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Analyzing Effect of Organizational Agility and Intellectual Capital on Productivity of Human Resources Through Spiritual Leadership (Case Study: Social Security Organization of Chaharmahal and Bakhtiari)

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Abstract: The purpose of this research is analyzing impact of organizational agility and intellectual capital on productivity of human resources through spiritual leadership in social security organization of Chaharmahal and Bakhtiari Province. The research is a survey. It is application in terms of purpose and descriptive in terms of data collection method. The population of the study included employees working in social security organization of Chaharmahal and Bakhtiari Province. Using Morgan table, 127 participants were selected by random cluster sampling method. To collectdata, we used questionnaire and library studies. This study poses four hypotheses as follows: organizational agility and intellectual capital have a direct relationship; organizational agility and intellectual capital lead to the productivity of human resources through spiritual leadership; organizational agility results in the productivity of human resources; intellectual capital results in productivity of human resources. Using four questionnaires of organizational agility, intellectual capital, intellectual leadership and labor productivity, study's data were collected and we used SPSS and techniques such as correlation coefficient and regression to analyze them. The results of data analysis confirmed the research hypotheses.

Key words: Organizational agility, intellectual capital, intellectual leadership, productivity, labor productivity

INTRODUCTION

The emergence of the new economy which is knowledge and information-based has increased interest of researchers to study in field of Intellectual Capital (IC). This area which has attracted the attention of many researchers to itself is used as a tool to determine firm value. IC can be defined as a resource that we can formalize, attain and rely on it to create higher value assets. IC refers to intellectual materials such as knowledge, information, intellectual capital and experience and is used for value creation.

Agility is a relatively new organizational concept in the management of organizations that is presented for benefiting from environmental changes and satisfying the needs of customers. In today's competitive world in which everything is changing rapidly, organizations given their tasks and missions must be agile to respond to these changes. That is they should have the necessary ability to analyze their current and future situation to take timely and correct decisions to manage unknown and ambiguous events in future. In fact, agility is a response to challenges of benefiting from rapid and constant changes in global markets for getting excellent quality, excellent performance and services and customer-friendly products. Agile organizations not only survive in such environments but also take enormous benefits from such uncertain and variable environment (Johari, 2004). Agile government agencies get increasing rate in enforcing their evolutionary actions than their counterparts get. Those organizations that highly invest in speed, flexibility and responsiveness are more likely to reach their goals.

The latter issue that we should deal with is spiritual leadership. Existence of spiritual leadership in organizations in organizations accompany with evolution, success, continuous learning and employee empowerment. In sum, importance and necessity of spirituality in the workplace is such that can provide organizations, humanity and community with activity and provide the environment with responsibility.

The necessity of research: Achieving organizational goals, succeeding and improving productivity are among the primary goals of any association or organization. Therefore, scientific study and examination of factors that could be effective in improving productivity and accelerating achievement to the target is of utmost importance. Consideration of system productivity, its

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measurement and at the same time evaluation of feedbacks could aware managers of factors increasing productivity. One of the factors that organizations consider to be important in increasing productivity is consideration of manpower. Extensive researches have studied impact of human resources on productivity, including researches in fields such as intellectual capital, agility and spiritual leadership. Researches have shown that all of these three factors are effective on productivity and they have been able to play their important roles. Therefore, consideration of IC, agility, spiritual leadership and giving importance to them can be effective in improving and enhancing the social security organization.

What adds to the importance of this research is that so far no study is done about the effect of agility, intellectual capital and intellectual leadership on productivity of human resources in social security and this research can be very helpful for social security organizations to get its objectives.

Research purposes:

- Analysis and determination of effect of relation between organizational agility and intellectual capital
- Analysis and determination of effect of agility and organizational intellectual capital on productivity of human resources through spiritual leadership
- Analysis and determination of effect of organizational agility on improving the productivity of human resources
- Analysis and determination of effect of intellectual capital on improving the productivity of human resources

Research hypotheses:

- Organizational agility and intellectual capital have a direct relationship
- Organizational agility and intellectual capital cause productivity of human resources through spiritual eadership
- Organizational agility results in the productivity of human resources
- Intellectual capital results in productivity of human resources

Agility approach which proposed and developed in less than a decade is a comprehensive and informed response to the constantly changing needs of the competitive market to get the benefit of potential opportunities. In other words, agility is a paradigm that for activity in today's business scene (e.g., product or service development), provide new mental conceptions about the production, customer, sale, purchase, various forms of business relationships, evaluating the performance of employees and firms and so on.

