

The Effect of Spirituality on Work on Organizational Citizenship Behavior with Organizational Commitment Moderating Role (Case Study: Employees of Sanandaj University)

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Abstract

The purpose of this study was to investigate the relationship between organizational spirituality and organizational citizenship behavior through the effect of organizational commitment and its three dimensions, including emotional, continuous and normative commitment among staff at Sanandaj University. In this study, organizational spirituality as an independent variable and organizational citizenship behavior as an associated variable and organizational commitment and its three dimensions including emotional commitment, continuous commitment, and normative commitment as intermediary variable are known. Reliability of the questionnaire using Cronbach's alpha coefficient was confirmed by using the opinions of the experts familiar with the subject of the study and the validity of the construct was confirmed using the structural equation. The population of this study included all staff at Sanandaj University. After extracting the data from the group response and estimated variance, the sample size was calculated using Cochran's formula, 100 of them were randomly selected as samples. SPSS and PLS software were used to determine the correlation and data analysis..

Keywords: organizational spirituality, organizational citizenship behavior, organizational commitment.

Introduction:

Human resources as one of the most important and valuable human capital is considered the most important competitive advantage and the most scarce resource in today's knowledge-based economy (Belcourt et al., 2008). By the end of domination of classical and tool-oriented ideas in the management, the attention to human and his existential dimensions grew in management and as a result, research on organizational behavior became deeper and a terrain as the "work ethic" was raised among many experts. Work ethic has several aspects that one of its scientific dimensions, is the commitment (Tavakoli et al., 1388).

Studies have shown that people and organizations have interested in this issue due to reasons such as willing to experience spirituality in the workplace, spent a significant portion of personal life time in workplace and positive benefits and outcomes of spirituality in the workplace for organizations.

The issue of spirituality and spirituality in the workplace is of concern in recent decades. Perhaps the time has come that due to abnormalities resulting from mechanistic paradigms, methods for improving organizational performance, such as re-engineering, downsizing and so on, we look for a new strategy to revive tired and bored staff morale, increase turnover and absenteeism. Because, prescriptions and suggestions of mechanistic paradigm have failed to satisfy the employees needs and demands. Therefore, it is expected that the presence of spirituality in the workplace and develop certain aspects of it could pave the way for some of the problems. Although spirituality in the workplace is still in the early stages of theory-building and testing, but a growing interest in this regard can be seen.

Therefore, given the focus on spiritual and moral issues in modern organizations in general and especially the state government on the one hand and the paucity of researches conducted in the field of ethics-based variables Such as commitment, spirituality and ethics of citizenship in organizations, the purpose of this study was to investigate the relationship between organizational spirituality and organizational citizenship behavior through the impact of organizational commitment and its three dimensions including emotional, continuous and normative commitment among employees of Sanandaj University.

Organizational spirituality

Spirituality in the organization is a new rule that can bring a powerful and deep force for the lives of people. This powerful force, will be achieved when the working life of employees connected with the spiritual life. With such a force, even with hundreds of thousands of work hours employees can have more enjoyable, more balanced and more meaningful work. Integrating spirituality with working life can make people more satisfied with their jobs and when they go out of working environment, while they have convinced, can help each other instead of escaping from each other. Because of this integration and fusion it is possible that the organization achieve more profitability by more ethical and more productive people. In addition, the spirituality in the workplace can bring humanity for organizations, activity for community, and responsibility for environment. This is the main task in the first decade of the new millennium that our society faces (Gibbons, 2001).

According to some people, such as Underhill, indescribable of spirituality prevents its definition, while others have tried to define and describe spirituality in detail. Today, spirituality has found a growing range and covers various systems of beliefs and teachings. Once, the spirituality was considered an aspect of religion, but religion is now seen as one of the spiritual ways. Once, spirituality was also a way to deep link with God, but unfortunately for many now, God is not only the purpose of their spiritual seeking; But is one of the ways of spiritual seeking and a way to link up with many other lofty concepts (Rastegar, 2010).

