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EXPLAINING THE RELATIONSHIP BETWEEN ORGANIZATIONAL SPRITUALITY, ORGANIZATIONAL LOYALTY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR THE COPPER SMELTER WORKERS KHATOONABAD SHAHRBABAK

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ABSTRACT
The aim of present study was to clarify the relationship between the variables of organizational spirituality, organizational loyalty and organizational citizenship behavior the copper smelter workers Khatoonabad Shahrbabak. The study population included 1231 employees of oil companies in Khuzestan. 292 subjects were selected based on Cochran formula. To collect data, OCB questionnaires of Podsakuf et al (1990), organizational loyalty of Ali and Al-Kazemi (2007), organizational spirituality of Ashmos and Duchon (2000) have been used. To analyze the data, spss16software and LISREL 8.80 have been used. The results of structural equation and the Pearson correlation coefficient indicate that there is a significant relationship between organizational spirituality and organizational loyalty, between OCB and organizational spirituality and between loyalty and organizational citizenship behavior.

Keywords: Organizational Spirituality, Organizational Loyalty and Organizational Citizenship Behavior

INTRODUCTION
One of the most important pests of humans and human life today which severely threaten them is neglect of moral and spiritual values. Ashmos and Duchon believed that increasing evidence suggests a major change in the so-called spiritual movements which is taking place in many organizations. On the other hand, many experts believe that orientation to spirituality and ethics provide basic human relations in the workplace (Conger, 1994). It is clear that follow the human ethical values will bring moral, spiritual, truth, honesty, loyalty and honesty (Brandet, 1996). Research evidences indicate that there is a workspace based on ethics and human pervasive values, affecting the behavior and attitudes of staff (Deshpande *et al.,* 2000; Victor and Cullen, 1988).

Researchers' belief about theoretical logic relationship between spirituality and loyalty in the workplace returns to the role of spirituality inn creating a favorable business climate. On the other hand, organization loyalty can make staff to be encouraged and motivated for activities and as a result, the output would be better and the human resource productivity would increase. Motivated staff will improve organizational loyalty, commitment, and devotion and employees job involvement. People who are more involved in their jobs are satisfied with their and show a positive spirit and express a high commitment to the organization and partners. In other words, job involvement provides positive results and causes the employees in the organization to work together and to conduct duties further than their official as voluntary. It also causes the employee to have an emotional attachment to their organization and involve in the organization based on it and satisfy of being as a member (Evan and Morris, 2006). The researchers in this study are to establish the causal relationship between organizational spirituality, organizational loyalty and organizational citizenship behavior among the copper smelter workers Khatoonabad Shahrbabak based on Structural Equation Modeling.

Research Literature

Organization Spirituality
Spirituality at work is the inspiring and motivating force for constant search to find the meaning and purpose in work life, and it is a deep understanding of the value of work, life, vast universe, natural creatures and personal belief systems (Myers, 1990).

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Table 1: Definition of Spirituality at Work

Row	Key elements of the definition	Author	Definition of Spirituality at Work
1	Deep sense of interdependence of any meaningful thing / work	Gibbons (2001)	Includes the concept of a sense of integrity, continuity and deep understanding of the value of the work
2	Purposeful work / effective communication with others / unit direction between personal and organizational values	Mitroff & Denton (1999)	Includes attempts to search and find the ultimate goal of a job for work life in order to establish a strong relationship between the individual and work colleagues and others who are involved in some way. Also compatible or oneness between basic beliefs and values of an organization.
3	Effective communication with oneself / meaningful work / sensitivity to other	Ashmose & Duchon 2000	Understanding and identifying a future working life which is internal and creatable and creating social life by doing meaningful activities.
4	Combining working life and spiritual life / direction-finding / post acquisition / feeling of oneness with everything	Gibbons (1999)	Journey towards unity and joy of people and organizations to move towards perfection and providing continuity in the workplace.
5	Includes the essence of the human dimension / spiritual dimension is part of the spiritual dimensions.	Myers (1990)	Inspiring and motivating force to find meaning and purpose in work life, and a deep understanding of the business value, the vastness of the universe, natural creatures and personal belief system
6	Including aspects of human being / spiritual dimension is part of the spiritual dimensions.	Kingerski & Skrypener (2004)	Certain states of the individual which is described by the physical, emotional, cognitive, interpersonal, spiritual, mystical dimensions. Physical dimension includes physical emotion and desirable expression of motivation and positive energy. Emotional dimension: the positive effect that is associated with a profound sense of joy and well-being. Cognitive dimension: having a sense of self-approval and verification of conformance between the values and beliefs of the individual and his belief that the means employed to have meaningful work and relates to the highest purpose. Interpersonal dimension: feelings of connection and bond with each other and with their common goals. Spiritual dimension: feelings of connect to something beyond itself, such as superior strength, human nature or the cosmos.
7	Growth and development, of spirituality, hope, peace, joy and satisfaction of doing	Dennisetal (2001)	Including health, happiness, wisdom, success and fulfillment of working

