فصلنامه تحقیقات جدید در علوم انسانی
Human Sciences Research Journal
دوره جدید، شماره ۲٤، بهار ۱۳۹۹، صص ۲۲۵-۲۱۳ New Period, No 24, 2020, P 213-225
شماره شاپا (۲٤۷٦-۷۰۱۸) ISSN (2476-7018)

Organizational spiritualism; Improving job performance and extra organizational behaviors Case study: Teachers of Sirik city.Iran

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Abstract
The aim of this study was to investigate the relationship between tendency to spirituality and job performance with the moderating role of organizational citizenship behavior among teachers in Sirik city. According to the purpose, this research falls into the category of applied research. The sample size was determined to be 274 people in a simple random method using Morgan table. Data collection tools Standard questionnaires; The standard questionnaire of spirituality in the workplace was Milliman et al. (2003), the job performance questionnaire by Patterson and the standard questionnaire of organizational citizenship behavior were Lee and Allen (2002). To test the research hypotheses, the data were processed using SPSS software. The results showed that there is a significant relationship between spirituality in the workplace and job performance of education teachers. It can also be argued that there is a significant relationship between spirituality in the workplace and the organizational citizenship behavior of education teachers. And the variable "organizational citizenship behavior" has a moderating role in the relationship between spirituality in the workplace and job performance.
Keywords: spirituality, job performance, organizational citizenship behavior

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Introduction

In today's organizations, the main feature of which is dynamism, complexity, ambiguity and apostasy, so that they are constantly affected by their environment and change is accepted as an inevitable necessity, in order to overcome the uncertain, complex and dynamic situation; One of the ways in which organizational performance is desirable for managers for organizational survival and development is to have empowered human resources (Ross et al., 2012). One of the empowering tools is spiritualism. Organization is provided by employees (Amiri et al., 2013). Researchers believe that the desire for spirituality in the workplace has an advantage. Benefits that the organization uses to improve productivity and increase performance; therefore, there is a tendency for the category of spirituality, in addition to its self-regulatory role in personal life, to be experienced in the cornice.

"Good people do well in a good environment," says Morris. Spiritual work environment has a direct impact on the success of the organization, because it increases and improves the performance of employees and the organization. Also, in order for the organization to achieve its goals better, the knowledge of employees committed to the mission and goals of the organization is considered very important (Morehead and Griffin, 2004). In general, the positive performance of employees is considered a useful measure of the effectiveness and efficiency of the organization.

Organizational citizenship behaviors, or behaviors beyond the duties of employees, despite the obvious impact on the performance of organizations, were largely ignored in the past. Most research on organizational citizenship behavior has focused on predicting the causes of these behaviors (Podsakov et al., 2001). It seems that one of the neglected variables in this field is spirituality in the workplace, which has a great potential to influence organizational variables, performance and possibly organizational citizenship behavior. Performance has been a complex and controversial issue. Examining differences over measurement and issues related to organizational spirituality and its relationship to performance has always been a question (Caracas, 2010). But what is felt today is explaining the effectiveness of spirituality in organizational performance and guiding employees' organizational citizenship behaviors. What the researchers believe is that trying to prove the role of spirituality in the work environment is its many benefits. They improve productivity, increase employee performance and improve organizational citizenship behavior. Therefore, in the present study, we will seek to explain the role of spirituality in improving organizational performance and organizational citizenship behavior. The effects and consequences of the tendency towards spirituality and adherence to Islamic spiritual symbols in improving the performance and civic behavior of employees are within the framework of scientific rules of research. Now, according to what has been said for the

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researcher, this question arises: Is there a significant relationship between spirituality in the workplace and organizational performance and organizational citizenship behaviors on the job performance of education teachers in Sirik city?

Purpose/Objectives

Overall Objective: To determine the relationship between orientation to spirituality and job performance and the moderating role of organizational citizenship behavior of education teachers in Sirik city

General Hypothesis: There is a significant relationship between tendency to spirituality and job performance with the moderating role of organizational citizenship behavior

Sub-hypothesis:

There is a significant relationship between spirituality in the workplace and job performance of education teachers in Sirik city

There is a significant relationship between spirituality in the workplace and organizational citizenship behavior of education teachers in Sirik city

There is a significant relationship between the interactive result of spirituality and organizational citizenship behavior with the job performance of education teachers in Sirik city.

