Research Article

EXPLAIN THE RELATIONSHIP BETWEEN SPIRITUAL INTELLIGENCE AND DEMOGRAPHIC CHARACTERISTICS OF EFFECTIVE MANAGERS (CASE STUDY: MARTYR MANAGERS OF GOVERNMENT AGENCIES IN YAZD PROVINCE)

Fatemeh Bagheshahi[1], Mohsen Kargar[2], Samane Dehghan Manshadi[3] and Leyla Kypadkhoo[4]
[1] *Department of Management , Research Institute of Shakhes Pajouh, Isfahan University, Iran*
[2] *Master of Theology, Islamic Azad University, Central Tehran Branch, Iran*
[3] *Master of Educational Management, Islamic Azad University, Central Tehran Branch, Iran*
[4] *Master of Educational Management, Islamic Azad University, Central Tehran Branch, Iran*
*Author for Correspondence

ABSTRACT

The purpose of this study was to examine the role of the intellectual in selfless leaders decision making process and effectiveness rate of their demographic characteristics on governmental organizations of Yazd province. Research method, is descriptive and correlational. Population includes all managers of selfless government agencies in the number of 128 persons and all staff of 22,422 people that were selected through Morgan table and sampling simple random sampling method to measure 100 between selfless managers and 370 of staff members under the direct supervision of the director (minimum of 3 employees per manager). Data and required information were collected through a standardized spiritual intelligence Amram and Drayer questionnaire and Parsons Effectiveness and were analyzed with the spps software. Data analysis in this study used descriptive statistics (calculating standard deviation, the mean) and for the hypotheses analysis, structural equation model was used. Results showed that: there is a significant relationship between the spiritual intelligence, work experience, management experience, years of service and the kind of managers in Yazd organizations. But there is no significant relationship between the degree and effectiveness. Fitness test results of path analysis model for pre -barrier effectiveness of managers indicated that the model is considered a good fitness.

Keywords: Spirituality, Spiritual Intelligence, Effectiveness, Selfless Managers

INTRODUCTION

In recent decades, the topic of spirituality in organizations, are increasingly concerns of researchers that it will be remembered as a kind of intelligence.

Spirituality in order to solve organizational and personal problems refers to an ability called Spiritual Intelligence. Management is one of the areas that seem to be the spiritual intelligence which is considered as an important predictive variable. Responsibilities of managers in organizations require that their performance in the office is efficient and effective. Although efficiency is important, but effectiveness is critical for life support systems. From Draker's point of view 1964, effective ness is the key for organization and administrators create favorable conditions and opportunities inthe offensive position implies organizational effectiveness more than dissatisfying count.(ShabaniBahar,2004) According to Mac Karmic ,integrated management and spiritual values that influence managers' work has brought them and the more successful they will be equally promising (Bagheshahi , 2012) On the other hand accordingly, the pattern of development in Iran - Islamic -based selflessness not want to compete , and individuals seeking to benefit himself and others development and thus economic , political and cultural development will be achieved . In spiritual management model , the individual learns not only to their own efforts, And having moral goodness organizational justice services and others effective steps. (Baghayi, 2010) Therefore, considering the above, to examine the role of spirituality and spiritual

Research Article

intelligence in the organization and its effectiveness in organizational performance is remarkable. Therefore this research in one hand by analyzing the role of spiritual intelligence in thinking and decision making of managers and in other hand by conceptual parameter population variables, determine the their effect rate on managers.

THEORETICAL AND EXPLANATION
Previously it was thought that IQ was the most important predictor of the effectiveness of management based on the ability of linguistic, logical analysis and mathematical intelligence, but in recent years aimed at introducing a new paradigm of spirituality and has access to their goals.(Nasel,2004)
Veganism has some characteristics of spirituality, such as:
1- Takes over one of the highest levels of cognitive, moral, emotional and interpersonal.
2- One area of separate growth
3- More as attitude is concerned. (Such as openness towards love)
4- Is comprised of peak experience. (Askari , 2013)