Reasons to Consider Organizational Spirituality
Although the specific reasons for the increasing interest in spirituality at work is still a subject of research, but Jiakalon *et al.,* (2005) stated the main reasons such as:
A. People are searching for spiritual answers to gain comfort against changes of irregular social and business.

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B. Changes in values among all nations have increased spirituality and philosophy of social consciousness (Enlightenment).

C. Increasing interest in Eastern philosophy has created returning to the spiritual aspirations of the people (Giacalone and Jurkiewicz, 2003; Giacalone, 2005).

Today, it seems that wherever people work, they search in their job something beyond the material rewards. They are looking for something meaningful, promising and demanding balancing their lives. Organizations face with growing and thriving staff to find meaningful and targeted work. Spirituality at work is a description of the experience of employees who their work is fulfilling, meaningful and purposeful. The spirituality experience of working bound with higher creativity, honesty, trust and commitment to work and increases personal development of employees feel (Kinjerski and Skrypnek, 2001).

Criteria of Spirituality for the Application in Leadership Style

Different scholars have defined a variety of characteristics of spiritual leadership. For example, in 2003, Feray introduced friendship, honesty and hope or Rio (2005) stated honesty, respect for others and integrity. Or others have been considered listening to followers (Marvel *et al.,* 2003), commending followers (Dillich, 2000), or considering others (Mayfield and Mayfield, 2002).

Indicators that can be used by a leader in applying them to some extent to demonstrate spiritual leadership in agencies are as follows:

1- Trust: means the leader be in connection with the followers or otherwise in his relationship with followers (means selection of relationship) trust them and do rely on their personality.

2- Forgiveness: means the leader's forgiveness in response to the behavior of the followers and to prefer forgiveness instead of revenge, jealousy, and revenge-seeking.

3- Integrity and honesty: means that the leader does like his personality and so to speak by heart that there are two different types: analyzing and combination.

4- Courage: mental and physical ability of leader against the foreign and domestic risks and threats are the elements of courage.

5- Empathy: means a leader should guess others' feelings in his attitude and understand the feelings, share in their sorrow and in their happiness.

6- Kindness and compassion: kindness and positive feelings of leader toward the party can have a significant impact on his success.

7- Fairness in behavior: the best example to illustrate this indicator cannot be anything other than the Holy Imam Ali (AS) who said: "prefer to others what you prefer to yourself and don't prefer to others what you don't prefer to yourself".

8- Patience: leader must solve all problems with little complaint. He should stand and endure against all odds are taken to achieve the objectives. He shouldn't be easily influenced by disappointment and antipathy.

9- Humility: The leader should never be allowed lie and pride on himself and must prevail being rude against his followers.

10- Diversity: A leader shouldn't summarize his leadership in work and to achieve the objectives of the organization or group. He should provide fun activities and fun for the followers to be working to have renewed power to work and to be fresh psychologically and mentally.

11- Respect for others: the leader can achieve the real meaning of respect through respect of others (not hypocrisy respect).

12- Commending others: It can be said that one of the main factors affecting the viability and potential of enhancing the performance characteristics of followers is their praise and admiration for their work.

13- Fair treatment: leader should establish his behavior and judgment without any bias or partiality and establish justice as a base for his decisions.