Methodology/Approach

According to experts, the research method is a set of valid and systematic rules, tools and ways to investigate facts, discover unknowns and achieve solutions to problems.

Descriptive research method; Which is one of the descriptive research methods, the correlation method has been used in this research. The present research in terms of nature and objectives; It is of functional type. And in terms of collecting information to test hypotheses, it is correlational and descriptive.

In this study, spirituality as an independent variable, job performance as a dependent variable and organizational citizenship behavior in the role of moderator as an independent variable on job performance.

Statistical Society:

The statistical population is the main population that is being studied. In fact, society is all the real and hypothetical members that we are interested in generalizing research results and research findings.

In this study, the statistical population is all education teachers in Sirik city.

Sample size and sampling method:

The sample size is determined according to Morgan table and according to the statistical population, the number of samples based on the table is 274 people.

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A simple random method was used for sampling.

Full description of the method:
The data collection stage is the beginning of a process in which the researcher collects field and library findings and inductively compresses them through classification and then analysis, and evaluates his or her hypotheses. And finally issues a verdict and finds the answer to the research question based on them, in other words, the researcher discovers the reality as it is based on the collected information. Data collection methods can be generally divided into two categories: library methods and field methods. Questionnaire method is one of the most common methods of data collection in field research. In such research, questionnaires are the most important sources of data collection and are used to design questions and answers based on the Likert scale. Likert scale is a distance scale consisting of a number of expressions and answer options. Therefore, the Likert scale is a composite scale whose answer options usually indicate the degree of success or responsiveness of a subject and concept, both positive and negative. Field methods refer to the methods that the researcher has to go out to the environment to collect information and collect the desired information by referring to people or the environment and also establishing a direct relationship with the analysis unit, ie people. In this research, a questionnaire method has been used.

Measuring tools:
One of the most common methods in collecting field information is the questionnaire method, which makes it possible to collect information on a large scale. In descriptive research as well as research that has a large geographical area or a large number of people in the statistical community and its sample, the method of questionnaires is usually used. The method of questionnaires that require predictions and planning and the provision of facilities and significant manpower is something that the researcher should be sure of their existence. In this research, in order to collect information, three standard questionnaires will be used as follows:
1- Standard Questionnaire of Spirituality in the Workplace of Milliman et al. 2003
The Workplace Spirituality Questionnaire was designed and developed by Milliman et al. (2003) to assess workplace spirituality. This questionnaire has 20 questions and three components of meaningful work, sense of solidarity and alignment with the values of the organization and based on the Likert option range, it is related to questions such as (My work is related to what I think is important in life. Or my work Is one of the things I think is important in life.) Measures spirituality in the workplace.
2. Job Performance Questionnaire was developed by Patterson, which consists of 15 items that are used to measure employee job performance.

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The questionnaire is scored as a 4-point Likert scale, which is used for "rarely", "sometimes" options. "," Often "and" always "are considered scores of 0, 1, 2 and 3, respectively. The range of scores and scores of each subject is between 0 and 45.

3- Lee and Allen Organizational Citizenship Behavior Standard Questionnaire 2002

The Organizational Citizenship Behavior Questionnaire was developed by Lee and Allen (2002) to assess organizational citizenship behavior. This questionnaire has 16 questions and two components of employee-oriented behaviors and organization-oriented behaviors. Measures organizational citizenship behavior.

Findings/Results

Regression has been used to test the research hypotheses. In regression research, the goal is to predict one or more dependent variables (criteria) based on one or more independent variables (predictors). Finally, the general research model using regression model is presented.

1-1- Hypothesis 1: There is a significant relationship between spirituality in the workplace and job performance of education teachers.

The standard beta coefficient of the effect of spirituality in the workplace on job performance is 0.387. Also, the value of t-statistic is 3.134, which is greater than the critical value of 1.96. Therefore, it can be claimed with 95% confidence: there is a significant relationship between spirituality in the workplace and the job performance of education teachers.

