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EXAMINING THE MODERATING ROLE OF INDIVIDUAL SPIRITUALITY IN THE RELATIONSHIP BETWEEN THE COMMITMENT TO CAREER CHOICES AND WORK ADJUSTMENT AMONG THE TEACHERS OF THE FIRST GRADE OF GUIDANCE SCHOOLS OF SHAHRE-BABAK CITY

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ABSTRACT
The study is conducted in order to examine the moderating role of individual spirituality in the relationship between the commitment to career choices and work adjustment among the teachers of the first grade of guidance schools of Shahre-babak city. The research methodology was descriptive-correlational. The population under examination consisted all the teachers of the first grade of guidanceschools of Shahre-babak city in 2014 that were 250 people. The sample was determined as 152 people using Morgan Table. The sampling was done using simple random sampling. Hall and Edwards' Spiritual Assessment Inventory (SAI) (1986), Davis and Lofquist's Work Adjustment questionnaire (1984) and Blustein *et al.,* Commitment to Career Choices Scale (1989) have been used to data collection and their content validity has been verified by experts and proffessors. Their reliability tests were done and their Cronbach alpha for Spiritual Assessment Inventory, Work Adjustment questionnaire and Commitment to Career Choices Scale were 0.914, 0.785 and 0.761 respectively. For data analysis multivariate regression, Pearson correlation test, one-sample t-test, analysis of variance and Fisher's Z-test have been used. The results showed that there is no significant correlation between spirituality and work adjustment, but there is a positive significant correlation between spirituality and commitment to career choices and also between commitment to career choices and work adjustment. In the population under examination the individual spirituality, commitment to career choices and work adjustment were more than average and somehow too much.

Keywords: Spirituality, Individual Spirituality, Commitment to Career Choices and Work Adjustment

INTRODUCTION
The existance of individual spirituality within organizations that affects many factors is one of the causes of work adjustment. Examining the individual spirituality and work adjustment in organizational behavior management consistent with the purpose of improving the organizations to make the organizations ready-to-date and to deal with problems requires knowledge of the conditions that must be addressed, including knowing managers in the organizations, requirements of management and Accessories, values and their role in organizations, the role of viewpoints in organizational behavior, the effects of individual spirituality on the employees's work adjustment and its effects on their commitment to career choices as a subset of work adjustment and finally to improve the performance.
The relationship between spirituality and work adjustment within the organizations whether in theoretical level (visionary) or in practical level (describing what happens in organizations) although is very important, especially in our country that has a spiritual space on one hand and introduces one model of religious and spiritual democracy and will continue to experience it, has been under less attention. This study deals with examining the quality of the duad relationship between spirituality and commitment to career choices and examining the state of the relationship between these factors and whether there is a significant relationship or not and that how much is this influence.

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Litrature Review
Spirituality

Spirituality is a novel issue in organization and management studies. Main orientation of the researches in the case have been into spirituality dimentions, methods of its study in organizations, its definitions and also the way of make it practical (Baderi, 2009). Till now more than 70 different definitions have been introduced about spirituality. However, there is no consensus among the authors about the definition of spirituality at work place and the existing definitions are vage and to some extent contradictory (Gotsis, 2008; Smith, 2007). On the other hand, spirituality has different and contiguous dimensions of human being and so has different meaning in different people's minds (Smith, 2007). Examining different definitions of spirituality at workplace we find that two factors are common in these definitions: firstly spirituality is a complex and multi-dimensional concept and secondly this concept is too individual and subjective (Gotsis, 2008). Spirituality is a method in whichthe person gradually persieves his/her historical texture and lives in it and this is a try to become human being and to understand more in life (Myers, 1990; Ursula, 1997). In recent years the place of spirituality in organizations has been increasingly under attentions of 1-managers, 2- bosses, 3-employees, 4-researchers as a must for the organization's interactions with employees, customers and the society. Hall believed that people will gain the periodic control of careers instead of organizations and success in psychological achievements will be determined instead of financial achievements. In addition, he suggested that both managers and employees should start facilitate transfer to this new model via signifying the relationships at workplace (Rastgar, 2013).

