

The Mediating Role of Trust in Supervisor and Professional Ethics in the Relationship Between Spiritual Leadership and Organizational Virtuousness (Case Study: Document Registration Organization at Kerman City)

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Abstract: This study aimed to investigate the mediating role of trust in supervisor and professional ethic on spiritual leadership style and organizational virtuousness in Document Registration Organization at Kerman City. This research is applied in term of objective. The methodology of the study is descriptive. The statistical society consists of 215 employees of document registration organization at Kerman City. The tool used is a questionnaire consists of four parts, including organizational virtuousness of Kim Cameron, the spiritual leader of Fry, organizational trust (trust in supervisor) of Hoy and Teschenen and Moran and professional ethics questionnaire to collect the information. After evaluating the validity and reliability of the questionnaire, the hypotheses were tested using structural equation modeling and PLS2 Smart software in both measurement and structural sections and the collected data were analyzed. Research results showed a significant relationship between leadership style and organizational virtuousness. Results also showed that trust in supervisor and professional ethics had mediating role in relationship between spiritual leadership and organizational virtuousness.

Key words: Trust in supervisor, professional ethics, spiritual leadership, organizational virtuousness, software

INTRODUCTION

The arrival of spirituality in the organization and management, managers and leaders must necessarily deal with several new phenomena as challenges of the 21st century. On the other hand, the necessity and importance of spirituality in organizations is such that it can bring humanity for organizations, activities for society and responsibility for environment (Ziaee, 2008).

Also organizational virtuousness is ethical characteristics of organization that can be found in the personality traits of employees. Therefore, organizational virtuousness is moral trait is learned by perception behavior in life. Organizational virtuousness should be operated at organizational level and highlighted in values of the organization (Chun, 2005).

The relationship between spiritual leadership and organizational virtuousness has been confirmed in Noori (2014) study. In this study, we seek to examine the factors and variables with mediating role including trust in supervisor and professional ethics.

Professional ethics have significant effect in the organization including predictable organization. Other result is self-controlling. Professional ethics is most important means to move from external controls toward inner controls (Gharamaleki, 2007).

Trust in supervisor is one of the most important issues in human relations and organizational life. Open space, responsible workers, productivity and commitment to organizational culture of collaboration, team work, high occupational satisfaction and participation in decision making can be observed in organizations where trust in supervisor is dominant (Yilmaz, 2008).

Spiritual leadership and organizational virtuousness are the most important in Document Registration Organization at Kerman City because this is also important in social life and their job and have the individual and organizational implications; therefore, examining the mediating role of trust in supervisor and professional ethics can be useful. If trust in supervisors and professional ethics are failed in the organization, desired goals are not achieved in the organization.

As a result, the level of services is reduced and dissatisfaction level is increased and finally lead to customer dissatisfaction and and destruction of trust in the organization. Finally with regard to the above, in this study we are seeking to find the relationship between spiritual leadership and organizational virtuousness. Also, we want to find the mediating role of trust in supervisor and professional ethics on spiritual leadership and organizational virtuousness.

Research theoretical framework: In following studies, we are going to explore alternatives separately due to clear the subject “the Mediating Role of Trust in Supervisor and Professional Ethics in the Relationship between Spiritual Leadership and Organizational Virtuousness”.

Spiritual leadership style: Spiritual leadership style is a new approach in the literature of organizational leadership and organizations need to develop spiritual system to meet human resources.

Spiritual leaders are obliged to fulfill their commitments and what they have promised. In case the leader uses his characteristics such as charisma, couldn't be able to evaluate successful or effective leadership (Ziaee, 2008).

There are still lots of ambiguities in spiritual leadership because of the complicated concept of leadership and it would be any leader's responsibility to explain and clear his leadership. Spiritual leader uses values, attitudes and behaviors to influences on social culture and increase the efficiency of the organization (Yaghoubi, 2008).

Fairholm was one of the first scholars who used the terms of spirituality and leadership together and designed a special model to explain the spirituality in the leadership of work environment (Elahi and Mirzaee, 2010).

In fact, purpose of spiritual leadership is to create and realize the vision and the same values beyond the strategic leadership. A spiritual leader pays attention to values and emphasizes on his followers attention or knowledge. The spiritual leader asks his follower to manage others and making any decisions consciously and meets their requirements.

Spiritual leadership includes values, attitudes and behavior needed to create inner motivation in themselves and others in such a way leads to spiritual awakening through the meaning and purpose and membership in followers which ultimately led to individual and organizational outcomes such as mental health and productivity of the organization (Alizadeh, 2008).

