

Original Research Article

Identifying the impact of spiritual leadership on organizational citizenship behavior in the Iranian healthcare industry

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ABSTRACT

Aims: Previous scholars have investigated the impact of spiritual leadership (SL) on organizational citizenship behavior (OCB); this article aims to identify the impact of SL on OCB in the Iranian healthcare industry.

Study design: different healthcare centers in Tehran, Iran.

Methodology: This study is based on a quantitative approach and uses a questionnaire distributed among 252 employees in different job positions within different healthcare centers located in Tehran, Iran. To analyze the data, the statistical package of social sciences (SPSS) version 22 is used. Reliability test, factor analysis and standard regression analysis were applied.

Results: The findings supported the notion that SL had a positive impact on OCB (beta coefficient=.101). However, according to the results, determination of SL on OCB in the Iranian healthcare industry is very weak. They also showed that five dimensions of SL had positive relationship with SL. Among them, performance feedback was the most remarkable with (beta coefficient=.361). Two of SL dimensions were excluded due to collinearity which was membership and altruistic love. Finally, findings revealed that all dimensions of OCB had positive relationship with OCB. Among the dimensions, conscientiousness was salient with (beta coefficient= .390).

Conclusion: spiritual leaders help employees to exhibit extra-role behaviors and provide further evidence to support the impact of SL on OCB. This can be a useful key to increase organizational effectiveness.

Keywords: *spiritual leadership, organizational citizenship behavior, healthcare industry, Iran*

1. INTRODUCTION

In this new era of communication, information technology, and global competition, organizations are faced with major challenges that can potentially lead to organizational change. To respond efficiently to change, organizations need to make effective use of human resources. The development, progress, and harmony of an organization largely depend on the leadership's knowledge culture at all levels. Andrews and Field [1] Expressed that the concept of leadership is the interpretation of followers of the traits and

characteristics, behaviors and outcomes produced by leaders, while a subsidiary role of leaders appears to be that of motivating and energizing subordinates.

As an emerging phenomenon of leadership theory, spiritual leadership (SL) has been acknowledged as a more value-oriented new-genre leadership theory [2]. SL is defined as a causal leadership model designed to create intrinsic motivation. Fry et al. [3] Stated that SL is the ability of the values, attitudes, and behaviors of a leader to intrinsically motivate the self and others through spiritual well-being, "calling" and "membership," from which followers experience meaning in their lives and feel capable of making a difference, being understood and being appreciated by the leaders. Based on the model introduced by Fry [4], SL is a function of seven dimensions, which are vision, hope/faith, altruistic love, meaning/calling, membership, commitment and productivity.

Employees, as a vital pulse of an organization, are an essential component of the ability to progress and overcome organizational challenges. Organizational citizenship behaviors (OCB_s) are known as extra-role performances of employees (beyond their job) that are unrewarded by the formal system [5]. Organ [6] defined OCB as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system. The model introduced by Organ et al. [7] is a function of five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

According to previous studies conducted by scholars on SL and OCB, there is a relationship between SL and OCB [8, 9]. By reviewing the literature regarding the impact of SL on OCB, authors of this study concluded that there are exclusively some conducted studies by scholars in different countries such as Taiwan, Iran, and Turkey, of which two of them will be reviewed in details in the literature review part of this scientific paper. Therefore, to the authors' knowledge, there is a lack of studies to date that identify the relationship between SL and OCB in different job categories in the Iranian healthcare industry. In order to fill this knowledge gap and contribute to the body of knowledge in this research era, as the purpose of the study, the authors conducted present research to identify the impact of SL on OCB in the Iranian healthcare industry.

In the current study, the research was conducted by reviewing the relevant literature on SL and OCB, and theories that support consistency between SL and OCB. Since this study applies a quantitative approach, the authors of the study collected employee data from different healthcare centers in Tehran (the capital of Iran). The authors then analyzed the data by using the SPSS version 22. The results of this study are practical for managers in the healthcare industry in Iran and scholars who are concerned with this research area.

2. LITERATURE REVIEW

Leaders' values, attitudes, and behaviors have impacts on the spiritual survival of employees [8]. The impact of SL on OCB has been investigated by previous scholars [8, 9], which will be stated in part 2.4. And consistency and linear relationship between them have been supported by motivation theory of which will be discussed in part 2.3.

2.1 OCB concept

Early research into the concept of OCB was performed in organizational research literature in the early 1980s [10, 11]. In 1989, Organ defined OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" [12].

Bienstock et al. [13] stated that the role of OCB is as an extra-role behavior of employees that can enhance organizational functionality and effectiveness.