Hypothesis 2: There is a significant relationship between spirituality in the workplace and organizational citizenship behavior of education teachers.

The standard beta coefficient of the effect of spirituality in the workplace on organizational citizenship behavior is 0.870. Also, the value of t-statistic is 29.055, which is greater than the critical value of 1.96. Therefore, it can be claimed with 95% confidence that there is a significant relationship between spirituality in the workplace and organizational citizenship behavior of education teachers.

3: The detection coefficient of the moderator variable of "organizational citizenship behavior" is 0.445. Also, a significant value of 0.000 is obtained, which is less than the error level of 5%. Therefore, it can be claimed with 95% confidence: the variable "organizational citizenship behavior" has a moderating role in the relationship between spirituality in the workplace and job performance. If organizational citizenship behavior increases, the relationship between workplace spirituality and job performance increases through interaction. In other words, if the failure variable increases by one unit of standard deviation, the impact of spirituality in the workplace on job performance will increase.

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Discussion

Hypothesis 1: Spirituality in the workplace is related to the job performance of education teachers in Sirik city.

That is, spiritualistic tendencies among the members of the organization will play an effective role and improve the job performance of individuals.

Findings of this research with the results of research Farahmand, Meysam; Amanollah Rahpima and Ali Sadeghipour (2017) are in line. In their study entitled the relationship between spirituality in the workplace and cultural intelligence with the job performance of employees of the New Economy Bank of Fars Province, they concluded that there is a significant relationship between the components of spirituality in the workplace and job performance. Also with the results of Shams al-Dini, Mahboubeh; Esmat Nasiri Bozanjani and Shadab Dorost, (2017) are consistent. In their study entitled Modeling the relationship between spirituality in the workplace and job performance with the organizational commitment of Payame Noor Kerman employees concluded that the results showed a significant coefficient between the variability of spirituality Organizational and job performance is 769.7 which is more than 96.1 which indicates the impact of organizational spirituality on job performance. Also, the results of this study with the results of Bostan Pira, Maryam, (2016) study entitled Organizational spirituality and its relationship with job performance among employees of District 1 of Kerman Education Department concluded that the results of the analysis of relationships between variables showed. There is a significant relationship between organizational spirituality and job performance. In explaining these results, it can be said that there is no doubt that fundamental changes are taking shape in the workplace and spirituality will be one of the fundamental issues. There are many useful reasons to examine the relationship between spirituality and job performance in the organization. One is the effect that spirituality has on managerial behavior and the other is the perspective of meaningful work. Creating spirituality at work has many benefits for managing employees and the organization. Spirituality changes the nature of work. People are looking for meaning in their work, they are looking for a way to connect their work life with their spiritual life and to be in tune with an insight and a goal that goes beyond making money. Spirituality empowers people in their work and allows them to connect with God Almighty in all aspects of their lives.

As the nature of work has changed, so has the relationship between managers and employees. At one time, managers were commanders who had no role in the personal development of employees. Managers today are guides who help create meaning and purpose for their colleagues. With spirituality, managers will not only be able to improve productivity in their work environment or organization, but more importantly, they will be able to achieve inner peace and contentment or a long-lasting happiness and

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provide an environment for colleagues, friends and colleagues. Also enjoy this inner joy and satisfaction

However, the entry of spirituality in the field of organizational studies is inevitable. The closeness of the concept of spirituality with the study of organizational behavior and resources is more than other areas of management studies. It has benefits and advantages such as: increasing creativity, increasing honesty and trust, increasing the sense of personal interaction, increasing organizational commitment, Job participation as well as reducing the intention to leave the workplace, increasing work ethic and conscience, more motivation, all of which directly and indirectly improve the performance, profitability and effectiveness of the organization.

As a result, in the present study, "Study of the relationship between spirituality in the workplace and job performance and the moderating role of organizational citizenship behavior of education teachers in Sirik" showed that the spirituality of the workplace affects the job performance of teachers in Sirik. Spiritual tendencies and strong ideological and God-centered foundations among employees with superior organizational performance; More observed. As a result, it is suggested that strategies corresponding to job and organizational conditions be adopted to establish and promote religious beliefs in order to increase the capacities and job skills of teachers.