In fact, spiritual leadership theory was developed based on intrinsic motivation model as a combination of vision, faith in the objective, altruistic love, meaningful work, membership, organizational commitment and performance feedback (Fry, 2003).

Spiritual leadership style is a jump platform as a new paradigm of theory, research and practice leadership (Fry *et al.*, 2005).

Organizational virtuousness: Word of virtue is derived from Greek. The concept of virtue is discussed widely in the ethics literature and specifically in the moral virtues (Hackett and Wang, 2012).

While early studies have focused on virtuousness in management behavior, recent researches studied the role of virtuousness in other areas of organizational performance. Positive performance of Organizational virtuousness is the organization's ability to deal with the major problems that organization faces and organizational virtuousness reduces the negative effects of these problems. Positive emotions and social capital is created by organizational virtuousness and leads to synergy in the performance of individuals and organizations (Barclay *et al.*, 2012).

Although, initial steps to develop a systematic study in the phenomenon of virtuousness in organizations is emerging, organizational virtuousness has considerable effect on organizational health, increasing vitality and stronger relationships and positive organizational performance (Samarin *et al.*, 2014a).

Organizational virtuousness is essential in creating motivation for the ideal values and to seek answers to the question “what kind of organization it should be”? The most common definitions of organizational virtuousness without editing and experimental study will be faced with problems in an organizational setting. For scale of virtues in the organization the characteristics should be studied that are applied across the organization (Chun, 2005).

Used model in this study is related to of organizational virtuousness model of Kim Cameron. Virtue is a good moral quality in human and biggest value of human. Dimensions of virtue which is often mentioned in the literature and include organizational values are trust, forgiveness, honesty, compassion and optimism:

- Trust: courtesy, consideration and respect is seen in the organization and people trust to each other and their leaders (Heidarabadi, 2010)
- Corporate forgiveness: errors are forgiven easily and are used as opportunities for learning in a context through high standards of performance (Ribeiro and Rego, 2009)
- Honesty: honesty, reliability and respect are common in the organization (Ribeiro and Rego, 2009)
- Compassion: people care for each other and care about each other. (Samarin *et al.*, 2014b)
- Optimism is defined as usual desire or expectation to receive and achieve a positive result (Kluemper *et al.*, 2009)

Trust in supervisor: Researchers believe that trust is more needed by expanding the communities. In modern communities, trust component is a missing role (Tayyebi, 2008).

Trust is a vital factor for personal and organizational success (Mardani, 2007). Organizational trust is positive perceptions of individual which employees have about the content and behavior of staff and heads of organizations and is formed organizational roles, relationships, experiences, intentions and inter dependencies of different behaviors (Shockley-Zalabak *et al.*, 2000).

Today's organizations especially public organizations, there is a significant gap between employees and supervisors and their demands. As a result of this gap, supervisors and managers usually face administrative problems in decision-making because employees are disagreed in the implementation of decisions and do not trust the supervisors and they do not participate in the decision-making process and these are all creating a climate of mistrust in the organization (Zabihi, 2015).

In this regard, Moye and Henkin defined trust of workers to supervisors as necessary affair for interpersonal and organizational effectiveness (Anaraki, 2005). However, establishing trust in the organization creates loyalty, lower turnover of staff, organizational effectiveness and efficiency (Fitzroy, 2007). In research that has been done in the area of interpersonal trust in organizations, there are two different approaches:

- The trust between employees and supervisors (trust vertical)
- Trust between colleagues (horizontal trust)

Vertical trust of the employees' perceptions about benevolence, integrity, ability and generosity of supervisor in sharing information:

- Charity is a level supervisor wants to be good for subordinate
- Properly is goodness of supervisor action for the subordinate such as fairness, honesty and justice
- The ability is skill and merit of supervisor
- Openness is the supervisor desire to share information and ideas and the purpose is stabilizing behavior, the ability to predict the behavior of the supervisor

Professional ethics: Now a days, organizations can not only be governed by laws and regulations but in addition they need another tool that experts called ethics for better managing of organizations and each organization needs to place ethics in the law. If ethic is in the work life, working is swart and occupational satisfaction is observed and finally leads to satisfaction of creature and mercy and blessing.

At first concept of professional ethics was used in the sense of work ethic and business ethic. Now a days, some of the authors professional ethics use the first meaning to define the concept. Terms such as work ethics and professional ethics are in Persian language (Evard, 2006).

The rule of professional ethics in the organization is able to reduce tensions and lead to success in achieving its objectives. Now a days, a particularly professional ethics for managers in the organization is therefore means a competitive advantage. The simplest idea in the definition of professional ethics is accountability in work life (Gharamaleki, 2007).