14- Listening to the followers: One of the original arts of good leaders is his ability to listen. Well listening is of the main factors to motivate followers to be honest in talking

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OCB (Organizational Citizenship Behavior)

Organ and colleagues introduced the term OCB for the first time in 1983, although before people like Katz and Kahn considered it with the distinction between the role of innovative and spontaneous behavior in the seventies and eighties AD, also much latter Chester Barnard expressed the term "willingness to work" in 1938 (Podsakoff *et al.,* 2000). Organizational citizenship behavior is an individual and voluntary behavior which is not designed directly by the formal reward system, but improves effectiveness and efficiency of organizational performance (Appelbaum, 2004), the proposed definition shows that OCB should be a voluntarily behavior not a predetermined duty and is not part of personal an behavioral duty that is not directly rewarded or is not appreciated by formal organizational structure. It is a type of behavior that is prescribed for employees beyond the officially and is important to the success of the organization and operation of the organization (Senobary, 2008).

The results of the literature review shows various dimensions of organizational citizenship as a number of them are mentioned in the following table.

Table 2: Dimensions of OCB

Row	Source	Author	Dimensions of OCB
1	Podsakoff *et al.,* (2000)	Podsakoff *et al.,* (2000)	1. Conduct outreach 2. Chivalry 3. Organizational commitment 4. Organizational obedience 5.personal initiative 6. Civic virtue7. self improvement
2	Castro *et al.,* (2004)	Podsakoff (2000)	1. Conduct outreach 2. Chivalry 3. Individual initiative 4. Social customs 5. Organizational commitment 6. Self-satisfaction 7. personal development
3	Castro *et al.,* (2004)	Netemeyer (1997)	Chivalry, 2. Social customs, 3. Consciousness 4. altruism
4	Vigoda (2000)	Livia (2004)	1.effective and active help 2.avoiding behaviors that effective partners, organizations and will hurt individuals
5	Borman *et al.,* (2001)	Borman *et al.,* (2001)	1. Perseverance combined with extraordinary 2. Enthusiasm and effort to do volunteer work activities 3. The assistance and cooperation with other4. Regulatory compliance and procedures of organization5. support, advocacy and support of organizational goals
6	Markoczy (2004)	Fareh *et al.,* (1997)	1. Social customs 2. Altruism 3. Consciousness 4. Protecting organizational sources
7	Markoczy & Xin (2004)	Organ (1983)	1. Social customs 2. Altruism 3. Consciousness 4. Chivalry 5. Civility

Organizational Loyalty

Loyalty is one of the consequences of the commitment to spirituality and moral values and in the context of the work environment has characteristics such as affinity-based attachment to organization, effort to contribute organization objectives, having a positive outlook towards the organization and workplace, acceptance of planned changes and tend not to commit any of the behaviors that are detrimental to the performance of the organization (Ali, 1993; Ali and al-Kazemi, 2007).

Generally, loyalty in the workforce of an organization is the necessary conditions for fertility and provides higher efficiency, because this variable in many respects creates significant targeted efforts at individuals (Golparvar and Nadi, 2009, Salancik, 1983).

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Research evidence shows that trends toward ethics and spirituality in the workplace have a positive correlation with employee loyalty. It should be noted that accurate and humanitarian work as a dimension of Islamic work ethic has a considerable overlap with spirituality and its dimensions. The overlap is more in spirituality in workplace and emphasizes human and moral values, both individually and as a human being.

Loyalty to the organization is employing all the employees to achieve organizational goals, accountability, looking out of work, effort, coordinating by the changes and etc. H. Becker believes that if a person refuses to accept the job to maintain his current job with knowledge of the situation of better jobs, higher wages and better conditions, he is considered to be faithful to the organization (Qarcheh and Daboian, 2011). staffs' loyalty to organization and long term stability can cause the engagement and deeper relationship of staff in an organization which will increase the effective communication and seek intimacy and staff motivation and desire to be active in the organization. The relationship between employees and members of an organization is known as the lateral relations. It includes direct channel to coordinate and solve problems in the organization and an important part of employee satisfaction (Brumand, 2007).

Employee Loyalty Indexes

There are indexes for the measurement of employee loyalty that can be pointed to several cases (Hooi, 2013):

1. Employee productivity 2- lasting at job 3- referring to the hiring organization 4- the comments of staff 5- volunteer to oversee the organization in events 6- the return of employment in the trial period and first year 7- formal complaints 8- unjustified absences 9- Staff failure at the competition 10- the rate of feedback against former employees.