By considering the significant increase in attention to spirituality in the workplace, the main question is: what spirituality means in the workplace? Spirituality means different things to different people; so many definitions exist in the literature, which are due to the different views. Mitroff defines spirituality as the tendency to search for the ultimate goal in life and to live according to it (Mitroff et al., 1999). Others define spirituality as a kind of meaning and awareness in life etc. Others adamantly focus on concepts of Eastern religions and rituals such as Taoism, Buddhism, Zen, as well as Islam. Such researchers rightly claim that these non-Western societies have established integration better among the personal life, work, play, worship, and other aspects of life (Bruce, 2000).

Organizational citizenship behaviors

The Organizational citizenship behaviors means those activities associated with individuals, which are done beyond a person's duties and despite the usefulness of this type of behaviors the formal reward system of organization does not recognize these behaviors (Organ, 1989).

Organ believes that organizational citizenship behavior is an individual and voluntary behavior that is directly not recognized by the formal reward systems in the organization but also improves the effectiveness and efficiency of the organization. This definition focuses on three key features of citizenship behavior: First, this behavior should be voluntary that is, be not a predefined task and a part of the official duties of the individual. Second, the benefits of this behavior have organizational aspect and the third is that the organizational citizenship behavior has a multifaceted nature (Organ, 1988: 1). Due to the variety of models offered, the most important provided aspects are in Table A:

Researcher dimensions

Wendy, 2010 Help colleagues - individual innovations - individual efforts - loyalty to the organization

Kumar and Raj, 2009 Help Partners, chivalry - organizational loyalty - obedience - individual innovations - Social Etiquette - self-development

Farh, Zhong and Organ, 2004 Being pioneer, help colleagues, being the representative of partners - participation in group activities - offer a positive image of the organization - self-learning - participation in charity - protect enterprise resources - keep clean the workplace - creating harmony between people

Bin stock, D. Moran Wiley & Smith, 2003 loyalty - obedience - Participation - Social Etiquette

Cardona and Spee Jo, 2002 altruism - Consciousness - loyalty

Hui, Lu and Chen, 1999 altruism - Consciousness - simulating with the organization – creating harmony between people - protecting Enterprise Resource

Batmn and Organ, 1983 Obedience - altruism - reliability - clean the workplace - not blame - not wasting resources - collaborate - avoid discussing with others - punctuality

Table 1: Factors of organizational citizenship behavior of various researchers (Ranaie Kordshuli et al., 1392: 48)

Organizational citizenship behavior dimensions

Organ suggests five dimensions of organizational citizenship behavior as follows:

Job conscience: is a voluntary behavior to help organization in which employees go beyond the minimum requirements of their responsibilities. Such as doing voluntary behaviors besides the basic functions, maintain organizational rules and do not waste work time.

Altruism: it refers to the useful and profitable behaviors such as creating intimacy, empathy and compassion that directly or indirectly help the employees who have working problems. This dimension refers to help absentees or the people who have a heavy workload, or people who are novice. Of course some experts of OCB place dimensions of altruism and consciousness in one category, and name them as "helping behaviors" (Bahari Far et al., 1390: 29).

Corporate partnerships: this term will appear by be involved in managing the organization such as attendance at meetings, sharing their ideas with others and awareness of the current issues of the organization.

Chivalry: staff willing to endure conditions that have the least ideal conditions in their view without complaint.

Propriety: they are activities that help to make work-related problems that may occur with others. Social practices reflect the behaviors that indicate the responsible participation of person in the affairs of the company and the value for the organization.

Researches have shown that organizational citizenship behavior has an inverse relationship with staff turnover and absenteeism. In other words, the people who express more organizational citizenship behavior, leave the organization less. On the other hand it is natural that the reduction of staff turnover rate in any organization can lead to better and more effective performance of organization and thus reducing the rate of turnover can be considered as one of the practical mechanisms of Organizational Citizenship Behavior in increasing performance and effectiveness of the organization (Fattahi, 1386). According to Cohen et al (2000) Some of the benefits of organizational citizenship behavior include improving productivity of management and staff, more efficiency in consumption and allocation of resources, reduce maintenance costs and improve the attraction of organization to hire high quality employees.