Generally, citizenship behaviors have two common features: they are not directly enforceable (i.e., they are not technically required as part of one's job), and they are representative of the special or extra efforts that organizations need from their workforce in order to be successful [14]. Organ et al. [7] described that

OCBs include both behaviors that are directed toward specific persons (e.g., interpersonal helping such as voluntarily assisting people at work), as well as more impersonal forms of conscientiousness and workplace involvement that contribute to organizational effectiveness (e.g., sportsmanship, civic virtue, organizational loyalty).

Several studies have mentioned the importance of OCB [15, 14, 7, 16, 17, and 18]. As stated, Organ et al. [7] explained that OCBs improve the efficiency and effectiveness of organizations. Koys [15] implied that OCB impacts the profitability of an organization, while there is no impact on customer satisfaction. Poncheri [16] believed that there is an affirmative impact of OCB on employees and their organization, while Chiu and Tsai [17] stated that OCB is vital for the teamwork, collaboration and innovation of employees. OCB can be seen as a tool for managers to form a cooperative work environment [18]. OCBs promote and protect the organization [14]. Therefore, the above studies indicate that this kind of behavior is not only beyond organizational requirements, but also improves efficiency and solidarity in the working environment.

Many scholars have mentioned the five dimensions of OCB including altruism, conscientiousness, civic virtue, sportsmanship, and courtesy [6, 19, 20, and 5]. The two major dimensions of OCB are largely thought to be altruism and conscientiousness [21].

2.1.1 OCB dimensions

The five aforementioned dimensions of OCB, which are adopted by the authors of this study, are defined as follows:

- Altruism

Altruism behaviors involve those behaviors that can directly influence colleagues [5]; helping colleagues and employees to perform their duties in unusual circumstances, or in a manner that goes beyond expectations [19]. Accordingly, the benefits of altruism involve individual-directed behavior [22]; moreover, altruism promotes employee efficiency [23], encourages cooperation between employees, and enhances team work [18].

- Conscientiousness

Based on Redman and Snape [24], conscientiousness refers to voluntary behaviors that go beyond job requirements, and which may not be seen by anyone. The voluntary behaviors are in a manner beyond what is expected [5]. Conscientious people, in fact, deliver benefits to the organization [22].

- Sportsmanship

Sportsmanship is a citizen-like posture of tolerating the inevitable inconveniences and impositions of work, without complaining or indicating grievances [5].

- Courtesy

Courtesy involves treating others with respect, preventing problems from occurring by keeping others informed of one's decisions and actions that may affect them, and passing along information to those who may find it useful [25].

- Civic virtue

Civic virtue refers to individual behaviors that display a responsible concern for the wellbeing and image of an organization, employees are willing to participate in civic virtue behaviors [21, 24]; and responsible behavior such as constructive involvement in the organizational policy [5].

2.2 SL concept

SL as a new-genre leadership has been defined by different researchers. Fry [4] defines SL as "comprising the values, attitudes, and behaviors that are necessary to intrinsically motivate one's self and others so that they have a sense of spiritual survival through calling and membership." Nelson [26] explains that SL makes employees have a holy vision and spiritual motivation and engage in value-based

cooperative working. SL makes the ethical requirements of followers clear and builds strong and deep relationships [27]. Furthermore, according to Semercioz [28], SL is not a tool but is a characteristic of a leader.

Indeed, spiritual leaders can increase employee motivation in terms of encouraging employees to live meaningfully and purposefully. According to Yaghoubi et al. [29], spiritual leaders develop committed and motivated employees by creating sublime spirituality insights and cultural contexts according to universal human values. As Fry [4] noted, the goal of SL is to develop an organizational vision and values in line with specific strategies, as well as to increase the power of individuals and teams. This can lead to improved commitment and productivity among employees.

Overall, spirituality in the workplace is important and necessary because its benefits can be found in the internal and external environments of the organization, such as encouraging employees to be responsible, committed, and empowered both inside and outside of the organization [30]. Fry [4] proposed a causal model of SL that incorporates theories of intrinsic motivation, vision, hope/faith, and altruistic love. The model also incorporates spiritual survival across three levels; as such, survival can positively affect organizational commitment and productivity.

Fry [4] measured three dimensions of SL, two dimensions of spiritual survival, and the factors of organizational commitment and productivity using survey questions developed especially for research in SL theory. The items' validity was discussed with practitioners, and the items had been pretested and validated in other studies and samples. According to the authors, SL is a function of seven dimensions: vision, hope/faith, altruistic love, meaning/calling, membership, organizational commitment, and productivity.

