

**Research Article**

## **THE IMPACT OF WORKPLACE SPIRITUALITY ON ORGANIZATIONAL PERFORMANCE HEALTH CENTER STAFF CHALOUS CITY**

**\*Khalil Ali Mouhammadzade, Seyed Mojtaba Hosseini and Zeinab Angour J Taghavi**

*Department of Health Services Management, North Tehran Branch,*

*Islamic Azad University, Tehran, Iran*

*\*Author for Correspondence*

### **ABSTRACT**

The purpose of this study was to investigate the impact spirituality on organizational performance Chalous is a city health center staff. The method used in this study, the objective and the nature and method of survey research. The population of this study, all the staff at the Health Chalous city, of which there are over 411 of us according to the statistics the Human Resources department. Analysis was completed. To select the sample, a simple random sampling technique was used. The standard questionnaires for collecting data on workplace spirituality Rjv and Cunha (2008) and organizational performance Sanchez *et al.*, (2013) was used. To determine the reliability of the questionnaire, the Cronbach's alpha coefficient for spirituality in the workplace, equal to (0.928) and organizational performance equal to (0.968), respectively, and reliability study was approved. To analyze the data from tests of Kolmogorov - Smirnov and regression testing Durbin-Watson, software SPSS using hypothesis. Results showed that spirituality at work on organizational performance center city Health Chalous  $\beta = (0.949)$  positive and significant the impact. The dimensions of spirituality in the workplace, including the sense of community teams  $\beta = (0.883)$ , alignment of individual and organizational values  $\beta = (0.892)$ , the sense of contributing to society  $\beta = (0.899)$ , feel pleasure at work  $\beta = (0.902)$ .

**Keywords:** *Spiritual, Dimensions of Spirituality in the Workplace, Organizational Performance*

### **INTRODUCTION**

In bureaucratic system, managers make attempt to achieve more efficiency to maintain hierarchy of the organization in which they work, for this there are unreliable relations between individuals. Yet, in democratic system, there are reliable relations among people, under which people are well behaved and the organization and members of organization are given the opportunity to have progress as much as possible. In this way, attention to citizens in the democratic system keeps increasing. To date, importance of citizens has been perceived as one of the very important resources. Further, citizens' behavior can be attributed so important, whereby many researchers have considered analysis of organizational behavior (Ahmadi, 2012). Behavior of corporate citizens as the individuals serving in the organizations is under influence of the organization's culture. Organizational culture is a series developed from values, beliefs and behavior which are connected to the manpower within the organizational structure and control system. Stephen (2008) believes that people in sake of their personality have stability at their processes, through which it can forecast type of their behavior and attitude (Khodaei, 2010). In the present study, organizational culture is called to a series of meaning for the joint values which connect members of organization to each other, develop value system governing the organization, and cause differentiation of an organization from another organization. Indeed, organizational culture is called to an agent by which it can determine how to fulfill the affairs and a sense which is felt by novice within organization, so that it is also mentioned so strong which is penetrated to the novice unconsciously developing the thought of organizational behavior.

### **Problem Statement**

At the early management schools, people were used to be assessed with the behaviors which were expected in job descriptions and job competencies, yet today the behaviors go beyond those behaviors expected in job descriptions and job competencies. These behaviors have been considered with the

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concepts of pre- social behaviors, meta-role behaviors, underlying performance, spontaneous behaviors or organizational citizen behaviors. Today, these behaviors have been considered as the inseparable components in the performance management and have been entered into various aspects of organization (Mahdizade, 2012).

Conceptual definition for organizational citizenship behavior (OCB): however organizational citizenship behavior is a new concept in the literature review of management and organization, a variety of definitions have been proposed for this concept to date. In following, some cases have been mentioned, that one of the definitions which has been accepted by many researchers, has been proposed by the organ. It is believed that organizational citizenship behavior is an individual and voluntary behavior which has not been directly designed by means of formal reward system, yet it causes improving effectiveness and efficiency of organization's performance (Cohen and Kol, 2004; quoted from Islami and Sayar, 2008). According to what Appelbaum, Steven and Bortolomucci, Nicolas proposed in their study in 2004, organizational citizenship behavior is called to a series of individual and voluntary behaviors which have not been a part of the person's formal tasks, yet they have been accomplished by him causing effective improvement of roles and tasks of organization (Islami and Sayar, 2008). Organizational Citizenship Behaviors are called to the identification of those responsibilities and behaviors undertaken by the employees within organization, but they are mostly ignored by the organizational systems. Although these behaviors are measured and considered in the traditional assessments of job performance or neglected occasionally, yet it must take this point into consideration that these behaviors helps for improvement of organizational effectiveness (Carol, 2003). Hence, it can say that organizational citizenship behaviors are called to those behaviors which go beyond the behaviors considered for job description, and are voluntarily conducted by the individuals for improvement of activities and acquisition of organizational goals. Organizational culture is one of the effective factors in organizational citizenship behavior; the present research aims to identify the organizational culture governing the social security organization within Khorramabad County and then determine the extent of employees' Organizational Citizenship Behaviors within this organization and examine the relationship between organizational culture and Organizational Citizenship Behavior in form of the major hypothesis. In such a relationship, the organizational culture must be examined with the organizational citizenship behavior through the secondary hypotheses. According to point of view of Dennison, organizational culture is called to the leading values, beliefs and hypotheses which exist within organization, and the behavioral patterns which derive from joint values, and the symbols which describe the tie between hypotheses, values and behavior of the members of organization (Momeni and Parkari, 2010).

