THE RELATIONSHIP BETWEEN LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR, EMPHASIZING THE MEDIATING ROLE OF TRANSCENDENT SPIRITUALITY IN THE WORKPLACE (CASE STUDY: SOCIAL WELFARE ORGANIZATION IN TEHRAN)

ALIREZA DARVISHI
MA. Governmental Administration, Eslamic Azad University of Tehran Markaz

ABSTRACT

The purpose of this study was to examine the relationship between leadership and organizational citizenship behavior, emphasizing the mediating role of transcendent spirituality in the workplace. The sample participants are composed of staff of welfare Organization in Tehran. Number of the participants was 232 people that were assessed using Cochran formula. The measure was The Standard Liu (2008) questionnaire. The results showed that there is a relation between the variables of vision / hope / faith, spirituality, traditionalism, spirituality, religion, spirituality, human-oriented and variable-oriented OCB. There is a significant relationship between variables vision / hope / faith, love, altruism and spiritual growth, spiritual leader of the conservative variables. There is a significant relationship variables vision / hope / faith, love, altruism and spiritual growth, spirituality, religion-oriented leader with a variable and finally, there is a significant relationship with the variable of humanist spirituality and vision / hope / faith and love, altruism.

KEYWORDS: Transcendental leadership, Spirituality in workplace, Organizational-Citizenship treatment, Social welfare organization

In Bureaucratic system all management efforts are toward achieving greater efficiency while preserving the hierarchy pyramidal organization. Therefore, there are shallow and unreliable relations among people. But in the democratic system, values and human relations among people are correct and reliable. In such an environment, both the organization and its members have the opportunity to strive for the success of their organization. Accordingly, the attention toward citizens in a democratic value system is growing. Now that you understand the importance of citizens as one of the most important resources, their treatment can also be counted valuable and thus a lot of researchers have pay attention to the analysis of citizen treatment. In general, citizenship behavior or treatment is a valuable and useful behavior that people follow it voluntary and as desired (Bynstok and others, 2003:360).

The realm of the management and the organization, both theoretically and in practical terms, has been recently under influence of spirituality, which if is properly controlled, seems to have the potential to be the greatest power not only in professional fields, but also to help bear out the true humanity (Rastegar and Abedi, 1386:100). Spirituality at work involves trying to search and find the ultimate goal for the working life of a person in order to establish a strong relationship between the individual and his/her colleagues and other people that somehow are involved in his profession and also is the consistency or unity between basic beliefs of the person and values of his/her organization (Bradly and Kaveny, 2003:457). The importance of spirituality in organizations is such that can bring humanity, for community and environmental responsibility (Rastegar, 1386:70). Unfortunately, the financial system has confined individuals in a closed environment and sort of spiritual values in these systems are lost. If generating a monetary system is out of control, but to help financial structure and business systems, we should extend spiritual working culture among the staff of an organization.

Transcendent Leadership is a leadership model that emphasizes on the motivation of the leaders and followers to spread the spiritual leader. The spiritual leaders use a set of values, attitudes and motivational behaviors of their followers; therefore, the concept of increased understanding of the employees (the meaningful life and creating new opportunities) and being understood and participating in the organization, are seen among them (Faray, 2007:4).

Undoubtedly, the greatest challenge in a person’s life is not earning bonus, promotion or achievements, but the important thing is how to establish a balance between the spiritual work and personal life successfully. For some employees of Social Welfare Organization, this creating a balance is a major challenge. The phenomena of
environmental uncertainty in the current era, has forces the social organization to have different answers. One of the most practical ways to motivate employees is to wholeheartedly devote themselves to work and through this, find their true self in their job, which results in employees that will be creative and innovative in responding to turbulent of the working environments. In Social Welfare Organization this only can happen by the use of Spirituality.

The other problem in this organization is the lack of understanding of the dimensions of employee’s job and behaving meta-functional behavior which is essential for the survival of the organization. So it is necessary to understand the views of the staff in this field which results in organizational citizenship behavior, some studies be conducted. Indeed, Social Welfare Organization, to try to remain competitive and to attract customers’ satisfaction, develops their services in the community and the employees which are the main thrust of the organization are able to support the organization to get the goal by showing organizational citizenship behavior. To respond this important issue, in this study we tried to identify the relationship between the supreme leader and organizational citizenship behavior, and mediating role of spirituality in the workplace, and then, according to the results obtained provide ways to achieve the organization's goals to improve the quality of customer service.