By reviewing the above literature, the authors of the current study can assert that SL is a function of seven dimensions based on introduced model by Fry [4], and this model is a valid one to use as a lens for assessing SL for present research, which will be discussed in detail.

2.2.1 SL dimensions

As stated above, SL is a function of seven dimensions including:

- Vision

The vision of an organization defines the organizational goals. Fry [4] indicated that corporate vision involves stating where the organization would like to be in the future. In other words, vision defines the future prospects of an organization. According to Strange and Mumford [31], vision is a collection of notions that define an ultimate goal, which in turn defines individuals' actions and reactions.

- Hope/Faith

Hope and faith are two foundations of the belief that all the goals of the organization, such as the organizational vision and mission, will be achieved [4].

- Altruistic Love

Altruistic love has a specific definition in SL theory: it is a sense of being whole and content presented through attention, affect, solicitousness, and gratefulness for ourselves and others [4]. Altruistic love for others makes a person emotionally strong.

- Meaning/Calling

In Fry's [4] theory of SL, the concept of meaning refers to whether organizational members believe that the jobs they do are important and meaningful for them and make a difference in people's lives. Calling refers to the experience of transcendence or how one makes a difference through service to others.

- Membership

It is a fact that people like to belong and be a part of a crucial and larger group. According to Yusof and Tahir [32], membership is defined as an employee's understandings of the organization and his/her sense of being appreciated.

- Commitment

Yusof and Tahir [32] claimed that one of the key factors in the success of any organization is having committed staffs who engage in appropriate activities. Spiritual leaders motivate employees to increase empowerment and organizational commitment [29].

- Productivity

Employee productivity refers to how productive an employee is for an organization [33]. Nelson [26] stated that SL is associated with increased productivity. Also, Giacalone and Jurkiewicz [34] indicated that workplace spirituality not only has personal outcomes but also delivers improved productivity.

2.3 Motivation theory

Since World War II, many researchers have introduced different theories of leadership that focus on how to motivate followers. These theories include path-goal leadership, charismatic leadership, transformational leadership and SL.

SL theory includes all components of spirituality in the workplace and dimensions of survival spirituality according to a framework of leadership theory based on motivation [4]. It can be said that SL involves the values that are necessary to facilitate the intrinsic motivation of a person, which gradually affects their behavior and ultimately leads to a sense of spiritual survival by calling and membership. Experiencing the meaning of work and a sense of membership in the organization strengthens employees' intrinsic motivations which encourage employees to demonstrate citizenship behaviours (e.g., altruism and conscientiousness) that benefit the organization [8].

SL also imparts a high degree of organizational membership to employees. In a harmonious organizational atmosphere, employees are willing to help others at work and complete tasks with diligence. The intrinsic motivation effects facilitate employees to perform excellent organizational citizenship behaviors [8].

OCB as part of organizational behavior theory has been researched for over 20 years, since being defined by Organ and Konovsky [35]. The investigation of employees' behavior in relation to the organizational structure, which has a strong effect on employees' behavior, is supported by the theory of organizational behavior [12], and specifically OCB.

The relationship between leaders and subordinates from the perspective of exchange theory is a relationship-oriented exchange relationship. Leaders and subordinates form this exchange relationship primarily because they exchange organization-specific skills, trust, and effective engagement. The relationship requires a long mutual adjustment process to complete. When leaders show positive effective engagement and provide support for the mission, subordinates feel valued and respected, and in turn exhibit positive effective engagement and seek to reciprocate the positive engagement/behaviour with the leaders and the organization [36, 37, and 38].

Therefore, based on the reviewed literature in this part, according to motivation-based leadership theory, there is a direct relationship between SL and OCB.

2.4 SL and OCB

Chen and Yang [8] conducted a study in Taiwan to investigate the impact of SL on OCB by using multi-sample analysis of structural equation modeling and LISREL 8.72 software. Their study involved comparative research between the finance and retail industries to understand the impact of generalizing and applying SL to different industries. From 28 major companies, 466 valid samples participated in the survey including 239 retailing service industry samples and 227 financial service industry samples. Chen