Enhancing organizational citizenship behaviors for an effective relationship, reduction of workload, loyalty to the organization, employees' involvement in the organization and so forth has been considered as one of the important issues which has not been considered by the organizations and entities within Iran or less attention has been paid to it. This study aims to give a response to this question "whether a relationship exists between organizational culture and organizational citizenship behavior in the social security organization within Khorramabad county or not".

### **Importance of Research**

Organizational culture can give assistance to an organization to acquire its goals. Any planning to acquire goals of organization must be followed by considering cultural elements of organization, because any action without awareness from the organizational culture can be followed by unexpected outcomes. In the organizations with the competent culture, employees are more likely desired to organizational goals and values and are directed to the organizational behavior in consistent with the competent culture (Khodaei, 2010). Generally, if lack of attention to organizational culture, beliefs and values of individuals results in the absolute failure of organization and failure to achieve vision and goals of organization, numerous defects will raise in the process of organization and huge energy will be wasted to resolve the conflicts arisen from exposure of forecasted goals with the common culture of organization. What can perceive from the evidences can be the complicated organizational culture which plays an important role in progress of organization in addition to proliferation of the process. Hence, identification of culture helps

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the managers to use the strengths existing in the organization with a full view on the environment governing the organization and forecast necessary actions and implications for the weaknesses (Rahim and Alizade, 2009). According to Steve Williams, the behaviors which have been described beyond the requirements for role and have benefited the organization have been recognized as an unavoidable necessity for effective organizational performance. The necessity of this issue will reveal when we know maximum intra-organizational human resource performance and supply of high-quality services and their proper relation with environment has doubled in importance, and can be seen in the priority of a wide range of missions within organizations. Hence, various organs especially organizations in the third world countries require a big movement in entrepreneurship. The area in sake of organizational culture must be provided in a way to let the employees and managers to use all their experiences, abilities and capacities to achieve organizational goals. This will not come to realize unless principles and rules associated to Organizational Citizenship Behaviors are identified and necessary infrastructures are provided to implement them. One of the most important infrastructures that can be effective in improvement of employees' meta-role behavior can be the employees' attention to organizational culture (Sheikh, 2013). In today's world, a majority of managers seek those employees who work out beyond their duties as described for them in their job. They seek those employees who work beyond what expected from them and engage in the behaviors which are out of their job duties. In general, those job behaviors of employees which affect effectiveness of operations within the organization have been drawn into attention by the scholars and managers. In the past, scholars used to pay attention to the intra-role performance of employees in order to examine the relationship between job behaviors and organizational effectiveness, yet organizational citizenship behavior encompasses employees' optional activities which are not directly considered by rewarding system causing an increase in effectiveness of organization (Tabarsa and Ramin, 2010). In addition to importance of the concepts used in the present research, it can say that the present study, due to low domestic studies about it and importance of the subject of area in today's organizations especially social security organization, can help for resolving the improper status of job behavior and supply of optimal services to people and practitioners within organization, thereby it requires conducting this research.

### **Research Hypotheses**

**Major hypothesis:** There is a significant relationship between dimensions of organizational culture and organizational citizenship behavior among employees working in social security organization of Khorramabad County.

### **Secondary Hypotheses**

- There is a significant relationship between involvement in personnel's affairs and their organizational citizenship behavior among employees working in social security organization of Khorramabad County.
- There is a significant relationship between staff compatibility and organizational citizenship behavior among employees working in social security organization of Khorramabad County.
- There is a significant relationship between staff adaptability and organizational citizenship behavior among employees working in social security organization of Khorramabad County.
- There is a significant relationship between staff mission and organizational citizenship behavior among employees working in social security organization of Khorramabad County.

