

# The Relationship between Organizational Commitment and Spiritual Intelligence with Job Performance in Physical Education Staff in East Azerbaijan Province

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## Abstract

This study aimed to investigate the relationship between organizational commitment and spiritual intelligence with job performance in physical education staff in East Azerbaijan province. This research is descriptive in nature and correlational, and the statistical universe consisted of all staff in Physical Education offices in East Azerbaijan province, of which 175 members were selected as samples by cluster sampling method. The following questionnaires were used to gather information: organizational commitment of (Allen & Meyer, 1990), Spiritual Intelligence (King, 2008) and Patterson's job performance. In the present study the reliability of questionnaires were calculated, organizational commitment, 0/73, spiritual intelligence, 0/80 and job performance, 0/83, respectively. For analysis, the Pearson correlation test was used. The results of the statistical analysis of data show that there is a significant relationship between organizational commitment and spiritual intelligence with job performance of physical education staff. The findings of this study can be emphasized in the areas of theory and practice, to strengthen employees' job performance through the applying of spiritual intelligence and increasing their organizational commitment in the governmental organizations.

**Keywords:** Organizational commitment, Spiritual intelligence, Job performance, Physical education.

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## Introduction

The progress of developed societies and the general health of their people are indebted to attention physical education and investing on it. Given the importance of sports organizations in the world today, this organization needs management and staff with a deep sense of meaning and purpose in work and a deep solidarity among employees to be able to have a performance with maximum efficiency and effectiveness and participate in the activities of the organization.

The main objective of the management and mission of managers of any organization is effective and efficient use of various resources and facilities such as labor, capital, materials, energy, and information. In line with this mission, the optimum use of human resources (human resources function) is very important because, unlike other enterprise resource, human has reasoning and freedom and the manger cannot use it easily. This role becomes more important in sports organizations because human relates to work and services scenes (Ahadi, Fathi, & Abdolhamdi, 2014).

People with high organizational commitment believe that working in the organization is important to them and they probably agree with the values of their organizations and consider themselves as a part of the organization, so consistent in carrying out their duties and gain work important experience for the well-being of themselves and their organization. Organizational commitment is a powerful source of motivation to boost employee performance and to encourage them to continue working in difficult conditions such as work-related stress and pressures (Ramzgouyan & PourHassan, 2013).

In addition to organizational commitment of the staff, one of the other abilities that various studies show in recent years associated with employees' job performance is their spiritual intelligence. This type of intelligence is a new phenomenon that has attracted the attention of many scholars of management and organizations at various levels. The concept of spiritual intelligence, in terms of the formation of radical changes and its impact on the workplace, has significant scientific benefits. Therefore, organizations that provide opportunities for r managers and employees to develop their spiritual intelligence are more successful than other organizations (Naderi & Rajaeepour, 2010).

## Review of literature

### *Job Performance*

Job performance is a frequently used concept in the field of industrial and organizational psychology and related to career environment. The concept of job performance deals with the issue of whether a person does his job well or not. This concept is an important index in assessing organizational success. John Campbell's theory is one of the most common theories on job performance. Campbell defines job performance as a variable at the individual level. In fact, job performance refers to something that a person does alone. Job performance is different from concepts such as organizational performance or national performance defined at higher levels (Haghighatian, Sadesghi, & Shahcheragi, 2014).

### *Organizational Commitment*

Organizational commitment is considered as an emotional and psychological attachment to the organization, based on which the person who is committed determines his identity through the organization, participates in the organization and involves in it and enjoys membership in the organization (SoltanHosseini, 2003).

(Gautam, VanDick, & Wagner, 2004) define organizational commitment as “The attitude or orientation towards the organization that connects one's identity to the organization.”

Organizational commitment is an insight into employee loyalty and commitment to the organization and an ongoing process showing that through participation in corporate decisions, success and prosperity of the people in the organization and organization (Moqimi, 2001).

### *Spiritual Intelligence*

Spiritual intelligence combines intelligence and spirituality within a new structure, while spirituality culminates by searching and experiencing the sacred elements and connected with transcendence and meaning. Spiritual intelligence is the abilities of such intellectual themes for compliance, effective action, and production of products, and valuable consequences. In general, the emergence of spiritual intelligence construct can be considered as the capacity and intellectual resources in practical situations. Contrary to general intelligence that computers have too and emotional intelligence that higher mammals, spiritual intelligence is special to humans and is the most basic and most important kind of intelligence (Kadkhodaie & Jahani, 2010).