and Yang [8] adopted the SL measurement tool proposed by Fry [39] and related it to the OCB scale introduced by William and Anderson [40]. The chi-square values were significant for both the finance sample (176.56, $P = .00$) and retail sample (171.42, $P = .00$), the model fit was good, and other fit indices showed a good fit for both the finance sample and retail sample. According to the results, a leader's SL has a positive impact on spiritual survival in both the finance and retail sample. Moreover, spiritual survival has a positive impact on altruism and conscientiousness for the finance and retail samples, respectively. Therefore, the results showed that the behavioral characteristics of leaders who practiced SL had a positive impact on the meaning/calling and membership of the employees, and further confirmed the process perspective of the SL theory (SLT) and generalization of applying the theory to different industries. In addition, the intrinsic motivation effects facilitated employees to perform excellent organizational citizenship behaviors, including the altruism of assisting co-workers and responsible conscientiousness toward the organization. In reality, the feeling of membership toward an organization is conducive to performing altruistic citizenship behaviors, making employees more willing to help solve co-workers' problems. Therefore, they found that the impact on altruism is stronger than on conscientiousness. Furthermore, the effects of SL differed among different industries so that the effect in the retail industry was stronger, possibly caused by the difference in the industries [8].

In 2013, Province [9] performed a study to investigate the relationship among SL and OCB in the Registry of Deeds and Landed-Estate Properties in the Isfahan province of Iran. This study was based on descriptive and inferential statistics methods for data analysis according to the research objectives and questions. From a statistical population of 210 formal and contract employees, 142 persons were selected through the stratified random sampling method as the research sample. The tools of data collection included the SL questionnaire introduced by Fry [39] with the OCB scale introduced by Organ et al. [7]. Research findings revealed that there is a positive and significant relationship between SL and OCB given that the correlation coefficient between the SL and OCB of employees was 0.354. These results show that OCB improves if the level of the SL indexes is enhanced [9].

The above-reviewed literature shows the existence of a relationship between SL and OCB. Since there is no conducted study in the Iranian healthcare industry on SL and OCB and taking into consideration managerial issues in above reviewed studies, therefore, the authors of the current study have been motivated to identify the impact of SL on OCB in the Iranian healthcare industry.

2.5 Research model

The model used in this study, as stated earlier, is adopted from Fry [4] for SL and its dimensions, while OCB and its dimensions are adopted from Organ et al. [7].

Figure 1 shows the model of the present research. In Figure 1, SL is an independent variable and OCB is a dependent variable. Another point to take into consideration is that the indicators for SL and OCB are called reflexive because they reflect the underlying variable.

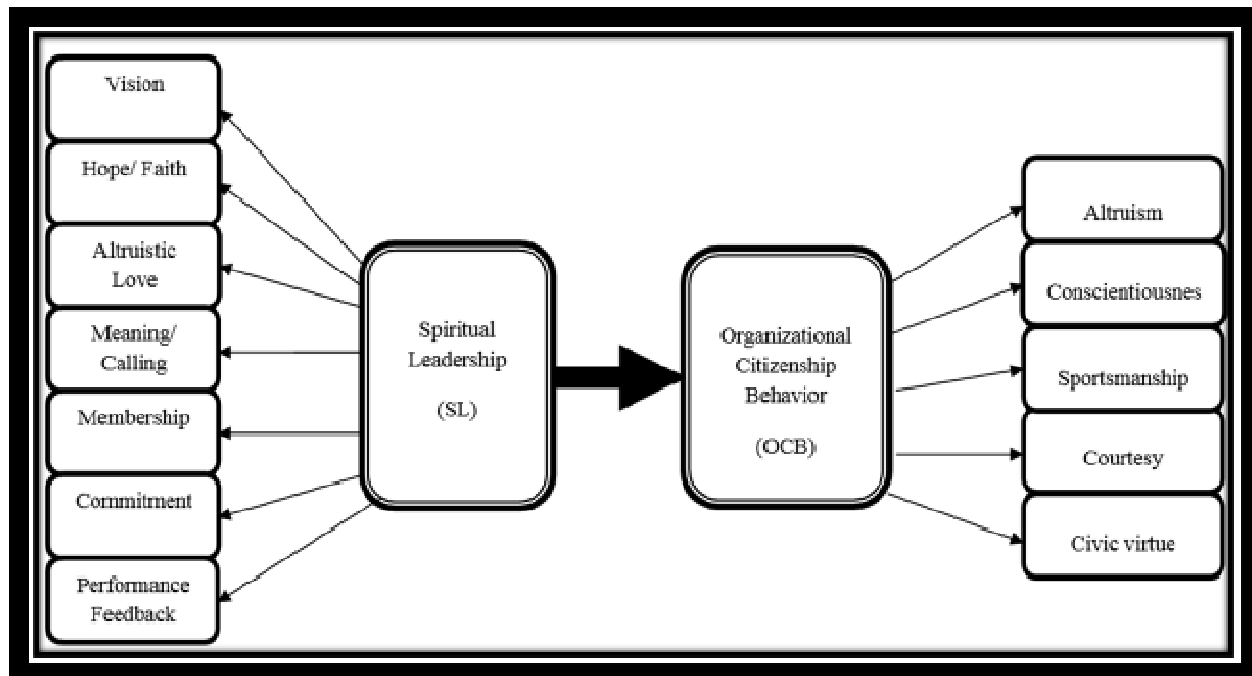


Figure 1: Research Model adapted from Fry [4] and Organ et al. [7]