Nowadays spirituality has been under attention more than before, primarily because of its intercepter role in damages and secondarily because of motivationg role in people for profitability and helping the society.

So, the real picture of Islamic spirituality has also its special principles and indices that together with connecting the person to the origin of existence, affects his/her way of thinking and behaving in individual and social lives and causes wonderful evolutions in individual and social dimensions (Moran, 2008). Spirituality has three empirical aspects for employees including working with cncept, accretion and headship. The importance of studying it at workplace is that spirituality is a major potential power for goodness of people, organizations and societies, and spiritual leadership theory combines the advantages of spirituality and ethics (Feri, 2003).

Spiritual leadership also facilitates the appearance of good ethics and spirituality in individual and organizational levels and the organization's social responsibilities as well (Baderi, 2009). Researches conducted on spirituality at work in the last two decades have mentioned many advantages for this and we can say that intuition, creativity, trust and honesty, individual prosperity and commitment are the most important advantages of encouraging spirituality in organizations (Krishnakumar and Neak, 2003) and along with these factors we can mention obedience and improvability that has an important role in organizational environments (McCormicx, 1994). Therefore, it is beneficial to review some growing attitudes and interests toward spirituality in management and organization realm.

Individual Spirituality

Everyone has special motivations and interests to do the activities that signify his/her own life and others lives better and this motivation is called spirituality, so individual spirituality is an individual deep feeling of the meaning and objectives at work. Individual spirituality at work determines how the employees interact daily at individual level (Karakas, 2010).

The dimensions of spirituality according to English model (Alipanahi, 2008) are described bellow:

External Organizational Spirituality

It contains the practical effects of spirituality on social and ethical responsibilities within the organizations.

Internal Organizational Spirituality

It contains the effects of spirituality in an organization's mission, objectives, leadership, human resource system and culture.

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External Individual Spirituality

It contains the eppearance of positive effects of spirituality in the person's behavior at work and toward others.

Internal Individual Spirituality

It means believe in God, believe in the purposefulness of the world and having a positive feeling (Alipanahi, 2008).

Since the second half of 20th century, a considerable revolution has accures in revival of religion and spirituality (Golshani, 2000) and there has been a valuable growth in the number of researches on organizational spirituality in recent years (Krishna, 2002; Wanger-Marsh and Conley, 1999) in a way that some authors have considered the focus on the employees spirituality at work as the important trend in business in the last 20 years (Felsman and Blustein, 1999) and some others consider the emergence of spirituality-based organizations as the forth wave (along Tofler's third wave) in the new era (Wanger-Marsh and Conley, 1999).

Levels of Spirituality within Organization

Before explanation and expressing the levels of spirituality within organizations, we should differentiate between spirituality at work and spirituality at workplace. Usually, the two concepts are used instead of each other, but they are different. Spirituality at work and at organization refers to individual aspects and spirituality at workplace refers to organizational aspects. Normally spirituality at work and at organization emerges at individual level and spirituality at workplace emerges at organizational level. In some texts the term "spirit at work" is used for spirituality at work and at organization, individual level, and the term "spirit at workplace" is used for spirituality at workplace, organizational level (Kinjersky and Shrypneck, 2004).

Gibbons (2002) in his analyze of spirituality levels within organizations has mentioned two main levels of "organizational spirituality at workplace" and "individual spirituality at workplace". In his idea individual spirituality at workplace is an individual pathway toward integrationg work with spiritual life and organizational spirituality at workplace is an organizational pathway toward the spirituality that can include organizational endeavors to create individual spirituality at workplace, but its organizational orientation is toward organizational purposes and objectives.

The following table represents suggester organizing framework for spirituality at workplace at individual and organizational levels.

Table 1: Suggested organizing framework for spirituality at workplace

Dimensions Levels	Internal	External
Individual	- personal meditation and praying - Creating spiritual viewpoints toward work and colleagues - Deep beliefs toward the nature of God, the World, humanity, discipline, goodness …	- observable behavior - symbols and spiritual debates - spirituality and improvement of career path - empirical researchessuch as well-being, effectiveness, motivation
Organizational	- organizing principles (such as what has been presented by mitrof and denton) - plans about values - circumstances and situations, viewpoints - history, mission and vision of the organization - culture, stories, myths	- Structural characteristics (such as authority hierarchy, compensation systems, scales) - spiritual objectives (multilateral stakeholders, non-material subsequences) - Spiritual ways (participatory, in leisure time) - borders (expressing the spirituality policies at work place) - creating individual spirituality (from time and place viewpoints)

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Table 1 represents individual and organizational aspects of spirituality based on the organizational internal and external dimensions. External organizational phenomena are measurable and observable using empirical study approaches but internal organizational phenomena require phenomenological traditionary or inductive approaches.