### **Research background**

In their article entitled exploring the relationship between job-character, organizational commitment, and job performance (case study: the staff of Khuzestan Steel Company) and in one of their hypotheses, (Mohammadi, Rahimi, Fakher, & Shoaibi, 2014) investigated the relationship between organizational commitment and job performance. Their results showed that there is relatively a significant strong positive relationship between organizational commitment and job performance. In a study, (Derakhshideh & Kazemi, 2013) examined the impact of job involvement and organizational commitment on job satisfaction and job performance in hotel industry in Mashhad. Their results show that organizational commitment affects job satisfaction and job performance. Through attention to staff participation in decision-making and using appropriate incentive systems, managers can try to increase employee engagement and enhancing their satisfaction and job performance. In examining the relationship between organizational commitment and performance of employees working in Marand Health Network, (Masoudi, Haji, Nosratinejad, & Sudanese, 2012) showed that in general, the average score of organizational commitment is 4.79 out of 7 and an average score of job performance of the staff was 3.23 out of 5. There is a significant relationship between

organizational commitment of the staff and their job performance. This means that employees with higher organizational commitment have higher job performance.

However, only one of the dimensions of organizational commitment (continuous commitment) had an impact on job performance. It seems that strengthening the factors affecting the continuous commitment improves job performance in health and welfare organizations.

In a study, (Hamid & Dehghanzadeh, 2012) examined the relationship between spirituality, organizational commitment, and general health with job performance in clinical nurses and the results of their research have shown that spirituality, organizational commitment, and general health significantly predict job performance. The most significant positive relationship was between spirituality and organizational commitment, spirituality and job performance and organizational commitment, and job performance respectively.

In a study, (Bagheri & Tavalae, 2010) have examined the effect of organizational commitment on organizational performance. Their results have shown that organizational commitment of the staff can bring about feel contentment, belonging, affiliation and attachment to the organization, more favorable job performance, reduced turnover of the organization, social behavior, lack of absence from work, altruism and helping colleagues and reducing job stress and financial success and enhancing the effectiveness and efficiency of the organization.

In his master's thesis, entitled "Studying organizational commitment performance of young employees in the areas of education of Tehran," (Hojjati, 2005) explored measuring the ways to enhance employee performance in regions of education of Tehran. In his research, it has been found that there is a positive significant relationship between emotional commitment and normative commitment with performance and, but there was no relationship between continuous commitment and young employees' performance (Ramzgouyan & PourHassan, 2013).

In a study, (Asherlous & Dadashikhas, 2012) evaluated the effect of spiritual intelligence of managers on the performance of the staff of the government. Their results suggest that spiritual intelligence of the managers has a great role and influence on employee performance and the meaning and job being purposeful have the greatest impact and the elements of consciousness and self-awareness and grace and excellence, and finally the actions of the managers has the least impact on performance of the staff.

In a study, entitled "The impact of emotional intelligence on job performance: case study of Malaysian public hospitals," (Rani, Abdul, & Shamsudin, 2013) found a significant positive relationship between spiritual intelligence and job performance. Training people to improve spiritual intelligence and thus job performance have been of the solutions proposed in this article.

In his study, (Benkhoff, 1997) evaluated the organizational commitment and performance in sales targets and profit curves of the organization. He found that

organizational commitment significantly correlates with financial success of the organization (Bagheri & Tavalae, 2010).

## Research Methodology

The present study is applied in terms of purpose, because its results can be used to improve job performance of employees of Physical Education Department, and since it investigates the relationships between spiritual intelligence, organizational commitment, and job performance, it is descriptive-correlational. In this study, spiritual intelligence and organizational commitment were considered as predictor variables (independent) and job performance as criterion variable (dependent). In terms of data collection, which assesses the variables concerned through the implementation of a questionnaire, it is of field type. The population of this study is all the staff of Physical Education and the Board of Directors of and Sports is East Azerbaijan. As a sample of the community is selected, it must have community features, so based on research objective and using Morgan table, 175 subjects were selected by random cluster sampling. Thus, at first from among physical education departments in East Azerbaijan, the city of Khoda Afarin, Kaleibar, Ahar, Jolfa, Tabriz, and Marand were chosen as the sample, and then staff of these cities completed questionnaires as the sample. In this study, in order to provide the general appearance of the status quo, organizational commitment, spiritual intelligence and job performance of the staff in physical education of East Azerbaijan, descriptive statistics (mean, standard deviation, frequency and percentage) were used. Moreover, after reviewing normality of the distribution of scores using Kolmogorov-Smirnov test, to meet the research hypotheses, Pearson correlation coefficient was used.

