

## **An Investigation into Effectiveness of the Role of Spirituality in Development and Promotion of Knowledge in Human Resources Staff Within Foundation of Martyrs and Veterans Affairs**

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**Abstract:** The present research aims to investigate extent of effectiveness of the role of spirituality in development and promotion of knowledge in human resources staff within foundation of martyrs and veterans affairs. The statistical population consists of those human resources staffs working in foundation of martyrs and veterans affairs who have attended or not have attended in training courses concerning the role of spirituality, where the sample group consists of 120 individuals (60 trained and 60 untrained individuals). In this study, questionnaire has been used to investigate extent of effectiveness of the role of spirituality in development and promotion of knowledge in human resources staff within foundation of martyrs and veterans affairs. Simple random sampling method has been used in this study. Software SPSS19 has been used to analyze data. Correlation, regression, independent t-test were used for hypotheses testing. The results from the present study indicate that there is a significant difference between trained individuals concerning the role of spirituality and untrained individuals in development and promotion of knowledge; further, staffs' familiarity with the role of spirituality in development and promotion of staffs causes increasing their performance and finally it can perceive that there is a significant relationship between the role of spirituality and development and promotion of staffs.

**Key words:** Role of spirituality, development, promotion, level of knowledge, human resources

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### **INTRODUCTION**

In contemporary world, having qualitative human factor has been considered as the only criterion for progress of countries and fostering skills has been deemed as the fundamental action to achieve progress and promotion within communities (Tehrani, 1966). Supply, maintenance and development of human resources have been regarded as the key success factors in institutions, companies, governmental and non-governmental agencies and companies, that a priority must be given to rearing manpower in form of in-service training, concerning the role of spirituality for the purpose of development and promotion of knowledge in human resources staff and harmonization of changes in necessary skills and knowledge in a profession (Khoei nejad, 1999). Training curriculums that leads to the development and promotion of the spiritual dimension plays a major role in rise of responsibility, commitment, competence, working effectively with others, communicating effectively with others, proper judgment on monitoring actions to relate to oneself, creativity,

innovation, self-confidence and other indicators in development and promotion of manpower. In this regard, this study aims to investigate role and effect of curriculums especially the ones with spiritual and religious approach which have resulted in development and promotion of manpower under in-service training courses so that it is asked "whether the trained individuals who have undergone in-service training courses concerning religious and spiritual dimensions have acquired more progress and motivation?", "whether the trained individuals who have undergone in-service training courses concerning religious and spiritual dimensions have acquired efficiency at work in their social and administrative interactions?". Concept of spirituality has been drawn into attention by scholars since the early 1990s so far as to date 70 different definitions grounded on "spirituality" have been proposed at work environment, yet there is no agreement on the concept proposed for spirituality at work environment (Shayegan, 3rd printing). This difficulty in definition is due to subjective and personal nature in the term "spirituality" (Clingof, 2003).

In another approach, spirituality has been regarded with various dimensions of human being, that has not a unique concept and meaning in different individuals (Shapiro coylesk *et al.* (2008), Human Resource Management”, UK: University of London press). Yet, a deep investigation into the proposed definitions for spirituality by Gotsis and Kortezi (2008), two common factors have been acquired, i.e., 1-spirituality is a complicated and multi-dimensional concept, 2- spirituality enjoys a subjective and personal concept.

In another classification, Krishna kumar and his colleague (2002) have addressed three approaches as follows in defining spirituality.

Introspective and metaphysical approaches (multiconfessional). The theorists who believe in this approach, claimed that spirituality is a concept which originates from individuals and goes beyond religious rules, where Galber (2000) has known spirituality as the awareness or conscious awareness which goes beyond the planned values and beliefs.

**Religious approach:** Concerning religious approach, spirituality at work environment is deemed to the individuals who have believed in a particular religion and known the term “spirituality” at work environment equivalent with the concept of religiosity.

**Secular/existentialist approach:** According to secular/existentialist approach, spirituality at work environment can be sought in the response to the questions such as why I have to accomplish this task?, what is the task devolved upon me? How my task conducts me?