2.6 Hypothesis development

Based on the research model and reviewed literature relevant to impact of SL on OCB, the authors of this study aimed to formulate testable hypothesis. Therefore, the hypothesis of this study was developed as following:

H1: SL has a positive impact on OCB in the Iranian healthcare industry.

3. RESEARCH METHODOLOGY

The present research is an extension of the model as mentioned in the literature review. The development of questionnaire is based on dependent variable which is OCB and independent variable which is SL. Therefore, in order to achieve the main objective of present research and testing developed hypothesis and answering research question which is whether SL has positive impact on OCB in the healthcare industry in Iran or not, authors assume implementing following steps:

- Utilizing the scale introduced by Fry [4] for SL and its dimensions, OCB and its dimensions were adopted from scale introduced by Organ et al. [7].
- Taking quantitative approach involving distribution of questionnaires in the healthcare industry in Tehran, Iran.
- Conducting reliability test in order to ensure the validity of the questionnaire.
- Conducting factor analysis in order to construct reliable tests, ensuring adequacy of sample size in order to obtain the results.

- Obtaining the results through SPSS program through running standards regression analyses.

3.1 Sample and procedure

To test the developed hypotheses, data were collected from employees with different job positions in different healthcare centers in Tehran, Iran. A total of 312 questionnaires were distributed by the probability random sampling technique; of the 278 copies returned, 26 were excluded because of incomplete answers, which gave a total of 252 effective copies retrieved and accounted for approximately 80.7 % response rate. It is worth mentioning that distributing the questionnaires was difficult for two reasons; firstly, some of the employees of Iranian healthcare centers saw the questionnaires as an invasion of their privacy, and the step was also impossible without the permission of the human resource managers of the healthcare centers. Secondly, during the distribution procedure, the authors found that the terms "SL and OCB" were not clearly understood by the employees, who needed the terms to be explained.

3.2 Research instrument

The research model of this study is based on Fry's [4] model and Organ et al.'s [7] model.

Fry's [4] SL measurement scale has 33 items across seven dimensions: vision, hope/faith, altruistic love, meaning/calling, membership, commitment, and productivity. Vision, hope/faith, and membership have five items each; meaning/calling and commitment have four items each; productivity has three items; and altruistic love has seven items [4]. All items were rated on a five-point frequency-based scale (1=strongly agree, 5= strongly disagree).

Organ et al. [7] developed a scale for measuring OCB. This 24-item scale includes five dimensions: altruism, conscientiousness, sportsmanship, courtesy and civic virtue. The scale for each of the four dimensions – which are altruism, conscientiousness, sportsmanship and courtesy – has five items, while the scale related to civic virtue has four items [7]. All items were rated on a five-point frequency-based scale (1=strongly agree, 5= strongly disagree).

3.3 Reliability test

Reliability tests were conducted in order to measure the Cronbach's alpha values for each dimension of SL and OCB, the scale of SL, and respectively scale of OCB. Based on the obtained results from reliability tests, two dimensions of OCB (Sportsmanship and Courtesy) had the value lower than 0.6. Therefore, In order to achieve higher Cronbach's alpha values, items deletion in SPSS software was taken. One item related to sportsmanship and three items related to courtesy were removed. These removals of items lead to increase Cronbach's alpha for sportsmanship and courtesy. It is worthwhile mentioning that Cronbach's alpha for the overall SL and OCB scales were .941 and .792 respectively. The obtained results are indicated in the tables 1 and 2.