## Analysis of the results

### *Describing data*

Tables related to descriptive data (mean and standard deviation) are provided based on groups studied in subscales of organizational commitment, spiritual intelligence, and job performance. The data is presented in Tables 1, 2 and 3.

Table 1: Description of the scores in the study group about organizational commitment

| Subscales of Organizational Commitment   | Sex    | Frequency | Mean  | Standard deviation |
|--|--------|-----------|-------|--------------------|
| Emotional commitment                     | Man    | 120       | 22.71 | 27.3               |
|  | Female | 55        | 22.23 | 3.26               |
| Continuous commitment                    | Man    | 120       | 28    | 6.08               |
|  | Female | 55        | 27.68 | 5.37               |
| Normative commitment                     | Man    | 120       | 24.55 | 4.06               |
|  | Female | 55        | 25.65 | 4.24               |
| Total score of organizational commitment | Man    | 120       | 75.25 | 8.71               |
|  | Female | 55        | 75.58 | 8.84               |
|  | Total  | 175       | 75.37 | 8.73               |

Table 1 shows the mean, and standard deviation of the study group based on gender of the teachers, respectively, for the subscales of organizational commitment, including affective commitment, continuous commitment, and normative commitment. According to Table 1, average of total score of organizational commitment of the study group is 75.37 and its standard deviation is 8.73.

Table 2: Describing the scores of spiritual intelligence in the study group

| Subscales of Spiritual Intelligence   | Sex   | Frequency | Mean  | Standard deviation |
|---------------------------------------|-------|-----------|-------|--------------------|
| Critical thought                      | Man   | 120       | 16.42 | 4.01               |
|                                       | Woman | 55        | 15.25 | 4.17               |
| Providing a higher concept            | Man   | 120       | 15.83 | 4.05               |
|                                       | Woman | 55        | 16.10 | 7.57               |
| Transcendent awareness                | Man   | 120       | 16.02 | 3.72               |
|                                       | Woman | 55        | 15.98 | 7.08               |
| Self-awareness / consciousness        | Man   | 120       | 15.74 | 3.84               |
|                                       | Woman | 55        | 15.34 | 3.61               |
| Total score of spiritual intelligence | Man   | 120       | 63.91 | 12.92              |
|                                       | Woman | 55        | 62    | 14.82              |
|                                       | Total | 175       | 63.31 | 13.54              |

Table 2 shows the mean and standard deviation of the groups studied based on gender of the staff for spiritual intelligence subscales, including critical thinking, providing a higher concept, transcendent consciousness and self-awareness or consciousness. According to Table 2, average scores of total spiritual intelligence of the studied group is 63.31 and standard deviations is 13.54.

Table 3: Describing the scores of the studied group in job performance

| Subscales Job Performance         | Sex    | Frequency | Mean  | Standard deviation |
|-----------------------------------|--------|-----------|-------|--------------------|
| Considering discipline at work    | Man    | 120       | 11.83 | 3.18               |
|                                   | Female | 55        | 11.30 | 3.30               |
| A sense of responsibility at work | Man    | 120       | 11.38 | 3.39               |
|                                   | Female | 55        | 11.14 | 4.07               |
| Cooperation in job                | Man    | 120       | 10.67 | 3.04               |
|                                   | Female | 55        | 10.94 | 2.47               |
| Improving work                    | Man    | 120       | 11.69 | 2.84               |
|                                   | Female | 55        | 10.38 | 2.97               |
| Total score of job performance    | Man    | 120       | 45.58 | 9.02               |
|                                   | Female | 55        | 44.23 | 9.46               |
|                                   | Total  | 175       | 45.16 | 9.15               |

Table 3 shows the mean and standard deviation of the studied group based on sex of the employees, respectively, for the subscales of job performance that involves thinking in work discipline, sense of responsibility at work, collaborating on work, and improving

work well. According to Table 3, average total score of job performance of the studied group is 45.16 and standard deviation is 9.15.

### Data analysis

*Hypothesis 1:* there is a significant relationship between organizational commitment and job performance of employees in Physical Education of East Azerbaijan.

In order to respond to this hypothesis, Pearson correlation coefficient was used.