Hypothesis 2: Spirituality in the workplace is related to the organizational citizenship behavior of education teachers in Sirik city.

The findings of the present study show that there is a significant and positive relationship between spirituality in the workplace and organizational citizenship behavior; These findings are consistent with the results of Mitrov and Denton (1999).

Mitrov and his colleague Denton conducted the most serious empirical research using questionnaires and interviews with human resource managers in the American workplace, and the two researchers concluded that spirituality in the workplace is manageable, and this is one of the most important and fundamental Most tasks are managers. They believed that organizations today can not survive without spirituality and stressed that organizational spirituality management methods should be measured without separating it from other elements of management.

According to the view expressed. In this study, we did not explore and explore the discovery of employees' religious beliefs. Rather, with an introverted view, we have examined the attitudes of employees about the sense of meaning in work, solidarity with employees and alignment with the values of the organization, and according to this concept, we have used experimental research methods in social sciences, including survey method. That was the result.

Also, a 2003 study by Milman et al. Found that spirituality in the workplace is a factor in creating job attitudes such as job satisfaction, organizational commitment, job participation, and reduced retirement intentions. On the

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other hand, various studies have shown that job attitudes are one of the factors that cause organizational citizenship behavior.

Encouraging spirituality in the workplace can lead to benefits, and all of these factors directly and indirectly improve organizational performance, profitability, and effectiveness.

Schmes and Duchenne (2000) in a comprehensive study tried to conceptualize and measure spirituality in the workplace. In their research, they identified seven dimensions of workplace spirituality and created a standard scale for each of these dimensions through factor analysis. These dimensions were measured based on spirituality in the workplace at the individual, group and organizational levels.

Therefore, in this regard, our suggestion to managers is to work to improve spirituality, both at the individual level and at the organizational and group level.

Another study aimed at defining spirituality in the workplace has been conducted by Kinjerski and Scrapnik (2004) in an exploratory and qualitative way. They collected information from 14 researchers through various methods such as face-to-face interviews, telephone interviews, written surveys, etc. on two topics: the concept of spirituality in the workplace and the experiences they had in this field. Although it was difficult for most of them to have a comprehensive definition of spirituality in the workplace, they simply talked about their experiences. Their explanations revealed that spirituality in the workplace is a distinct term and has physical, emotional, cognitive, interpersonal, and spiritual dimensions for different people. And in fact it includes a sense of connection and connection with others and the collective purpose, a sense of connection with a higher being as well as a sense of evolution and excellence. With the help of their research results, these two researchers provided a comprehensive definition of spirituality at work and recommended that future research distinguish between internal and organizational spirituality in the workplace and assess their relationship.

Karam Baba also came to this conclusion in his research entitled "Organizational Citizenship Behavior and Its Impact on Performance"; Employees working in higher-performing organizational units are more concerned with citizenship behaviors.

The research project entitled Transcendental Relationship (Spiritual Dimension of Employees) and Organizational Citizenship Behavior (Case Study of the Radio and Television of the Islamic Republic of Iran) has been conducted by the heir and his colleagues. This research seeks to explain the relationship between the spiritual dimension of employees and organizational citizenship behavior. The results indicate that there is a significant relationship between four types of interpersonal communication, God-brokerage relationship and interactive relationship with God and organizational citizenship behavior.

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And Mohammad Moghimi (2006) in their research; "Study of the relationship between organizational citizenship behavior and entrepreneurial culture in government organizations" showed that there is a relationship between organizational citizenship behavior and entrepreneurial culture variable and according to the correlation coefficients of entrepreneurial culture variables in terms of the impact of citizenship behavior Organizations are prioritized.

