

SPIRITUAL INTELLIGENCE OF MANAGER AND ITS IMPACT ON THE PERFORMANCE OF GOVERNMENT ORGANIZATION IN EQHLID CITY

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Abstract: Spirituality can be seen as a form of intelligence. Spiritual intelligence integrates exterior aspects of intelligence with the interior aspects of spirituality. The data is collected through a questionnaire and were analyzed using SPSS software. The results showed that spiritual intelligence role and influence on employee performance management, and the meaning and purpose of work is most effective and intelligence components and self-awareness and saving blessing and excellence are the next and finally the actions of the least impact on performance. The evidence also shows that spiritual practice, increasing awareness and insight into multiple new levels of consciousness and the performance of the positive influence to achieve a good performance, its agenda of work and career and their life.

Keywords: spiritual intelligence, blessing, excellence, employee performance, government organization

1. Introduction

The importance of personality has been nowadays acknowledged managing an organization is one of the major world challenges of current and future organization and this is because the direction of the organization through the thinking and practice managers is possible. One of the core competencies that lead to organizational success, managers need to nurture their intelligence is intelligence managers at all levels to their duty to fulfill a balanced and comprehensive. Including intelligence that enables managers to make strategic decisions in a complex environment and current business world's major spiritual intelligence adopt administrators. This type of intelligence is emerging phenomenon that many experts as well as management and organization managers at various levels has attracted. Many of them have known spiritual intelligence as a sustainable resource for organizations which can at times turbulent and troubled them, help and inconsistencies and irregularities in the organization in order to resolve and the recognition of the value of employees in the organization and create a basis of trust between employees. The concept of spiritual intelligence of managers in terms of the formation of radical change and its impact on the working environment, considerable scientific benefits so organizations and their managers provide opportunities to develop spiritual intelligence, organizations are more successful than others (Naderi and Rajaei Poor, 2010, p. 122). Spiritual intelligence exteriorly combine intelligence with spiritual aspects within the person's extraordinary capacity, in such a way that it can be used spirituality as practical. Yang (2007) states that spiritual intelligence is man's capacity for searching and asking questions about the ultimate meaning of life and simultaneously experience seamless link between each of us and the world in which we live (Zarei Matin et al., 2011). Since the corporate world today, a world full of competition and challenges, this turbulent environment has prompted managers to improve the performance of your employees as your competitive strategy in today's world choose. Therefore underlie any movement towards growth and development and improve the performance of employees in organizations, recognizing the status quo, identify strengths and weaknesses and then design programs to improve performance is measured.

Thought spiritual intelligence of managers influence the employee's performance reveals a new aspect of the organization's activities never to human eye does not look tool and they always treated with respect and kindness and because it's moral, social and academic staff will lead to success and honor. According to George (2006), the spiritual intelligence applications in the workplace include: 1) Providing peace of mind, in a way that affects the person's effectiveness, 2) create understanding between people 3) management changes and the removal of barriers. 4) Providing peace of mind and how it affects the individual effectiveness. Since the type of attitude reflects the success of staff or lack of success of managers in the organization. Therefore, management is of the utmost importance and necessity and appointments to fit and are based on certain standards and requirements to upgrade and career advancement, increase staff efficiency lead and successful operation requires that managers could well intended to evaluate the performance of the staff that creates employee motivation and contributes to the growth performance is positive. Managers have spiritual intelligence of solace and inner satisfaction in employees. Increase creativity, optimism, confidence and according to human values in the workplace reveals and to positively affect employee performed therefore, we can say positive nurturing spiritual intelligence and effective management of employee performance is considered stable source of development and it is the basic requirement of the third millennium since late last century, in the nineties of the twentieth century this kind of integration between the inner and outer life is taking shape. One of the important areas where integration is discussed, the business environment is organized. Many of the things previously were classified within the private sphere, now being imposed on the public domain. Login concepts like morality, truth, belief in blessing, honesty, conscience and trust and forgiveness, work, the emergence of altruism and ... all indicate that the new paradigm. According to the researchers, this new paradigm at work, it derived from quantum physics, science, cybernetics, chaos theory, cognitive science and, in fact, a reaction to modern mechanistic paradigm, the paradigm of spirituality. In this regard, government organization workplaces are in the public domain and improve their performance an important role in improving the delivery of services to citizens. In general, given the importance and necessity of the above-mentioned concepts of spiritual intelligence and employee performance by paying attention to these two concepts, this research effort with the aim of introducing spiritual intelligence as a factor influencing the performance of government organizations and to evaluate the effect of spiritual intelligence on the performance of employees in government organization in Eqldid city to provide recommendations to improve the performance of employees affected by spiritual intelligence of managers in government organization, especially in the city's Eqldid generalize the results to managers and employees of all government organization, in planning and adopting appropriate policies, useful and build on it in the future to excellence and growth and the more government organization and non-governmental and prosperity lead, it was therefore attempted to address these questions to be answered that what is the impact of spiritual intelligence in the workplace governmental organizations on staff performance in the city Eqldid?