Generally, some principles that in the design of an agile organization should be taken into consideration are as follows (Amiri *et al*., 2013):

- Strategic resources
- Personnel and their qualification
- Leadership
- Varius processes
- Reconstruction
- Readiness for change

Now, the basic question is that how this process might be accumulated and result in agility? How is priority of actions? Empirical studies (Abdolmohammadi, 2005) show that:

- Agility in manufacturing organizations is acheivable through integration and the strategic use of existing managerial and production methods and tools
- Different organizationsexperiencedifferent levels of changes and pressures. Thus, they need different combination of methods and tools in dealing with changes
- Agility dimensions of today's organizations are faced with problems such as rapid and unpredictable changes in environmental conditions, special and customized orders for customers, improving competitiveness, profitability, etc.

Data collection method: There are varieties of tools for collecting information by which we can collect the needed data. In this study, questionnaire, interview and analysis of documents, i.e., library studies are used.

Data collection tools: The instrument used for data collection was questionnaire. In this study, four questionnaires of human resource productivity, spiritual leadership, intellectual capital measurement and organizational agility are used which brief explanation each of them is as follows:

Human resource productivity questionnaire: Achio's productivity questionnaire has 26 questions, including seven components of work ability, clarity or understanding of the role, organizational support, willingness to motivation, feedback or evaluation, reliability and environmental compatibility.

Spiritual leadership questionnaire: The questionnaire was developed by Fry and includes 35 questions. It includes the following components: organizational landscape, love to altruism, faith to work, meaningfulness in work, organizational membership, organizational commitment and performance feedback.

IC questionnaire: The questionnaire was developed by Bontis and includes 52 closed questions. The questionnaire measures the following three components: human capital, structural capital and relational capital.

Organizational agility questionnaire: The questionnaire was developed by Abdolmohammadi (2005) and includes 16 questions and the following dimensions: speed, competency, accountability and flexibility.

Analysis: In order to analyze the data, we used SPSS and the following methods:

- Descriptive statistics including frequency tables, frequency, subjects research and relevant charts
- To analyze the hypothesis and to compare variables pearson correlation coefficient and multiple regression analysis will be used

Population and sample

Sampling: Since, chaharmahal and bakhtiari province is consisted of several cities and each city has several branches in which many employeesare employed, we used multi-stage random cluster sampling method. Based upon the method, chaharmahal and bakhtiari province was divided into three areas and from every area some offices and from each office some employee of social security organizations were selected.

MATERIALS AND METHODS

Since, this research aims to examine impact of organizational agilityand intellectual capital on productivity through spiritual leadership, it is application in terms of purpose and it is descriptive-survey in terms of data collection method. In addition, since the study aims at investigating the relationship between components, the research is correlation. This research is carried out in two stages: library and field.

Data collection: There are varieties of tools for collecting information, by which the necessary data can be collected. However, this study uses questionnaire and the analysis of documents, i.e., library studies.

Data collection tools: The instrument used for data collection was questionnaire. In this study, four questionnaires of productivity, spiritual leadership, organizational agility and intellectual capital are used which brief explanation of each of them is as follows.

Human resources productivity questionnaire: The questionnaire is derived from the productivity questionnaire by Achio which is then modified based on the culture of society and social security organization. The questionnaire includes 26 questions and eight components of work ability, perception of role or clarity, organizational support, tend to motivate, feedback or evaluation, reliability, environmental compatibility and organizational culture.

Spiritual leadership questionnaire: The questionnaire derived from a standard questionnaire by Fry and then it was modified based on the culture of society and Social Security organization. The questionnaire includes 39 questions with 5-poin Likert scale as follows: strongly agree: 5, agree: 4, no idea: 3, disagree: 2, strongly disagree: Its components include organizational landscape, love to altruism, faith to job, meaningfulness of work, organizational membership, organizational commitment, performance feedback and empowerment.

