



ISSN NO. 2320-5407

Journal homepage: <http://www.journalijar.com>

INTERNATIONAL JOURNAL  
OF ADVANCED RESEARCH

## RESEARCH ARTICLE

### The relationship between managers' leadership style and organizational commitment of staff Spiritual Intelligence (The Iranian Gas Transmission Company, Region 7 of countries)

Mohammad. fattahiyan<sup>1</sup>, Dr. Mohammad Sadeqh Horri<sup>2</sup>, Dr. Maryam Eslam panah<sup>3</sup>

1. Department of Accounting-Management Hamedan Branch, Islamic Azad University Sciences and Research Campus, Hamedan, Iran.

2. Department of Islamic Azad University Arak, Arak, Iran.

3. Department of Islamic Azad University Kermanshah, Kermanshah, Iran.

#### Manuscript Info      Abstract

##### Manuscript History:

Received: 13 September 2013  
Final Accepted: 22 September 2013  
Published Online: October 2013

##### Key words:

Leadership      Style,      Emotional  
Intelligence,      Organizational  
Commitment

This study had been examined the relationship between managers' leadership style and organizational commitment of staff emotional Intelligence Iranian Gas Transmission Company, Region 7. The research method was Descriptive - survey and due to the low number of samples, the sample is considered equal to population. However, with regard to the questionnaire return rate (73%) the inferential statistical techniques were used to examine the hypotheses. For gathering information we use from three spiritual intelligence questionnaires by King, lequred leader ship style, and Porter's Organizational Commitment Questionnaire. To assess the questionnaires we use the opinions of professors of management, and to evaluate the reliability of each of questionnaires Cronbach's alpha coefficient were used which are 0.82, 0.807 and 0.89 respectively. All data were analyzed in Spss software 16 version. The results showed that all hypotheses were confirmed and it described the relationships between managers' leadership style and organizational commitment of staff emotional intelligence.

Copy Right, IJAR, 2013.. All rights reserved.

## Introduction

In the present time there is weak consciousness of and organizational commitment among people of Iran. People especially are so irresponsible or there are sever decreasing of working in work environment. In fact there is a kind of escape from hard and productive work among people. This negative attitude governs on our staff thoughts. Finally, the cause of these shortcomings could be less consciousness of working and commitment to the organization. Our human force require to improve the work consciousness and changing the work culture, more knowledge about goals and values of organization cause to more attempt for organization. On the other hand optimal ways to manage and motivate people increase productivity that leads to conscience.

Emotional Intelligence has tremendous impact on important variables such as leadership, management, motivation, self-control, the ability to change, communication, performance and ... and its association with other forms of spirituality and emotional intelligence cause that the intelligence become a n important issue in management and organization. Managers who have a spiritual perspective, are more flexible to change and are looking for purpose and meaning for their organization. They understand the importance to connecting to a greater whole and they have individual perception and expression of their spirituality. They believe that there are enough resource for everyone and there no need to competition. They are therefore easier to trust to each other , share information and work in partnership with colleagues and coordinate to members of his group to achieve their ultimate goals . People in the spiritual hierarchy of organizations that are working to empower each other. They use Strategies win- win of cooperation in conflict situations. Spiritual director in dealing with situations, provides insight into the cause, rather than interference, he trust instead of control, and instead of showing himself show humility. Spiritual director focuses on moral values such as honesty, integrity, freedom and justice. He improved staff moral identity and their deep commitment to building constructive relationships makes the ruling between them. He helps to the Personal

development, spiritual director, joint decisions, and emphasizes to self-actualization. If his core values are threatened, instead of adapting the ideas and thoughts of others, challenging them to reach a high score. He never let that the status control him but he create and direct the situation.

Today, psychologists believe that ultimate success of an organization depends on spiritual intelligence of managers and their employers. However, the reasonable intelligence an emotional intelligence to some extent could be guaranteed the success.