In analyzing the levels of spirituality, the levels proposed by Milliam *et al.,* (2003) are very important, because connect with three levels of organizational behavior that are individual, group, organizational levels. Although spirituality within organization has personal and profound philosophical concept, approximately in all definitions proposed by academic institutions, spirituality involves concepts of integrity, excellence, unity at workplace and the deep values at work. So spirituality within organizations is at individual level as the endeavor to find meaning and objective in work life, at group level as the strong link between colleagues and people who collaborate in some ways and at organization level as coordination between main believes and principal values.

Commitment to Career Choices

Commitment to the career choices is the person's beliefs about his/her desire to deal with ambiguity in career decision-making process and the tendency to ignore his/her career options. Commitment to career choices refers more obviously to a spectrum of discovery, selection and commitment that its scope includes the step of not commited (the process of discoverable commitment) to the step of commitment and high self-confident (Blustein *et al.,* 1989). In addition, structure of commitment to career choices, include a dimension that measures the persons' tendency to be deprived of their career choices. Growth-oriented job theorists have suggested that in late adolescence and early adulthood, it is necessary to explore the world of work and become committed to career choices (Harren, 1997). Thus, commitment to career choices is an essential component for people in their late adolescence and early adulthood in their transition to maturity (Blustein *et al.,* 1989; Harren, 1979). One theory that is used in order to assess the commitment to career choices is theory of tissue growth. The theory wants to explore a wide scope of near and far antecedents of job growth. Among the researchers studying commitment is the Zeraatkar (2008) that faound in a research titled examining the relationship between organizational commitmic and spirituality that there is a positive significant relationship between organizational commitment and spirituality and the results of regression analysis showed that emotional commitment is a more powerful predictor for spirituality and normative commitment is a weak predictor in this variable's relationship with spirituality.

Work Adjustment

Work adjustment includes explaining behaviors that lead to effective implementation of the tasks required by thepeople and a good and positive attitude towards the role of new work (Ki and Vi, 2012) work adjustment is also one of the most important and essential issues in every job and career. In other words unless the person isn't able to adapt with his/her job and because one main section of everyone's life goes for work, hi/she wont have effectiveness and good performance and is likely to encounter many problems in his/her perdonal or familial life (Ghasemzade, 2005). Work adjustment is one essential concept in the theories of job growth related to proffessional behavior. Since work adjustment is a set of rections with which the person changes his/her structure or behavior in order to respond a novel experience or certain criteria harmonically or this concept can show the confrontation or agreement aspect of the person in his/her intraction with environment (Keikhanezhad and Ghanadi, 2012), therefore, it is expected that these actions lead to creation of a value system resistant in front of stresses and cultural exchange and finally lead to protect social and individual mental health. To examine theories and research on job growth, (like Flesman and Blustein, 1999; Harren, 1997) we can identify a dimension effective on work adjustment which apparently enjoys a special connection with career development. This dimension refers to the extent of employees' improvement in commitment to career choices and their tendency to implement their choices (Blustein *et al.,* 1989). Davis and Lofquist (1984) defined work adjustment as a dynamiic and continouous process via an employee that intends to progress and adapt in workplace. This work adjustment can be specified in one work by passing time or tenure. The relationship differentiate between work adjustment theory and many other theories related to job selection and work adjustment, with the

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tenure and a similar concept (eg, job performance), in the form of practical performance in a job (theoretical) (Sharf, 2010). In this case, Mohammadkhani (2005) in his reaserch examined the effects of work consult using Davis work adjustment approach on increase of productivity and job satisfaction, the results suggested that work consult using Davis work adjustment approach is effective on the increase of the employees' productivity but has no effect on their job satisfaction. Duffy and Blustein (2005) also concluded in their research titled the relationship between spirituality-orientation, religous debonding and work adjustment that instinct religious debonding and spiritual underestanding are powerful predictors of self-efficiency in job decision making. In addition, individual instinct religious debonding was mentioned as a powerful predictor factor for tendency to be deprived of career choices. Likewise, the results showed that people, who enjoy a high level of spiritual relationship with a major force and has instinct religious debonding, trust more on their ability to perform their job decisions and explore a wider scope of career choices more freely.

