

# Correlation of Spiritual Management with Innovation and Organizational Performance of Nurses

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## Abstract

**Background and Objective:** Spiritual management has been long considered as one of the indigenous management styles inspired from the Iranian civilization and of Islam. On the other hand, organizational performance and organizational innovation are also important organizational variables. Therefore, this study attempted to determine the relationship between spiritual management and organizational innovation and organizational performance of nurses.

**Methods:** The present study is applied in terms of purpose and descriptive-correlational in terms of method. The statistical population of the study consisted of all nurses in Khoy (n=500), Iran. In accordance with Morgan's table, 217 nurses were selected as the sample size using stratified sampling method. The instruments used for data collection included three questionnaires: Budagi Spiritual Management, Organizational Performance of Hersey and Gold Smith and Organizational Innovation of Wang and Ahmed. The validity of the questionnaires was approved by the relevant field experts. Reliability of the questionnaire was also examined using Cronbach's alpha and found to be 0.94, 0.89, and 0.89 respectively. Pearson correlation coefficient and multivariate regression were used for data analysis. In this study, all ethical considerations were observed and no conflict of interest was reported by the author.

**Results:** The relationship between structural ( $r=0.175$ ,  $P=0.007$ ) and behavioral ( $r=0.606$ ,  $P=0.001$ ) dimensions of spiritual management and organizational performance and between structural ( $r=0.455$  and  $P=0.001$ ), behavioral ( $r=0.628$ ,  $P=0.001$ ) and contextual ( $r=0.297$ ,  $P=0.001$ ) dimensions of spiritual management and organizational innovation. There was also a significant relationship between spiritual management and organizational innovation ( $r=0.520$ ,  $P=0.001$ ) as well as spiritual management and organizational performance ( $r=0.228$ ,  $P=0.001$ ). Spiritual management could predict 27% of the variance in organizational innovation component ( $P=0.001$ ) and 8% of the variance in organizational performance ( $P=0.001$ ).

**Conclusion:** It can be concluded that paying attention to spiritual management in hospitals and medical centers can be of great importance in improving organizational performance as well as enhancing organizational innovation.

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## Summary

### Background and Objective

Today's world is the world of large and complex organizations, and a leader should be consistently aware of the process of fulfillment of organizational goals (1). Therefore, the most

important factors helping the organs to fulfill their goals is leadership. One of the main factors of leadership (management) to be attended to in every society is the method of management based on culture and traditions and using the tools that are based on values of that society. Spiritual leadership as a desirable pattern and model compatible with the Islamic-Iranian model has been mentioned many times by the Iranian Supreme Leader since it has some unique features that enable us to delimit it with common management patterns in the world. The next important point about it is its absolute benefit: it is based on science, experience, skill and proficiency, on the one hand, and it is a manifestation of trust in God and reliance on Him and progresses with the intention of approaching God, on the other (2). Due to some features like being religious oriented, wilayat-Centeredness, flexibility, populism, dynamism, self-confidence, institutionalism of moral and religious values in the work environment, spiritual leadership could manifest and realize its potential capabilities in the society (3).

In his study entitled Explanation of Spiritual Leadership, Movahhed pointed out that these features include: management for the sake of God, wilayat (leadership) management, flexibility of the structure and having an appropriate organization consistent with the current status, voluntary leadership, transformational management, paying attention to the human force, participatory leadership, institutionalism of moral and religious values in the work environment and contentment-based leadership (4). Spiritual leadership, in fact, seeks to create values for organization via the personnel. It can increase the capacity for innovation and creativity and, consequently, promote the human relations and ethical behaviors (5).

Organizations with developed and talented personnel will seek to do meaningful and purposeful action, and try to develop environments like this. Spirituality in the work environment describes the experience of the personnel with satisfying, meaningful and purposeful actions. On the other hand, experiencing spirituality in the work environment increases the chance of creativity and innovation, contentment, trustfulness, confidence and desired performance (6).

Considering the fact that nurses constitute a major portion of the Integrated Healthy System, on the one hand, and they have direct communication with people, on the other hand, in

the present study an attempt was made to examine the correlation between spiritual leadership and innovation and organizational performance among nurses. Since spiritual leadership is considered important as one of the local management styles and it is drawn from Iranian ancient civilization and Islamic resources, on the one hand, and organizational performance and organizational innovation are among the most important organizational variables, the current study was conducted to analyze the correlation between spiritual leadership and organizational performance and innovation among the nurses in Khoy, Iran.

## Methods

**Compliance with ethical guidelines:** To observe ethical considerations, the necessary explanations about the objectives of the research were provided to the participants before conducting the study. The participants were also assured that their information would remain confidential and that the information would be used only for the purposes of the study. All the participants had complete freedom to participate in or quit the study. After receiving informed consent from the participants, anonymous questionnaires were distributed among them, which were, then, collected and analyzed.