To use the Pearson correlation coefficient, normal distribution of scores of organizational commitment, and job performance was evaluated using Kolmogorov-Smirnov test, and the results are presented in Tables 4, 5 and 6.

Table 4: Results of Kolmogorov-Smirnov test for normality of the distribution of organizational commitment

| Subscales of organizational commitment | Frequency | Z-statistic of the Kolmogorov - Smirnov | Significance level |
|--|-----------|---|--------------------|
| Emotional commitment                   | 175       | 0.47                                    | 0.97               |
| Continuous commitment                  | 175       | 0.67                                    | 0.76               |
| Normative commitment                   | 175       | 1.00                                    | 0.26               |

According to Kolmogorov-Smirnov test results in Table 4, the distribution for all subscales of organizational commitment including normative commitment, continuous commitment, and affective one is normal because the value of z Kolmogorov - Smirnov for each of the subscales is not significant at the level of  $p < 0.05$ .

Table 5: Results of Kolmogorov-Smirnov test for normality of the distribution of job performance variable

| In measures of job performance    | Frequency | Z-statistic of the Kolmogorov - Smirnov | Significance level |
|-----------------------------------|-----------|---|--------------------|
| Considering discipline at work    | 175       | 0.94                                    | 0.32               |
| A sense of responsibility at work | 175       | 0.63                                    | 0.82               |
| Cooperation in job                | 175       | 0.80                                    | 0.54               |
| Improving work                    | 175       | 1.16                                    | 0.13               |

According to Kolmogorov-Smirnov test results in Table 5, the distribution of scores for all subscales of job performance that includes discipline in work, responsibility in work, cooperation at work, and improvement of work is normal because the value of z Kolmogorov-Smirnov is not significant at  $p < 0.05$  for any of the sub-scales.

After checking the normal distribution of scores, Pearson correlation coefficient was used to examine the relationship between organizational commitment and job performance in physical education staff, and the results are presented in Table 6.

Table 6: The results of Pearson correlation coefficient to examine the relationship between organizational commitment and job performance

| Subscales of organizational commitment | Frequency | Z-statistic of the Kolmogorov - Smirnov | Significance level |
|--|-----------|---|--------------------|
| Affective organizational commitment    | 175       | 0.22**                                  | 0.003              |
| Continuous organizational commitment   | 175       | 17*                                     | 0.02               |
| Normative organizational commitment    | 175       | 0.15*                                   | 0.04               |
| Organizational Commitment              | 175       | 0.27**                                  | 0.001              |

According to the results of Pearson correlation coefficient in Table 6 there is a significant positive correlation between the subscales of organizational commitment (affective, continuous, and normative) and total score of organizational commitment and job performance of employees of Physical Education in East Azerbaijan at  $p < 0.05$  level, and so the hypothesis is confirmed.

*Hypothesis 2:* there is a significant relationship between spiritual intelligence and job performance of employees of Physical Education employees in East Azerbaijan.

In order to respond to this hypothesis, Pearson correlation coefficient was used.

To use the Pearson correlation coefficient, normal distribution of spiritual intelligence and job performance scores was assessed using Kolmogorov – Smirnov, and since in hypothesis 1 and in Table 5, the normality of job performance is presented, in this section, surveys conducted on the spiritual intelligence are presented.

Table 7: Results of Kolmogorov-Smirnov test for normality of the distribution of Spiritual Intelligence

| In measures of Spiritual Intelligence | Frequency | Z-statistic of the Kolmogorov - Smirnov | Significance level |
|---------------------------------------|-----------|---|--------------------|
| Existential thinking                  | 175       | 0.75                                    | 0.62               |
| Offering transcendent meaning         | 175       | 0.36                                    | 0.99               |
| Transcendent awareness                | 175       | 0.75                                    | 0.62               |
| Self-awareness / consciousness        | 175       | 0.84                                    | 0.47               |

According to Kolmogorov-Smirnov test results in Table 7, the distribution of scores for all subscales of spiritual intelligence that includes Existential thinking, offering transcendent meaning, transcendent awareness, self-awareness / consciousness is normal because the value of z Kolmogorov - Smirnov at level of  $p < 0.05$  for none of the subscales is significant.

After checking the normal distribution of scores, Pearson correlation coefficient was used to examine the relationship between spiritual intelligence and job performance in physical education staff, and the results are presented in Table 8.