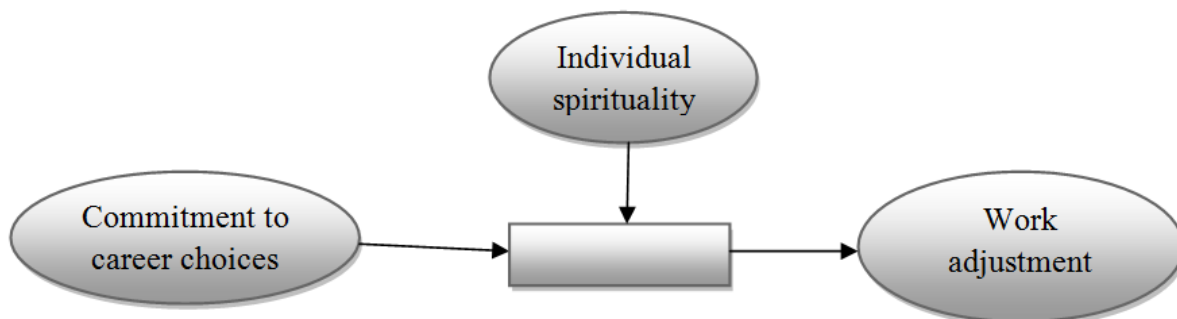The theoretical model of the research is described here respecting the things and relationships mentioned.

Figure 1: Theoretical model of the research

Hypotheses
Main Hypotheses
Individual spirituality influences the relationship between commitment to career choices and work adjustment.
Secondary Hypotheses
1- There is a relationship between individual spirituality and work adjustment
2- There is a relationship between individual spirituality and commitment to career choices
3- There is a relationship between work adjustment and commitment to career choices

MATERIALS AND METHODS
This study is applicable from the purpose viewpoint and is correlational from the descriptive nature viewpoint and is to find the moderating role of individual spirituality in the relationship between commitment to career choices and work adjustment among employees. The population comprises all the teachers of first grade of guidance school in Shahre-babak city in 2014 and after some revision and also after asking education office of the city we found that there are 250 teachers. The sample for this number was determined as 152 teachers.
In this study the following questionnaires have been used to measure intented variables:
1- Hall and Edwards' Spiritual Assessment Inventory (SAI) (1986),
2- Davis and Lofquist's Work Adjustment questionnaire (1984),
3- Blustein *et al.,* Commitment to Career Choices Scale (1989).
 Their reliability tests were done and their Cronbach alpha for Spiritual Assessment Inventory, Work Adjustment questionnaire and Commitment to Career Choices Scale were 0.914, 0.785 and 0.761 respectively. For examining and testing research hypotheses inferential statistics methods (multivariate regression, Pearson correlation test, one-sample t-test, analysis of variance and Fisher's Z-test) have been used and the data have been processed using SPSS software.

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Data Analysis

The precondition of using parametric tests is that the distribution of the data for intented variables be Normal and this precondition has been examined using Kolmogorov–Smirnov test.

Table 2: Significance level of the variables of Kolmogorov–Smirnov test

Predictor Variable	Significance level of …
Individual spirituality	0.71
Commitment to career choices	0.45
Work adjustment	0.42

Table 2 shows that with 95% significance, the distributions of the variables of individual spirituality, commitment to career choices and work adjustment follow Normal distribution. Because the significance of eachvariable is more than test error.