They believe that encouragement of spirituality in the workplace can lead to increased creativity, integrity and trust, a sense of personal development, organizational commitment, job satisfaction, job involvement, and work consciousness, motivation, performance and productivity. A spiritual manager able to success his organization in a way that everyone is profitable. In order to mention issues to make an existing condition in Iranian Gas Transmission Company, district 7 (West of country), it can provide valuable information on the organizational commitment and work ethics of community staff, and administrators to create a new effective ways to enhance the emotional bond.

## Review of literature

### A. Likert- management system

Likert, with using of his studies at the University of Michigan has been done a study, and described four system which they are based on these dimensions such as "Secretary of confidence between the leader and employer", "diversity motivated" and "engagement rate". (Kord, Bahmani, 1389)

1- System A (imperative)

There is no kind of trust and confidence to manage subordinates. Because it rarely corporate in decision making. Every objective decision making, carried out through the top of the chain of organization. Then it transmitted to lower level.

2- System- two (benevolent)

This is the type of trust management with tolerance factor of subordinates such as a servant to the master trust. While all decisions are made at the top of the organization. Of Course, some of the decisions made within the lower prescribed levels.

3- System Three (Advisory)

In this kind there is trust but not completely while all the important decision are made at the top of the organization it allows to subordinates to make decisions about some more specific and professional occasions.

4- system four (cooperative)

In this kind there is a complete trust toward the subordinates. Broadly the decision making distribute throughout the organization but there is a kind of integrative among them.

Likert study suggests that supervisors who rely on the human dimension rather to deserved supervisors who closely monitor the trends, are more effective. Based on this theory, first style will increase efficiency in the short term, but because of the style, undermines staff morale causes the long-term effectiveness is reduced. This theorem is also true in the case of grid system. (Sirva. Kord Bahmani, 1389)

### B- Spiritual Intelligence

Spiritual is a collection of adaptable mental abilities which is based on non-material and spiritual dimensions especially, the dimensions deal with personality nature of individual and intelligence. This process has adoptable role in facilitating problem solving and abstract reasoning (King, 2008). King refer to four component in his model:

1- Perceive the individual meaning: ability to get individual meaning and mental and physical experience, including and ability to create and dominate over life goal.

2- Superior awareness: ability to detect superiority of himself, others and physical world. In natural states and consciousness along with ability to detect mentioned dimension with himself.

3- Critical thought: ability to survey and critical thought in existence nature, reality, spatial, meta-physic, and etc.... also ability to think about non-existence options connect to existence of individual. (From existence perspective).

4- extensive of awareness state: ability to enter and exit from awareness states (like: pure consciousness, global consciousness, integretivity, singularity) and other states of thought in himself (deep thought, survey, worship)

### C- Organizational Commitment

Organizational commitment like other organizational behavior has been defined in different ways. Most common way of dealing with organizational commitment is a commitment to consider emotional attachment to the organization. According to this method, a person who is strongly committed, achieving his identity of the organization that is involved with. He belongs in organization and enjoyed it (Sarughi et al, 1375). Porter and

colleagues (1974) define the organizational commitment to accept values of organization and involvement in the organization and the measurement scales tend to be considerable effort for the organization's commitment to the values and behaviors.

Several studies have been done about management styles and their impact on job satisfaction, productivity, and organizational commitment ...most of them examined the famous relationship pivot and responsible pivot and also studied five dimension of management .there are many different studies about organizational commitment and spiritual intelligence with various variables. But there is not any study about commitment to staff and spiritual intelligence. Therefore, inevitably, in this part of the study that the association between leadership style, organizational commitment and organizational commitment spiritual intelligence with other agencies are coming in the following:

Akram. Parandeh (1390) in a study titled "Spiritual intelligence and organizational commitment in a military hospital leaders" found the following results:

82.7 percent and 96.2 percent of nurse managers has spiritual intelligence above average number of institutional supportive and test correlations between dimensions of spiritual intelligence (opening spiritual experience) and organizational commitment show a significant association ( $P < 0.05$ ) .also in nursing high experience of managers cause to create spiritual take care for patients it suggested that managers promote their spiritual dimensions in workplace.