Organizational Commitment

Organizational commitment is an important Occupational and organizational attitude during the last years has been of interest to many researchers in the field of organizational behavior. In recent years, several studies have been conducted in this area in its different dimensions. These researches are divided into two categories. The first group has tried to understand the nature of commitment and the second group has studied factors related to commitment. Although, this variable is not measured in a tangible and quantitative way but it is more essential especially in some organizations (Emami, 1388).

On the other hand the commitment is an attitude and inner sense of the individual to the organization, business or group that affects his judgments, and performance and loyalty to the organization. Depending on the nature of an organization, the rate of its loyalty affects its fate and survival. Now if this organization due to its nature be faced with human, financial issues and sensitivity of this type, the importance of employees' commitment to it will be doubled. Requires the trust to employees on the one hand and competition between organizations on the other hand, makes it necessary to the need for committed staff (Emami, 1388).

The positive effect of organizational commitment on organizational performance has been confirmed in many studies. People with less commitment to the organization, have more turnover and more absenteeism in work. Allen and Meyer's studied commitment from three aspects as following:

Emotional commitment: it is including emotional dependence of employees to identify with the organization and involvement in the activities of the organization by having a positive attitude and sense. Employees with a strong affective commitment remain in the organization;

Continues Commitment: is a Commitment based on the importance and valuing the organization and the employee is involved in some way in the life of the organization. In this aspect of the commitment, employees remain in organizations because they need to stay and have a high loyalty to the organization (Meyer, 1997).

Normative commitment: it includes employee attitudes and feelings about the need to stay in the organization (Herscovitch, 2002).

History of Research

Mousavi et al (1392) in their study entitled "organizational commitment of employees as antecedent of organizational citizenship behavior" investigated the factors affecting organizational citizenship behavior in the organization. The results of their study showed that organizational commitment is a good predictor for organizational citizenship behavior in the organization and also emotional and normative commitment will be more effective on organizational citizenship behaviors, than the continuous commitment.

Rafiei et al (1394) in his study entitled "Relationship between organizational spirituality and organizational commitment of sports managers in Qazvin" investigated the relationship between organizational spirituality and Organizational commitment of sports managers in Qazvin. The results showed that there is a significant relationship between organizational spirituality of sport managers and

their organizational commitment. In addition, between the components of the organizational spirituality except Interpersonal communication, other components had a significant relationship with organizational commitment.

Abdullahi et al (1393) in a study entitled "The relationship between organizational commitment and spirituality in the workplace with ethical behavior" investigated the relationship between variables of organizational commitment and spirituality in the workplace with ethical behavior of staff in Khwarizmi University. According to the research findings it can be concluded that the dimensions of organizational commitment and spirituality in the workplace is associated with ethical behavior of employees. So it is important for managers to pay attention to variables of organizational commitment and spirituality in the work to improve the ethical behavior of employees in the organization and development of the organization.

Beik Zadeh et al. (1390) in his study entitled "The spirituality of workplace and its impact on components of organizational citizenship behavior, A Case Study of: Education staff in five areas of Tabriz" concluded that spirituality of workplace is effective on component of altruism, propriety and civil behavior of organizational citizenship behavior of Education staff in five areas of Tabriz and is not effective on components of organizational citizenship behavior of Education staff in five areas of Tabriz.

Ali Akbar Farhangi et al (1385) in their study entitled "Spirituality in the workplace and its role in improving organizational citizenship behavior" investigated the role of organizational spirituality in the citizenship behavior among the employees of Faculties of Tehran University. The results of the research hypotheses testing by using structural equation modeling indicates there is a significant relationship between spirituality in the workplace and organizational citizenship behavior.