Main hypothesis: individual spirituality influence the relationship between commitment to career choices and work adjustment

Table 3: One-way Variance Analysis of the variable of work adjustment criteria for different regression models

Model	Predictor variable		Sum of Squares	df	F	Sig.	R
1	Commitment career choices	toRegression	0.939	1	8.019	0.005	0.230
		Remainder	16.864	144			
		Total	17.803	145			
2	Commitment career choices	toRegression	0.970	2	4.121	0.018	0.233
		Remainder	16.833	143			
	Individual spirituality	Total	17.803	145			
3	Commitment career choices	toRegression	1.323	3	3.799	0.012	0.273
	Individual spirituality	Remainder	16.480	142			
		Total	17.803	145			
	Commitment career choices* Individual spirituality	to					

Table 4: Coefficients of multivariable regression

Model	Variable	Non-standard coefficients β	Standard coefficients β	t	sig
1	consistent value	2.034		4.927	0.001
	Commitment to career choices	0.374	0.230	2.832	0.005
2	consistent value	2.129		4.695	0.001
	Commitment to career choices	0.395	0.242	2.852	0.005
	Individual spirituality	-0.049	-0.044	-0.513	0.609
3	consistent value	5.092		1.222-	0.224
	Commitment to career choices	2.680	1.646	2.033	0.044
	Individual spirituality	2.180	1.928	1.7	0.091
	Commitment to career choices *- individual spirituality	0.704	-2.736	1.743-	0.084

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The results in table 3 show that model 1 is acceptable. Because significance of the model is 0.005 that is less than test error. In other words, the effect of commitment to career choices alonely on work adjustment is significant.

In table 2 it is noticeable that the variales commitment to career choices and individuali spirituality has entered the model as predictor variables. Due to the fact that significance of F-test for the model is 0.018 that s less than 0.05, so we can conclude that this model is acceptable.

In model 3 we can see that significance is 0.012 that is less than test error. Therefore, the model 3 in which the predictor variables of individual spirituality, commitment to career choices and interplay of individual spirituality and commitment to career choices influence the variable of work adjustment criteria is acceptable.

The results in Table (4) show the extent to which each of the predictor variables on work adjustment separately for each model. The results in Table 3 show that models 1, 2 and 3 are acceptable regression models. The results related to regression coefficients of model 1 show that the predictor variable of commitment to career choices affects work adjustment and the amount of this effect is 23 percent. So it can be concluded that, in exchange for a percentage change in the commitment to career choices, work adjustment increases by 23 percent.

The results in table (4) related to regression coefficients of model 2 shows that each one of the predictor variables of commitment to career choices and individual spirituality affect work adjustment and the amount of their effects is 0.242 and -0.044 respectively. In other words, increase in commitment to career choices in individuals who are in the same level of individual spirituality, causes a rise of 24 percent in work adjustment and this effect is significant because the significance level for the predictor variable in model 2, is less than test error. In addition, it can be seen that significance level of individual spirituality in model 2 is 609/0, which is more than 0.05. Therefore, we can not conclude that increase in spirituality of individuals with the same level of commitment to career choices; will result in 4 percent decrese of work adjustment, because this amount of effect is not significant in model 2.

The results in table (4) related to regression coefficients of model 3 shows that the predictor variables of commitment to career choices and individual spirituality and their interplay do not have effect on work adjustment, because the significance level for the two independent variables in model 3, is more than test error.

Since significance level of T-test for predictor variable of commitment to career choices has obtained 0.044, which is less than test error, it can be concluded that increase in commitment to career choices in individuals with the same level of individual spirituality, causes 1.66 percent percent increase in work adjustment and this effect is significant.

Secondary hypothesis 1: There is a relationship between individual spirituality and work adjustment

Table 5: Pearson correlation coefficient of two variables of individual spirituality and work adjustment of employees

Variable	Pearson correlation coefficient	Significance
individual spirituality-work adjustment	0.027	0.748

According to the results in table 5 the significance of Pearson correlation test is 0.748 for variables of individual spirituality and work adjustment, therefore, hypothesis zero, showing no linear relationship between the two variables will be rejected. So we can conclude that there is a linear significant relationship between them.