Intellectual capital questionnaire: The questionnaire derived from a standard questionnaire by Bontis and then it was modified based on the culture of society and social security organization. It includes 52 closed questions and measures four variables of human capital, structural capital, relational capital and innovation capital. Scoring was done on a 5-point Likertscale as follows: strongly agree: 5, agree: 4, no idea: 3, disagree: 2, strongly disagree.

Organizational agility questionnaire: The questionnaire is proposed by Sharifi and Zhang and includes 16 questions and the following dimensions: speed, competence, responsiveness and flexibility. Scoring was done on a 5-point Likertscale as follows: strongly agree: 5, agree: 4, no idea: 3, disagree: 2, strongly disagree: 1.

RESULTS AND DISCUSSION

Data analysis

The sample's gender: Overall, 127 questionnaire were collected and information on gender of people in the sample was collected. Among participants who had correctly responded, 25 participants (22%) were female and 102 participants (88%) were male.

The sample's age: In this study from 127 collected questionnaires, information of the age of the sample was collected. Among participants who had responded in a standard manner, 10 participants (8%) were between 20-30 years old, 58 participants (46%) were between 30-40 years old, 39 participants (30%) were between 40-50 years old and 20 participants (16%) were between 50 years old.

The sample's job experience: In this study from 127 collected questionnaires, information of job experience of participants was collected. Among participants who had responded in a standard manner, job experience of participants was as follows: 9 participants (7%) below 5 years, 44 participants (35%) between 5-10 years, 51 participants (40.2%) between 10-15 years, 17 participants (13%) between 15-20 years and 6 participants (4.8%) higher than 20 years.

The sample's education level: In this study from 127 collected questionnaires, information of education level of participants was collected. Among participants who had responded in a standard manner, education level of participants was as follows: 6 participants (5%) diploma, 30 participants (24%) associate degree, 68 participants (53%) bachelor's degree, 20 participants (15.6%) master's degree and 3 participants (2.4%) PhD.

Inferential analysis of data

The first main hypothesis: Organizational agility and intellectual capital have a direct relationship. As can be seen in Table 1 the correlation between organizational agility and intellectual capital in the significance level of <0.05 and correlation coefficient of 0.55 is significant. In other words, the research's first main hypothesis that organizational agility and intellectual capital have a direct relationship is confirmed.

The first sub-hypothesis: Flexibility and human capital have a direct relationship. As can be seen in Table 2 the correlation between flexibility and human capitalat the significance level of <0.05 and correlation coefficient of 0.48 is significant. In other words, the research's first sub-hypothesis that flexibility and human capital have direct relationship is confirmed.

Table 1: The correlation between organizational agility and intellectual capital

	Intellectual capital		
Statistical indicators	The correlation coefficient	Significance level (p)	Result
Organizational agility	0.55	0.000	Confirmation

The second sub-hypothesis: Flexibility and structural capital have a direct relationship. As can be seen in Table 2 the correlation between flexibility and structural capital at the significance level of <0.05 and correlation coefficient of 0.52 is significant. In other words, the research's second sub-hypothesis that flexibility and structural capital have direct relationship is confirmed.

The third sub-hypothesis: Flexibility and relational capital have a direct relationship. As can be seen in Table 2, the correlation between flexibility and relational capital at the significance level of <0.05 and correlation coefficient of 0.53 is significant. In other words, the research's third sub-hypothesis that flexibility and relational capital have direct relationship is confirmed.

The fourth sub-hypothesis: Flexibility and innovation capital have a direct relationship. As can be seen in Table 2, the correlation between flexibility and innovation capital at the significance level of <0.05 and correlation coefficient of 0.50 is significant. In other words, the research's fourth sub-hypothesis that flexibility and innovation capital have direct relationship is confirmed.

The fifth sub-hypothesis: Flexibility and human capital have a direct relationship. As can be seen in Table 2, the correlation between flexibility and human capital at the significance level of <0.05 and correlation coefficient of 0.62 is significant. In other words, the research's fifth sub-hypothesis that flexibility and human capital have direct relationship is confirmed.