Rezaie Manesh et al (1389) in their study investigated the relationship between spirituality and organizational commitment in the workplace among employees in Tehran's airport. The results suggested that the presence of spirituality in the workplace impacts on the improvement of organizational commitment of managers and employees and also among the secondary hypotheses, the presence of spirituality in the workplace impacts on the improvement of emotional and normative commitment of managers and employees of the airport, but it is not effective in improving their continues commitment and no significant relationship was found.

Also, there are evidences that the programs of spirituality in the workplace only does not cause to personal profitable outcomes such as health and physical health and mental health, but also spirituality causes to improve commitment and reduce absenteeism and turnover. Recent studies show that if companies emphasize on spirituality in the workplace according to the human core values and high commitment between the company and its employees, it is the time for companies to play their role with maximum capability and power (Fry, 2005).

Research Hypotheses

Hypothesis 1: organizational spirituality impacts on organizational commitment.

Hypothesis 2: organizational spirituality impacts on emotional commitment.

Hypothesis 3: organizational spirituality impacts on continues commitment.

Hypothesis 4: organizational spirituality impacts on normative commitment.

Hypothesis 5: organizational commitment impacts on organizational citizenship behavior.

Hypothesis 6: emotional commitment impacts on organizational citizenship behavior.

Hypothesis 7: continuous commitment impacts on organizational citizenship behavior.

Hypothesis 8: normative commitment impacts on organizational citizenship behavior.

Research methodology

This research objectively is applied, descriptive and correlational. In this study the organizational spirituality as independent variable and organizational citizenship behavior as the dependent variable and

organizational commitment and its three dimensions including emotional, continuous and normative commitment as mediator variable. The population in this study consisted of all the staff of Sanandaj University. Data collection was conducted by random sampling. First, a group of 30 individuals were selected from members of the community and the questionnaires were distributed among them. After extraction of data of answers of the group and the variance estimated, the sample size was calculated by using the formula Cochran That 100 people were randomly selected as sample. Also SPSS and PLS software were used to determine the correlation and analysis of data. The researcher-made questionnaire was used for data collection. The content validity of questionnaire was evaluated by experts familiar with the subject and its construct validity was evaluated by using structural equation. The questionnaire Reliability has been established by using Cronbach's alpha test that its coefficient for the whole questionnaire was obtained 0/943. Also in the present study the compound validity technique has also been used. Cronbach's alpha coefficients for the variables are as Table 1.

Table1: Cronbach's alpha coefficient

Cronbach's alpha coefficient	variable
0/956	organizational spirituality
0/933	organizational citizenship behavior
0/85	organizational commitment
0/884	emotional commitment
0/880	continuous commitment
0/867	normative commitment
0/943	whole questionnaire

The identified variables in this study were classified into three categories: the dependent variable, the independent variable and the mediator variable. The conceptual model of this research is shown in Table 2.

Table 2: research variables

Dependent variable	Mediator variable	Independent variable
organizational citizenship behavior	organizational commitment emotional commitment continuous commitment normative commitment	organizational spirituality

Describe the demographic variables: based on information collected from questionnaires, percentage of respondents, according to the demographic variables listed in Table 3. As can be seen, 63% of respondents are men and 37% are women. 1% of respondents are under 25 years of age, 16% between 25 and 30 years, 23% between 31 and 35 years, 21% between 36 and 40 years, 21% between 41 and 45 years and 18% higher than 46 years.

Table 3: Descriptive information about the respondents

3. education	Number	2. Age	Number	1. Number	Gender
9. 1	8. diploma	7. 1	6. to 25 years	5. 63	4. Male
15. 7	14. Associate Degree	13. 16	12. 30-26	11. 37	10. Female
21. 66	20. Bachelor	19. 23	18. 31 -35	17.	16.
27. 26	26. Master	25. 21	24. 36 -40	23.	22.
33.	32.	31. 21	30. 45 - 41	29.	28.
39.	38.	37. 18	36. 46above	35.	34.