Secondary hypothesis 2: There is a relationship between individual spirituality and commitment to career choices

Table 6: The results of Pearson correlation coefficient

Variable	Pearson correlation coefficient	Significance	
individual spirituality-commitment to career choices	0.290	0.0001	0.084

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According to the results in table 6 the significance of Pearson correlation test is 0.0001 for variables of individual spirituality and commitment to career choices, therefore, hypothesis zero, showing no linear relationship between the two variables will be rejected. Because significance of the test error is less (0.05). So we can conclude that there is a linear significant relationship between them.

Secondary hypothesis 3: There is a relationship between work adjustment and commitment to career choices

Table 7: The results of Pearson correlation coefficient

Variable	Pearson correlation coefficient	correlation	Significance
work adjustment – commitment to career choices	0.230	0.005	0.052

According to the results in table 7 the significance of Pearson correlation test is 0.005 for variables of work adjustment and commitment to career choices, therefore, hypothesis zero, showing no linear relationship between the two variables will be rejected. Because significance of the test error is less (0.05). So we can conclude that there is a linear significant relationship between them.

RESULTS AND DISCUSSION
Results
Main Hypothesis
According to the results in table 3 it can be seen that the effect of commitment to career choices on work adjustment is significant with significance level of 0.005. Based on table 3 we can see that the variables of commitment to career choices and individual spirituality have entered the model as predictor variables and since F-test significance for the model is 0.018 that is less than 0.05, we can conclude that the model is acceptable.

According to table 3 we can also say that predictor variables of individual spirituality, commitment to career choices and interplay of individual spirituality and commitment to career choices affect the variable of work adjustment criteria with significance level of 0.012. The results of table 4 related to regression coefficients (model 1) show that the predictor variable of commitment to career choices affect work adjustment and the amount of this effect is 23 percent. Therefore, we can conclude that for one percent change in the score of commitment to career choices of people, their work adjustment increases 23 percent.

Secondary Hypothesis 1
According to the results in table 5 hypothesis zero, showing no relationship between the variables of individual spirituality and emloyees work adjustment will be accepted. We can conclude that individual spirituality of employees do not have significant relationship with their work adjustment in 0.748 level. This means that change in the variable of individual spirituality do not basically lead to their work adjustment. The results of many studys such as Crid et al (2009), Animasahton (2010), Santili et al (2014) and Habibi and Ghobari Bonab (2011) showed that there is a relationship between spirituality and work adjustment.

Secondary Hypothesis 2
According to the results in table 6 there is a significant relationship between the variables of individual spirituality and commitment to career choices. The positive value of Pearson correlation coefficient with the significance of 0.0001 shows that the relationship between the two variables is positive. In other words, the more the employees' individual spirituality becomes, the more their commitment to career choices becomes. The results of this research are consistent with the research of Duffy and blustein (2005). The results show that the higher individual spirituality results in higher commitment to career choices and shows that organizational spirituality lead to loyalty to the job and commitment to the organization.

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Secondary Hypothesis 3

According to the results in table 7 there is a significant relationship between the variables of work adjustment and commitment to career choices. The value of Pearson correlation coefficient with the significance of 0.0001 shows that the relationship between the two variables is positive. In other words, the more the employees' work adjustment becomes, the more their commitment to career choices becomes. The value of R shows that 5 percent of the canges of employees' conntiment to career choices occure because of work adjustment. The result of this hypothesis is consistent with the research of Saddeghian, Abedi and Baghban (2011).

Suggestions

We suggest to the managers to put the employees in the processes of managerial macro decision makings to increase work conscience in them, because increase of work conscience leads to increase of individual spirituality in employees.

The plans of increasing individual spirituality levels should be placed in the organization's plan list that because of the relationship between individual spirituality and commitment to career choices, this leads to increase of commitment level among employees.

It is suggested that the organization managers have mentioned individual spirituality as an important factor to be considered in employees' selection. However, this proposal seems to be able to be used in specially service provider corganizations.

Only the people should enter the organization that are cummensurate with proffessional and career-related characteristics and are the organization's need and giving certain authority and responsibility on their duties and valuing their proffession cause the increase of commitment to their own choices anddecrease of their ailienation from the organization and work (in order to make them more adjusted to the environment).

The managers and organizations help the employees' commitment and their job selection with supporting the emplowees' work talents ans using these abilities in a more correct way cause to increase of work adjustment in employees.

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