Spiritual Intelligence by Imounz (2000) Professor of Psychology at Harvard University and Zohir and Marshall(2000)(the innovators in applying quantum thinking, leadership and management) is known and defined as the ability to create a sense of existential questions based on deep understanding and awareness and the ability to use multiple levels of problem solving. Spiritual intelligence and spiritual intelligence structures in the compound has same structure. While the search for spirituality and sacred elements finding the meaning, vigilance and excellence. King's spiritual intelligence as a set of mental capacities, knowledge integration, and transcendental, spiritual and non-material aspects of the application adaptable person dealing is defined as the consequences of deep reflection, increased sense recognition transcendent and spiritual qualities can lead to mastery. (dervish , 2010)

Spiritual Intelligence and its components:
Edwards believes a high spiritual intelligence with information about different spiritual intelligence. The distinction suggests the distance between practical knowledge and theoretical knowledge (Ceske, 2002, Wellman, 2001). Spiritual intelligence is to perform adaptive and applied the abovementioned special occasions and everyday life. Amram is believed to have spiritual intelligence involves a sense of meaning and mission in life, a sense of the sacredness of life, a balanced understanding of the value and believe in a better world (Amram, 2007).

Santos believes that spiritual intelligence has relationship with the Creator of the world. His ability to understand the basics of life intelligence (natural and spiritual laws) and build a life is based on defined rules. He has the following principles for the spiritual intelligence as:
1. Recognize and acknowledge the spiritual intelligence, i.e., the belief in spiritual beings that we are and this physical life (in this world) is temporary .
2. Recognition and belief in higher spiritual beings (i.e. God).
3. If there is a Creator and we are created, there should be a guide.
4. The need to identify the purpose of life (despite what man calls upon) and accept that genetically some abilities are encoded.
5. Recognition of their status in the sight of God (personality reflects his understanding of God).
6. Understanding the basics of life and accept the fact that to have a successful life and lifestyle decisions should be formed in accordance with these principles. (Bagheshahi, 2013)

Emons believes that spiritual intelligence is an ultimate intelligence and may comes in form and criteria such as honesty , compassion , respect to all levels of consciousness, mutual sympathy , the sense that a more important role in the whole wide, forgiveness and compassion and spiritual practice , the latest level

Research Article

of consistency and with nature and the whole comfortable being alone without being lonely . According to him, people who have high spiritual intelligence, capacity and desire for excellence are high relative to consciousness. They have the capacity to exercise part of your daily spiritual allocated and virtues such as forgiveness , gratitude , humility , compassion and wisdom of the show . (Najafi , 2013) Some characteristics of the person for the benefit of spiritual intelligence are useful are: wisdom , integrity (completeness) , compassion (Mac Mullen , 2003) , a holistic view of the entire , accurate, having an open mind and flexible. (Mousavi , 2011)

Features that are essential to spiritual intelligence, possibly along with other capabilities and activities that include: invocation, meditation, dreams, dream analysis, spiritual and religious beliefs and values, knowledge and skills in understanding and interpreting the sacred concepts the ability of states of beyond going. For example , some old truths as willful abuse of the moral virtues should consider method may be considered to strengthen the spiritual intelligence . (Saghrvany , 2010)

Nobel Vegan believe that eight components shown represent spiritual intelligence growth are:
accuracy and precision , integrity , humility , kindness , generosity , tolerance, resistance and desire to meet other needs.
(Amram,2007)in a qualitative study of consciousness after seven spiritual intelligence liberality,significance, excellence , integrity , while leaving a peace and inter -dependence(consistency)isexpressed.(Mousavi,2011)
(Mc Mullen,2003) believes values such as courage, integrity,intuition and compassion are the components of spiritual intelligence. He also believes there is a relationship between insight and spiritual intelligence and the stress is counter-intuitive. One way to increase his insight will be given as relaxing. The Mullen worries, try increasing failures due to delays in decision making. (Najafi 2013).