Table 1: Reliability Test for SL Scale

Dimension	Cronbach's alpha value	No. of items
Vision	.923	5
Hope/Faith	.868	5
Altruistic Love	.869	7

Meaning/Calling	.774	4
Membership	.869	5
Commitment	.857	4
Productivity	.919	3
SL	.941	33

Table 2: Reliability Test for OCB Scale

Dimension	Cronbach's alpha value	No. of items
Altruism	.664	5
Conscientiousness	.667	5
Sportsmanship	.522	5
	.634	4
Courtesy	.518	5
	.613	2
Civic virtue	.845	4
OCB	.792	20

3.4 Factor Analysis

Factor analysis was run in SPSS software in order to construct a reliable test and data processing. According to the reliability test which was conducted earlier, among questions or items of the questionnaire of this study, four of them were removed. For further clarification and better explanation, four removed items were as following:

1. One item related to sportsmanship which was: ***"Is the classic 'squeaky wheel' that always needs greasing? (R)"***.
2. Three items related to courtesy which were: ***"Touches base' with others before initiating actions that might affect them", "Is mindful of how his/her behavior affects other people's jobs?" and "Considers the impact of his/her action on coworkers"***.

Factor analysis was run with Principal Axis Factoring (PAF) extraction method for the rest of items and from obtained results, measures of sampling adequacy (MSA) which was significant into consideration in Anti-image correlation results and it represented that many of MSAs were well above the acceptable level of .5.

Another significant point is that for the correlation matrix, many of numerical values were above .3 which was an acceptable level. It can be stated that an examination of correlation matrix indicated that a considerable number of correlations exceed .3; therefore the matrix is suitable for factor analysis or factoring. It is important to mention that the tables related correlation matrix and anti-image correlations

were not placed in this article due to limitations of number of tables and pages. They will be provided by corresponding author upon the request of readers.

From the table 3 which is related to KMO and Bartlett's test, the result related to Bartlett's test of sphericity is significant which is equal with **12144.624**. In addition, Kaiser-Meyer-Olkin measure of sampling adequacy is far greater than **.6** which has a result of **.737** and since it is far greater **than .6**, it is acceptable. The highlighted results in the table 3 are important into consideration in factor analysis.

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin	Measure of Sampling	.737
Adequacy.		
Bartlett's Test of Approx. Chi-Square		12144.624
Sphericity		
	Df	1378
	Sig.	.000

4. RESULTS AND DISCUSSION

In order to data processing and obtaining the findings, standard regression analysis including standard regression analysis for SL and its overall dimensions, standard regression analysis for OCB and its overall dimensions and linear standard regression analysis for SL and OCB in order to identify the determination of SL on OCB in the Iranian healthcare industry were taken.

4.1 Standard regression analysis for SL and its overall dimensions

Standard regression analysis was run to elucidate the overall relationship between SL and its dimensions. The model summary table indicates the R and R² values. In the model summary the value of R and R square are .972 and .945 respectively. Table 4 contains information relevant to model summary.

Table 4:Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.972	.945	.944		.13944

ANOVA's table represents that F-value is significant which has a result of 853.536. Besides, It is noted that P-value is equal with .000 which is smaller than 0.05. This reveals that the regression analysis is highly significant. Table 5 indicates information related to the ANOVA test.

401

Table 5: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	82.978	5	16.596	853.536	.000
	Residual	4.783	246	.019		
	Total	87.761	251			

402

403 Table 6 represents the coefficient beta for each dimensions of SL. According to the results, performance
 404 feedback had the highest beta which had a result of .361. Table 6 contains information relevant to
 405 coefficient beta for each dimension of SL.
 406

Table 6:Coefficients

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	
1	(Constant)	.098	.040		2.435 .016
	Vision	.220	.013	.321	17.333 .000
	Hope Faith	.239	.013	.336	18.159 .000
	Meaning Calling	.189	.021	.155	9.205 .000
	Commitment	.153	.010	.261	15.900 .000
	Performance Feedback	.223	.011	.361	20.178 .000

407

408 As can be seen in table 7, among dimensions of SL, altruistic love and membership were excluded due to
 409 collinearity. In order to further clarification, multicollinearity which is also called "collinearity" is a situation
 410 in regression analysis which two variables, dimensions or more are highly correlated with correlation of
 411 0.8 or above. Moreover, it is worthwhile mentioning that multicllinearity does not reduce the predictive
 412 power or reliability of the model as a whole, at least within the same data set [41].

Table 7:Excluded Dimensions

Model	Beta In	T	Sig.	Partial Correlation	Collinearity Statistics
					Tolerance

1	Altruistic	.	.	.	.	.000
	Love					
	Membership	.	.	.	.	.000

4.2 Standard regression analysis for OCB and its overall dimensions

Standard regression analysis was conducted to elucidate the overall relationship between OCB and its dimensions. The analysis represents that the R and adjusted R square are equal 1 and it represents that the model is well-fitted or just-identified. These results can be seen in table 8.

Table 8:Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	1.000	1.000	1.000		.00000

Table 9 represents the coefficient beta for each dimensions of OCB. The highest beta value was for conscientiousness which had a result of .390.