This research is applied in terms of purpose and descriptive-correlational in terms of method. The statistical population consisted of all the nurses in Khoy (n=500), Iran. In accordance with Morgan's table, 217 nurses were selected as the sample size using stratified sampling method. The instruments used included three questionnaires: Budagi Spiritual Management, Organizational Performance of Hersey and Gold Smith and Organizational Innovation of Wang and Ahmed. The validity of the questionnaires was approved by the experts in the field. Reliability of the questionnaire was analyzed using the Cronbach's alpha coefficient and found to be 0.94, 0.89, and 0.89, respectively. Pearson correlation coefficient and multivariate regression were used for data analysis.

## Results

The results showed that there is a relationship between structural dimension ( $r=0.175$ ,  $P=0.007$ ) and behavioral ( $r=0.606$ ,  $P=0.001$ ) dimensions of spiritual management and organizational performance and between structural dimension ( $r=0.455$ ,  $P=0.001$ ), behavioral ( $r=0.628$ ,  $P=0.001$ ) and contextual ( $r=0.297$ ,  $P=0.001$ ) dimensions of spiritual management and

organizational innovation. There is also a significant relationship between spiritual management and organizational innovation ( $r=0.520$ ,  $P=0.001$ ) as well as spiritual management and organizational performance ( $r=0.228$ ,  $P=0.001$ ) and spiritual management could predict 27% of the variance in organizational innovation ( $P=0.001$ ) and 8% of the variance in the component of organizational performance ( $P=0.001$ ).

### Conclusion

The results of this study are consistent with the results of Ghaffari and Rostamonia, who also showed that the component of spiritual management is related to organizational performance (6). It is also in line with the results of Atafar et al., Nasrasfahani et al. and Fry et al. They concluded that all aspects of spiritual management have a positive and significant relationship with organizational performance (7-9). Also, the results of this study are in line with the results of Salehi et al., who found a significant and positive relationship between spiritual management and organizational innovation (10). The findings are also matched with those of Karimi, Soomeh Aliaei and Giti, who discovered that the dimensions of spiritual management could significantly and positively predict organizational innovation (11). However, the results of the present study are inconsistent with the findings of Zummit Zwan and Adkakon, who concluded that organizational innovation plays a mediating role in the relationship between leadership and organizational performance (12). The findings are also inconsistent with those of Yaghoubi et al., who showed that the dimensions of spiritual management can increase organizational innovation with the mediation of organizational learning (13).

According to the findings, it can be concluded that attention to spiritual management in hospitals and medical centers can be of great importance in improving organizational performance and also strengthening organizational innovation among the nurses in Khoy.

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### Ethical considerations

According to the author, this research was commissioned by the Iranian Campus Institute and has been approved by the ethics committee of

this institute with the code 64/371/A dated 7/12/96.

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### Conflict of interest

The author of the article reported no conflict of interest in this study.

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## العلاقة بين الإدارة الروحية مع الابتكار والأداء التنظيمي للممرضات

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### معلومات المادة

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### الملخص

**خلفية البحث وأهدافه:** إحدى أساليب تنظيم الإدارة التقليدية المستوحاة من الحضارة الإيرانية والإسلامية هي الإدارة الروحية والتي حظيت باهتمام كبير منذ زمن طويل. كما وأنه من المتغيرات التنظيمية التي يمكن أن نشير إليها هي الأداء التنظيمي والابتكار التنظيمي. بناءً على ذلك تستهدف الدراسة الحالية تعيين العلاقة بين الإدارة الروحية مع الابتكار والأداء التنظيمي للممرضات.

**منهجية البحث:** يعد هذا البحث عملياً من حيث الغرض ومن النوع الارتباطي الوصفي من حيث الطبيعة. شمل المجتمع الإحصائي جميع الممرضات في مدينة خوي حيث تم اختيار ٥٠٠ شخص منهم وأجريت البحوث وفقاً لجدول مورغان مستخدماً طريقة أخذ العينات الطبقية من ٢١٧ شخصاً. ولقد كانت الأدوات المستخدمة في البحث عبارة عن ثلاثة استبيانات: الإدارة الروحية البوذية، والأداء التنظيمي لـ "هيرسي" و "جولدسميث"، والابتكار التنظيمي لـ "وونغ" و "أحمد". تمت الموافقة على صحة الاستبيانات من قبل الخبراء الميدانيين المعنيين. وتم الحصول على موثوقية الاستبيانات من خلال معامل ألفا كرونباخ البالغ ٠/٩٤، ٠/٨٩، و ٠/٨٩. وعلى التوالي. ومن أجل تحليل البيانات و تجزئتها تم استخدام معامل ارتباط بيرسون والانحدار متعدد المتغيرات. تمت مراعاة جميع الموارد الأخلاقية في هذا البحث وإضافة إلى هذا، فإن مؤلفي البحث لم يشيروا إلى أي تضارب في المصالح.