THEORETICAL BACKGROUND AND PAST LITERATURE REVIEW

In today's highly competitive world, rapid changes happen in the markets; it requires that the organizations in the country (public and private) to move forward the process as much as possible to be competitive, or remain competitive. Based on the assumption that the main costs for most organizations, is the cost of labor, anything that can decrease this costs could help the organization in this process (Silvertoron, 2006:593).

Transcendental leadership: is a leadership model that emphasizes on the motivation of the leaders and followers to spread the spiritual leader. The spiritual leaders use a set of values, attitudes and motivational behaviors of their followers; therefore, the concept of increased understanding of the employees (the meaningful life and creating new opportunities) and being understood and participating in the organization, are seen among them (Lio, 2008).

Spirituality in workplace: Organizational citizenship behavior according to organs includes: useful and not selfish organizational actions such as helping those who are absent, creating personal interest in employees to attend work on a regular basis, deontology beyond accepted norms, Support services and informal rules in order to save discipline (Muhammad, 2004:29).

Research Background

In recent years special attention has been paid to the variables (transcendental leadership, organizational citizenship behavior and spirituality in the workplace), this attention has been expressed in terms of internal and external research, which we will describe in below:

Karimi Arazi (1389 implemented a study namely, “Evaluating the relationship between workplace spirituality and organizational commitment in the municipality of Mobarakeh, Esfahan”. Based on the results of his research it can be said that spirituality at work can be viewed as one of the factors in the creation and maintenance of organizational commitment. And is able to improve the staff and can prevent prone and committed staff turnovers and as a result, help the organizations to improve.

Fatahi (1385) implemented a study named “Effects of workplace spirituality on organizational citizenship behavior and its relation with customer loyalty and service quality in social welfare agencies”. And finally his research results revealed a significant relationship between spirituality at work and employee citizenship behaviors.

Farhangy et al (1385) in a study named “Spirituality in the workplace and its role in improving organizational citizenship behavior” showed that spirituality in workplace has affects greatly on altruism and generosity of the organizational citizenship behavior. In general, the overall results, empirically verify the assumptions of the study. Therefore, one way to create organizational citizenship behavior is to improve spirituality at workplace.

Shojaei et al (2013) conducted a study named “Necessity for the implementation of workplace spirituality and its implementation strategy”. The results suggest that applying spirituality in organizations can be
helpful. In fact, integrating workplace with spirituality can result in an environment that improves human resources but instead with the workplace full of tension. With respect to the benefits of workplace spirituality, it is necessary that organizations implement spirituality in the workplace and consider how to use the benefits of spirituality.

Parai and Zare (2013) conducted a study named “Spirituality in the workplace and positive work attitudes: The mediating role of personal spirituality”. The results suggest that there is a positive relationship between spirituality in the workplace and job satisfaction and organizational commitment. Also personal spirituality of the staff can have a mediating role in these relations.

Petch Savanga and Dachen (2012) did a research on “Workplace spirituality, worship and work performance”. The results of the study showed that there is a significant relation between workplace spirituality and work performance. Also, worshiping can have an intermediary role between spirituality and work performance.

Abasi et al (2009) in a study on “Equality and organizational citizenship behavior in a team work environment” reviewed the relation between the sensitivity rate in the equality of individuals and the organizational citizenship behavior in a team work environment. The results showed that justice in paying the salaries can result in citizenship behavior.

In Lio’s study on “Transcendental leadership role with the impact of spirituality on the effectiveness of women owners of small businesses” was conducted; and resulted that spirituality and transcendental leadership have a positive role in the work performance of small businesses.

Kamala et al (2007) reviewed spirituality in workplace and its relation with job satisfaction and recessed analysis. The results showed a positive relation between spirituality both personal and organizational in internal and external job satisfaction.