(King. 2008) For spiritual intelligence he suggests four components:
1- Critical Thinking: Critical thinking, although it refers to the first component of spiritual intelligence. And the ability to think critically in fact, exist, existence, time, death, and other metaphysical or existential issues are defined.
2- Produce personal meaning: The second component of spiritual intelligence refers to the ability to generate personal meaning, personal meaning and purpose in all physical and mental experiences, including the capacity to create and master a life purpose.
3- Transcendental Consciousness: The third component of spiritual intelligence, the capacity to understand the superior aspect of self, others, and refers to the material world.
4- The development of consciousness: The last component of spiritual intelligence capabilities into higher levels of consciousness as pure consciousness, cosmic consciousness, unity and oneness refers.
According to King, the four components of biological origin are Vam and Learn.

Components of spiritual intelligence in Islam:
The genuine Islamic culture implicitly spiritual intelligence has attracted considerable attention. For example , Jami (1381) on the basis of religious texts components for Spiritual intelligence is enumerated as follows: 1:View unity behind the apparent multiplicity2:Diagnosis and receiving spiritual messages of phenomena and events 3 :Recognition consistency human existence and interpersonal relationships on the virtue of justice ; 4 going beyond virtue of suffering and error detection and deployment of interpersonal forgiveness ; 5 detects patterns of behavior based on a model of spiritual and pastoral setting ; 6 recognize the meaning of life , death and events life , after life, death, purgatory , heaven and hell, psychological , 7 understand the presence of God in ordinary life . (Bagheshahi , 2012)

Research Article

The application of spiritual intelligence in the workplace
According to (George 2006), the most important applications of spiritual intelligence in the workplace are:
1. Creating peace of mind and how it affects the effectiveness of the individual: self- awareness, spiritual intelligence is the key competencies, unfortunately, most of us peace of mind we depend on the physical conditions of life, including money, property, etc., all depend on our job is not so they can make us feel insecure. And thus creates a feeling of fear and stress. , So that performance and our relationships at work and in the work environment will be affected.
2. Creating mutual understanding and consensus: the ability to recognize, understand and respond to the feelings of others, and this is a strong emotional that is located in the area of emotional intelligence . However, there is another layer below, layer the sentiment that the root cause of this recognition, the spiritual intelligence is.
3 - Management of change and eliminate barriers for most people, change is painful. You cannot imagine when people speak about the challenges of the future probable and improbable, must be completely relaxed and laugh. Creating resistance occurs to change behaviors such as controlling, complaining, and criticizing. When people deeply understand their internal errors, it will not be repeated, and the fear and confusion in the face of change will drop and the deepest level of spiritual intelligence. (Bagheshahi , 2012)

Effectiveness:
Historically, effectiveness has been the interest of economic writers, theorists and management philosophers. Effectiveness shows the extent to which the effectiveness of the efforts are made, the desired results have been achieved, while the usage and utilization of resources are to achieve outcomes related to performance. The main problem in the first place is not doing things right, but doing things right and focus of resources on them. Basically effectiveness of managers depend on their competencies - skills - knowledge - insights and their skills and because of the importance of these factors in manager's success, there is a vast amount of research and try to find and educate people who have the enough competence and skills.(yeganegi,2010).

Research background:
Very little research are directly associated with the research but it should be said that studies showed a positive impact on organizational effectiveness is spiritual intelligence(Nadaf et al, 2010), demonstrated that between spiritual intelligence units, managers and supervisors there is a direct and significant relationship between productivity and staff productivity. (Naderi and Rajayi pour, 2010) stated - that spirituality at work, increase efficiency and manage cause the organization to be effective. Therefore, one of the organization's staff productivity realized by employing principles of management's approach to spirituality.(Hossein Pour , 2011) found in their study of the benefits of increased spirituality of work , creativity , integrity and confidence increase , increased organizational commitment,improving job attitudes,job satisfaction , job involvement , and be addressed . All of these things are directly and indirectly improve performance,profitability and effectiveness are . (Hadi Tabar et al,2011), the research results achieved : Spiritual Intelligence Training on 8 dimensions of quality of life (physical functioning , role limitations related to physical health , role limitations related to emotional problems , vitality , well-beingin the absence of significant disability (Nabatian et al 2012) showed that   spiritual health can be found in research on predictors of quality of life for disabled veterans, but this relationship was not significant .The results (Bagherpour et al , 2012) suggests that leadership style combined with spiritual intelligence (high morale and high productivity) , there is a positive relation . (Bagheshahi,2012) study examines the relationship between spiritual intelligence and its components and effectiveness of managers gallantry he received payments of between seven components of spiritual intelligence components of consciousness, meaning , presence and personality, integrity and relationship managers to have