**الكشوفات:** أظهرت النتائج بأن الإدارة الروحية كانت مرتبطة بالابتكار التنظيمي بين الجانب الهيكلي ( $r=0.175$  و  $P=0.007$ ) وبين الجانب السلوكي ( $r=0.460$  و  $P=0.001$ ) وكذلك بين الإدارة الروحية مع الأداء التنظيمي وأيضاً بين الجانب الهيكلي ( $r=0.455$  و  $P=0.001$ ) السلوكي ( $r=0.628$  و  $P=0.001$ ) والسياقي ( $r=0.297$  و  $P=0.001$ ). بالإضافة إلى ذلك، كانت هناك علاقة ذات دلالة إحصائية بين الإدارة الروحية والابتكار التنظيمي ( $r=0.520$  و  $P=0.001$ ) وكذلك الإدارة الروحية والأداء التنظيمي ( $r=0.282$  و  $P=0.001$ ) واستطاعت الإدارة الروحية أن تتوقع ٢٧٪ من التغيرات المتعلقة بالابتكار التنظيمي ( $P=0.001$ ) و ٨٪ من التغيرات المتعلقة بالأداء التنظيمي ( $P=0.001$ ).

**الاستنتاج:** وفقاً للنتائج التي تم الحصول عليها، يمكن الاستنتاج بأن الاهتمام بالإدارة الروحية في المستشفيات والمراكز الطبية بإمكانه أن يكون ذا أهمية كبيرة في تحسين الأداء التنظيمي وكذلك تعزيز الابتكار التنظيمي.

يتم استناد المقالة على الترتيب التالي:

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# همبستگی مدیریت معنوی با نوآوری و عملکرد سازمانی پرستاران

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## اطلاعات مقاله

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## واژگان کلیدی:

عملکرد سازمانی

مدیریت معنوی

نوآوری سازمانی

## چکیده

**سابقه و هدف:** مدیریت معنوی یکی از سبک‌های مدیریتی بومی و الهام‌گرفته از تمدن ایرانی و اسلامی است که از دیرباز به آن بسیار توجه شده است. از سوی دیگر عملکرد سازمانی و نوآوری سازمانی نیز از متغیرهای سازمانی محسوب می‌شود. بنابراین پژوهش حاضر با هدف تعیین رابطه مدیریت معنوی با نوآوری و عملکرد سازمانی پرستاران انجام گرفته است.

**روش کار:** این پژوهش از نظر هدف کاربردی و از نظر ماهیت توصیفی-همبستگی است. جامعه آماری شامل تمامی پرستاران شهر خوی به تعداد ۵۰۰ نفر بود که مطابق با جدول مورگان و با استفاده از روش نمونه‌گیری طبقه‌ای تعداد ۲۱۷ نفر نمونه پژوهش در نظر گرفته شدند. ابزارهای استفاده‌شده در پژوهش پرسش‌نامه‌های مدیریت معنوی بوداچی، عملکرد سازمانی هرسی و گلداسمیت و نوآوری سازمانی ونگ و احمد بود. متخصصان مربوط روایی پرسش‌نامه‌ها را تأیید کردند و پایایی پرسش‌نامه‌ها نیز از طریق ضریب آلفای کرونباخ به ترتیب برابر با ۰/۹۴، ۰/۸۹ و ۰/۸۹ به دست آمد. برای تجزیه و تحلیل داده‌ها از ضریب همبستگی پیرسون و رگرسیون چندمتغیره استفاده شد. در این پژوهش همه موارد اخلاقی رعایت شده است و مؤلف مقاله تضاد منافی گزارش نکرده است.

**یافته‌ها:** نتایج نشان داد که بین بُعد ساختاری ( $r=0/175$  و  $P=0/007$ ) و رفتاری ( $r=0/460$ ) مدیریت معنوی با عملکرد سازمانی و همچنین بین بُعد ساختاری ( $r=0/455$ ) و رفتاری ( $r=0/628$  و  $P=0/001$ ) و زمینه‌ای ( $r=0/297$  و  $P=0/001$ ) مدیریت معنوی با نوآوری سازمانی رابطه وجود داشت. علاوه بر این، بین مدیریت معنوی و نوآوری سازمانی ( $r=0/520$  و  $P=0/001$ ) و همچنین مدیریت معنوی و عملکرد سازمانی ( $r=0/282$ ) و نوآوری سازمانی ( $P=0/001$ ) نیز رابطه معناداری وجود داشت و مدیریت معنوی توانست ۲۷ درصد تغییرات مؤلفه نوآوری سازمانی ( $P=0/001$ ) و ۸ درصد تغییرات مربوط به مؤلفه عملکرد سازمانی ( $P=0/001$ ) را پیش‌بینی کند.

**نتیجه‌گیری:** بر اساس یافته‌های به دست آمده می‌توان گفت توجه به مدیریت معنوی در بیمارستان‌ها و مراکز درمانی می‌تواند در بهبود عملکرد سازمانی و همچنین تقویت نوآوری سازمانی اهمیت داشته باشد.

استناد مقاله به این صورت است:

Ranjdoust Sh. Correlation of Spiritual Management with Innovation and Organizational Performance of Nurses. Journal of Pizhūhish dar dīn va salāmat. 2021;7(1):7-22. <https://doi.org/10.22037/jrrh.v7i1.24331>