The sixth sub-hypothesis: Competency and structural capital have a direct relationship. As can be seen in Table 2, the correlation between competency and structural capital at the significance level of <0.05 and correlation coefficient of 0.50 is significant. In other words, the research's sixth sub-hypothesis that competency and structural capital have direct relationship is confirmed.

The sixth sub-hypothesis: Competency and structural capital have a direct relationship. As can be seen in Table 2, the correlation between competency and

Table 2: The correlation between organizational agility and intellectual capital

Variables	Human capital	Structural capital	Relational capital	Innovation capital	Human resource productivity
Flexibility	0.48	0.52	0.53	0.50	0.78
Competence	0.62	0.50	0.57	0.54	0.75
Accountability	0.53	0.60	0.45	0.56	0.74
Speed	0.57	0.58	0.65	0.60	0.66
Structural capital	-	-	-	-	0.69
Human capital	-	-	-	-	0.66
Relational capital	-	-	-	-	0.64
Capital innovation	-	-	-	-	0.72

structural capital at the significance level of <0.05 and correlation coefficient of 0.50 is significant. In other words, the research's sixth sub-hypothesis that competency and structural capital have direct relationship is confirmed.

The seventh sub-hypothesis: Competency and relational capital have a direct relationship. As can be seen in Table 2, the correlation between competency and relational capital at the significance level of <0.05 and correlation coefficient of 0.57 is significant. In other words, the research's seventh sub-hypothesis that competency and relational capital have direct relationship is confirmed.

The eighth sub-hypothesis: Competency and innovation capital have a direct relationship. As can be seen in Table 2, the correlation between competency and innovation capital at the significance level of <0.05 and correlation coefficient of 0.54 is significant. In other words, the research's eighth sub-hypothesis that competency and innovation capital have direct relationship is confirmed.

The ninth sub-hypothesis: Responsiveness and human capital have a direct relationship. As can be seen in Table 1, the correlation between responsiveness and human capital at the significance level of <0.05 and correlation coefficient of 0.53 is significant. In other words, the research's ninth sub-hypothesis that responsiveness and human capital have direct relationship is confirmed.

The tenth sub-hypothesis: Responsiveness and structural capital have a direct relationship. As can be seen in Table 2, the correlation between responsiveness and structural capital at the significance level of <0.05 and correlation coefficient of 0.60 is significant. In other words, the research's tenth sub-hypothesis that responsiveness and structural capital have direct relationship is confirmed.

The eleventh sub-hypothesis: Responsiveness and relational capital have a direct relationship. As can be seen in Table 2, the correlation between responsiveness and relational capital at the significance level of <0.05 and correlation coefficient of 0.45 is significant. In other words, the research's eleventh sub-hypothesis that responsiveness and relational capital have direct relationship is confirmed.

The twelfth sub-hypothesis: Responsiveness and innovation capital have a direct relationship. As can be seen in Table 2, the correlation between responsiveness and innovation capital at the significance level of <0.05 and correlation coefficient of 0.56 is significant. In other words, the research's twelfth sub-hypothesis that responsiveness and innovation capital have direct relationship is confirmed.

The thirteenth sub-hypothesis: Speed and human capital have a direct relationship. As can be seen in Table 2, the correlation between speed and human capital at the significance level of <0.05 and correlation coefficient of 0.57 is significant. In other words, the research's thirteenth sub-hypothesis that speed and human capital have direct relationship is confirmed.

The fourteenth sub-hypothesis: Speed and structural capital have a direct relationship. As can be seen in Table 2, the correlation between speed and structural capital at the significance level of <0.05 and correlation coefficient of 0.58 is significant. In other words, the research's fourteenth sub-hypothesis that speed and structural capital have direct relationship is confirmed.

The fifteenth sub-hypothesis: Speed and relational capital have a direct relationship. As can be seen in Table 2, the correlation between speed and relational capital at the significance level of <0.05 and correlation coefficient of 0.65 is significant. In other words, the research's fifteenth sub-hypothesis that speed and relational capital have direct relationship is confirmed.