2. Theoretical framework

Reviewing the existing theory about spiritual intelligence, spiritual intelligence managers were evaluated by employee performance. For this purpose, theoretical framework spiritual intelligence Amraam and Dryer (2008) includes five dimensions of consciousness and self-awareness, blessing, excellence significant resources, the truth and the theoretical framework of employee performance Hersey and Goldsmith (2005) as the seven-factor model 1 «ACHIEVE» includes knowledge and skills, perception and image of the role, organizational support,

motivation or desire, performance feedback, employee practices, environmental suitability was used so that the main questions are:

What is impact of spiritual intelligence in environment organizations on staff performance Eqlid city? So to improve employee performance to evaluate the effect of spiritual intelligence on the performance of employees were managers and in this context, exploratory studies conducted background research on the relationship between spiritual intelligence and employee performance in general and especially in government organization, research by saying some of them are mentioned.

Mitroff et al., (1999) experimentally and with the help of questionnaires and interviews with human resource managers, spirituality in the workplace from the perspective of human resources have run. The results showed that the respondents, had very different views about the definition of spirituality, they did not wish to make your life (family life, personal, business, family), and the separation between religion and spirituality were distinguished, and had a great desire to experience spiritual achievements in the workplace, and often the use of words spirituality and religion in the workplace were afraid and like other Western cultures, spirituality and personal phenomenon considered individually. The researchers concluded that workplace spirituality is manageable and this is the most important and most basic duties. They believed in the West, the separation between science, religion, art and ... too much has been done and now organizations not survive without spirituality. They emphasize that organizational spirituality management methods must be measured without separating them from other elements of management.

3. Research Methodology

In this study population consisted of managers and employees of government organization in city Eqlid according to officials with the cooperation of 22 managers and 130 employees were selected as the sample. Instruments were Amraam and Dryer (2008) questionnaire was used to measure spiritual intelligence and its validity has been confirmed. In this study, the validity for formal or symbolic placement of dozens of professors and experts were assessed and the necessary corrections were applied to evaluate the reliability of the questionnaire, 15 questionnaires were distributed among managers and using statistical analysis software (SPSS) Cronbach's alpha coefficient and 0.83 were thus high reliability and internal consistency coefficient of the questionnaire, and acceptable and appropriate. The questionnaire consists of 44 items that are 6 options (Likert) and items 1 to 44 are set. The questionnaire employee performance (self-made) according to the research background and extracting indicators based on the theory of Hersey and Goldsmith (2005) is set and the validity of this «ACHIEVE» Seven-factor for formal or symbolic sharing dozen professors and experts were assessed and the necessary corrections were applied to evaluate the reliability of the questionnaire, 30 questionnaires were

distributed among employees and using statistical analysis software (SPSS) was 0.83 Cronbach's alpha coefficient and thus high reliability and internal consistency coefficient of the questionnaire, it was good and acceptable and questionnaires with 20 questions that are 5 options (Likert) and questions 1 to 20 was set.

4. Hypotheses

The main hypothesis: spiritual intelligence of managers has effect on employs performance of government organizations in Eqlid city.

First sub-hypothesis: Consciousness and self-awareness of managers has effect on employs performance of government organizations in Eqlid city.