Research Article

approximately totality directly Baasrbkhshy 56 % of managers affected by changes in the efficacy of spiritual consciousness and awareness component could explain about 48% effectiveness to changes . Also, in another research (2013) showed that spiritual intelligence alone 61 percent change in principals' effectiveness Normal explain that . Results from the impact of the components of spiritual intelligence on the efficacy demonstrated consciousness alone - a 50 percent consciousness and personality with Mtghyrshkhsyt 61 % and 68% with a range of changes to the effectiveness ¬ explains . The results (Mahboubi , 2012) showed that : More number of devotees of spiritual health , spiritual health heroes , and social anxiety high among veterans , there is an inverse relationship . Thus the spiritual health of veterans who have high social anxiety down to experience.

(Jooybari , 2012) showed that the variables of age , marital status , ethnicity , field of study, and the average score of spiritual intelligence is not statistically significant .   (Moghimi et al , 2008) , A review of research on the relationship between personality styles and effectiveness of managers in the management of public organizations , the results found that : motifs between certain types of personality and relationship the effectiveness of management . The components of demographics , work experience and educational level of efficacy observed relationship .there arent significant. Research findings (moadab , 2010) showed that the dimensions of organizational effectiveness and the efficiency of position control existed between managers and education staff . But between organizational effectiveness and gender , there was no relationship between the manager and the staff and management experience . Even though much research abroad has been done in the area of spiritual growth and transformation intelligence and experimental research is needed , but it can be said that the talented ¬ intelligence of this is different and the dealing with rich environment that is the spiritual questions Drs gradually evolved and taken shape .(Ayranci, 2011).) The study demonstrated that the spiritual leadership of senior managers in Turkey depends on their wisdom and altruism . Moreover, the common factor among spiritual leadership spiritual , religious, ultimately, positive and statistically significant relationship between spiritual leadership with high morale and high productivity , spirituality and religiosity there . (Howard and White, 2009).In their study, the conclusion can be reached that the religious aspect of Spiritual Intelligence and Leadership compilations morale high productivity and high efficiency management education is effective . (Aydin and Ceylan, 2009) the influence of spirituality and spiritual intelligence, organizational relationships and the impact that these factors can lead to the development and success of the personnel to be addressed . This is discussed religiosity individuals can contribute to an organization's goals . Some studies in different parts of the nervous system related to spirituality CRP may exist. Example, the limbic system , particularly the experience of mystical spiritual experience of oneness and unity. The recent research has shown that the brain is a biological foundation for the power of empathy with others , there is a component of spiritual intelligence . Spiritual intelligence is being introduced under the spiritual wave -oriented as a structure could provide new capacity in the psychology of religion . (Askari , 2014).

 (Fairholm, 2002) by examining 5 reviews in the various approaches to the study of leadership in the filler with the spiritual leadership, showed that there are significant differences between spiritual leadership in people in different ages . He emphasized personal growth compare the response of a leader, a 35 years old leader to a 60 years leader, concludes that people with different states of the hierarchy are not the same and spiritual leadership differs, at different ages. (bagheshahi ,2013). (Wiggles and worth, 2004) believe that Development of spiritual intelligence is useful not only for the individual but for the community and the organizations that would be useful in their work is.These. results indicate that with increasing age, more are seeking spiritual intelligence skills are.

 (Amram, 2009) examined the contribution of emotional and spiritual intelligence and spiritual intelligence in effective leadership businesses and pay reported rates by managers to evaluate employees significant relationship between the effective leadership. The evaluation found that personality traits and spiritual intelligence in management effectiveness and the role of emotional intelligence and spiritual intelligence plays an important role in effective management.