### **Research Background**

The result of the study by Akram (2010) in an investigation into the organizational culture and employees' organizational commitment at rural water and wastewater company (WWC) of Lorestan indicated that there is a significant relationship between organizational culture and employees' organizational commitment.

Result of the study by Mandana and Soghra (2010) in an investigation into the relationship between organizational culture and empowerment of staffs within Iranian Gas Engineering and Development Company indicated that there is a significant relationship between organizational culture and psychological empowerment and dimensions of involvement in job, mission, adaptability, compatibility, and psychological empowerment.

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Results of the study by Barkhordari and Kaveh (2010) in an investigation into the relationship between dimensions of personality and extent of organizational citizenship behavior among managers within public schools in city of Malayer indicated that there is a significant relationship between organizational citizenship behavior and dimensions of personality including conscientiousness, extraversion, yet there is no significant relationship between organizational citizenship behavior and flexibility.

In a study, Bahari far *et al.*, (2010) investigated the relationship between organizational citizenship behavior and moral values, organizational justice and organizational commitment among employees working in Payame Noor University of Tehran (PNUT). The results of this study indicated that moral values of organization affects distributive and procedural justice in a positive way, and distributive and procedural justice affects the organizational commitment in a positive way, and organizational commitment affects the moral behavior, and the moral behavior affects the generosity and altruism in the organizational citizenship behavior.

The result of study by Mahmoudi and Harandi (2010) in an investigation into the relationship between self-efficacy of employees with emergence of organizational citizenship behavior among the cultural management staff of Ministry of Science and Research and Technology, Ataollah Harandi, indicated that there is a direct relationship between self-efficacy of employees and organizational citizenship behavior and its dimensions.

Result of research by Rahmazade (2010) in an investigation into the relationship between organizational culture and use of information and communication technology among the staff and teachers of education center at the Khorramabad County indicated the relationship between organizational culture and use of information and communication technology among the staff and teachers at secondary schools, yet there is not a significant relationship between organizational culture and use of information and communication technology among teachers at primary schools.

Gillespie *et al.*, (2008) have measured the relationship between organizational culture and customer satisfaction among construction industry and car dealers. They have used Dennison model to recognize organizational culture, that the results of this study indicate that the highest score in the construction industry has been obtained in the dimension of involvement in job and dimension of mission, and the least score has been obtained in the dimension of adaptability. Further, the highest score has been obtained in the dimension of compatibility and the least score has been obtained in the dimension of adaptability among car dealers.

The results of the study by Catherint *et al.*, (2008) about the effect of culture on citizenship behavior indicate that an aspect through which each dimension of organizational citizenship behavior is considered as the role of duty against the role out of the defined duty or meta-role significantly has been different with various national cultures among the participants. This implies that each of nationalities and tribes regarding their custom and thinking style behaves with organizational citizenship behavior.

Yilmaz and Ergan (2008) have investigated effect of dimensions of Denison Organizational Culture Model on performance of organizations. In this study, it was specified that the least score has been obtained for the dimension of compatibility and the highest score has been obtained for the dimension of adaptability. Further, the results of this study indicate that the dimension of mission has the highest effect on increasing the performance of manufacturing companies. Furthermore, ability of company in producing new products is severely under influence of dimensions of adaptability and compatibility.

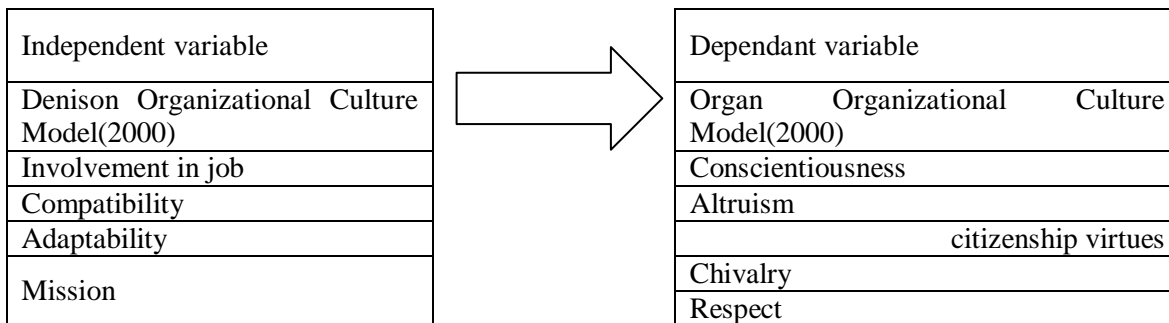
Result of the study by Mohanty *et al.*, (2012) investigated the relationship between organizational culture and citizenship behavior, indicating the organizational culture as a stimulant for the employees' citizenship behavior within the organizations. In this regards, a majority of people make attempt to spread the organizational citizenship behavior among the employees that it can think about improving the principles of culture by a leader within the organization who can observe the organizational citizenship behavior throughout the organization (Molaei, 2012).