Second sub-hypothesis: the blessing of managers has effect on employs performance of government organizations in Eqlid city.

Third sub-hypothesis: a sense of meaning and purpose in work of managers has effect on employs performance of government organizations in Eqlid city.

Fourth sub-hypothesis: Excellent seeking of managers has effect on employs performance of government organizations in Eqlid city.

Fifth sub-hypothesis: the fact of actions of managers has effect on employs performance of government organizations in Eqlid city.

5. Results

According to our evaluation, findings from the questionnaires showed that:

The main hypothesis: spiritual intelligence of managers has effect on employs performance of government organizations in Eqlid city (Table 1).

Spiritual Intelligence and the assumption by 44 indexes of 20 indicators relating to the performance of public employees in Eqlid city are measured. Since the test significant level equal to 0.01 less than (0.05). So the above test is significant at a confidence level 0.95 and the regression model of spiritual intelligence (intelligence and consciousness, blessing, sense of meaning and purpose at work, and the truth-seeking actions of Excellence) as independent variables and the dependent variable employee performance as government organization in Eqlid city as follows:

$$Y=62.49+0.62X1+0.26X2+1.48X3 +0.19 X4 +0.55X5 \quad (1)$$

Table 1 Parameter values of main hypothesis related to employee performance variable

| Variable | β regression coefficient | T-statistic | The significance level | Test result |
|---|--------------------------------|-------------|------------------------|-------------|
| Fact of actions of managers X5 | 0.55 | 1.03 | 0.03 | reject HO |
| Excellent seeking of managers X4 | 0.19 | 0.32 | 0.004 | reject HO |
| Sense of meaning and purpose in the work of managers X3 | 1.48 | 1.06 | 0.02 | reject HO |
| Blessing of managers X2 | 0.26 | 0.44 | 0.005 | reject HO |
| Consciousness and self-awareness of managers X1 | 0.62 | 0.64 | 0.02 | reject HO |
| Intercept | 62.49 | 54.20 | 0.02 | reject HO |

After an unit increase in the variable consciousness and self-consciousness managers with all other variables constant increase in variable employee performance by as much as 0.62 as well as an increase in the variable unit managers endowed with all other variables constant increase in variable employee performance by as much as 0.26 and a sense of meaning and purpose in work management unit increase in variable with all other variables constant increase in variable employee performance by as much as 1.48 and energy increment in variable excellence among management with other variables constant and increase in variable employee performance by 0.19 and the actions of one unit increase in variable with all other variables constant increase in variable performance of employees is 0.55 in government organization in the city Eqld.

First sub-hypothesis: Consciousness and self-awareness of managers has effect on employs performance of government organizations in Eqld city.

This hypothesis is related to consciousness and self-awareness by 6 indexes spiritual intelligence of managers and 20 indicators relate to the performance of public employees in Eqld city is measured. Since the test significant level equal to 0.02 less than (0.05) is above test is significant at 95% and the regression model between the consciousness and self-awareness directors as independent variables and the dependent variable employee performance as government organization in Eqld city is as follows:

$$Y=51.62+55.0 X1 \tag{2}$$

After a unit increase in variable consciousness and self-management employee performance is 0.55 by governmental organizations in Eqld city.

Second sub-hypothesis: the blessing of managers has effect on employs performance of government organizations in Eqld city.

The assumption by 11 indicators related to the gift of spiritual intelligence of managers and 20 indicators relating to the performance of public employees in Eqld city is measured.

Since the test significant level equal to 0.03 less than (0.05) is above test is significant at a confidence level 0.95 and the regression model between the gift of directors as independent variables and the dependent variable employee performance as government organization in Eqld city is as follows:

$$Y=52.62+05.0 X2 \tag{3}$$

After an increase unit in the variable endowment managers rate increase employee performance is 0.05 in government organization in Eqld city.

The third sub-hypothesis: a sense of meaning and purpose in work-governmental organizations, city managers Eqld affect the employee's performance.