The sixteenth sub-hypothesis: Speed and innovation capital have a direct relationship. As can be seen in Table 2, the correlation between speed and innovation capital at the significance level of <0.05 and correlation coefficient of 0.60 is significant. In other words, the research's sixteenth sub-hypothesis that speed and innovation capital have direct relationship is confirmed.

The second main hypothesis: Organizational agility and intellectual capital results in productivity of human resources through intellectual leadership.

As can be seen in Table 3 the correlation between spiritual leadership and human resources productivity at the significance level of <0.05 and correlation coefficient of 0.68 is significant.

Table 3: The correlation between spiritual leadership and human resource productivity

	Human resources productivity		
Statistical indicators	The correlation coefficient	Significance level (p)	Result
Spiritual leadership	0.68	0.000	Confirmation

Table 4: Regression analysis

Independent variables	Non standard coefficients of beta estimation	SE	Standardized β	t-test	Significance level
Intellectual capital	0.629	0.050	0.720	12.526	0.001
Organizational agility	0.255	0.084	0.208	3.045	0.003
Spiritual leadership	0.157	0.069	0.141	2.282	0.023

Table 5: The correlation between organizational agility and human resource productivity

	Human resources productivity		
Statistical indicators	The correlation coefficient	Significance level (p)	Result
Organizational agility	0.73	0.000	Confirmation

According to the results of Table 4, the research's second main hypothesis that organizational agility and intellectual capital results in the productivity of human resources through spiritual leadershipis confirmedat the significance level of <0.05.

The third main hypothesis: Organizational agility results in productivity of human resources. As can be seen in Table, 5 the correlation between organizational agility and productivity of human resources at a significance level of <0.05 and correlation coefficient of 0.73 is significant. In other words, the research'sthird main hypothesis that organizational agility results in the productivity of human resources is confirmed.

The seventeenth sub-hypothesis: Flexibility results in productivity of human resources. As can be seen in Table 5, the correlation between flexibility and productivity of human resources at the significance level of <0.05 and correlation coefficient of 0.78 is significant. In other words, the research's seventeenth sub-hypothesis that flexibility results in productivity of human resources is confirmed.

The eighteenth sub-hypothesis: Competency results in productivity of human resources. As can be seen in Table 5, the correlation between competency and productivity of human resources at the significance level of <0.05 and correlation coefficient of 0.75 is significant. In other words, the research's eighteenth sub-hypothesis that competency leads to the in productivity of human resource is confirmed.

The nineteenth sub-hypothesis: Accountability results in productivity of human resources. As can be seen in Table 5, the correlation between accountability and productivity of human resources at the significance level of <0.05 and correlation coefficient of 0.74 is significant. In other words, the research's nineteenth sub-hypothesis that accountability results in productivity of human resources is confirmed.

Tbale 6: The correlation between intellectual capital and human resources productivity

	Human resources productivity		
Statistical indicators	The correlation coefficient	Significance level (p)	Result
Intellectual capital	0.69	0.000	Confirmation

Table 7: The correlation between human capital and productivity of human resources

	Human resources productivity		
Statistical indicators	The correlation coefficient	Significance level (p)	Result
Human capital	0.66	0.000	Confirmation

The twentieth sub-hypothesis: Speed results in productivity of human resources. As can be seen in Table 5, the correlation between speed and productivity of human resources at the significance level of <0.05 and correlation coefficient of 0.66 is significant. In other words, the research's twentieth sub-hypothesis that speed results in productivity of human resources is confirmed.

The fourth main hypothesis: Intellectual capital results in productivity of human resources. As can be seen in Table 6 and 7 the correlation between intellectual capital and productivity of human resources at the significance level of <0.05 and correlation coefficient of 0.69 is significant. In other words, the research's fourth main hypothesis that intellectual capital results in productivity of human resources is confirmed.

The 21st sub-hypothesis: Structural capital results in productivity of human resources. As can be seen in Table 6, the correlation between structural capital and productivity of human resources at the significance level of <0.05 and correlation coefficient of 0.69 is significant. In other words, the research's 21st sub-hypothesis that structural capital results in productivity of human resources is confirmed.