The Dillon-Goldstein coefficient is used to check the composite validity of each of the structures. In the structural equation modeling methodology composite reliability coefficient higher than 0.7 for each structure indicates its reliability is appropriate. The values of this coefficient which is greater than 0.7, is presented in the table. Therefore the structures have appropriate composite reliability. The average variance extracted (AVE) of structures have been reported in Table 4 through which we can check the third criterion of the internal consistency of structures. These values in Table 4 are higher than 0.5 that indicate the validity of the measuring tool is appropriate.

Table 4: check the values of (AVE) and composite reliability

Composite Reliability	AVE	variable
0/937	0/565	organizational spirituality
0/929	0/756	organizational commitment
0/927	0/706	organizational citizenship behavior

The correlation between the variables is presented in Table 5. For example, the variable organizational spirituality has the correlation coefficient of 0/833 with variable organizational commitment that represents an acceptable correlation coefficient for the relationship between these two variables.

Table 5: Correlation between the research hypotheses

Correlation	Dependent variable	Independent variable
0/833	organizational commitment	organizational spirituality
0/891	emotional commitment	organizational spirituality
0/814	continuous commitment	organizational spirituality
0/761	normative commitment	organizational spirituality
0/798	organizational citizenship behavior	organizational commitment

0/909	organizational citizenship behavior	emotional commitment
0/821	organizational citizenship behavior	continuous commitment
0/780	organizational citizenship behavior	normative commitment

The results of the hypotheses testing for all eight hypotheses listed In Table 6. Evaluated criteria for testing the hypotheses of this study include the beta of each hypothesis, the t-value and the results of hypothesis.

Table 6: Results of hypotheses testing

result of hypothesis	T	Path coefficient (Beta)	Hypothesis	
			Dependent variable	Independent variable
Confirmed	61/21	0/890	organizational commitment	organizational spirituality
Confirmed	5/52	0/506	emotional commitment	organizational spirituality
Not Confirmed	1/144	0/098	continuous commitment	organizational spirituality
Not Confirmed	1/80	0/148	normative commitment	organizational spirituality
Confirmed	3/608	0/205	organizational citizenship behavior	organizational commitment
Confirmed	5/33	0/330	organizational citizenship behavior	emotional commitment
Confirmed	4/165	0/329	organizational citizenship behavior	continuous commitment
Confirmed	4/599	0/274	organizational citizenship behavior	normative commitment

Conclusion:

The purpose of this study was to investigate the relationship between organizational spirituality and organizational citizenship behavior through the impact of organizational commitment and its three dimensions including emotional, continuous and normative commitment among employees of Sanandaj University. The results of the data analysis leads to confirm most of the hypotheses of the study: Organizational spirituality has an effect on organizational commitment, organizational spirituality has an effect on emotional commitment, organizational spirituality has no effect on continuous commitment; organizational spirituality has no effect on normative commitment, organizational commitment has an effect on organizational citizenship behavior; emotional commitment has an effect on organizational citizenship behavior, continuous commitment has an effect on organizational citizenship behavior; normative commitment has an effect on organizational citizenship behavior. The results of this study is consistent with the results of Mousavi et al. (1392), Rafiei et al (1394), Abdullahi et al (1393) and Beik Zadeh et al (1390). Managers can increase the moderating effect of job satisfaction on the relationship

between organizational citizenship behavior and the performance by giving freedom to the employees to choose job, the right approach of head with his subordinates in the organization, Promoting education, Create permanent employment for employees, enabling progress in the work for employees, creating a favorable environment for cooperation and coordination of partners with each other and also pay the salaries appropriate to the work done. In the studied organization whatever the involvement of people in decisions about themselves be more and the organization give importance to the welfare of staff, their organizational commitment will increase and as a result can lead to the strengthening of citizenship behavior of staff. In addition, due to the positive impact of spirituality on the commitment and citizenship behavior among employees, managers of organization should have loyalty and trust with employees to the extent that employees be encouraged to have trust and loyalty with each other and clients and through which spirituality be increased among personnel.

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