In this regard, the individuals who can find a response for these questions will have more sense of meaning and as the result their productivity and performance will also increase (Krishna kumar and deck, 2003).

The relationship between religiosity and spirituality Mill iman (2003) believed that however spirituality has rooted in religion, to some people spirituality at work environment has not any relation with a particular religion (Mill iman *et al.* (2003), “Workplace spirituality and Employee Work Attitudes, An Exploratory Empirieol Asses Sment”, Journd of organizational change Management).

Mitroff and Denton (1999) have conducted the most serious empirical research at this area using questionnaire and interviews with human resource managers at U.S work environments, that the results indicate the difference between religiosity and spirituality.

**Consequences of spirituality:** A majority of executive managers seek to expand the role of spirituality at work environments, that’s why they believe that creation of

human and spiritual work environments cause creation of win-winposition for employees and organization. Notably, spiritual work environment has a direct effect on success and increase of employees’ performance, that’s why spiritual work environment results in increasing productivity, creativity and decreasing staff turnover, stress, fatigue and absenteeism.

Zamir and Garcia (2003) in their study concluded that the employees who experience more spirituality at their work environment will be more likely loyal to the organization and adhered to doing their duties. Most of scholars have put an emphasis on the importance and role of spirituality in development of knowledge at the area of human resources and have sought to find a way to form and strengthen spirituality. On the other hand, a variable of research entitled knowledge, development and human resources and how to increase spirituality seeks to find a response to the questions and hypotheses.

Training employees, importance, necessity and benefits. Generally, training employees refers to all the attempts which are fulfilled to improve knowledge, knowledge, insight, ability, technical and professional skills and favorable changes in their behavior to do the duties in a better way. As the definitions indicate, three major purposes of training include:

- Creating and promoting knowledge and insight of staff
- Creating and promoting the ability and job skills of employees
- Creating favorable behavior in accordance with the values existing in organization and community

With regard to the rapid changes within the human communities, sciences, techniques and technology are subjected to change, development and progress. In parallel to these changes, the importance, necessity and features of training have been more likely revealed, so far as some scholars report the importance of training in this way: training is management in itself i.e., without training employees, pillars of management will collapse. Training employees is an inevitable issue that must be drawn into attention together with the processes of management in order that other management activities come beneficial. Training is a fundamental way to conduct employees within organization that can help us to achieve self-efficacy by fostering abilities and rearing manpower, yet this important point must not be forgotten that training can come beneficial in case it is in harmony with spiritual and material needs of employees.

Such training will enjoy numerous advantages in case it holds properly from the early to the end of process, that the most important advantages include:

- Facilitation to achieve organizational objectives
- Quantitative and qualitative improvement of products and services provided by organization
- Harmony in conducting affairs within organization
- Reduction of events at work environment
- Strengthening morale and sense of loyalty and prosperity of latent talents and necessary flexibility in employees
- Reduction in direct and indirect monitoring as well as maladaptive behaviors among employees
- Reduction of public costs such as the cost of repairs, cost price of goods and services
- Avoidance from interference of duties and responsibilities within organization

Despite the aforementioned advantages and importance of training employees, there exist several problems and difficulties within organizations that the most importance ones include managers' and authorities' inattention to training and devolving training affairs upon individuals who are unfamiliar to training within organizations, whereby this causes having no role of the trainings in improvement of employees' abilities. For this, training employees must be devolved upon the individuals who have sufficient knowledge, commitment, awareness, skill and experience in training (Abtahi, 1988).

## MATERIALS AND METHODS

With regard to the topic of research and as the research seeks to find the factors which affect efficiency at work and to examine how these factors affect, it can consider this research as a field study, in which a causal-comparative method has been used. Research instruments include interview, questionnaire and observation which have been used to collect data, where effectiveness of spiritual areas at human resources in development of knowledge level was evaluated using questionnaire; further the interview and distribution of questionnaires among trained and untrained individuals were considered to collect data as much as possible about individuals, educational system and spiritual history and curriculums. Descriptive and inferential statistical methods using software SPSS were used in data analysis.

### Research hypotheses

**Major hypothesis:** There is a significant relationship between the role of spirituality in development and promotion of knowledge and skills of the staff ( human resource development ).