The 22nd sub-hypothesis: Relational capital results in productivity of human resources. As can be seen in Table 6, the correlation between relational capital and productivity of human resources at the significance level of <0.05 and correlation coefficient of 0.64 is significant. In other words, the research's 22nd sub-hypothesis that relational capital results in productivity of human resources is confirmed.

Table 8: Sub-Beta in prediction fof independent variables with productivity of human resources

Predictor variables	Non standard coefficients of beta estimation	SE	Standardized β	t-test	Significance level
Step 1					
Spiritual leadership	0.277	0.058	0.160	2.624	0.001
Step 2					
Spiritual leadership	0.138	0.051	0.230	3.608	0.001
Organizational agility	0.152	0.071	0.123	2.134	0.034
Step 3					
Spiritual leadership	0.157	0.069	0.141	2.282	0.023
Organizational agility	0.255	0.084	0.208	3.045	0.003
Intellectual capital	0.629	0.050	0.720	12.526	0.001

The 23rd sub-hypothesis: Human capital results in productivity of human resources. As can be seen in the organizational agility in branches of Bank Refah Kargaran in East Azerbaijan Province. Table 7 the correlation between human capital and productivity of human resources at the significance level of <0.05 and correlation coefficient of 0.66 is significant.

In other words, the research's 23rd sub-hypothesis that human capital results in productivity of human resources is confirmed.

The 24th sub-hypothesis: Innovation capital results in productivity of human resources. As can be seen in Table 7, the correlation between innovation capital and productivity of human resources at the significance level of <0.05 and correlation coefficient of 0.72 is significant. In other words, the research's 24th sub-hypothesis that innovation capital results in productivity of human resources is confirmed.

Regression analysis: Regression analysis is one of the most widely used methods in socio-economic studies. It has a close relationship with correlation coefficient method and usually they are used in studies simultaneously. Variable regression analysis is presented in this section.

Regression analysis is one of the most widely used methods in socio-economic studies. It has a close relationship with a correlation coefficient. And at the same time generally used in studies. Variable regression analysis described in this section.

The findings in Table 8 suggest that at the significant level of <0.05, spiritual leadership, organizational agility and intellectual capital are good predictors for productivity for human resources. The prediction equation of the study is as follows:

Productivity of HR = Constant factor (1.645) + spiritual leadership (0.157) + IC (0.629) + organizational agility (0.255)

CONCLUSION

- H_1: organizational agility and intellectual capital have a direct relationship

The findings in the table show that the correlation between organizational agility and intellectual capital is significant ($r = 0.55$, $p<0.05$). Thus, the above hypothesis that organizational agility and intellectual capital have a direct relationship is confirmed. On the other hand, the table showing the regression analysis results suppors a significant relationship between organizational agility and intellectual capital.

Results of the present study are consistent with that of Hasani who investigated the relationship between intellectual capital management and organizational agility in branches of Bank Refah Kargaran in East Azerbaijan Province:

- H_2: organizational agility and intellectual capital result in productivity of human resources through spiritual leadership

The findings in the table show that the correlation between spiritual leadership and productivity of human resourcesis significant ($r = 0.68$, $p< 0.05$). Thus, the above hypothesis that productivity of human resources and spiritual leadership have a direct relationship is confirmed. On the other hand, the table showing the regression analysis results suppors a significant relationship between spiritual leadership and productivity of human resources.

Results of the present study are consistent with that of Bagheri which was done in high schools of Kerman City to examine effect of spiritual leader of administrators on quality of work life, job satisfaction and productivity:

- H_4: IC causes results in the productivity of human resources

The findings in the table show that the correlation between intellectual capital and productivity of human resources is significant ($r = 0.69$, $p<0.05$). Thus, the above hypothesis that productivity of human resources and intellectual capital have a direct relationship is confirmed. On the other hand, the table showing the regression analysis results suppor a significant relationship between intellectual capital and productivity of human resources. Results of the present study are in line with Pellek (1990) entiled "IC as the Driving Force Behind Productivity of Human Resources (Case Study: Bank Sepah of Golestan Province)".

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