "spirituality" is being properly managed and that seems to be driven into the deepest capacity to lead and partner efforts not only professional but also be able to update the full humanity. The importance of leadership can be seen as the leaders with the wisdom and the arts and their influence on the spiritual orientation of the organization to properly manage and conduct in the current era to the tendency of the title of "leadership intellectual" has emerged in other words to impress the importance of leadership in the study of organizational objectives special attention to the following topics of spiritual leadership is important. Who is the spiritual leader of the values, attitude and behaviors that are essential to their intrinsic motivation and others members provide spiritual survival. (Fry, 2003)

On the other hand, in today's world with increasing competition in the field and the scarcity of resources is the organization for this environment variable to the stability the need to have of human resources, keep because Nowadays empower forces empowered organization is considered as a strategic resource in the 21st century and one of the faces of the organization, in other words, is enabling empowerment has become so vital, given the researcher intends to subject the empowerment particularly effective in empowering experience and previous knowledge of the subject and came to the conclusion that because the spiritual leadership role in the empowerment of the thinker's spiritual leader, any person who has Fry 2003 belief's work Feeling altruism, commitment, and membership in the organization and the prospect of significant job for the employee disposes to the spiritual leadership can be effective in enabling the researcher intends to empower the role of spiritual leader of the staff of the technical and Professional of the province. In this Study Spirituality in Leadership as a phenomenon to empowering employees used to make the effective Climate for Workers who work on that statement (University of Tehran)
Literature Review:

Spiritual Leadership:

In today's world, the role of the manager as a leader in all areas is so important to find people who have the ability to lead, a continuous effort is made. The leader must weigh the ability and willingness of individuals or groups based on their ability to choose one of the styles of leadership in dealing with them. So as leadership, power or force that has actual or potential leaders through lobbying, along with his followers to ensure the goals and ideals of research, ranging from the people are using it group's or organization.

Spiritual leader of the search, the thinking, perception, values and actions of members of a community or group is associated with synchronize (eggert, 1998) This means that the spiritual leader of teamwork over individual work is protected. An esoteric spiritual knowledge through a shared consciousness creates a higher power. (Cook-greuter, 2002). This would of course require a deeper insight and feeling. Some famous scholars like fairholm (1998), fry (2003) are associated with leadership, spirituality, because spirituality is realizing productivity, education, ethics promotes and eliminates stress on the organization. (Giacoalone&jurkiewicz, 2003). The statement explains that spiritual leaders can play an important role in the effectiveness of the organization - do. In other words, they inhibit freedom of mind and try to work to your followers find a better ethical practices.

After an overview on spiritual leadership, we review the literature and a model appropriate to the study of spiritual leadership chose the base model as the base model of Fry (2,003th) is. Based fry (2005) theory of spiritual leadership, which is an intrinsic motivation model integrates the values of the leader and the followers. These values are: vision, faith, friendship, loyalty, hope that the members of the organization are meaningful to the business, which will result in increased commitment and productivity. According to fry (2005) components of spiritual leadership in organizations, include:

A) Organizational Perspective

Reflects the perspective of the target units. Meaning work encourages hope and faith of the visual landscape of the future with a clear explanation of why that future efforts to create points (fry: 2011) Spiritual leadership through inspiration, inspire, and create a vision for the future and encouraging his followers to create an idealized vision of
communication, so that the landscape may be achievable. followers are trying to encourage.

Terms & other conger (1998) vision is to not only feel a sense of organization in the brain, but they also penetrate the heart, the most basic terms, if employees realize their vision of the organization's vision. This can be a source of strength and activity of the organization, because employees to achieve their dreams, all to apply their skills and talents.

B) altruism: altruism, love of assumptions and methods is a set of values shared by group members are taught to new members (fry et al 2011); Thus, altruism is obligations to that person so that the interests of others above their own interests in favor. For example, when necessary, assist each other, ignoring their interests for the benefit of others. This causes the network to be formed between individuals, leaders must pay attention to the needs and interests of their employees, and ultimately, to divest the authority and the responsibility pay attention to their development and.

C) meaningful work: meaningful work refers to a transcendental experience, or how we can make a difference by serving others and thereby create meaning and purpose in life is (fry2011). Spiritual leader is the true meaning employees their jobs The job will have to understand and respect the importance (significance) of the significant causes of labor of employees view their jobs more than, the current and future and location of the power raise analysis Finally have more ready to accept higher responsibilities.