Table 9:Coefficients

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	8.882E-16	.000		.	.
	Altruism	.250	.000	.302	.	.
	Conscientiousness	.250	.000	.390	.	.
	Sportsmanship	.200	.000	.370	.	.
	Courtesy	.100	.000	.131	.	.
	Civic virtue	.200	.000	.371	.	.

4.3 Standard regression analysis between SL and OCB

As stated earlier, linear standard regression analysis was conducted to identify determination of SL on OCB in the Iranian healthcare industry. Based on information in table 10, the model summary represents

that R and R square were .101 and .010 respectively. Conclusion is that the relationship between SL and OCB was very low positive in the Iranian healthcare industry.

Table 10:Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.101	.010	.006		.32422

Coefficient table is to understand the impact of SL as independent variable on OCB as dependent variable. Beta is important element in this table which implies that the bigger value of beta resulted in stronger impact on dependent variable. It is worthwhile mentioning that the value of beta coefficient was very small equal to .101 which highlights this point that the impact of SL on OCB was weak. The results showed that H1 was supported. However, SL had a low positive impact on OCB in the Iranian healthcare industry based on data analysis in this research. Table 11 contains relevant information:

Table 11:Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.987	.086		23.027	.000
	SL	.055	.035	.101	1.599	.111

5. CONCLUSION AND RECOMMENDATION

5.1 Major conclusions

This research was an extension of the models for SL and OCB, introduced by Fry [4] and Organ et al. [7] in order to identify the effect of SL on OCB in the Iranian healthcare industry. The results of present study indicated three important findings. Firstly, it has been proved that SL has positive impact on OCB; it means that it can promote OCB, although this determination was weak in the Iranian healthcare industry. These results suggest that spiritual leaders help employees to exhibit extra-role behaviors and provide further evidence to support the impact of SL on OCB.

Secondly, the achieved results within this study were in line and consistent with previous investigations of scholars such as Chen and Yang [8] and PROVINCE [9]; this reveals that effect of SL on OCB is different across different countries and industries.

Thirdly, each dimension of SL has a positive relationship with SL and among them the remarkable dimension is performance feedback. In addition, each dimension of OCB has a positive relationship with OCB with priority indicator of conscientiousness among its dimensions.

5.2 Managerial implications

The paper is useful to both practitioners and academics in the field of leadership. It provides some initial insight into managers' perspectives in the Iranian healthcare industry by inspiring their performance and injecting the sense of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue among employees, in order to increase employee's effectiveness and engagement of them in extra-role behaviors such as OCBs.

According to the positive impact of SL on OCB, even though this determination is weak, the managers should be more engaged in spiritual culture in their organization. In fact, there is some irony in these findings as OCBs are not easy to obtain and manage. Therefore, managers should take a logical and tough step to motivate their employees that such voluntary behaviors are desirable for overall organizational performance which will lead to higher efficiency. According to the Organ et al [7], OCBs have the significant and positive relationship with organizational effectiveness such as productivity, efficiency, and profitability [7].

Therefore, it is crucial to reinforce and encourage such behaviors that go beyond the job description and contribute significantly in the Iranian healthcare industry, if the managers of healthcare centers in Iran would like to obtain greater productivity, more revenue, and higher profitability.

The obtained results for each dimension of spiritual leadership indicate that managers of healthcare industry in Iran could be more involved with the organizational goals if they have been more considered to the employees' feelings of vision, hope/faith, meaning/calling and commitment. In reality, managers can encourage employees to perceive the organizational vision, to increase their faith in the organization, to perceive their work as meaningful, and to improve their organizational commitment. This might inspire employees to heed a wider range of extra efforts as extra-role behaviors and their potential contribution to achieve organizational goals.

5.3 Limitations and future research

The most remarkable limitation of this study is the lack of managers' cooperation in terms of accommodation of distribution and completion of the questionnaires. Therefore, data gathering was difficult to achieve. Furthermore, in the viewpoints of some employees, completing the questionnaires

was as an invasion of their privacy. The other point was considering the terms related to "SL and OCB" which were not clearly understood by employees.

To the authors' knowledge within this research, recommendations for future studies are divided into three salient points which are scope, method, and model.

In terms of scope, to the authors' knowledge, further studies would need to be conducted to determine the impact of SL on OCB in other industries, cities and cultures while, this study was exclusively focused on healthcare industry in Tehran, Iran. Therefore, there is a need to extend in future studies in order to cover the whole of Iran. In addition, conducting and increasing the number of studies in different industries may improve understanding regarding how manager's effort towards being spiritual leader can facilitate performing OCBs in organization.