This hypothesis by 3 indicators related to the sense of meaning and purpose in the work of spiritual intelligence of managers and 20 indicators relating to the performance of public employees in Eqld city is measured. Since the significant level is equal to 0.01 less than (0.05) is above significant at 95% and the regression model between the sense of meaning and purpose in the work of directors as an independent variable and staff performance as the dependent variable in government organization in Eqld city as follows:

$$Y=45.62+31.0 X3 \tag{4}$$

A unit increases in variable a sense of meaning and purpose increases in variable employee performance management 0.31 in government organization of Eqld city.

Fourth sub-hypothesis: Excellent seeking of managers has effect on employs performance of government organizations in Eqld city.

This hypothesis by 3 indexes after excellent seeking in spiritual intelligence of managers and 20 indicators relating to the performance of public employees in Eqld city is measured. Since the test significant level equal to 0.02 less than (0.05) is significant at 95% and the regression model between the efficient management and excellent seeking as the independent variable and staff performance as the dependent variable in government organization in Eqld city is as follows:

$$Y=49.62+07.0 X4 \tag{5}$$

After a unit increase in the variable employee performance management excellence seeking is 0.07 in government organization in the city Eqld.

Fifth sub-hypothesis: the fact of actions of managers has effect on employs performance of government organizations in Eqld city.

The hypothesis by 13 indicators related to the exercise of spiritual intelligence of managers and 20 indicators relating to the performance of public employees in Eqld city is measured. Since the test significant level equal to 0.04 less than (0.05) is above test is significant at 95% and the regression model between the actions of truth as an independent variable and staff performance as the dependent variable in government organization Eqld city is as follows:

$$Y=48.62+02.0 X5 \tag{6}$$

After the actions of one unit increase in variable increases in variable employee performance by as much as 0.02 at government organization Eqld the city (Table 2).

Table 2. First sub-hypothesis parameter values related to employee performance variable

| Regression coefficient β | Standardized coefficients | T-statistic | Variable | The significance level | Test result | Hypothesis |
|--------------------------|---------------------------|-------------|---|------------------------|-------------|---------------|
| 0.55 | 0.11 | 1.34 | Consciousness and self-awareness of managers X1 | 0.02 | confirmed | First |
| 62.51 | - | 54.56 | Intercept | | | |
| 0.05 | 0.117 | 1.33 | Blessing of managers X2 | 0.03 | confirmed | Second |
| 62.52 | - | 54.62 | Intercept | | | |
| 0.31 | 0.13 | 1.51 | Sense of meaning | 0.01 | confirmed | Third |

| | | | | | | |
|-------|------|-------|--|------|-----------|---------------|
| | | | and purpose in the work of managers X3 | | | |
| 62.45 | - | 54.77 | Intercept | | | |
| 0.07 | 0.12 | 1.39 | Excellent seeking of managers X4 | 0.02 | confirmed | Fourth |
| 62.49 | - | 54.58 | Intercept | | | |
| 0.02 | 0.12 | 1.41 | Fact of actions of managers X5 | 0.04 | confirmed | Fifth |
| 62.48 | - | 54.56 | Intercept | | | |