D) to faith: as it is generally believed that this is the source of faith, hope and vision. Goals., And the mission will be completed successfully. (Fry2011) thus causing the formation of spiritual beliefs and faith in the spiritual leadership to the staff and this is an internal stimulus in the development staff, and that their duties in the best manner increased organizational learning the staff.

E) Membership: Membership in the organization includes social and cultural structures that are immersed in a sense that we understand and appreciate the extent of reciprocity and communication, the interaction membership of social and emanating (fry2011) Therefore spiritual leader of the organization, employees feel that their job is also important in terms of the organization and other stakeholders (members of) the important work of the organization and other stakeholders make sense of the trust of staff and their intimacy of other stakeholders to develop and strengthen the relationship between leaders and employees to facilitate the decision making process and eventually your employees feel responsible partner organizations and leaders and other stakeholders in the organization to help.
V) commitment: perhaps having satisfied employees, energetic, creative and committed human capital, is the main source. Individuals who commit such prohibitions of power with the power to go towards their goal. Men pledged to build or existing rules and do not confine themselves within the limits do not make it. They are against the law or the structure of their cause, they are trying to change it and removing barriers. A group of committed people can create a force that makes the impossible possible.

G) improve the efficiency and productivity of work is a clever interpretation of this definition is sufficient to show that the organization would act intelligently and optimize resources to benefit the best improve productivity. Continuous improvement of the end of working And with innovative new solutions to reach ever higher productivity can be increased.

Empowerment:

Empowerment is known today as the means whereby the directors today will enable organizations with different characteristics such as communication channels, horizontal structures, collaboration networks, etc. are the reduction of organizational belonging, To efficiently manage Said. Today, the continued existence of the twentieth century, and the ability of the staff would be nice to be able to act autonomously within work teams.

Empowerment, one of the major components of management and human resource management philosophy has close ties. Most analysts agree that the current nature of competition is such that companies must take all (especially human resources) are active. Empowerment is not only the loss of or reduction in force, but it plays an important role in the reconstruction and development. Basically limited to physical rehabilitation programs empower organizations but with a change of control, enabling early starts (collins1996.)

The whole concept of empowerment when it is realized that the phenomenon creates new ways for individuals and groups in order to generate higher levels of competence and also the complete methods of operating a say in how know. When workers produce more qualified and competent to find new ways to utilize the power of any individual or group in the process of power is not divided but is created.

Many definitions have been proposed to empower the most important ones are as follows:

Empowerment, motivation inherent in people to enhance the capabilities of potential (wahlin&othre, 2010). Empowerment vision is to capture information from the environment (savage, 2010), empowerment, increased independence of employees in a
workplace (Wall & others, 2004). Empowerment opportunities to employees to intervene in the decision task (Vogt, 1997). Empowering key essential performance group (Nauman & others, 2010). Empowerment, release dynamics achievements are amazing (Blanchard & others, 2003). Empowerment is a process and a culture in which the goals, objectives and limits of shared decision making (Fox, 1998). Empowerment to increase critical thinking, work in small groups and move beyond the sharing, distribution and refining experience (Lee, 2001). Empowerment of staff to say what they should do before they can clearly understand their duties to (Savary & others, 2001).

One of the best empirical studies conducted to date about empowerment, Spireitzer (1992) four dimensions (factors) have been identified knowledge for empowerment. Based on our research, Mishra (1992) added a dimension to his model. The following five key dimensions are described. Because managers can empower others to succeed, they must build on these five properties.

Sense of competence. Feels right choice. Feel effectiveness. Feeling significant or valuable. Sense of trust Others. When the administrator can cultivate these five qualities in others, they have a formidable success.

**Feelings of competence:**

Feelings of competence Feeling crafty people to fulfill their obligations high. When people are empowered, to feel capable and qualified to perform their job successfully. Empower people not only feel they deserve it, but feel confident that they can work with competence. They feel superior to someone, and they can easily cope with the challenges (Conger & others, 1988). Some authors believe that the most important element of a sense of competence is competence, because having a sense of whether people will try hard to do anything will of whether the persistence.