Table 8: Results of Pearson correlation coefficient to examine the relationships between spiritual intelligence and job performance

| Sub-scales of spiritual intelligence | Frequency | Correlation coefficient | Significance level |
|--------------------------------------|-----------|-------------------------|--------------------|
| Existential thinking                 | 175       | 0.33**                  | 0.001              |
| Offering transcendent meaning        | 175       | 0.25**                  | 0.001              |
| Transcendent awareness               | 175       | 0.25**                  | 0.001              |
| Self-awareness / consciousness       | 175       | 0.15*                   | 0.04               |
| Existential thinking                 | 175       | 0.29*                   | 0.001              |

According to the results Pearson correlation coefficient in Table 8, there is a significant positive correlation between subscales of spiritual intelligence (Existential thinking, offering transcendent meaning, transcendent awareness, self-awareness / consciousness) and total score of spiritual intelligence and job performance of employees in Physical Education in East Azerbaijan  $p < 0.05$ , so the hypothesis is confirmed.

## Conclusion

*Hypothesis 1:* there is a significant relationship between organizational commitment and job performance of employees in Physical Education of East Azerbaijan.

In connection with the first hypothesis on the relationship between organizational commitment and job performance of employees in Physical Education of East Azerbaijan, analysis showed a significant positive relationship between organizational commitment and job performance, so the hypothesis was confirmed.

The results obtained for this hypothesis are consistent with the results by (Mohammadi, Rahimi, Fakher, & Shoaibi, 2014), (Derakhshideh & Kazemi, 2013), (Masoudi, Haji, Nosratinejad, & Sudanese, 2012), (Hamid & Dehghanzadeh, 2012), (Bagheri & Tavalae, 2010), and (Benkhoff, 1997). However, the results are not consistent with the results of the study by (Hojjati, 2005), who concluded that there is no significant relationship between continuous organizational commitment and employee performance.

In explaining these findings that there is a positive relationship between organizational commitment and job performance of employees in physical education, we can argue that employees who have higher organizational commitment have a sense of emotional connection with their organizations are serious and motivated, more interested in the organization, are active, and perform their assigned duties. Of course, such staff has much better performance than the employees who do not have a feeling of belonging to the organization and enter by necessity. In addition, considering that continuous commitment is as a subset of organizational commitment representing the likely costs from leaving the organization, and being forced to stay, in this regard, as the job opportunities for people outside the organization is less and his investments is more, turnover will be less likely. In other words, by spending time and spending in-service training and more effort of people, they are not willing to leave easily and necessarily continue their work in the organization and it can be effective in improving their job performance. In another explanation, regarding the relationship between organizational commitment and job performance, it can be said that individuals and employees with higher organizational commitment adhere to the values and goals of the organization and have more active roles in the organization and are less likely to leave the organization and find new job opportunities. According to various studies, the most important results of employee commitment to the organization affecting organizational performance and improving performance include:

Increase in creativity and innovation of the staff satisfaction, belonging, increase in remaining of employees in the organization, attachment of the employees, more favorable job performance of employees, reduction in turnover, and reduction in job stress that ultimately lead to financial and non-financial the success and increased efficiency in the organization (Bagheri & Tavalae, 2010).

*Hypothesis 2:* there is a significant relationship between spiritual intelligence and job performance of employees of Physical Education employees in East Azerbaijan.

In connection with the second hypothesis on the relationship between spiritual intelligence and job performance of employees in Physical Education of East Azerbaijan, analysis showed a significant positive relationship between spiritual intelligence and job performance, so the hypothesis was confirmed

The results obtained from this hypothesis are consistent was with the results of (Asherlous & Dadashikhas, 2012), and (Rani, Abdul, & Shamsudin, 2013).

In explaining the finding that there is a significant positive relationship between spiritual intelligence and job performance of employees, based on the view by George, it can be argued that spiritual intelligence in work place improves job performance of the people by 1) creating relaxation that affects the effectiveness of the people, 2) creating understanding between people, 3) change management and the elimination of barriers, and 4) by providing peace of mind and the quality of its effect on effectiveness of the people.

In addition, people with high spiritual intelligence believe that there are sufficient resources to consummate expression and perfection and there is no need to compete with each other unnecessarily, so trust each other easier and engage in community work to achieve their goals. In dealing with situations, instead of interfering in the affairs, spiritual managers create insight, and rather than control, they trust, and instead of stating themselves, they show humility. Spiritual managers emphasize ethical values such as honesty, integrity, freedom and justice.

They improve staff moral identity and create deep commitment in them and these factors lead to improvement in employees performance (Kenjereski & Skrgpnek, 2004).

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