Alipanah Khodadnezhad and Khodadad Taghior (1390 ) in a research titled " Leadership styles and aspects of its relationship with organizational commitment among university employees of GACHSARAN unit " showed that the most appropriate leadership style is created for charity participation organizational commitment, but the charity 's leadership style correlated with organizational commitment authoritarian leadership, benevolent , consultative and cooperative relationship with a significant emotional commitment of employees . But between well -educated workers in different leadership styles (autocratic, benevolent, consultation) and two dimensions of organizational commitment (affective and continuous) there is no significant difference. But the people with the education level of the style of management participation and normative commitment differ significantly, the analysis (LSD) found that employees with post-graduate than employees with diploma have high participatory management style but lack of other significant differences were observed.

Abdul alkarim Chadhary and Kasim Randry (2012) in a study titled "review the effect of leadership styles on the organizational commitment and job satisfaction of employees of construction companies in the United Arab Emirates ' showed a consultative leadership style is the most common style of construction companies. More than 50 percent of employees have also stated that this type of leadership style on job satisfaction and organizational commitment and their influence is very strong.

#### Methodology

This study was the functional research and method of research is descriptive - survey. Statistical population were all employees of Iranian Gas Transmission Company, Region 7 countries (155cases) due to low number of samples, the sample is considered equal to population. However, with regard to the questionnaire return rate (73%) of the inferential, statistical techniques were used to examine the hypotheses.

#### **Instrumentation:**

##### **A - Inventory management style**

The questionnaire contains 26 questions that 8 questions are relate to style of the first, 5 questions related to the second style , 5 questions related to the three style and finally 8 questions lightweight four. Scale questionnaire was 5 -choice Liguert and their scores arebetween (1-5).

Variable questions of dictator style include of 1-8, questions 9-13 benevolent style,consultative style questions 14-18 and 19-26 is a participatory style. Results obtained from this survey, show the management style. (Liquert score of 26-52 the first level, second level Liguert score of 53-79.points 107-130third 80-106 fourth level Liguert will show.)

Stability and validity of instrumentation: for validity of our research we use the standard questionnaire then the researcher gave the questionnaire to management masters of University and asked about their opinions. But for stability we use from chronbach alpha that the level of it was 0.82, which is higher than 0.7, so it shows that the reliability is high.

##### **B - Porter's Organizational Commitment Questionnaire**

The questionnaire consisted of 15 questions designed by Porter with five indicators to measure organizational commitment, belief, goals , tend to believe that substantial membership tend to believe in the value of commitment of employee behavior . Scale of the questionnaire is 7 Liguert and rating is 1-7 options. Spectrum responses include

Strongly Disagree, disagree somewhat, disagree a little, I think, slightly agree, slightly agree and completely agree. Need to note that questions, 3, 7, 9,11,12,15 should be grading reversed. Levels of organizational commitment score is calculated based on:

From 1-22 poor organizational commitment, average organizational commitment 23 to 45, from 46 -68 good organizational commitment and excellence commitment 69-105

Stability and validity of instrumentation: for validity of our research we use the standard questionnaire then the researcher gave the questionnaire to management masters of University and asked about their opinions. For validity of exam we use chronbachalpha the rate of 0.807 which is greater than 0.7,the reliability is high.

### King of Spiritual Intelligence Scale

The questionnaire was designed to investigate the spiritual intelligence by the King in 2008. Scale Liqert questionnaire item 5 their scores are 0-4. Spectrum of responses strongly agree, agree, neither agree nor opposition, and the opposition is quite disagree. Need to note that point of question 6 should be reversed. Although these questions are 4 critical factors include critical thought ( 61-90 ) , understanding the personal meaning ( 0-30 ) , the supreme consciousness ( 31-60 ) and expanded states of consciousness ( 91-120 ).

Stability and validity of instrumentation: for validity of our research we use the standard questionnaire then the researcher gave the questionnaire to management masters of University and asked about their opinions. We used the chronbach alpha, the rate was 0.89, which is greater than 0.7, so the reliability is high.

### Hypothesis

In this study 6 hypotheses were designed and examined which basic for compiling is based on scientific theory in management course and other studies and experience which are in this course.

Hypothesis 1: Leadership styles in different organizational levels of the Iranian Gas Transmission Company, Region 7, is different.