Research Article

METHODOLOGY

The aim of the presentis the study application of quantitative data and the nature and type of cross – correlation which according to the population size , the table farmers and Morgan , and a random sample , a sample size of 100 individuals between directors gallantry and 370 international staff under the direct supervision of the Director of simple (for each administrator at least 3 employees) were selected .

Research Tools:
Spiritual Intelligence:
In order to measure spiritual intelligence questionnaire Amram and Dryer's work (2007) was used. Alfa coefficient English version of the questionnaire was 97% and for all sub-scales between 84% and 95% respectively and for its Persian version Alfa coefficient derived equal to 96% have been reported. The results of the reliability test of spiritual intelligence in this order: spiritual intelligence generally equal to 83%, awareness of 73%, a 76% bias within 72%, meaning 80%, presence and personality, 79%, truth and honesty, 85% and Integrity and the whole is 81 percent.

Effectiveness:
Efficacy variable in this study using a questionnaire containing four components of effectiveness Parsnz and 32 items with a Likert scale to be weighed ¬. The alpha coefficient was calculated to be 87%. The results of the reliability test of efficacy in this study as follows: overall efficacy / 94, and its components, respectively, 91%, 95%, 92% and 93% is provided for performing Shvahdkafy questionnaire shows.

Statistical methods:
After sampling, questionnaire spiritual intelligence ISIS Amram between the Chief Executive Officer and Inventory Effectiveness Parsons employees and playback of data collection, data through SPSS and Amos analyzed are. Therefore, in this research, descriptive and inferential statistical methods are used. The cross sections were used to calculate the standard deviation, mean and frequency ...., and the correlation between the measured data normality through the Kolmogorov - Smirnov test fitting model whether they are gay or not by using path analysis it is.

Findings:
Final sample for analysis in this study includes 90 cases among 333 patients between managers and staff under the direct supervision of the Director of simple random sampling (per 3 Manager staff at) is selected. Almost 10% of questionnaires were sent or executives or were not analyzable. Therefore were excluded from the analysis because of Inventory Management, Inventory staff under the direct supervision of the Director also excluded from the analysis.
Demographic characteristics of managers indicated that managers from 21 to 26 years of experience serving the largest number (29 percent) and work experience 5 years minimum (5%) is allocated to . The executives with management experience of 6 to 10 years, the largest number (24 percent) and 21 to 25 years the minimum number (8%) are included . Many managers with a master's degree (39 percent), the highest degree and doctoral degree (1 %) and the lowest was . E. frequency distribution according to the type of self-sacrifice (fighting - veteran - free and child martyr) implying the number of managers and 37% of the maximum number of child combatants martyr with the minimum number of directors is comprised of 24 percent .
The results showed that 62 percent of employee demographic characteristics of the sample were male and 36 percent female employees make up 2% of the total sample included individuals who has not identified their identity.
Employees with experience of 6 to 10 years, with 29% of the maximum number of staff with work experience of 26 years with a 4% minimum number included. Distributed sample of employees in terms of the degree of staff document Master highest (56 percent) and Ph.D. with minimum of 1% of the sample form.

Research Article

Statistical description of the variables showed a minimum score of 143 and a maximum range of spiritual intelligence for all subjects is 273. Average total participants is 300/218 and a standard deviation equal to 65978/23.

For normality test od data the variables for normality test of Kolmogorov - Smirnov is used.

Table 1: Kolmogorov – Smirnov test for normality of data variables

	Manager's spiritual intelect	Effectiveness of employees
Kolmogorov-Smirnov Z	0/807	2/781
The level of having meaning	0/535	0//70

The results are shown in Table 1.

The normality test of the null hypothesis that the distribution of data follows a normal distribution and exchange Suppose the contrary implies. According to the above data, the mean more than 05/0 is, hence it can be said that the distribution of the data obtained from the questionnaires R is normal. In order to test this hypothesis parametric statistics can be used....

