

## **The Relationship between Workplace Spirituality and organizational Loyalty; the Mediator role of Structural Empowerment**

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**Abstract:** The current research examines the mediator role of structural empowerment in the relationship between organizational spirituality and loyalty in Telecommunication Company of Fars province. Based on the research results, the structural empowerment plays a mediator role in the relationship. So, the main question remains that how is the impact of the structural empowerment on the loyalty and what amount of variances in loyalty can be predicted from structural empowerment.

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**Keywords:** Empowerment, Spirituality, Structural empowerment, mediator role, Loyalty

### **Introduction**

As studies show, the encouragement of spirituality at workplace may lead to numerous advantages. The spirituality at work is the further understanding and identification of the inner and inward life of the employees. This can be grown and through significant tasks, can be advanced.

Organizational changing management is one of the management domains, using spirituality in various ways. Its main targets include a contribution to changing the individuals' behavior in organization and obtaining fast and beneficial practical goals. The traditional methods of people's behavior shift, as well as the organizational culture, concentrate on directing organizational structures and systems with agreeable behaviors. This procedure demands conscious attempt, and can be conceptualized as: "a shift from outside to inside"; Since in this method, the shift starts within the outside elements of the individuals. In contrast, the spiritual knowledge suggests that a shift can be managed "from inside to outside". In fact, those with the experience of spiritual life, by conducting methods in accordance with organizational goals, bring an advancement, to their lives and organizations.

Similarly, researchers have explained that spirituality encouragement at workplace can lead to several advantages including an increase in creativity, honesty, trust, self-evolution, organizational obligation as well as rising employees' job attitudes such as the enhancement of job satisfaction, job sharing, behavior and conscientiousness and motivation, beside a decrease in job withdrawal. All these items, directly or indirectly, cause a promotion in organizational performance, usefulness, and efficacy therefore, the current research is evaluating

the effect of workplace spirituality on organizational loyalty (as one of the job desired outputs).

The assumed research model is indicated in Figure 1. There are 3 hypotheses developed for this study:

Hypothesis 1: Structural empowerment plays a mediator role in the relationship between super personal spirituality and organizational loyalty.

Hypothesis 2: Structural empowerment plays a mediator role in the relationship between ex-personal spirituality and organizational loyalty.

Hypothesis 3: Structural empowerment plays a mediator role in the relationship between interpersonal spirituality and organizational loyalty.

### **Research method:**

Based on Cochran formula, 187 people were evaluated as samples. In sum, 200 questionnaires were distributed among organization members, but due to occupational nature of some of their responsibilities outside the organization, 161 questionnaires were collected and studied at last.

The subjects included in the questionnaire have been reviewed and confirmed by the experts in order to ensure the validity of contents.

Cronbach Alfa Index calculated for all variables of the research, has been more than %75 for all of them which shows the reliability of the questionnaire.

The path analysis model which is standard index (direct effects) has been used for examining the main hypotheses of the research to evaluate the direct effects as well as the path indices among variables.

The Validity and Reliability of the questionnaire

The Alfa Cronbach method is used not only for determining the validity of measurement tool

which is one of the technical characteristics of the tool ,but also for evaluating ,to how much extent, the used tool, will show the same result , at the same condition .The obtained results are presented at the following table .

Table 1 show the amount of Alpha Cronbach of the variables.

As shown above, in contrast to the offered amount of reliability by other researchers which is mentioned at this survey, it can be said that the measurement tool includes a fairly good reliability.

#### The methods of data – analysis

In the current research, 2 software SPSS " Version 19, and " Lisrel" are used for analyzing the data . The data analysis is performed through 2 segments: descriptive and deductive.

The generality of the presented model is also considered by means of model fit indices.

#### Table2- Indirect Effects

As we can see in the table, the indirect impact of the expersonal spirituality (at level 0.01), interpersonal spirituality and super personal spirituality (at level 0.05) on the organizational

**Table 1: the amount of Alpha Cronbach of the variables**

Variables	Alfa Cronbach
Structural Empowerment	0.75
Ex-personal Spirituality	0.82
Super Personal Spirituality	0.78
Interpersonal Spirituality	0.84
Organizational Loyalty	0.86

#### Table2- Indirect Effects

Variables	std. Parameter	Std Error	t
The indirect effect of ex-personal spirituality on : Organizational Loyalty	0.14**	0.02	5.90
The indirect effect of Interpersonal Spirituality on : Organizational Loyalty	0.06*	0.02	2.44
The indirect effect of Super personal spirituality on : Organizational Loyalty	0.02*	0.01	2.18

#### Table 3: Model Fitness Indices

Index	Value
X <sup>2</sup> /df	.116
CFI	0.98
GFI	0.96
AGFI	0.96
RMSEA	0.05
P-Value	0.08

loyalty are significant respectively, and due to the fact that this significant impact will be done through structural empowerment, so we can discuss that structural empowerment plays an important and significant role in the relation between dimensions of spirituality and organizational loyalty.

#### Table 3: Model Fitness Indices

According to Model fit indices reported in the above table, the anticipating Model fit of intention to use technology is almost at a good level and these indices imply an agreement between the research theoretical frame and the fit model.

#### Conclusion:

The current study investigated the mediator role of structural empowerment in the relation between spirituality at work and organizational loyalty. According to the results, the mediator role of the structural empowerment approved. This is the time also to investigate the impact of structural empowerment on the organizational Loyalty or to assess that what amount of variance in the loyalty can be predicted from structural empowerment. Future research can be done about the above issues.

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