Hypothesis 2: The level of organizational commitment in Iranian Gas Transmission Company, Region 7, is higher than average.

Hypothesis 3:spiritual Iranian Gas Transmission Company, Region 7, is higher than average.

Hypothesis 4: there is a positive relationship between Leadership style and organizational commitment among employees Iranian Gas Transmission Company, Region 7,

Hypothesis 5:there is a positive relationship between the leadership style of managers and staff Spiritual Intelligence Iranian Gas Transmission Company, Region 7.

Hypothesis 6:there is a positive relationship between Spiritual intelligence and organizational commitment among employees Iranian Gas Transmission Company, Region 7.

### Data Analysis

In this study, both descriptive and inferential analysis of the data obtained from the questionnaire will be discussed. Description of the characteristic features of such analyzes have been great. Inferential statistical techniques in testing normality and the Kolmogorov - Smironov test, one-sample t-test, chi-square, Phi and Cramer's correlation coefficient was used to examine the hypotheses.

**Hypothesis 1:** Leadership style and organizational level of the Iranian Gas Transmission Company, Region 7, is different.

To test this hypothesis, we used chi-square contingency table methods. Hypothesis is defined as follows:

H0: The frequency of the data is equal.

H1: at least one frequency varies with other frequency.

Table 1: agreement table between organizational levels and management styles

Organizational level	Leadership styles				total
	autocratic	benevolent	consultative	collaborative	
Personnel	23	12	34	28	97
Manager	0	1	0	12	13
Total	23	13	34	40	110

In Table 1 should be agreed with the conclusion reached that the staff were more consultative style of leadership style, participatory, Authoritarianism and participative style is benevolent and managers.

Table2: phi and cramer correlation coefficient related to organizational and management style

		Amunt	Meaningful level
Nominal- Nominal	Phi correlation coefficient	0.432	0.00
	Cramer correlation coefficient	0.432	0.00

In order to table 2, second khay test and gaining statistical measurements we achieve the meaningful level 0.00 that is smaller than error level 0.05. The zero hypothesis is rejected but hypothesis one is accepted according to this that there is difference between different levels of management level in Gas Transmission Company of Iran. Qualitative correlation coefficient of 0.432 was obtained and the Cramer has shown that significant amounts of the intensity of the relationship. Data normality used for the Kolmogorov - Smirnov test.

Table 3: Kolmogorov-smirnov test for review the normality of organizational commitment and spiritual intelligence

	Organizational commitment	Spiritual intelligence
Meaningful level	0.096	0.094

Due to the significance level of this test, 05/0, the population is normally distributed.

With regard to the normal population, to evaluate hypotheses 2 and 3 studies of single-sample of t-test was used.

**Hypothesis 2:** The level of organizational commitment in Iranian Gas Transmission Company, Region 7, is higher than average.

In this case, the statistical hypothesis was stated as follows:

To examine this hypothesis, a hypothesis is expressed as the mean score of the 95% confidence level greater than 4 and if the null hypothesis is that the mean score is less or equal to 4.

Hypothesis H0: organizational commitment of employees of transfer gas, Region 7, is lower than average.

H1: The organizational commitment of employees of transfer gas, Region 7, is higher than average.

Table 4. T –test relate to organizational commitment

	mean	Standard diviation	Freedom degree	t	Meaningful level
Amunt of organizational commitment	4.672	0.658	111	20.75	0.00

Average and above average levels of organizational commitment of 4.672 (4), respectively. According to Table 4, ( $0.05 < 0.000 = p$ ) zero hypothesis is rejected and if the null hypothesis stating an organizational commitment of employees of transfer gas, Region 7, higher than average, will be accepted.

**Hypothesis 3:** The Spiritual Intelligence Iranian Gas Transmission Company, Region 7, is higher than average.

In this case, the statistical hypothesis was stated as follows:

For examine this hypothesis we suppose that average scores of responses in trust level will be higher than three and zero hypothesis is smaller or equal to three.

**Null hypothesis:** The Spiritual Intelligence Iranian Gas Transmission Company, Region 7, is lower than average.

Hypothesis one: rate of gas transport company staff Spiritual Intelligence, Region 7, is higher than average.