Conceptual model of the study

The researcher in this study tries to review some the expressed concepts in organizational citizenship field along with spirituality in workplace and transcendental leadership and the relation between the three. It should be mentioned that transcendental leadership debate has not been studied much in internal investigations so far. The framework used in this study is from Lio’s study (2008). He implemented this study on the relation between transcendental leadership and organizational citizenship behavior and emphasized on the mediating role of the spirituality in workplace. According to his analysis, the transcendental leadership directly is related to spirituality in the workplace and also indirectly through organizational citizenship behavior. For organizational citizenship behavior (OCB) organ segmentation includes five dimensions of altruism, civic virtue, work ethics, sportsmanship and respect. Spirituality in the workplace with traditional spirituality, humanist spirituality, spirituality and ritual-oriented which are in Bradly and Kaveny category measured, also aspects of transcendental leadership include vision, altruistic love and spiritual improvement for the leader and the followers, are all from Lio’s research (2008).

Figure 1: Conceptual model of the research
THE APPROACHES

The classification of this study based on objective is among the components of the applied and based on method is considered as research and descriptive–correlation. The research participants are the staff of the Social Welfare Organization in Tehran. The research sample was assessed 232 people using Cochran's formula. In this study, to ensure the validity of the questionnaire of the research, the questionnaires were distributed among a number of experts to express their views known about the variables and indicators, after the experts reviewed the questionnaires some changes were done before we use them. Finally, after the desired changes, the validity of these questionnaires was confirmed. After the validity evaluation, the questionnaires were distributed and collected among employees of the Social Welfare Organization in Tehran. Using the formula of Cronbach's alpha the reliability of the questionnaire was calculated that the average of the formula from the questionnaire (transcendental leadership, OCB, spirituality in workplace) were 0.742, 0.861, 0.809, respectively, since the number is bigger than 0.7, the reliability of the questionnaire was confirmed. The statistical analysis in this study was both descriptive analysis and inferential analysis and to analyze the data SPSS Lisrel software was used.

The research assumptions

1. There is a significant relationship between transcendental leader and OCB.
   1-1) There is a significant relationship between vision / hope / faith and OCB.
   1-2) There is a significant relationship between spiritual growth of leaders and subordinates and components of organizational citizenship behavior.

2. There is a significant relationship between spirituality in the workplace and components of OCB.
   2-1) There is a significant relationship between traditional spirituality and organizational citizenship behavior (OCB).
   2-2) There is a significant relationship between religion-oriented spirituality and OCB.
   2-3) There is a significant relationship between humanist spirituality and OCB.

3. There is a significant relationship between transcendental leadership and spirituality in workplace.
   3-1) There is a significant relationship between components of transcendental spirituality and tradition-oriented leadership.
   3-1-1) There is a significant relationship between vision / hope / faith and religion- oriented spirituality.
   3-1-2) There is a direct and significant relationship between altruistic love and traditional spirituality.
   3-1-3) There is a direct and significant relationship between spiritual growth of leaders and subordinates and traditional spirituality.
   3-2) There is a direct relationship between religion-oriented spirituality and components of transcendental leadership.
   3-2-1) There is a direct and significant relationship between vision / hope / faith and religion- oriented spirituality.
   3-2-2) There is a direct and significant relationship between altruistic love and religion- oriented spirituality.
   3-2-3) There is a direct and significant relationship between spiritual growth of leaders and subordinates and religion- oriented spirituality.
   3-3) There is a direct relationship between components of transcendental leadership and humanist spirituality.
   3-3-1) There is a direct and significant relationship between vision / hope / faith and humanist spirituality.
   3-3-2) There is a direct and significant relationship between altruistic love and humanist spirituality.
   3-3-3) There is a direct and significant relationship between spiritual growth of leaders and subordinates and humanist spirituality.
FINDING AND RESULTS ANALYSIS

4.1 Structural equation modeling

Figure 2: The final model of the study

You can see the other values of the research in the following table:

<table>
<thead>
<tr>
<th>The assumption of the research</th>
<th>Standardized amount</th>
<th>Standard error</th>
<th>Amount of T</th>
<th>The amount of explained variance of R²</th>
<th>Significance level</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 There is a significant relation between vision/hope/faith and OCB.</td>
<td>0 / 25</td>
<td>0 / 035</td>
<td>4 / 78</td>
<td>0 / 58</td>
<td>P&lt;0.01</td>
<td>Verified</td>
</tr>
<tr>
<td>1.2 There is a significant relation between spiritual growth of leaders and subordinates and OCB.</td>
<td>0 / 08</td>
<td>0 / 0063</td>
<td>1 / 98</td>
<td>0 / 58</td>
<td>P&lt;0.01</td>
<td>Verified</td>
</tr>
<tr>
<td>2.1 There is a significant relation between traditional spirituality and OCB.</td>
<td>0 / 14</td>
<td>0 / 02</td>
<td>3 / 72</td>
<td>0 / 58</td>
<td>P&lt;0.01</td>
<td>Verified</td>
</tr>
<tr>
<td>2.2 There is a significant relation between religion oriented spirituality and OCB.</td>
<td>0 / 26</td>
<td>0 / 038</td>
<td>5 / 69</td>
<td>0 / 58</td>
<td>P&lt;0.01</td>
<td>Verified</td>
</tr>
<tr>
<td>2.3 There is a significant relation between humanist spirituality and OCB.</td>
<td>0 / 26</td>
<td>0 / 019</td>
<td>6 / 08</td>
<td>0 / 58</td>
<td>P&lt;0.01</td>
<td>Verified</td>
</tr>
<tr>
<td>3.1.1 There is a significant relation between religion oriented spirituality and vision/hope/faith.</td>
<td>0 / 19</td>
<td>0 / 1</td>
<td>3 / 1</td>
<td>0 / 21</td>
<td>P&lt;0.01</td>
<td>Verified</td>
</tr>
<tr>
<td>3.1.2 There is a significant relation between traditional spirituality and altruistic love.</td>
<td>0 / 23</td>
<td>0 / 1</td>
<td>3 / 7</td>
<td>0 / 21</td>
<td>P&lt;0.01</td>
<td>Verified</td>
</tr>
<tr>
<td>3.1.3 There is a significant relation between traditional spirituality and spiritual growth of leaders and subordinates.</td>
<td>0 / 12</td>
<td>0 / 092</td>
<td>1 / 98</td>
<td>0 / 21</td>
<td>P&lt;0.01</td>
<td>Verified</td>
</tr>
<tr>
<td>3.2.1 There is a significant relationship between vision / hope / faith and religion-</td>
<td>0 / 39</td>
<td>0 / 054</td>
<td>8 / 02</td>
<td>0 / 5</td>
<td>P&lt;0.01</td>
<td>Verified</td>
</tr>
</tbody>
</table>
oriented spirituality.

<table>
<thead>
<tr>
<th>Subsection</th>
<th>Statement</th>
<th>Path Coefficient</th>
<th>T Value</th>
<th>Effect Size</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2.2</td>
<td>There is a significant relationship between altruistic love and religion-oriented spirituality.</td>
<td>0 / 29</td>
<td>0 / 053</td>
<td>5 / 91</td>
<td>0 / 5</td>
</tr>
<tr>
<td>3.2.3</td>
<td>There is a significant relationship between spiritual growth of leaders and subordinates and religion-oriented spirituality.</td>
<td>0 / 15</td>
<td>0 / 047</td>
<td>3 / 17</td>
<td>0 / 5</td>
</tr>
<tr>
<td>3.3.1</td>
<td>There is a significant relationship between vision / hope / faith and humanist spirituality.</td>
<td>0 / 51</td>
<td>0 / 11</td>
<td>9 / 47</td>
<td>0 / 38</td>
</tr>
<tr>
<td>3.3.2</td>
<td>There is a significant relationship between altruistic love and humanist spirituality.</td>
<td>0 / 22</td>
<td>0 / 11</td>
<td>3 / 99</td>
<td>0 / 38</td>
</tr>
<tr>
<td>3.3.3</td>
<td>There is a significant relationship between spiritual growth of leaders and subordinates and humanist spirituality.</td>
<td>-0 / 1</td>
<td>0 / 096</td>
<td>-1 / 86</td>
<td>0 / 38</td>
</tr>
</tbody>
</table>

The path coefficient shows the relationship between variables, these coefficients range between 0 and 1. Whatever the figure is closer to 1, indicates a stronger relationships between the variables. The T values obtained by dividing the standard error to factor load show the significance of estimates of factor load (factor loadings were significantly different from zero). T values between 96/1 - and 96/1 indicate the absence of significant effects among latent variables. T values between 96/1 and 576/2 showed a significant effect of the latent variables and are the 95% confidence. T values equal to or greater than 29/3 indicates a significant effect of the latent variables corresponding 99% confidence. So as you can see in the above Table T is the column of the effects of variables on each other with 99% confidence.