5. Discussion

Today one of the topics of interest for animal behavior and psychology is spiritual intelligence. The concept of spiritual intelligence involves an adaptation and behavior problem solving and the highest growth levels in different domains of cognitive, moral, emotional, interpersonal and includes a person in order to coordinate internal and external phenomena around and achieve integration can help. It's intelligent insight about life and all its experiences and events and enables him to framing and reinterpret their own experiences, to deepen their knowledge as to what the basic principles of religion (eg to achieve unity in the multiplicity of forms beyond, find answers about the origin of the universe and detect patterns of behavior based on spiritual and setting them) are the main axes of spiritual intelligence. Discussion of individual spiritual intelligence not only in the field but also in psychological, social sciences into other areas, include management. It can be said that perhaps because of increasing research in the field of spirituality, it see the dramatic impact it has on improving individual and organizational performance. Evidence also suggests that awareness-raising spiritual practice and insight into multiple new levels of consciousness (meditation) and have a positive impact on performance. The main hypothesis of this study show the results of various aspects of spiritual intelligence on the exercise of employee managers finally, the work efficiency has considerable influence according to the main hypothesis of the research data that the Managers having spiritual intelligence on employee performance and government organization should explore the potential of new piety and spiritual growth through excellence as an underlying cause of mental and physical capacity and to the integrity of the internal relationship managers, employees and organization are compliance with rules and organizational performance excellence of understanding interpersonal relationships (between managers and employees) more and more taken into consideration. The results of the first sub hypothesis of this study suggest that increased employee performance to increase the awareness of managers and this result is consistent with previous studies on the other hand, intelligence and self-awareness component not only of spiritual intelligence is interwoven with personality but according to the study on the efficiency and outcomes of staff (staff performance). According to the first sub hypothesis of the research data that employees understand the business results (the employees) should be emphasizing spiritual awareness and deep knowledge of the collection using modern methods of management talent and lofty goal setting to be developed. The results of the second sub hypothesis of this study shows the managers of the blessing of blessing will benefit more positive and significant effect on the performance of employees within the organization and this result is consistent with previous studies so, as a result of the effect of blessing of spiritual intelligence on employee performance, especially after strong point for government organization. According to the second sub-hypothesis of the research data that managers benefit the divine gift of the government organization should align employee performance with spirituality bind to customs and appreciation in everyday activities with no neglect of nature to enjoy and express your creativity in employees' work activities strengthened. The results of this study show the third sub-hypothesis that no matter how managers and meaningfulness of work in the organization to make more sense and more tangible enhanced employee performance and this result is

consistent with previous studies therefore, this study not only the significance of the relationship between factors at work feel invigorated performance but its positive impact on employee performance earned. The third sub-hypothesis based on the results of research based on the positive impact of a sense of meaning and purpose in the work of managers and the performance of the organization employees should managers of different situations with a broad perspective on the issues of daily official visits to take action and daily performance of employees in order to align the work with goals in order to achieve their career advancement feedback. The results of the fourth sub-hypothesis of this study show that no matter how executives with attitude and more effort to move toward excellence have a huge impact on improving employee performance and this result is consistent with previous studies of this study therefore implies who enjoys the spiritual intelligence will empower managers and improve the performance of employees due to the strength and spiritual intelligence of managers in the organization to improve the performance of employees. The fourth sub-hypothesis based on the results of research based on excellence, saving administrators significant and positive impact the performance of employees must get comments from staff at meetings and location of the project with a different perspective with an emphasis on the sense of inner employees pay more depth. The results of the fifth hypothesis of this study suggest that managers are more focused on inner truth has significant positive impact on employee performance and this result is consistent with previous studies and relying on the fact that spirituality in the work life of profound meaning and introspection to discover all aspects of internalized and makes the job worthwhile person thinks and governs the high objectives considered in the light of spiritual experience and a sense of unity or the emergence of a supernatural force at work, intuition and creativity strengthened and more prosperous working environment is expressed. The relationship between spiritual intelligence and performance results strengthened and extended employee and the impact of the actions of the employee's performance highlights. According to the fifth sub-hypothesis research data that the actions of the employee's performance should be based on honesty in carrying out activities and surrounded most managers' advance in the form of better things to strengthen trust and internal consistency in applying the employees interact with others to achieve true inner focus and attention.

7. Conclusion

Based on this research a new experience for managers of governmental organizations to provide spiritual intelligence test in addition to the standard questionnaire provided by " Amraam and Dryer " about spiritual intelligence used more attention the concept of spiritual intelligence and its application in the workplace, government organization created and since the results showed a positive and significant relationship between spiritual intelligence and employee performance on the other hand, spiritual intelligence managers have a positive impact on employee performance it will review and improve spiritual intelligence in the workplace government organization to identify factors contributing to the strengthening of spiritual intelligence of managers and staff will help government organization and finally the results can be valuable feedback

legislative bodies, including the Cabinet, the Council of Ministers, Parliament and the Guardian Council, the Expediency Council in evaluating the performance of employees and government organization provided. Hence it is necessary in future research on the application of spiritual intelligence organization and government organization to validate all aspects and findings will be assigned and the pathology of spiritual intelligence staff and managers in government organization and test the relationship between spiritual intelligence staff motivation to work and also to evaluate the staff having state of spiritual intelligence in comparison with private organizations investigated and the results will be disseminated and published.

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