Table 5. T-test relate to spiritual intelligence level

	Mean	Standard deviation	Freedom degree	t	Meaningful level
Amunt of spiritual intelligence	3.56	0.618	111	9.616	0.00

Average of 3.56 or above average levels of spiritual intelligence (3), respectively. According to Table 5, ( $0.05 < 0.000 = p$ ) zero hypothesis is rejected and if the null hypothesis based on an employee's spiritual intelligence of the Iranian Gas Transmission Company, Region 7, is higher than average, will be accepted.

**Hypothesis 4:** there is a positive relationship between leadership style and organizational commitment of employees to transfer gas, Region 7.

To test this hypothesis, we used chi-square contingency table methods. Hypothesis is defined as follows:

H0: The frequency of the data is the same.

H1: at least one frequency is different to another frequency.

There is a significant relationship is accepted. Tables with qualitative correlation coefficient of 0.597 was obtained and the Cramer has shown that significant amounts of the intensity of the relationship.

Table 6. Agreement table between organizational commitment and management style

Amunt of organizational level	Leadership styles				Total
	autocratic	benevolent	consultative	collaborative	
poor	16	9	6	2	33
strong	8	4	29	38	79
Total	24	13	35	40	112

With deep thought in table 6 we receive to this result that if management styles goes toward advisory and consultative styles the level of personnel will be increased.

Table 7. correlate coefficient of phi and cramer relate to organizational commitment and management styles.

		Amunt	Meaningful level
Nominal-Nominal	Phi correlation coefficient	0.597	0.00
	Cramer correlation coefficient	0.597	0.00

With regard to table 7 for khia we gain the meaningful level 0.00 which is smaller than error level that is 0.05. zero hypothesis is rejected and one hypothesis will be accepted if there is a meaningful relationship between organizational commitment and management styles. We gain from this table 0.597 which is show the intensity of this relationship.

**Hypothesis 5:** there is a positive relationship between leadership style and staff Spiritual Intelligence Iranian Gas Transmission Company, Region 7.

To examine this hypothesis, we used chi-square contingency table methods. Hypothesis is defined as follows:

H0: The frequency of the data is equal.

H1: at least one frequency varies with other frequency.

Tables with qualitative correlation coefficient of 0.577 was obtained and the Cramer has shown that significant amounts of the intensity of the relationship.

Table 8. Agreement table between spiritual intelligence and management styles.

Amunt of spiritual intelligence	Leadership styles				Total
	autocratic	benevolent	consultative	collaborative	
Low	16	5	5	1	27
High	8	8	30	39	85
Total	24	13	35	40	112

Table 9. chi-square test relate to spiritual intelligence and management styles

	Amunt	Freedom degree	Meaningful level
Pearson Chi-Square	37.277	3	0.00

Table 10. Correlation coefficient of phi and cramer relate to spiritual intelligence and management styles

		amunt	Meaningful level
Nominal-Nominal	Phi correlation coefficient	0.597	0.00
	Cramer correlation coefficient	0.597	0.00

With regard to table 9 we gain the meaningful level 0.00 which is smaller than error level that is 0.05. zero hypothesis is rejected and one hypothesis will be accepted if there is a meaningful relationship between organizational commitment and management styles. We gain from this table 0.577 which is show the intensity of this relationship.

**Hypothesis 6:** There is positive relationship between organizational commitment and spiritual intelligence Iranian Gas Transmission Company, Region 7.

To test this hypothesis, we used chi-square contingency table methods. Hypothesis is defined as follows:

H0: The frequency of the data is equal.

H1: at least one frequency varies with other frequency.

Table 11. Agreement table between spiritual intelligence and organizational commitment.

Amunt of spiritual intelligence	Amunt of organizational commitment		Total
	Low	High	
Poor	21	6	27
Strong	12	73	85
Total	33	79	112

With deep look we conclude that if the spiritual intelligence increased the organizational commitment of personnel will be increased too.