**Sense of choice:**

When your people are engaged in their jobs voluntarily and knowingly (not mandatory) feel they have the right to work. Their activities and consequence of personal liberty and authority. Empowering people about their activities and their sense of responsibility and ownership. They lead their people, their creativity and see Thread. Able to do their own initiative, to take independent decisions and some new ideas put to the test. People feel empowered instead of predetermined activities are controlled from the outside, they see themselves as the locus of control (internal locus of control are). Research shows that having a sense of choice, with the consent of the alienation than do higher levels of higher performance, greater entrepreneurial activity, higher levels of job involvement and work pressure is less.

**Sense of effecting:**
Empowering employees believe their actions can affect what happens to people with acne. Sense of efficacy refers to perceptions related to job. Their activities in empowering employees do not believe in barriers to control the external environment, they believe that it can be controlled barriers.

Having the feeling of being with your feelings - has a direct relation to the control. In order for employees to feel they are doing what they are looking for work, in order to create the impression that the effect can make, the result for what they feel is associated with an capability, induct they feel the result are in production.

**Feel meaningful** and valuable

Empowerment persons for the purposes, objectives or activities which are engaged in the legal land object, cause what they are doing, is homogeneous, the value system of capable people is important, what about the produce carefully And they believe it.

There's no profit guarantees, for example to serve others may not seek any personal reward. There may be more significant than what they pay hefty causes (hackman&oldham, 1980).

Research shows that when employees are engaged in work that is meaningful sense, they are more committed to and involved in more force to it, and concentrated in the work meaningful, are more pursue the objectives of persistence personal feeling of value Who is associated with the jobs that they have more passion.

**Sense of trust in others:**

Capable people are sure they will be treated fairly. They have confidence in even subordinate officials work for justice and peace will be the end result (no damage or loss). They are confident the authorities will not harm them, even in situations that do not show the powerful flexibility, enabling individuals and species still retain a sense of trust in others, in other words, trust is defined as having a sense of personal safety. Research has shown that people are more willing to rely on others to do their honesty and intimacy substitute appearance. Most of the researchers, self-esteem and are eager to learn. For reciprocity, have more capacity than those with less trust, cooperation in group show greater interest in others and trying to be someone else, themselves in relation to the broader case against the less resistance they enjoy high standards of personal morality. to allow other people to make confident without waste of force for the protection themselves, to the Or politicians try to hide the exposed methods. Trust the media to allow people who are educated , enabling heavily linked with a sense of trust in others. Having a feeling that someone's behavior is consistent and reliable, the promises and the action occurs and can be trusted to the formation and growth of information helps people to feel powerful.
Materials and Methods:

Based on the foregoing study on the influence of spiritual leadership on empowerment component main hypothesis is formulated as follows:

The main hypothesis of this study: Spiritual Leadership is influences on employees empowerment

The main hypothesis of the study and based on the view that empowerment component mishra (2000) include: critical competency. Sense of choice. Felt meaningful sense of effectiveness. Sense of trust Others. Is, therefore, led to the formulation of hypotheses and the conceptual model of this research is secondary and the final drawing. Which are as follows:

1- Spiritual Leadership is impacting on feeling of competence.
2- Spiritual Leadership is impacting on sense of choice.
3- Spiritual Leadership is impacting on sense of meaningful and valuable.
4- Spiritual Leadership is impacting on effecting sense.
5- Spiritual Leadership is impacting on others trust.

Hypotheses based on conceptual model is shown as follows:
The study sample consisted of all employees working in technical and vocational education Tehran Province. A questionnaire was used to collect data. The spiritual leader of a scale to measure variables variable empowerment fry and others (2005) and to assess the scale mishra (1992 (used to collect data and information for the analysis of two types of questionnaires were used:

A) staff have responded to questions related to spiritual leadership. The questionnaire for leadership spiritual (Fry, 2003) contains an organizational perspective, faith, friendship, commitment, meaning in work, membership, feedback measures.

1- B) empowerment scale questionnaire Mishra (1992) psychological response. The empowerment dimension is analyzed, which included five statistically: feeling of competence, sense of choice, sense of meaningful and valuable, sense effecting, trust others

Data Analysis:

Conceptual model in the following charts show the significant estimates and state.