Ali (1993), with a review of the proposed research on loyalty, states employee loyalty as the characteristics as follow:

1. Determining high loyalty even in hardship times of the organization
2. Demonstrating willingness to do extra works ((Extra-role behaviors) to achieve organizational goals
3. Demonstrating positive attitudes in relations with employees
4. being receptive to organizational planned changes
5. Committing less anti-produce acts than those with lower fidelity
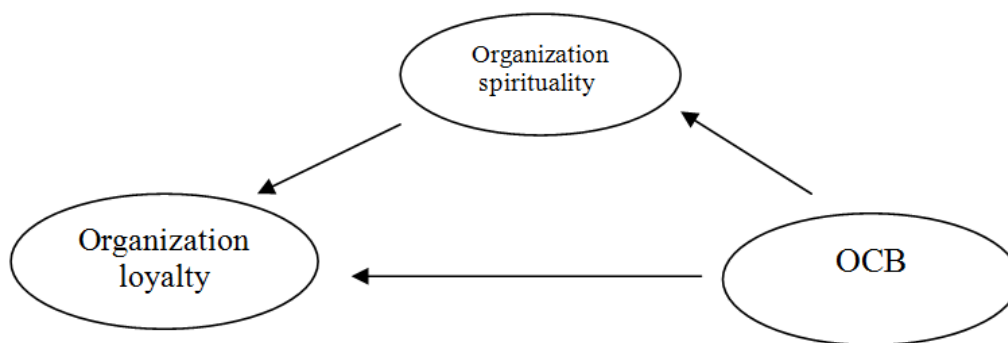
Figure 1: Conceptual model of research

Research Hypotheses

1- There is a significant relationship between organization spirituality and organization loyalty.
2- There is a significant relationship between OCB and organization spirituality.
3- There is a significant relationship between organization loyalty and OCB.

MATERIALS AND METHODS

In terms of implementation, this study is cross correlation and descriptive because this study was to examine the status quo and describes the current state and studies properties and also the relationships

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between variables have been examined. This study is an analysis of covariance or correlation matrix in which the structural equation modeling was used. Statistical populations consist of 1231 members of the copper smelter workers Khatoonabad Shahrbabak which 292 were chosen based on Cochran formula. To collect data, OCB questionnaires of Podsakuf *et al.,* (1990), organizational loyalty of Ali and Al-Kazemi (2007), organizational spirituality of Ashmos and Duchon (2000) have been used. Pearson correlation test and spss16software have been used to test the hypothesis correlation. The causal relationship between variables was tested using structural equation modeling software with Lisrel 8.

Table 3: Characteristics of the study questionnaire

| Name of Questionnaire	Organization spirituality	Organization loyalty	OCB
Cronbach alpha coefficients	91%	75%	85%

Analyze the Data
Before analyzing hypothesis, the correlation between latent variables should be checked. Table 4 Correlation analysis shows that the latent variables are directly and significantly ($P < 0.05$) related to each other.

Table 4: Correlation between variables of Research

OCB	Organization loyalty	Organization spirituality	Variable
		1	Organization spirituality
	1	0.67	Organization loyalty
1	0.78	0.68	OCB

Test the Structural Model
In this study, confirmatory factor analysis was used to test the measurement model and path analysis was used to study confirmed the structural model
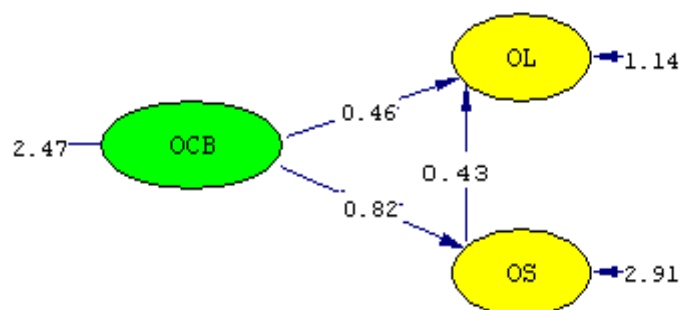
Figure 2: Structural model of organizational citizenship behavior, organizational spirituality and organizational loyalty in standard mode
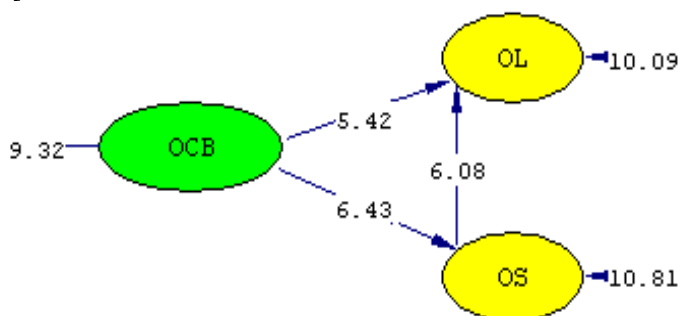
Figure 3: Structural model of organizational citizenship behavior, organizational spirituality and organizational loyalty in meaningful mode