Table12. Chi-Square test relate to spiritual intelligence and organizational commitment

	Amunt	Freedom degree	Meaningful level
Pearson Chi-Square	39.957	1	0.00

Table13. correlation coefficient of phi and cramer relate to spiritual intelligence and organizational commitment

		amunt	Meaningful level
Nominal-Nominal	Phi correlation coefficient	0.597	0.00
	Cramer correlation coefficient	0.597	0.00

With regard to table 13 we gain the meaningful level 0.00 which is smaller than error level that is 0.05. zero hypothesis is rejected and one hypothesis will be accepted if there is a meaningful relationship between organizational commitment and management styles. We gain from this table 0.597 which shows the intensity of this relationship.

### Conclusions and recommendations

In this study, titled "review of the relationship between management with spiritual intelligence and personnel organizational commitment of Gas transfer of Iran district 7" it evaluates and analyzes the effect of management styles with spiritual intelligence and organizational commitment. Today, successful organizations are those that all their personnel are so committed and frequently promote their systems. At the present time, the best competitive advantage is to have a deserved human resource. Extensively in the areas of management, economy ... new paradigms such as self-control, cooperation, participation, work-life integration in organizations has been defined. Therefore, topics such as spiritual intelligence, leadership style and organizational commitment in organizations are really important. This study examined the relationship between managers' leadership style and organizational commitment of staff spiritual intelligence in Iranian Gas Transmission Company, district 7. The conceptual framework results of investigation are higher than average intelligence, intellectual and organizational commitment. In fact, there is a positive relationship between managers' leadership style and organizational commitment of employees to their spiritual intelligence. In fact, if autocratic style changes to participative management style, people become more spiritually intelligent and organizationally committed. Need to remember that the results obtained in this study are the same as the results of similar studies in this field. Despite the detailed study, the following limitations of the study have been mentioned as interference variables.

- Parental behavior, demographic variables (age, education, etc.) and other intelligences (emotional, logical and physical) have an effect on the variable of spiritual intelligence.
- Educational level of managers, work experience, types of intelligence (spiritual, emotional, etc.) have an impact on changing the leadership style of managers.
- organizational culture, employee empowerment (feeling of effectiveness, perceived choice, perceived competence, perceived significance), level salary received by the employee with regard to their skills level has an effect on organizational commitment variables.

But according to research, the following suggestion is recommended to Iranian Gas Transmission Company:

The first hypothesis is that the leadership style of managers are different at different organizational levels, the following suggestions are offered:

- ✓ Therefore, detecting self and the other is necessary for management and these two are the key factors for spiritual intelligence. On one hand, it improves self-management and the other hand, improving other management. So being high in spiritual level for managers can be an indicator, especially it is useful for changing in organizational system.

According to the second hypothesis that higher levels of organizational commitment are higher than average and with confirmation of the third hypothesis that the staff spiritual intelligence is above average, these offers will be provided:



- ✓ with administered the training system offers a variety of well established systems , empowerment of human resources, talent and succession planning systems as well as replacement according to the principles of motivational and scientific management , there is continuous improvement efforts in enhancing spiritual intelligence and organizational commitment to employees .

According to the fourth hypothesis that there is a positive relationship between managers' leadership style and organizational commitment, the following suggestions are offered:

- ✓ Harmonization by personal characteristics and leadership style of managers, it is necessary to increase employee commitment.
- ✓ We suggested to manager of Gas transfer company make a cooperative environment and set all of the qualitative and quantitative requirements such as: set suggestion system, self-autonomy groups and participative management enhancement and improvement of organizational commitment and satisfaction with mental health staff stepped up to provide the employees and also make more efforts to develop the organization.

The fifth hypothesis that a there is positive relationship between managers' leadership style and employee spiritual intelligence, the following suggestions are offered:

- ✓ With regard to spiritual intelligence in selection and designation with other effective indicators for working managers in management appointment such as detecting personality or detecting styles make it possible to increase the amount of effective application of managers, most important point is that the spiritual intelligence is against the IQ is learnable so, it can be as an important educational scheme in working plan for managers.
- ✓ At the time of designation of supreme managers we evaluate their IQ base on their spiritual intelligence and selected people who have more spiritual intelligence base on the research result if the amount of spiritual intelligence goes up the management styles go toward the advisory and consultative styles.
- ✓ Suggested to Gas company manager to play as a director and make motivation and commitment between personnel and promote abilities of spiritual intelligence continuously and with regard to requirements changing management styles.