Figure 1 - Conceptual model in estimating
Figure 2 - Conceptual Model in significant

Table 1 - estimation model

<table>
<thead>
<tr>
<th>Statistics of the final model</th>
<th>Acceptance criteria</th>
<th>Benchmark utility</th>
<th>Goodness of fit index</th>
</tr>
</thead>
<tbody>
<tr>
<td>$\chi^2 = 83.75$</td>
<td>$\chi^2 \leq df$</td>
<td>$0 \leq \chi^2 \leq 2df$</td>
<td>$\chi^2$ (Chi Square)</td>
</tr>
<tr>
<td>$df = 39$</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.14</td>
<td>$\chi^2/df \leq 3$</td>
<td>$0 \leq \chi^2/df \leq 2$</td>
<td>$\chi^2/df$ (Chi-square relative to the degrees of freedom)</td>
</tr>
<tr>
<td>0.068</td>
<td>RMSEA $\leq 0.08$</td>
<td>$0 \leq$ RMSEA $\leq 0.05$</td>
<td>RMSEA (root mean square error of the estimate)</td>
</tr>
<tr>
<td>0.87</td>
<td>0.90 $\leq$ NFI</td>
<td>0.95 $\leq$ NFI $\leq$ 1.00</td>
<td>(NFI (the norm fit index)</td>
</tr>
<tr>
<td>0.88</td>
<td>0.90 $\leq$ NNFI</td>
<td>0.95 $\leq$ NNFI $\leq$ 1.00</td>
<td>(NNFI (Hnjarnyafth fit index)</td>
</tr>
<tr>
<td>0.91</td>
<td>0.90 $\leq$ CFI</td>
<td>0.95 $\leq$ CFI $\leq$ 1.00</td>
<td>(CFI (comparative fit index)</td>
</tr>
<tr>
<td>0.91</td>
<td>0.90 $\leq$ IFI</td>
<td>0.95 $\leq$ IFI $\leq$ 1.00</td>
<td>IFI</td>
</tr>
<tr>
<td>0.91</td>
<td>0.80 $\leq$ GFI</td>
<td>0.90 $\leq$ GFI $\leq$ 1.00</td>
<td>(GFI (goodness of fit index)</td>
</tr>
<tr>
<td>0.91</td>
<td>Close to GFI</td>
<td>0.90 $\leq$ AGFI $\leq$ 1.00</td>
<td>AGFI (goodness of fit index was revised)</td>
</tr>
</tbody>
</table>

Table 2 - Relationships between variables
According to the results of the data analysis we can now examine the hypotheses that there is a general concept comprises five sub-hypotheses are:

The general theory of "spiritual leadership on employee empowerment Positive effect"

<table>
<thead>
<tr>
<th>Arvabt</th>
<th>Coefficient</th>
<th>Error</th>
<th>T</th>
<th>Compare</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spiritual leadership and empowerment</td>
<td>0.82</td>
<td>0.07</td>
<td>11.3</td>
<td>&gt;1.96</td>
<td>Significant</td>
</tr>
<tr>
<td>Feel meaningful and Choice and empowerment</td>
<td>0.79</td>
<td>-</td>
<td>-</td>
<td>&gt;1.96</td>
<td>Significant</td>
</tr>
<tr>
<td>Sense of effecting and empowerment</td>
<td>0.73</td>
<td>0.06</td>
<td>&gt;1.96</td>
<td>11.3</td>
<td>Significant</td>
</tr>
<tr>
<td>Feelings of competence and empowerment</td>
<td>0.72</td>
<td>0.06</td>
<td>&gt;1.96</td>
<td>11.3</td>
<td>Significant</td>
</tr>
<tr>
<td>Having trust and empower others</td>
<td>0.67</td>
<td>0.06</td>
<td>&gt;1.96</td>
<td>11.3</td>
<td>Significant</td>
</tr>
<tr>
<td>Meaningful sense of spiritual leadership</td>
<td>0.65</td>
<td>0.06</td>
<td>&gt;1.96</td>
<td>11.3</td>
<td>Significant</td>
</tr>
<tr>
<td>Choice and spiritual leadership</td>
<td>0.53</td>
<td>0.06</td>
<td>&gt;1.96</td>
<td>11.3</td>
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positive impact on empowerment and leadership for a unit increase Drmtghyr intellectual capacity is increased by 0.42.