Structural equation modeling

To investigate the hypothesis, an analysis of the fitness path analysis model was used to predict the effectiveness of managers whose results are given in Table 2**.**

Table 2.The path analysis model to predict the effectiveness of the fitness criteria

conclusion	final model	Recommended rate	Index model
fit	1/491	P≥ 0/05	K2 statistic
fit	0/670	≤1	Per degree of freedom of the chi-square statistic
fit	0/985	≥ 0/90	(Soft indicators of fitness (NFI
fit	0/994	≥ 0/90	Comparative fitness index (CFI)
fit	0/038	≤0/10	Root mean square error of approximation (RMSEA)

As is shown in Table Dvmshahdh most important indicators of fitness software fitness index and comparative fitness index more than 9 / 0 is the root of mean square error smaller than 1 / 0 is This confirms the fitness of the model fit . According to the results of the model (Figure 1) there is a relationship between each variable and all variables could explain the effectiveness of its effectiveness
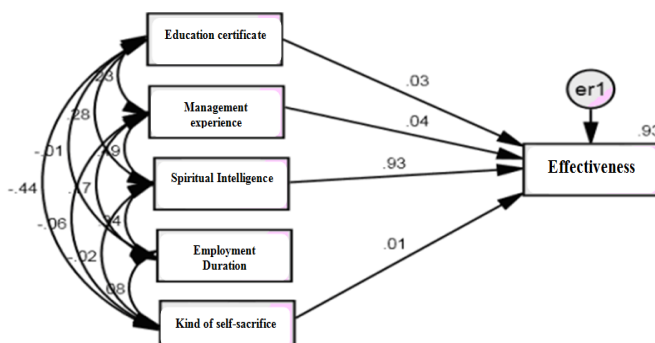

Figure 1: Path analysis model to predict the effectiveness of managers on the demographic characteristics

Research Article

CONCLUSION

According to calculations conducted to investigate the effects of demographic variables with the effectiveness of Yazd organizational managers showed that there have been a significant relationship between spiritual intelligence variables, service experience, management experience and the kind of selflessness but there is a difference between the degree of effectiveness of managers . The results of the analysis of fitness if path analysis model for pre -barrier effectiveness of managers indicated that the model is considered a reasonable fitness .

Results of this cooperation with (Nadaf et al, 2010), (Naderi and Rajayi pour, 2010) (Hosseini Pour , 2011)), (Hadi Tabar et al,2011). (Nbatyan, 2012) (Bagherpour et al , 2012), (Bagheshahi , 2012), (Ayranci, 2011), (Amram, 2009) , (Howard and White, 2009), ((Aydin and Ceylan A, 2009), consistent and direction. , in this line(Nadiri and Rajaeipor , 2010) states that :spirituality at work , the efficiency increases and thereby the effectiveness of management in organizations is   . therefore one of the organization's staff productivity ¬ realized by employing principles of management 's approach to spirituality .

The results of the correlation degree and effectiveness of the results (Moghimi et al , 2008) and (moadab , 2010) that the issue of the effectiveness of individual social - such as age, education and job experience has no relation is consistent . But results of (Shabani Bahar, 2004) that the level of qualification and work experience of the effectiveness and coaches, there is no correlation. Between the management and effectiveness of their significant relationship exists be   line and direction.There is an inconsistent relationship management experience. results (Shabani Bahar , 2004) that the degree of effectiveness and work experience , there is no correlation coaches . Between the management and effectiveness of their significant relationship exists be   line and direction .there is an inconsistent relationship management experience .

It seems to ¬ age and gender also influence intellectual intelligence. Jung believed that many people after age 35, experience the major changes taking place in the unconscious that may affect the spirituality process. Also, some researchers, including Jung, believe that women are different from men This transformation takes place. (Bagheshahi, 2013)

Countless studies have been done in the workplace and evidence about the use of the index - for spiritual development in the organization offers. Studies have shown that between spirituality and life purpose , life satisfaction and health, solidarity there. spiritual care of patients and is associated with greater longevity . People who are spiritually oriented , in the face of injury, treatment may be more responsive injury and illness , and to better cope with the damage . (Bagheshahi , 2013) (Mark, 2014) in our study as the spiritual health of American soldiers surviving war veterans with a history of suicidal ideation showed that spirituality is an important part of their lives in. And spiritual care in history who have suicidal thoughts are very low., And people who have been meaning oriented and spiritual health, have high moral values.