Kadozir explained the characteristics of people who have the professional ethics including responsibility, hegemony and competitiveness, honesty, respect for others, respect to the values and norms of society, fairness, empathy with others and loyalty (Evard, 2006).

History research: Ziaee (2008) defined the dimensions of spiritual leadership as a combination of:

- Outlook
- Faith to achieve goals
- Love of altruism
- Significant work
- Membership in the organization
- Organizational commitment
- Leader feedback

According to Fry (2008) the purpose of spiritual leadership is that the leader recognizes the spiritual needs for survival spirituality and spiritual prosperity through membership satisfaction and meaning in work and consistent vision to create value at the individual, team and organizational and eventually foster positive mental health and productivity and commitment to organizational reality.

Struk *et al.* (2002) explained that combining the leadership and spiritual words as a conceptual quagmire, because each of them has thousand methods to be defined. But, recently many researchers have concluded that leadership and spirituality are intertwined even be called a leader as spiritual leadership. But, Rio noted the role of leadership and spirituality in efficiency and effectiveness of the leadership and organization (Elahi and Mirzaee, 2010).

Jafari and Zadeh (2012) in a study explained that professional ethics not yet stated its position as a complete ring and work ethic supplement theory. Martin (2012) research shows that lack of job satisfaction, ineffective compensation system, lack of competence and lack of procedural justice and distributive are the main obstacles in commitment to professional ethics.

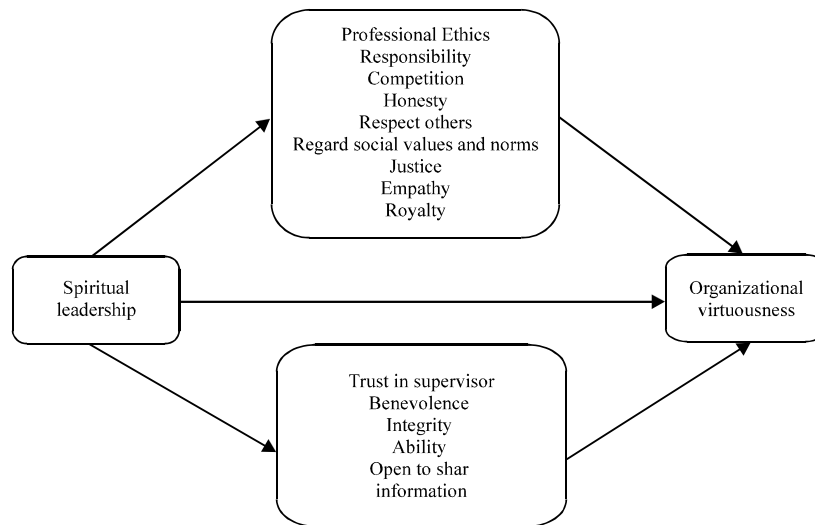


Fig. 1: The conceptual model from Cameron *et al.* (2004), Fry (2003) and Hoy and Tschannen-Moran (2003)

Sharifi-Asl (2013) states that vertical interpersonal trust has direct effect on innovative practices, identification of organizational and work engagement and indirect effect on job satisfaction and organizational commitment. Horizontal interpersonal trust has direct effect on job satisfaction and work engagement and indirect and positive effect in organizational commitment.

Kaneshiro (2008) states that the establishment of justice in the organization can improve organizational trust between employees and managers. Perry and Mankin (2007), point out that trust between supervisor and personnel will be the groundwork for the creation of trust within the organization.

Mousavian (2013) indicates that financial and moral collapse of large and reputable organizations in the field of business led the researchers to discover the great virtues of the organization. Noori (2014) showed a significant relationship between the dimensions of spiritual leadership and organizational virtuousness.

Considering the literature and history of study, the relationship between spiritual leadership and organizational virtuousness is one of the factors that can be effective on trust in supervisor and professional ethics. Such studies have not been conducted sufficiently and this increased the motivation to conduct this study.

In this case, it seems necessary to present the issue and find the relationship between trust in supervisor and professional ethics to improve the relationship between spiritual leadership and organizational virtuousness in the study population at document registration organization at Kerman City. The following hypotheses are formulated:

- H1: There is significant relationship between the spiritual leadership style and professional ethics at document registration organization at Kerman City

- H2: There is a significant relationship between the spiritual leadership style and trust in supervisor at document registration organization at Kerman City
- H3: There is a significant relationship between the professional ethic and organizational virtuousness at document registration organization at Kerman City
- H4: There is a significant relationship between trust in supervisor and organizational virtuousness at Document Registration Organization at Kerman City
- H5: There is a significant document the spiritual leadership style and organizational virtuousness at document registration organization at Kerman City (Fig. 1)

MATERIALS AND METHODS

The method used in this study is applied in term of target. In terms of data collection, this is a cross-causal study and based on the data type is the kind of quantitative. In this regard, some questionnaires to obtain feedback of employees at document registration organization at Kerman City have been distributed and the results were recorded. Since a causal relationship is examined in this study, the methodology is causal relationships between variables to examine all aspects of the conceptual model using structural equation modeling. Statistical society consists of 490 employees of document registration organization at Kerman City that is based on random sampling method using a Cochran formula 215 was selected as the sample size.