In terms of method, authors of this study would like to suggest implementing a cross-sectional data survey for future research in which deeper, accurate results and valuable insight into the subject will be obtained. Another salient point to take into consideration is that due to the number of variables and dimensions within the model used in this study, authors of this research also recommend that the future study will be really beneficial and practical to be conducted through defining larger sample size and using structural equation modeling (SEM) in order to increase the accuracy of the findings and basing research methodology on sound foundation.

In terms of model, as mentioned earlier, two dimensions of SL were excluded (altruistic love and membership). Therefore, it is also recommended to take this point into consideration in future studies and concentrating on how these two dimensions affect the emergence of followers' OCBs. Besides, authors of current study would like to recommend improving the models related to SL and OCB through exploratory studies and hopefully, further investigations related to impact of SL on OCB in future studies.

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APPENDIX

Survey Questionnaire

Items

(1) Spiritual leadership scale

1- Vision

1. I understand and am committed to my organization's vision.
 2. My workgroup has a vision statement that brings out the best in me.
 3. My organization's vision inspires my best performance.
 4. I have faith in my organization's vision for its employees.
 5. My organization is kind and considerate toward its workers, and when they are suffering, wants to do something about it.
-

2- Hope/faith

1. I have faith in my organization and I am willing to "do whatever it takes" to insure that it accomplishes its mission.
2. I persevere and exert extra effort to help my organization succeed because I have faith in what it stands for.
3. I always do my best in my work because I have faith in my organization and its leaders.

-
4. I set challenging goals for my work because I have faith in my organization and want us to succeed.
 5. I demonstrate my faith in my organization and its mission by doing everything I can to help us succeed.
-

3- Altruistic love

1. My organization really cares about its people.
 2. My organization is kind and considerate toward its workers, and when they are suffering, wants to do something about it.
 3. The leaders in my organization “walk the walk” as well as “talk the talk”.
 4. My organization is trustworthy and loyal to its employees.
 5. My organization does not punish honest mistakes.
 6. The leaders in my organization are honest and without false pride.
 7. The leaders in my organization have the courage to stand up for their people.
-

4- Meaning/calling

1. The work I do is very important to me.
 2. My job activities are personally meaningful to me.
 3. The work I do is meaningful to me.
 4. The work I do makes a difference in people’s lives.
-

5- Membership

1. I feel my organization understands my concerns.
 2. I feel my organization appreciates me, and my work.
 3. I feel highly regarded by my leadership.
 4. I feel I am valued as a person in my job.
 5. I feel my organization demonstrates respect for me, and my work.
-

6- Organizational commitment

1. I do not feel like part of the family in this organization.
-

-
2. I would be very happy to spend the rest of my career with this organization.
 3. I talk up this organization to my friends as a great place to work for.
 4. I really feel as if my organization's problems are my own.
-

7- Productivity

1. Everyone is busy in my department/grade; there is little idle time.
 2. In my department, work quality is a high priority for all workers.
 3. In my department, everyone gives his/her best efforts.
-

(2) Organizational Citizenship Behavior scale

1- Altruism

1. Helps others who have been absent.
 2. Helps others who have heavy work loads
 3. Helps orient new people even though it is not required.
 4. Willingly helps others who have work related problems.
 5. Is always ready to lend a helping hand to those around him/her.
-

2- Conscientiousness

1. Attendance at work is above the norm.
 2. Does not take extra breaks.
 3. Obeys company rules and regulations even no one is watching
 4. Is one of my conscientious employees
 5. Believes in giving an honest day's work for an honest day's pay.
-

3- Sportsmanship

1. Consumes a lot of complaining about trivial matters.(R)
2. Always focuses on what is wrong with his or her situation, rather than the positive side of it .(R)
3. Always finds fault with what the agency/company is doing.(R)
4. Tends to make 'mountains out of male hills' (makes problems bigger than they are). (R)

5. Is the classic 'squeaky wheel' that always needs greasing?(R)

4- Courtesy

1. 'Touches base' with others before initiating actions that might affect them
2. Is mindful of how his/her behavior affects other people's jobs?
3. Does not abuse the rights of others
4. Tries to avoid creating problems for coworkers
5. Considers the impact of his/her action on coworkers

5- Civic Virtue

1. Attends meetings that are not mandatory, but are considered important
2. Attends functions that are not required, but help the company image
3. Keeps abreast of changes in the organization
4. Reads and keeps up with organization announcements, memos, and so on