As a result, in the present study, "Study of the relationship between spirituality in the workplace and job performance and the moderating role of organizational citizenship behavior of education teachers in Sirik" showed that the spirituality of the workplace affects the organizational citizenship behavior of teachers in Sirik. This means that the higher the spirituality of education teachers in Sirik city in the workplace, the more organizational citizenship behavior they will show. According to the results of this study, it seems that having a strategy to define spirituality in the workplace and strengthen each of the components of organizational citizenship behavior in the organization, we can encourage employees to develop organizational citizenship behavior with a view to spirituality. Let's drive. Employee spirituality dominates their citizenship behavior in the organization. Therefore, organizations are suggested to increase the spirituality of employees to have more citizenship behaviors than their organization.

Hypothesis 3: Organizational citizenship behavior is related to the job performance of education teachers in Sirik city.

This result is consistent with the results of the study by Fandiz, Hossein; Hamed Karami and Vahid Hayati Jafarbeigi, 2009 entitled The Impact of Organizational Citizenship Behavior on Job Performance is in line with the mediating role of social capital (Case study: University of Tehran professors). They concluded that organizational citizenship behavior directly and indirectly With the mediating role of social capital, it has a positive effect on job performance. Also, this result is consistent with the results of Ziaipour, Amir and Ehsan Rezaei, 2009. In their study entitled The Impact of Perception of Employees' Social Responsibility on Organizational Citizenship Behavior and Job Performance of Yasuj Municipality Employees, they concluded that the results showed that employees' social responsibility has a direct and positive effect on employees' job performance and organizational citizenship behavior. This result is somewhat consistent with the results of Rahimi, Roya and Gholam Ali Ramzgovian, 1397. In their study entitled The Study of the Effectiveness of Organizational Citizenship Behavior on Job Performance: The Mediating Role of Social Capital (Case Study: Pasargad Insurance), they concluded that the results of data analysis show that organizational citizenship behavior on job performance with Emphasis on the mediating role of social capital.

In explaining these results, it can be said that many studies have tried to classify the behaviors and their causes and Neda has shown that identifying

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and understanding the behaviors of employees and providing a suitable environment for their presentation will determine how to provide services to the organization by Employees are more desirable, customer satisfaction is increased, and organizational and individual effectiveness is increased. Today's workplace needs people who can make new decisions and provide solutions and behave in a way that meets the goals of the organization, which is through Empowerment of human resources is achieved and if it is used, not only the commitment and loyalty of employees to the organization but also the sense of trust and importance will be increased and as a result a favorable working environment will be created. Employees who consider the organization as their sponsor establish an emotional connection with the organization; Because the support and importance of the organization leads to understanding the needs of employees and creates a sense of belonging to the organization in the individual. Perceived organizational support strengthens employees' belief in an organization that recognizes them and increases their job performance. In fact, the organization needs employees who want to go beyond the formal job requirement. When employees show more organizational citizenship behavior in the workplace, they are in fact trying harder to do their jobs, helping their co-workers, and looking for the best way to do their jobs, which will ultimately lead to greater productivity. . In fact, organizational citizenship behavior is a criterion for evaluating job performance. Current research has considered behaviors beyond the role as organizational citizenship behaviors and does not accept their neglect in evaluating job performance. Therefore, in addition to employees constantly striving to perform their job duties, companies should encourage employees to perform behaviors beyond their day-to-day job duties; Such as helping to solve customer problems, cooperating and collaborating with other colleagues and preventing the occurrence of unfortunate or unexpected events in the organization. In other words, corporate employees not only have to complete their duties but also have to help the organization and others beyond their duties, which increases the efficiency of the organization. In fact, organizational citizenship behavior is a criterion for evaluating job performance and the basis for improving the productivity and performance of individuals. As a result, in the present study, "Study of the relationship between spirituality in the workplace and job performance and the moderating role of organizational citizenship behavior of education teachers in Sirik city" showed that organizational citizenship behavior affects their job performance. Undoubtedly, teachers with a higher level of social concern are more serious about performing their job duties. Thus, it is concluded that the education of Sirik city pays special attention to redefining social norms and behavioral roles of teachers beyond their role in school and their primary and intrinsic job duties.

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Investigating the role of demographic variables

In this section, the differences between the views of the respondents based on their general characteristics are examined. Demographic characteristics studied in this study are: gender, work experience, age and level of education. Independent t-test and analysis of variance were used as appropriate.