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Table 5: Results of the study plots fitness

AGFI	GFI	RMSEA	P-VALUE	DF	CHI--SQUARE
0.92	0.91	0.041	0.000	339	506.62

The results of the structural model of the goodness of fit indices in the table below show fitness of model, because the amount less than 0.08> RMSEA indicates a good fit of the structural model. The values of CFI, GFI, AGFI, NFI, NNFI are all higher than 0.9.

Table 6: Results of the direct relationship and significant coefficients

t-value	β	Symbol	Path
6.08	0.43	OS---OL	Organizational spirituality --- organizational loyalty
6.43	0.82	OCB --- OS	Organizational Citizenship Behavior --- Organizational spirituality
5.42	0.46	OCB --- OL	Organizational Citizenship Behavior ---Organizational loyalty
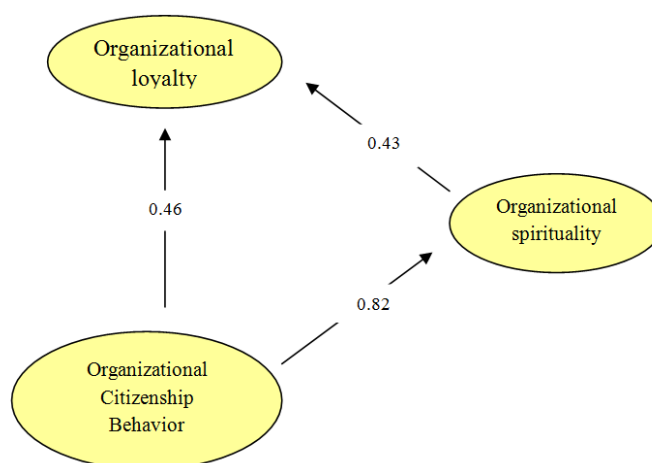
Figure 6: Research model based on research findings

RESULTS AND DISCUSSION
First Hypothesis
As shown in Table 4 and Figure 2, the correlation coefficients and standardized path coefficient between organizational spirituality and organizational loyalty is 0.67 and 0.43 respectively, which are statistically significant at 95%. It means that organizational loyalty is high in an organization with attention to spirituality. Thus the research hypothesis based on the relationship between organizational spirituality and organizational loyalty is confirmed that is consistent with the results of Ramezani (2008).

Second Hypothesis
As shown in Table 4 and Figure 2, the correlation coefficients and standardized path coefficient between OCB and organizational spirituality are 0.68 and 0.82, respectively. Thus the results show that there is a significant relationship between OCB and organizational spirituality at 95%.

Third Hypothesis
As shown in Table 4 and Figure 4, the correlation coefficients and standardized path coefficient between organization loyalty and OCB is 0.78 and 0.59 respectively. Thus the results show that there is a significant relationship between organization loyalty and OCB at 95%.

Recommendations
1. With regard to the impact of organizational spirituality on loyalty and the long-term durability of staff cause infrastructure and more relationships between employees in an organization. It also creates intimacy and employees to communicate effectively with one another. Managers should therefore be targeted to

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organizations, focus to communicate effectively with others, both between individual values and organizational.

2. Loyalty to the organization can be considered as emotional and psychological dependence in which person is strongly committed to emotionally and attached to the organization, participate in the organization and enjoys being a membership of the organization which cause the engagement. Whereby the combination of the individual with his or her job. Therefore, it is receptive to attention to factors such as acceptance of organizational planned changes; commit less anti-producing acts than those with lower fidelity.