**Fitting of the model**

Fitting of the model means that observed variance - covariance matrix and the estimated variance – covariance by the model must a close values or be fitting. As the values are closer the model has a greater fitting; in structural equation modeling we can the trust model only when the model fitting is adequate.

**Table 4: Fitting indicators of the final model**

<table>
<thead>
<tr>
<th>Indicator’s name</th>
<th>Acceptable range</th>
<th>Value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>$X^2/df$</td>
<td>$\leq 3$</td>
<td>$2/89$</td>
<td>Accepted</td>
</tr>
<tr>
<td>RMSEA</td>
<td>$&lt;0.09$</td>
<td>$0/000$</td>
<td>Accepted</td>
</tr>
<tr>
<td>GFI</td>
<td>$&gt;0.9$</td>
<td>$0/97$</td>
<td>Accepted</td>
</tr>
<tr>
<td>AGFI</td>
<td>$&gt;0.85$</td>
<td>$0/87$</td>
<td>Accepted</td>
</tr>
<tr>
<td>CFI</td>
<td>$&gt;0.90$</td>
<td>$0/97$</td>
<td>Accepted</td>
</tr>
<tr>
<td>IFI</td>
<td>$&gt;0.90$</td>
<td>$0/97$</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

Study has a great ability to measure the main values.

**Examining the research assumptions**

There is a significant relation between the components of transcendental leadership and OCB.

The assumption has two sub-assumptions:

**There is a significant relation between vision/hope/faith and OCB.**

According to standard estimates of the variables vision / hope / faith and OCB 25/0 and a value of $78 / 4T = 58/0 = 2R$ we can conclude that significant at $P <0.01$ between vision / hope / believe there is a significant relationship between organizational citizenship behavior. So the assumption is validated.

**There is a significant relation between spiritual growth of leaders and subordinates and OCB.**
According to standard estimates of variables spiritual leader and subordinates and organizational citizenship behavior 08/0 and a value of $98/1 = 58/0 = 2R$, we can conclude that the significant level $P < 0.01$ between the leader and subordinates there is a significant relationship between spiritual growth and citizenship behavior the organizational. So the assumption is validated.

There is a significant relation between components of spirituality in workplace an OCB.

The assumption has three sub-assumptions:

**There is a significant relation between traditional spirituality and OCB.**

According to standard estimates of the variables of traditional spirituality and organizational citizenship behavior $14/0$ and a value of $72/3 = 58/0 = 2R$, we can conclude that the significant level $P < 0.01$ there is a significant relationship between spirituality and tradition-oriented and organizational citizenship behavior. So the assumption is not validated.

**There is a significant relation between religion oriented spirituality and OCB.**

According to standard estimates between spirituality and religion-oriented variables and OCB $26/0$ and a value of $69/5 = 58/0 = 2R$, we can conclude that the significant level $P < 0.01$ there is a significant relationship between spirituality and religion-oriented organizational citizenship behavior. So the assumption is validated.

**There is a significant relation between humanist spirituality and OCB.**

According to standard estimates of humanist spirituality variables and OCB $26/0$ and a value of $69/6 = 58/0 = 2R$, we can conclude that the significant level $P < 0.01$ there is a significant relationship between spirituality and human-oriented organizational citizenship behavior. So the assumption is validated.

There is a significant relation between the component of transcendental leadership and spirituality in workplace.

The assumption has three sub-assumptions:

**There is a significant relation between religion oriented spirituality and vision/hope/faith.**

According to standard estimates of the variables vision / hope / faith and spirituality, tradition-oriented $19/0$ and a value of $1/3 = 21/0 = 2R$ can result in a significant level of $P < 0.01$ between vision / hope / faith and spirituality there is a significant relation tradition-oriented. So the assumption is validated.