Table 1 - Results of independent t-test based on gender

Significance of mean difference		Assuming equality of variance		Mean difference	Average	Gender	Research variables
Meaningful	T	meaningful	F				
0/907	0/117	0/196	1/680	0/010	4/124	Man	**Employee-oriented behaviors**
0/908	0/116				4/114	Female	
0/888	0/141	0/451	0/570	0/014	4/079	Man	**Organizational Behaviors**
0/888	0/141				4/066	Female	
0/658	-0/444	0/570	0/323	-0/048	3/869	Man	**Meaningful work**
0/659	-0/441				3/917	Female	
0/845	0/195	0/129	2/314	0/024	3/837	Man	**Feeling of solidarity**
0/847	0/193				3/813	Female	
0/500	0/676	0/083	3/036	0/083	3/804	Man	**Alignment with the values of the organization**
0/504	0/669				3/721	Female	
0/894	0/133	0/208	1/595	0/012	4/102	Man	**Organizational citizenship behavior**
0/895	0/132				4/090	Female	
0/863	0/173	0/148	2/108	0/020	3/837	Man	**Spirituality in the workplace**
0/864	0/171				3/817	Female	
0/078	1/771	0/601	0/274	0/136	2/988	Man	**Job Performance**
0/077	1/773				2/853	Female	

Analysis of variance

In the present study, teachers are more than two categories in terms of age, education and service history. Therefore, analysis of variance (ANOVA) is used to determine whether age, education and service history are effective in their view of research variables. Analysis of variance was also checked at 95% confidence level. The statistical expression of this test is as follows:

$$\begin{cases} \mathbf{H_0}: \mu_1 = \mu_2 = \cdots = \mu_n \\ \mathbf{H_1}: \mu_i \neq \mu_j \end{cases} \quad (1)$$

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***T*able 2 - Results of analysis of variance**

History		Education		Age		Research variables
Significant amount	Statistics F	Significant amount	Statistics F	Significant amount	Statistics F	
0/856	0/156	0/565	0/573	0/005	4/423	**Employee-oriented behaviors**
0/816	0/203	0/232	1/468	0/036	2/881	**Organizational Behaviors**
0/709	0/344	0/248	1/403	0/004	4/636	**Meaningful work**
0/679	0/388	0/437	0/830	0/009	3/900	**Feeling of solidarity**
0/888	0/119	0/330	1/112	0/007	4/151	**Alignment with the values of the organization**
0/840	0/175	0/360	1/027	0/012	3/705	**Organizational citizenship behavior**
0/791	0/234	0/314	1/164	0/004	4/483	**Spirituality in the workplace**
0/748	0/290	0/886	0/121	0/708	0/463	**Job Performance**

Significant value based on age factor is smaller than the error level, so people's views on research variables are influenced by their age range. Job performance alone does not depend on one's age. In other cases it is greater than the error level (0.05) so there is no reason to reject the null hypothesis. In other words, variables of education and work experience do not affect people's views.

Conclusion/Implications/Recommendations

__ Creating and strengthening a sense of organizational synergy with measures such as job rotation and job enrichment, meeting the desires and expectations of people, using new methods of doing work

__ Value teamwork by encouraging people to have positive conversations and relationships with colleagues, encouraging employees to use each other's good experiences, and emphasizing education and attention to employee solidarity

__ Creating the right atmosphere so that employees feel part of the organization and work unit. By making the tasks assigned to individuals fair, giving people the freedom to express their opinions, and treating employees honestly by managers and supervisors.

__ Surveying employees about the values of the organization by holding meetings with employees in the organization and encouraging them to discuss the values of the organization.

__ Aligning employees' goals with the organization's goals by clearly explaining the organization's mission and vision to employees, holding periodic meetings to align the organization's goals with employees, and providing information for decisions made.

__ Paying attention to the health and living conditions of employees through work schedule and workload, so that employees have ample opportunity to be with family and rest, giving adequate salaries and benefits to meet the material needs and attention to the spiritual needs of employees.

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