Table 1: The results of the psychometric properties for research variables

Dimensions	References	CR	AVE	α
Spiritual leadership	Fry (2003)	0.881	0.713	0.798
Organizational virtuousness	Cameron <i>et al.</i> (2004)	0.791	0.693	0.598
Professional ethics		0.802	0.637	0.715
Trust in supervisor	Hoy and Tschannen-Moran (2003)	0.820	0.683	0.655

To collect data, four closed questionnaires were used including organizational virtuousness questionnaire of Cameron *et al.* (2004), a questionnaire spiritual leadership of Fry (2003) internal organizational trust (trust in supervisor) of Hoy and Tschannen-Moran (2003) and professional ethics questionnaire. This questionnaire has been set with five point Likert scale. Content validity was used to determine the validity of the questionnaire. The questionnaire was confirmed by a number of university professors and the necessary amendments were made.

Smart PLS software and partial least square method were used to examine the validity of the structure. Validity of the structure is divided in two convergent and divergent validities. Due to the fact that in this study, the indicator AVE (Average Variance Extracted) for all variables is above 0.5, the convergent validity of the model structures is verified. In addition, the findings suggest the divergent validity of the questionnaire m. Also reliability (CR) and Cronbach's alpha was calculated to assess the reliability of 0.7 indicating the reliability of the measurement tool (Table 1).

Finally, it should be mentioned that covariance structure analysis (structural equation modeling) was used to analyze and interpret the data.

RESULTS AND DISCUSSION

At this stage, the cause and effect relationship between the variables are examined in the context of the structural model. As shown in the figure below, there is a significant relationship between leadership style and organizational spiritual and mediating role of trust in supervisor and professional ethics in the relationship between spiritual leadership and organizational virtuousness is confirmed. Standard coefficients of models can be seen in Fig. 2.

According to the standard coefficient, the effectiveness and the relationship between each of research variables are displayed (Fig. 3).

PLS outputs prove the hypotheses that can be seen in Table 2. Since, all the $t > 1.96$, the hypothesis is confirmed.

Table 2: The results of testing of the study hypothesis

Hypotheses	Standardized coefficient	t-value	Results
Spiritual leadership style professional ethics	0.59	15.08	Accepted
Spiritual leadership style trust in supervisor	0.61	15.78	Accepted
Professional ethics organizational virtuousness	0.64	16.33	Accepted
Trust in supervisor organizational virtuousness	0.63	16.11	Accepted
Spiritual leadership style organizational virtuousness	0.67	16.98	Accepted

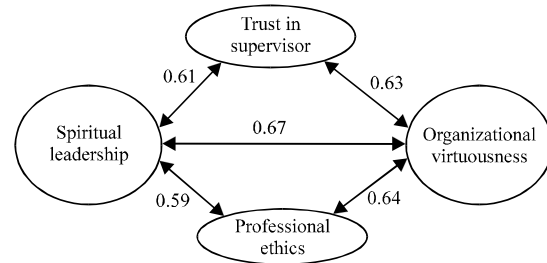


Fig. 2: Standardized coefficients model of hypotheses

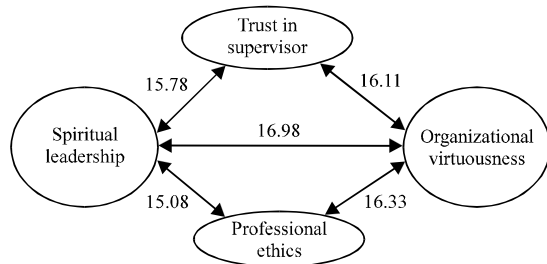


Fig. 3: Significant coefficients in the model research hypotheses

CONCLUSION

In general, today's world is full of complexity that organizations in the field of growth and development is faced with many problems and managers at all levels as planners, organizers and leaders in various fields has faced many challenges. In this situation, the promotion of professional ethics and principles properly and improve organizational trust, especially trust in the superintendent to overcome obstacles and create the necessary organizational virtue and spiritual leadership style can be successful.