3. According to the verifying of the relationship between OCB and organizational spirituality and the role of employees behaviors and personal strong desire to stay in the extra effort for their organization, it is suggested to have attention on social customs, consciousness and altruism in order to strengthen the generosity of organizational citizenship behavior.

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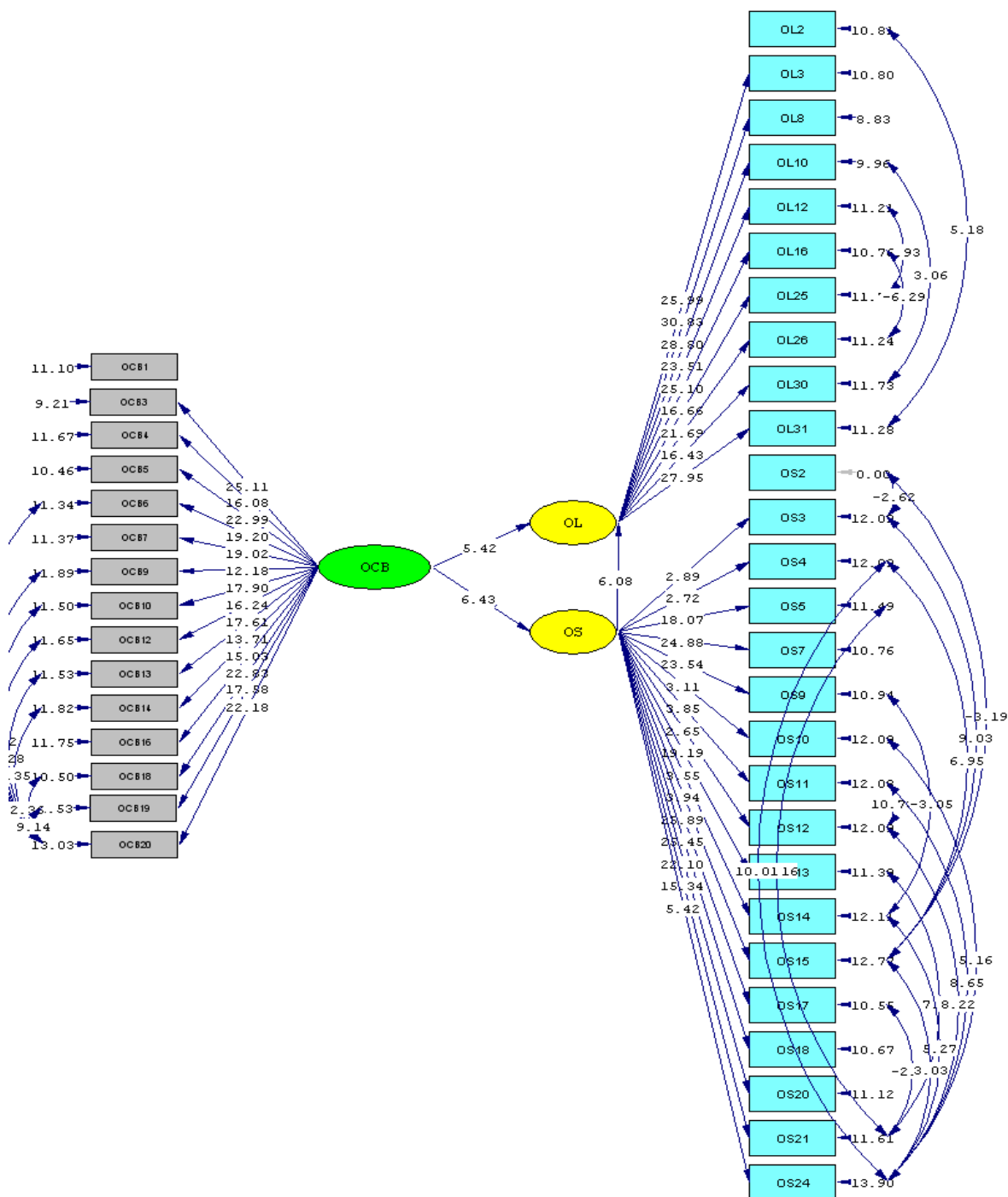
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Enclosures
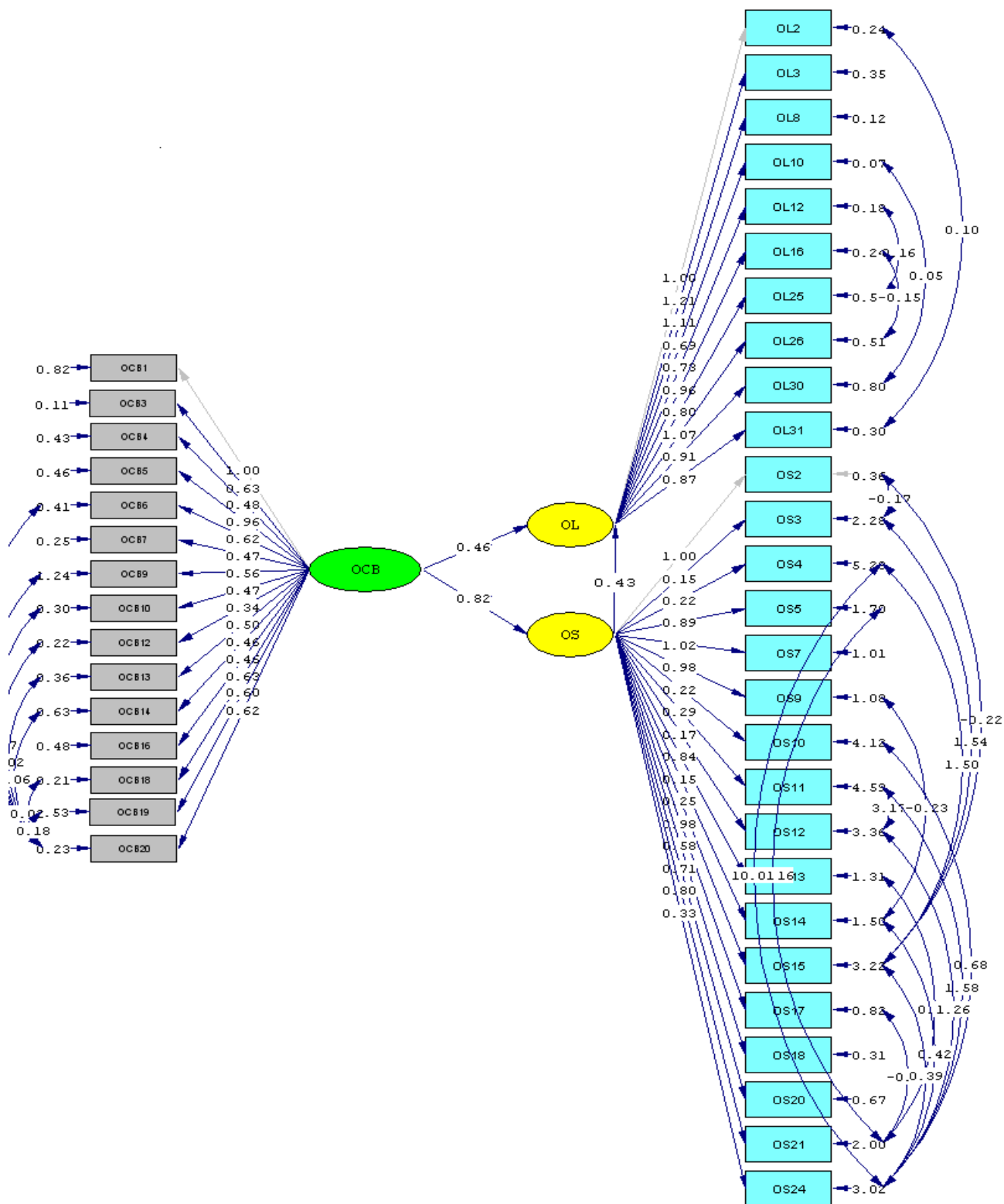

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Chi-Square=506.62, df=339, P-value=0.00000, RMSEA=0.041
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Structural model of organizational citizenship behavior, organizational spirituality and organizational loyalty in standard mode

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Chi-Square=506.62, df=339, P-value=0.00000, RMSEA=0.41

Structural model of organizational citizenship behavior, organizational spirituality and organizational loyalty in significant mood