The sixth hypothesis that there is a positive relationship between organizational commitment and employee spiritual intelligence, the following suggestions are offered:

- ✓ Spiritual intelligence capabilities will affect the performance of staff, identifying training and spiritual intelligence capabilities and to continually take place in particular on the priorities.

According to the results, the following topics are recommended for future research:

- ✓ Review the relationship between managers' leadership style with mental health organizations.
- ✓ Review the relationship between leadership styles with organizational intelligence.
- ✓ Effect of spiritual Intelligence on employee performance.
- ✓ Identify and measure of spiritual intelligence in the workplace.
- ✓ Review the productive working relationship between managers and staff with Spiritual Intelligence.
- ✓ Review ways to change and improve the autocratic management style in participative management style.

## References

- Abdollal zadeh, Hasan, Baqerpur, Masumeh, Bozh mehrani, Samaneh, Lotfi, Mohadeseh (2009). Spiritual Intelligence (Concepts, measurement and its applications), Tehran: Publication Ravansanji
- Ahmadi, M. (2005). Management and organizational behavior. Tehran: Publications mountains..
- Alvani , S. M ( 2007). Administration , Tehran , spreading straw.
- Alvani , S. M (1999 ). Decision Making and Public Policy , Tehran : Institute for Humanities books, studied painting at universities ( toward ) the seventh edition .
- Allen, Natalie J. Meyer John P., (1990), The measurement and antecedents of affective , continuance and normative commitment to the organization , Journal of Occupational Psychology, 63, pp:1-18.
- Allen , Natalie J., (2003), Examining organizational commitment in china, Journal of Vocational Behavior 62, pp:511-515.
- Ayranci, Evren, Semercioz, Fatih (2010). The Relationship between Spiritual Leadership and Issues of Spirituality and Religiosity: A Study of Top Turkish Managers , International Journal of Business and Management Vol. 6, No. 4; April 2011, www.ccsenet.org/ijbm
- Azar, A., and M. Momeni (2007). Statistics and applied in management, Volume II, Tehran: Institute of Social Sciences textbooks painting ( left ) Tenth Edition.

- Armstrong, Michael (2003). Strategic human resource management practice guides, interpreters, Arab, Mohammad, Izadi, David. Tehran: Office of Cultural Studies. Chapavl.
- Aydin B, Ceylan A. (2009). The effect of spiritual leadership on organizational learning capacity. African J. Bus. Manage. 3(5): 184 – 190
- Paul Hersey, Veknt Blanchard (1997). Managing Organizational Behavior , translated by Ali interest section in Tehran : Amir Kabir Publications
- Hafez Nia , M. (2002 ). Introduction to the Humanities , Tehran : Publication of books studying Humanities University ( left ) ,
- Dirt , G. (2004 ). " The approach to the research dissertation , Tehran : Publications reflection .
- Dari , B. ( 2002). HRD 's role in creating a world-class organizations : a strategic imperative in developing Country Perspective , Process Management and Development , No. 58.
- Robbins , Stephen B (1994 ). Managing Organizational Behavior , translators : Parsaeian Ali and Mohammad Arabi, Tehran , Institute of Business Studies and Research
- Rezaeian , A. (1994 ). Management of organizational behavior . Tehran: Tehran University School of Management
- Rahnavard, Faraj A. (1998). Collaborative management theory and practice , Tehran: Center for Public Management Training printing.
- Saadat , Esfandiar (1992). Process of decision making in the organization, Tehran : Tehran University Press printing.
- King DB.(2008). Rethinking claims of spiritual intelligence: a definition, model, and measure.[thesis]. Ontario: Trent University
- Kord bahmani, Sirvan(2010). The relationship Likertmanagement of style onorganizational commitment, master's thesis, Islamic AzadUniversity ofSanandaj