The study concluded(Smith, 2010),(Ravikumar 2014) (, Drakulevski and Taneva ,2014) showed a significant relationship between intellectual intelligence and job satisfaction, organizational commitment, and it can improve individual and organizational productivity. According to Ravikumar 2014) Spiritual Administration of opportunities for personal development and instead become a researcher makes organizational members as profit machines strengthening spiritual values.

Spirituality in management and administration with the aim of preserving human values and spirituality both in fairness to the goals of the organization by doing things right the effectiveness of organizations

Research Article

that can help. Therefore, spiritual intelligence manager can provide fertile ground for human relations in organizations and the nature of the problem can make organizational effectiveness to be followed.

The spiritual intelligence can help managers in this topic and enables them to respond to the needs and problems and to timely react to changes in their environment, so managers advance organizational goals and achieve spiritual intelligence that they need to be able to rely on it to improve their performance.

Suggestions:

According to the survey results and the importance of spiritual intelligence at work, it is suggested that authorities in foundations and organizations, based on the important role of manager's spiritual intelligence in effecting the employees **keep** spiritual Intelligence Assessment WEBMASTER candidates for office; selection based on meritocratic managers with work experience in the relevant sector organizations in the identification and selection of program managers to consider.

The importance of the above paragraph managers employed in this sector need to strengthen and develop courses of their spiritual intelligence **to be** effective and beneficial to human relationships with the staff and the development of spirituality in the work environment caused the climate to provide a dynamic and effective organization.

The organization of planners, especially in core training and development of staff, strategic plans with the appropriate modeling approach to spiritual development and spiritual growth of the organization to provide.

Also recommended further research with a larger statistical community organizations and centers with modern tools and techniques to perform And other factors affecting spiritual intelligence (. Religious and spiritual experiences, challenges and difficulties of life, etc.), individuals are examined.

ACKNOWLEDGMENTS

REFERENCES
Amram, Y. (2007, August). The seven dimensions of spiritual intelligence: An ecumenical, grounded theory. In 115th Annual Conference of the American Psychological Association, San Francisco, CA.
Amram, J. Y. (2009). The contribution of emotional and spiritual intelligences to effective business leadership. Institute of Transpersonal Psychology.
Askari V , . Zarei, H. , (2011) , " Spiritual Intelligence and its role in the workplace , with emphasis on religious teachings ," , Volume 1, No. 3 , 116-91
Aydin, B., & Ceylan, A. (2009). The effect of spiritual leadership on organizational learning capacity. African Journal of Business Management, 3(5), 184-190.
Ayranci, E. (2011). Effects of Top Turkish Managers' Emotional and Spiritual Intelligences on their Organizations' Financial Performance. Business Intelligence Journal, 4(1), 9-36.
Baghayi R.(2010). Elements of Islamic-Persian pattern of progress. The first Meeting of strategic thoughts on the subject of Islamic-Persian model of progress.Tehran.
Bagheri pour M., Abdullah Zadeh H. (2012). Spiritual intelligence relationship with the leadership style of secondary school principals in Gorgan, New approach in the Journal of Educational Management, 3(2)87-98.

Research Article

Bagheshahi F. (2012). Investigating the Relationship between Spiritual Intelligence and Effectiveness of Manager of Governmental Office of Martyrs in Yazd Province, MSc. Thesis, Islamic Azad University-Tehran Center Branch.

Bagheshahi F. (2013). Prediction of the effectiveness of spiritual intelligence components in the organization. The third intarnational conference on Behavioral Sciences

Darwish M., Khodayi M., Gorab Zarakhmi Z. (2010). Spiritual Intelligence in organization, The first International Conference on Management - Innovation and Entrepreneurship, Shiraz.

Drakulevski.T. Dhamodharan.R. (2014). Impact of Spiritual Intelligence on Organizational Commitment and Job Satisfaction of Employees in Banking Sector. Research Journal of Economics & Business Studies, 3(5), 1-8.