### **Theoretical Framework and Analysis Model of Research**

With regard to the operational definitions and empirical findings of research, theoretical framework of research concerning the theoretical relations among the effective factors and variables associated to the

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subject of research include organizational culture based on Denison Organizational Culture Model and organizational citizenship behavior based on organ theory.



**Figure 1: Research conceptual model**

**MATERIALS AND METHODS**

**Research Methodology**

As the present research aims to identify the relationship between organizational culture and organizational citizenship behavior, thereby the research method in sake of applied aim and the way for data collection is a descriptive survey.

**Statistical Population**

In the present research, statistical population consists of all the personnel working in the branches of social security organization within Khoramabad county, including two branches of branch one of Khoramabad County consisting of 77 individuals and branch two of Khoramabad county consisting of 47 individuals.

**Sample Size**

With regard to the sample size (124 individuals), the sample size has been considered equal to 94 individuals based on Krejcie and Morgan table, that 58 and 36 individuals have been considered in branch one and two, respectively.

**Sampling Method**

The stratified random sampling has been considered as the sampling method, that the sample group consists of the employees of social security organization at branches of Khoramabad County at branch one and two.

**Data Collection Instruments**

In this study, two questionnaires "Denison Organizational Culture Model (2000)" consisting of four dimensions and 60 questions, and " Padsakf Organizational Culture Model (2000)" consisting of five dimensions and 20 questions have been used, designed based on Likret five-point scale, and evaluated as follows.

**Data Analysis Method**

To analyze data, descriptive methods including mean, percent, standard deviation, frequency and t-test have been used to compare mean in various groups and analyze the correlation coefficient between the variables and its dimensions have been used. Further, multiple regression to determine share of each dimension of independent variable in determination of the changes in dependant variable and Levene's test to compare the variables under study among the male and female staffs have been used.

**RESULTS AND DISCUSSION**

**Research Findings**

**Major hypothesis:** The results indicate that there is a significant relationship between dimensions of organizational culture and organizational citizenship behavior among employees working in social security organization of Khorramabad County. Hence, with regard to Pearson correlation coefficient, the

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relationship between dimensions of organizational culture and organizational citizenship behavior is significant at 0.01 alpha's level ( $P < 0.01$ ); thereby  $H_0$  concerning lack of significant relationship between these two variables has been rejected, and  $H_1$  concerning the relationship between these two variables is confirmed. Hence, it can deduce at the confidence level higher than 0.99, there is a significant relationship between dimensions of organizational culture and organizational citizenship behavior, i.e. the more scores associated to the organizational culture increase, the scores associated to organizational citizenship behavior increase. Therefore, it can conclude that there is a significant relationship between dimensions of organizational culture and organizational citizenship behavior among employees working in social security organization of Khorramabad County. On the other hand, the calculated determination coefficient ( $R^2 = 0.23$ ) implies that 23% of the changes in scores of organizational citizenship behavior associate to the organizational culture. As this study has been conducted based on Denison Organizational Culture Model (2000), it can deduce that the result of this study is consistent with the results of the studies by Rahimnia and Alizade (2009), Ardalan *et al.*, (2008), Monavarian (2009). Ultimately, it can deduce that the more attention is paid to the organizational culture, employees engage in fulfillment of organizational citizenship behavior in the same way.

The first Secondary hypothesis: as the results indicate, with regard to Pearson correlation coefficient, the relationship between involvement in personnel's affairs and their organizational citizenship behavior is significant at 0.01 alpha's level ( $P < 0.01$ ); thereby  $H_0$  concerning lack of significant relationship between these two variables has been rejected, and  $H_1$  concerning the relationship between these two variables is confirmed. Hence, it can deduce at the confidence level higher than 0.99, there is a significant relationship between involvement in personnel's affairs and their organizational citizenship behavior, i.e. the more scores associated to the involvement in personnel's affairs increase, the scores associated to organizational citizenship behavior increase. Therefore, it can conclude that there is a significant relationship between involvement in personnel's affairs and their organizational citizenship behavior among employees working in social security organization of Khorramabad County. On the other hand, the calculated determination coefficient ( $R^2 = 0.17$ ) implies that 17% of the changes in scores of organizational citizenship behavior associate to the involvement in personnel's affairs. The result of this study is consistent with the results of the studies by Ardalan *et al.*, (2008) and Yilmaz *et al.*, (2008).