1-: Spiritual Leadership is positive impacting on feeling of competence

<table>
<thead>
<tr>
<th>Structural factor</th>
<th>The estimated error</th>
<th>T</th>
<th>Significance level</th>
<th>Compared with Critical value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.60</td>
<td>0.06</td>
<td>10.22</td>
<td>p&gt;0.01</td>
<td>10.22&gt;1.96</td>
<td>Confirmation</td>
</tr>
</tbody>
</table>

According to the results of the analysis of data concerning the effect of changing the sense of trust in others can lead the path coefficient ($\gamma_{11}$) is equivalent to (0.60) and the value obtained for the coefficient $T_{96/1}$ <10.22 which is at the level of 0.01 is significant, the researchers claim has been approved and we can say with 99% confidence leadership, with a path coefficient is positive and significant positive impact on feelings of competence and moral leadership for a unit increase feels merit increases to 0.42 units.

2-Spiritual Leadership is positive impacting on sense effecting

<table>
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effective for increasing unit spiritual leadership, a sense of efficacy is increased by 0.42.

3-Spiritual Leadership is positive impacting on sence of choice

<table>
<thead>
<tr>
<th>Structural factor</th>
<th>The estimated error</th>
<th>T</th>
<th>Significance level</th>
<th>Compared with the critical value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.53</td>
<td>0.06</td>
<td>9.06</td>
<td>p&gt;0.01</td>
<td>Confirmation</td>
</tr>
</tbody>
</table>

According to the results of the analysis of data concerning the effect of changing the sense of trust in others can lead the path coefficient ($\gamma_{11}$) is equivalent to (0.53) and the value obtained for the coefficient $T$ 96/1 <9.06, which is at the level of 0/01 is significant, the researchers claim has been approved and we can say with 99% confidence leadership, having a positive impact on the choice of path coefficient is positive and significant and spiritual leadership for a unit increase choice is increased by 0.42.

4-Spiritual Leadership is positive impacting on sence of meaningful and valuable

<table>
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<th>Structural factor</th>
<th>The estimated error</th>
<th>T</th>
<th>Significance level</th>
<th>Compared with the critical value</th>
<th>Result</th>
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<td>11.33</td>
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</table>

1- According to the results of the analysis of data concerning the effect of changing the leadership can say feel significant path coefficient ($\gamma_{11}$) is equivalent to (0.65) and the value obtained for the coefficient $T$ 96/1 <11.33 which is at the level of 0/01 There is thus realized claims have been approved and can say with 99% confidence, leadership means having a positive path coefficient significant positive impact is felt to per unit increase spiritual leader, felt significantly increases 0.42 units.
5-Spiritual Leadership is positive impacting on trust others

According to the results of the analysis of data concerning the effect of changing the sense of trust in others can lead the path coefficient ($\gamma_{11}$) is equivalent to (0.67) and the value obtained for the coefficient $T_{96/1} < 10.57$ which is at the level of 0.01 is significant, the researchers claim has been approved, and 99 percent can be said, led by a positive path coefficient means a positive impact on the sense of trust in others is per unit increase spiritual leadership, a sense of trust in others increases by 0.42 units.

The results:

To overcome environmental change in today's organizations need to be equipped with tools spiritual-based leadership., There is no doubt that fundamental changes in the business environment and spiritual formation and spiritual leadership in organizations is one of the main issues was. There is a spiritual leadership in organizations has many advantages. Because it alters the nature of spiritual leadership. People who are looking for a way of life and their personal life with spiritual insight and objective coordination link above to obtain money. Enable people in their spiritual leadership. Staff development and success in turbulent and complex environment is another benefit of spiritual organizations. Today, managers are guidelines that help to create meaning and purpose for their colleagues. Enjoying spirituality, managers will be able to not only improve productivity in your workplace or organization, but more importantly to be calm and inner satisfaction or happiness, long reach. Thus, in the conviction that managers need for spirituality, attract and retain people with spiritual guidance and strengthen their spiritual beliefs, the acceptance of social responsibility in the fields of education, spirituality can be cultural and spiritual organization of adequate resources available to pace in the spiritual direction of brought.

According to the survey results showed that all components of spiritual leadership on employee empowerment has a positive effect on the establishment and institutionalization of a style of spirituality the empowerment of employees affect the promoting Spiritual leaders can cause feelings of competence of personnel and also their
impact on the role and improve their business process. The spiritual leader of the independence and freedom of the individual in making decisions related to their jobs on job enrichment and thereby increases the significance of their work to more successful than the realization of these a sense of trust staff of will improve and this will bring together individuals from a family enterprise organizations realize this is a great gift of spiritual leadership is organization.
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