Research findings showed have a significant relationship between the spiritual leadership style and professional ethics at document registration organization at Kerman City. Since spiritual leadership style motivates workers using Outlook spiritual and cultural creation based on human values to provide a context necessary to work together with the principles and moral values, therefore could provide a principle of professional ethics among employees.

Because these leaders believe the professional ethics and benefit in their activities efficiently, these leaders can empower staff with high productivity, commitment and professional and the current leadership style protects this kind of individuals. Finally with regard to these features confirm the relationship is unexpected.

Also, employees engaged spirituality in their work regard responsibility, honesty, self-respect and other partners, respecting the values and norms of justice, sympathy with colleagues and loyalty to their organization that all elements and dimensions of professional ethics in organizations today and cause the interface is confirmed.

Research findings showed a significant relationship between the spiritual leadership style and trust in supervisor at document registration organization at Kerman City. It is obvious that when spiritual leadership style, employees are engage and empowered, this partnership led to the creation of work teams that supervisors attended and according to team work and mutual trust between supervisors and staff groups are formed.

In this style of leadership, supervisor can attract the employees regarding to integrity and commitment to their work and their behavior. In this regard, Noori (2014) stated that philosophy of spiritual leadership is providing service to others and overall view of this style is personal development and joint decision-making to increase trust in supervisors in organizations because spiritual leadership means mutual trust based on shared values and vision.

If there is no common vision and values, supervisors should use the method of external control and multiple rules. If a culture is created based on shared values, trust in supervisors are increased and they believe that the goal of organization is a way to achieve their goals. In this way, supervisors don't need to be controlled but an effective leadership through guidance, support and trust is required. Finally, allowing employees to participate in decision-making, open communication flow and significant job creation in the spiritual leadership style is emphasized to provide field and context necessary for employees to increase trust in supervisor in the organization.

Research findings showed a significant relationship between professional ethics and organizational virtuousness at document registration organization at Kerman City. Since, rule of professional ethics enable organizations to reduce tensions significantly and help them succeed in achieving its goals, therefore provides improves organizational virtuousness.

Also, professional ethics has important effects in organizations such as predictable organization noted that

the requirement of organizational virtuousness. Other result is self-controlling. Since, self-control is creating a state within the staff that makes him inclined to perform his duties without external factors have him under control.

The objective of self-control is providing a healthy character that has reached maturity and with stands against kinds and select its factor consciously and regard self-controlling in occupational life and this could be a key element of organizational virtuousness and provides good moral quality of in personnel and increase trust, forgiveness, honesty, compassion and optimism.

Research findings showed a significant relationship between trust in supervisor and organizational virtuousness at document registration organization at Kerman City. Since, trust in supervisors improve decision-making because staff in the implementation of decisions has shown tenacity and didn't rely to supervisors and participate them in the decision-making process and these are all creating an atmosphere of trust in the organization that can lead to organizational virtuousness.

On the other hand, trust in supervisor in the organization leads employee loyalty, lower turnover of staff, organizational effectiveness and efficiency and potential for positive results and expand the organization's ability to collaborate with the teams to deal with the major problems that face the organization that in fact nature of organizational virtuousness among employees and supervisors is provided.

Research findings showed significant relationship between the spiritual leadership style and organizational virtuousness at document registration organization at Kerman City. Since, the positive performance of organizational virtuousness is to expand the organization's ability to deal with the major problems; therefore, organizational virtuousness reduces the negative effects of these problems.

Positive emotions and social capital is created and spread by organizational virtuousness and lead to synergy in the performance of staff and organizations that this subject is related to moral virtue, good quality of staff and create mechanisms to expand and improve work related to spirituality.

On the other hand this relationship is mutual, because spiritual leadership style has defaults and the principles and applications of the capabilities and capacities of spirituality in the workplace takes, led to organizational virtuousness and finally spiritual leadership and organizational virtuousness to achieve the organization's staff and organizational health, increasing vitality and contribute to stronger relationships and positive performance.

Finally with regard to the approval of the mediating role of trust in the supervisor and professional ethics in relationship between spiritual leadership and organizational virtuousness that can be inferred from five hypothesis it is recommended since a source of understanding and communication are the component of spiritual intelligence, effective ability to virtue, considering that trust in supervisors and employees who have high professional ethics, virtuousness, capacity and desire to high sharpness.

They have the capacity to allocate part of their daily activities to spiritual virtues and show behaviors such as forgiveness, gratitude, humility, compassion and wisdom, it is recommended to follow the necessary time to implement this capability on a large scale and in a program for the staff.

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