**There is a significant relation between traditional spirituality and altruistic love.**

According to standard estimates of the variables of love, altruism and spirituality tradition-oriented $23/0$ and a value of $7/3 = 21/0 = 2R$ can result in a significant level of $P < 0.01$ between love, altruism and traditional spirituality there is a significant relationship. So the assumption is validated.

**There is a significant relation between traditional spirituality and spiritual growth of leaders and subordinates.**

According to conservative estimates of standard variables spiritual growth and spiritual leader, $12/0$ and a value of $98/1 = 21/0 = 2R$, we can conclude that the significant level $P < 0.01$ there is a significant relation between spiritual growth and spiritual leader of the traditional spirituality. So the assumption is validated.

**There is a significant relationship between vision / hope / faith and religion- oriented spirituality.**

According to standard estimates of the variables vision / hope / faith, spirituality, religion, oriented $39/0$ and a value of $02/8 = 5/0 = 2R$ can result in a significant level of $P < 0.01$ there is a significant relationship between vision / hope / faith and spirituality there is a significant relationship between religion oriented. So the assumption is validated.

**There is a significant relationship between altruistic love and religion- oriented spirituality.**

According to standard estimates of the variables of love, altruism and spirituality religion-oriented $29/0$ and a value of $91/5 = 5/0 = 2R$ can result in a significant level of $P < 0.01$ there is a significant relationship between altruistic love and spirituality religion-oriented. So the assumption is validated.

**There is a significant relationship between spiritual growth of leaders and subordinates and religion-oriented spirituality.**

According to standard estimates of the variables of spiritual growth and spiritual leader of the ritual-
oriented 15/0 and a value of 17/3 T =, 5/0 = 2R, we can conclude that significant level P <0.01 there is a significant relationship between growth-oriented spiritual leader and spiritual rituals. So the assumption is validated. 

**There is a significant relationship between vision / hope / faith and humanist spirituality.**

According to standard estimates of the variables vision / hope / faith and spirituality, human-oriented 51/0 and a value of 47/9 T =, 38/0 = 2R can result in a significant level of P <0.01 there is a significant relationship between vision / hope / faith and humanist spirituality. So the assumption is validated.

**There is a significant relationship between altruistic love and humanist spirituality.**

According to standard estimates of the variables of love, altruism and human spirituality oriented 22/0 and a value of 99/3 T =, 38/0 = 2R can result in a significant level of P <0.01 there is a significant relationship between love and friendship kind of humanist spirituality. So the assumption is validated.

**There is a significant relationship between spiritual growth of leaders and subordinates and humanist spirituality.**

According to standard estimates of the variables spiritual growth, spiritual leader and humanist 1/0 - values 86/1 - T =, 38/0 = 2R, we can conclude that the significant level P> 0.05 there is no significant relationship between spiritual growth and spiritual leader of the humanist spirituality. So the assumption is not validated.

**Suggestions regarding the results of hypotheses of the research**

The results indicated an acceptable level of organizational citizenship behavior, leadership, spirituality in the workplace among employees and managers of Social Welfare Organization in Tehran. Therefore, based on the obtained significant relationships between OCB components with components of transcendent leadership and spirituality in the workplace, organizations can be studied in order to increase organizational citizenship behavior to improve the level of spirituality in the workplace and of promoting the effectiveness of leadership planning and strengthening this deal. Thus, the results obtained in this study are offered in the form of suggestions for achieving the above fact:

- To improve the level of spirituality, encourage and foster both individual and organizational spirituality levels; Spirituality at the organizational level in the organization should be applied and Organization, as a whole, must be spiritual. At the individual level the emphasis is on encouraging individual spirituality. Thus, they can talk freely about their spiritual ideas; it will help linking them to the values of these ideas.
- The organization must also create a variety of spiritual workshops for employees to strengthen personal spirituality and the spirituality of the people should be concerned.
- More attention to the organization's vision can convey a sense of hope and success in organizing workers, and make the leadership of organization more effective practices and thereby provide more growth for OCB.
- It is necessary to pay more attention to traditional morality and religion-oriented spirituality which are the important types of training spirituality in the workplace will be held inside and outside the organization. In spiritual rituals or outward-oriented individual according to the nature of the surroundings and the outside environment also strengthens, thus improving the organization's spiritual crisis, spiritual or traditional hero. Maintain and improve human morality-oriented, strengthening the relationship between the individual, creating the opportunity for effective communication and interpersonal religiosity transition from shallow to deep integration of spirituality and spirituality that are important factors in improving the organization’s OCB.
- The directors also recommended that to improve the level of spirituality in both individual and organizational level. Managers can take steps such as job rotation, job enrichment, empowerment and joy to improve perceptions of sense of meaning.
- Executives familiar with the resources can be used to foster organizational citizenship behavior among employees. Also workshops of OCB for staff are familiar with the factors affecting organizational effectiveness. Some training can be held in the testing of employees to participate in these tests proffered book cover. You can also test by presenting awards to spiritual winners to improve spirituality in organizations.
- To create OCB it requires a culture based on shared values. Citizenship behavior in developing
environment where common values and attitudes among employees on voluntary compliance for staff of organizational rules (deontology), will tolerate the daily difficulties and loyalty towards the organization. The OCB is as a model of learning and culture.

- Organizational leaders need information about new ways to provide effective leadership and with respect to the issues, problems and complaints and make realistic judgments for staff to provide their skills and make effective decisions in order to encourage problem solving.

- Organization leaders must often try to have meetings that are held between management and employees and question and answer sessions, so the staff of the organization can have information about the performance and objectives of the organization to prevent problems from occurring and to offer employees about the importance of improving methods and organizational tasks.

- Create a friendly and cooperative atmosphere rather than negative, can also reduce employee stress and create a sense of solidarity and unity of social capital in organizations.

- Managers must consider the spiritual needs of people, to create a dynamic organizational climate and work motivation. Such measures can be hoped that the staff performing tasks in organizations enjoy greater organizational behavior and are more satisfied with the work done.

- Establishment of the offers: managers should try taking criticism culture in organizations to improve the quality of life of employees and improve organizational performance and enhance the participation of one of the indicators of organizational citizenship behavior to support the initiative proposals to improve the organizational and administrative procedures that are suggestions to improve system performance improvement and organizational citizenship behavior.

CONCLUSION

Bureaucratic system in which all managers try to gain greater performance while retaining the hierarchical pyramid of organization, there is superficial and unreliable relationships between individuals. But in value system of human and democratic, forms just and trustworthy relationships among people, in such an environment, the organization and its members are given the opportunity to go as far as possible and accordingly the attention to the staff increases. Now that the importance of organizational citizenship as one of the most important resources of the organization is understood, their behavior can be very important, for these reasons, many researchers have focused on the analysis of organizational citizenship behavior (OCB). OCB refers to actions that are fair and promote the effectiveness of the discretion. Spirituality in the workplace is one of the most important preconditions for achieving OCB, which so far has not been considered much by the researchers. Spirituality in the workplace has the potential to affect many organizational variables and organizational citizenship behavior. In addition to evaluating the transcendental leadership which spirituality is one of its main pillars, we study the relationship between this leadership style and organizational citizenship behavior, with emphasis on the role of spirituality in mediating role. The results showed that there is a significant relationship between the variables vision / hope / faith and traditional spirituality and religion-oriented spirituality and human-oriented spirituality with variables of organizational citizenship behavior. There is a significant relationship between variables vision / hope / faith, altruistic love and spiritual growth of the leader with variables of traditional spirituality. There is a significant relation between variables vision / hope / faith, altruistic love and spiritual growth of leader and religion-oriented spirituality and finally there is a significant relationship between variables of vision / hope / faith and variables of humanist spirituality. Regarding the limited researches conducted on the relationship between leadership and organizational citizenship behavior, emphasizing the mediating role of transcendent spirituality in the workplace, it is suggested that in other studies examine the relationship between organizational citizenship behavior with other organizational variables such as organizational services, downsizing and office corruption, also the relationship between leadership styles and spirituality in the organization should be considered.

REFERENCES


Muhammad,A (2004)"Procedural justice as mediator between participation in decision making and organizational citizenship behavior", international journal of commerce & management, 14( 3&4).


Petchawanga, Pawinee, Duchon, Dennis (2012)" Workplace Spirituality, Meditation, and Work Performance ", Management Department Faculty Publications,189-208.