Drakulevski.L. Taneva-Veshoska. A. (2014). The influence of spiritual intelligence on ethical behavior in Macedonian organizations. 2nd International Symposium: Systems Thinking For a Sustaninable Economy Advancements in Economic and Managerial Theory and Practice, Rome.

Haditabar H, Navabinezhad S, Ghodsi A. (2011). Effect of training components of Spiritual Intelligence on the quality of life of Veterans' spouses working in Tehran city adult schools in educational year of 2010-2011, Veteran Medical Journal, 4 (14): 1-11

Hossein Pour , D . Koshki , AR . Bvdlayy , H. (2011). ' Spirituality as a link between empowerment and entrepreneurial behavior " , Research in Human Resource Management - 1 (1),92-65

Howard, B. B., Guramatunhu-Mudiwa, P., and White, S. R. (2009). Spiritual intelligence and transformational leadership: A new theoretical framework. Journal of Curriculum and Instruction, 3(2), 54-69.

Jooybari .M. Sharifnia H . Afshar , M (2012). " Spiritual Intelligence correlation with demographic and educational factors in students of Golestan University of Medical Sciences " , Journal of Health Promotion Management 2 (1) , 23-17

King, D. B. (2008). Rethinking claims of spiritual intelligence: A definition, model, and measure. ProQuest

Kopacz.M.S.(2014). The spiritual health of veterans with a history of suicide ideation. Health Psychology and Behavioral Medicine: an Open Access Journal, 2(1), 349-358.

Mahbobi M , Khorasani , E. (2012). " The relationship between spiritual health and social anxiety disorder in veterans ' Journal of Military Medicine , 14 (3) ,191 – 186

Moadab , N. (2010), " The relationship between organizational effectiveness managers, field staff and management positions at Shiraz University of Medical Sciences ." Sadra Medical Journal , 1 (2) ,94 – 87

Moghimi S.M., Khanifar H, Arabi Khan M. (2008). Investigation of the Relationship Between Personality Style and Effectiveness of the Management in the Public Organizations Managers, Journal of Governmental Management, 1(1): 87-104.

Mousavi SH, Talbzadeh M, Shams Gh.(2011). Investigation of the relationship between Spiritual Intelligence and organizational citizenship behavior of Zanjan city high school teachers. Journal of Educational Psychology. 7(22): 66-94

Nadaf A., Daneshvar V., Jahanbani M. (2010). Investigation of the relationship between Spiritual Intelligence and productivity of employees (managers) of Industrial Estate of Shiraz, the first National Conference on Management. Shiraz University, Shiraz, Iran.

Naderi N., Rajayipour S. (2010). Management with Spiritual approach Indicators of assessment evaluation of spirituality in organization, Journal of Islamic Studies in the Humanities, 1(1), 119-138.

Najafi Abyane , Z., Askarian, M. (2013). " Spiritual intelligence and organizational commitment of teachers in public high schools in Tehran ." International Congress on Culture and Religious Thought

Nasel, D. (2004). Spiritual Orientation in Relation to Spiritual Intelligence a Consideration of Traditional Christianity and New Ageindividualistic Spirituality (Doctoral dissertation).

Nabatian E . Qmrany , A . Zakerian , M. and Mahdizade , I. (2012). " Spiritual health related quality of life of disabled " veteran Medical Journal , 5.(18),39-35

Research Article

Saghravani S. (2010). Spiritual Intelligence benefits for the individual and the organization, Tadbir Journal. (215), 35-39.

Smith, J. P. (2011). The effects of self-efficacy and spirituality on the job satisfaction and motivation to lead among redeploying soldiers as moderated by transformational leadership. Regent University.

Wigglesworth, C. (2004). Spiritual intelligence and why it matters, http://www.consciouspursuits.com.

Yeganegi ,A (2010 .) " The role of managers in competency management effectiveness (A Case Study of Telecommunication Company of Qazvin province)". Development of Management Journal , 5. 68-57 .