The second Secondary hypothesis: as the results indicate, with regard to Pearson correlation coefficient, the relationship between staff compatibility and their organizational citizenship behavior is significant at 0.01 alpha's level ( $P < 0.01$ ); thereby  $H_0$  concerning lack of significant relationship between these two variables has been rejected, and  $H_1$  concerning the relationship between these two variables is confirmed. Hence, it can deduce at the confidence level higher than 0.99, there is a significant relationship between staff compatibility and their organizational citizenship behavior, i.e. the more scores associated to the staff compatibility increase, the scores associated to organizational citizenship behavior increase. Therefore, there is a significant relationship between staff compatibility and organizational citizenship behavior among employees working in social security organization of Khorramabad County. On the other hand, the calculated determination coefficient ( $R^2 = 0.14$ ) implies that 14% of the changes in scores of organizational citizenship behavior associate to the staff compatibility. The result of this study is consistent with the results of the studies by Ardalan *et al.*, (2008) and Yilmaz *et al.*, (2008).

The third Secondary hypothesis: as the results indicate, with regard to Pearson correlation coefficient, the relationship between staff adaptability and their organizational citizenship behavior is significant at 0.01 alpha's level ( $P < 0.01$ ); thereby  $H_0$  concerning lack of significant relationship between these two variables has been rejected, and  $H_1$  concerning the relationship between these two variables is confirmed. Hence, it can deduce at the confidence level higher than 0.99, there is a significant relationship between staff adaptability and their organizational citizenship behavior, i.e. the more scores associated to the staff adaptability increase, the scores associated to organizational citizenship behavior increase. Therefore, there is a significant relationship between staff adaptability and organizational citizenship behavior among employees working in social security organization of Khorramabad County. On the other hand, the calculated determination coefficient ( $R^2 = 0.20$ ) implies that 20% of the changes in scores of

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organizational citizenship behavior associate to the staff adaptability. The result of this study is consistent with the results of the studies by Yilmaz *et al.*, (2008), Monavarian (2007).

The fourth Secondary hypothesis: as the results indicate, with regard to Pearson correlation coefficient, the relationship between staff mission and their organizational citizenship behavior is significant at 0.01 alpha's level ( $P < 0.01$ ); thereby  $H_0$  concerning lack of significant relationship between these two variables has been rejected, and  $H_1$  concerning the relationship between these two variables is confirmed. Hence, it can deduce at the confidence level higher than 0.99, there is a significant relationship between staff mission and their organizational citizenship behavior, i.e. the more scores associated to the staff mission increase, the scores associated to organizational citizenship behavior increase. Therefore, there is a significant relationship between staff mission and organizational citizenship behavior among employees working in social security organization of Khorramabad County. Hence, it can conclude that there is a significant relationship between staff mission and organizational citizenship behavior among employees working in social security organization of Khorramabad County. On the other hand, the calculated determination coefficient ( $R^2=0.22$ ) implies that 22% of the changes in scores of organizational citizenship behavior associate to the staff mission.

With regard to the results above, mission in social security organization as providing services for the clients causes the employees to engage in more activities to achieve the organizational aims concerning emergence of organizational citizenship behavior. Findings of this study are consistent with the findings of the studies by Mobeli *et al.*, (2005), Ardalan *et al.*, (2008) and Yilmaz *et al.*, (2008). With regard to the results, the dimensions of mission and compatibility in turn have the highest and lowest correlation coefficient in this study.

### **Suggestions**

With regard to the major hypothesis and secondary hypotheses and the results of hypotheses testing, the suggestions below can be proposed:

- it can increase the employees' perception about the organization and organizational aims by an exact planning so as to increase the organizational citizenship behavior in the employees.
- The social security organization must grant authorities to the employees as much as possible in order to increase their ability in doing task and increase sense of ownership and accountability to the organization.
- In the social security organization, the employees must engage in activities in a team and group so as to take step in harmony with the common aims and creation of employees' sense of belonging to the organization.
- Employees at all management levels throughout the organization must agree on the same points.
- All the business units at the branches of social security organization must cooperate with each other and think together as a system and engage in activities together
- The social security organization, in harmony with development throughout the world, must bring about changes in its strategies to increase the services and customer satisfaction, and equip itself to the modern technologies and systems such as granting premium to the employees in remote areas and installing hardware systems.
- The employees must be trained based on their daily need and opportunity to emerge their ability and creativity.
- It is suggested to the branches of social security organization to harmonize the customers' interest with their aims by representation of aims of organization and collaboration by all the employees and representation of the common vision, in order that the favorable conditions come to realize in the organization.

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