**The first secondary hypothesis:** There is a significant difference between trained individuals concerning curriculums which increase the role of spirituality and untrained individuals in development and promotion of knowledge and spiritual skill at work(human resource development).

**The second secondary hypothesis:** There is a significant relationship between staffs' familiarity and skill with spiritual and religious dimensions in human resource development and increasing efficiency at work.

## RESULTS AND DISCUSSION

**Major hypothesis:** There is a significant relationship between the role of spirituality in development and promotion of knowledge and skills of the staff (human resource development) (Table 1).

As the obtained significiance level is less than error level (0.01), H0 is rejected i.e., there is a significant relationship between the role of spirituality in development and promotion of knowledge and skills of the staff (human resource development). This relationship is significant at 99% confidence level. With regard to the correlation value (0.58), it can say that there is a positive linear relaitonship between these two variables.

Examination of the hypothesis using regression model. For effectiveness of the relationship between the role of spirituality in development and promotion of knowledge and skills of the staff (human resource development ), regression has been used that the results are as follows (Table 2):

Table 3 represents correlation coefficient between the role of spirituality in development and promotion of knowledge and skills of the staff (human resource development). The correlation coefficient between these two variables equals to 0.58 with the significance level (P = 0.000). Thereby, it can say that 58% of human resource development is determined via the role of

Table 1: Pearson correlation coefficient test between the role of spirituality in development and promotion of knowledge and skills of the staff ( human resource development)

Variables	Values	
<b>The role of spirituality in development and promotion of knowledge</b>		
Correlation	1	58/0
Significance level		0.001
No	120	120
<b>Human resource development</b>		
Correlation	0/58	1
Significance level	0.001	
No	120	120

Table 2: Regression analysis between the role of spirituality in development and promotion of knowledge and skills of the staff (human resource development)

Statistical index/regression model	Correlation coefficient	Adjusted R <sup>2</sup>	R <sup>2</sup>	F-values	Significance level
1	0/58	0/24	0/22	18/24	0/000

Table 3: Regression coefficient for the role of spirituality in development and promotion of knowledge and skills of the staff (human resource development)

Statistical index/model	Regression coefficients	SE	Standardized beta coefficient	t-values	Significance level
Fixed coefficient	0/35	0/20	-	1.43	0/0021
Human resource development	0/42	388 %	0/359	18/2	0/000

Table 4: Results of t-test to examined difference on human resource development in trained and untrained individuals

Variables	Group	No	Mean	Df	T-value	Significance level
Human resource development	trained individuals	60	4.61	118	2.94	3 %
	untrained individuals	60	3.12			

Table 5: Regression analysis for the relationship between staffs' familiarity and skill with spiritual and religious dimensions in human resource development and increasing efficiency at work

Statistical index/regression model	Correlation coefficient	Adjusted R <sup>2</sup>	R <sup>2</sup>	F-values	Significance level
1	0/29	0/26	0/25	18.24	0/000

Table 6: Regression coefficient for the relationship between staffs' familiarity and skill with spiritual and religious dimensions in human resource development and increasing efficiency at work

Statistical index/model	Regression coefficients	SE	Standardized beta coefficient	t-values	Significance level
Fixed coefficient	0/31	0/21	-	2.51	10 %
Efficiency	0/48	4 %	0/36	116.2	0/000

spirituality in development and promotion of knowledge and it can say that there is a significant relationship between the role of spirituality in development and promotion of knowledge and human resource development with regard to the adjusted determination coefficient value (0.22).

**The first secondary hypothesis:** There is a significant difference between trained individuals concerning curriculums which increase the role of spirituality and untrained individuals in development and promotion of knowledge and spiritual skill at work (human resource development).

The results of Table 4 indicate that there is a significant difference between trained individuals concerning curriculums which increase the role of spirituality and untrained individuals in development and promotion of knowledge and spiritual skill at work (human resource development). As seen, mean of human resource development in trained individuals is greater than that of in untrained individuals. As the result, with regard to the means and t-values which equal to 2.94 at significance level (0.05), it can say that there is a significant difference between trained individuals concerning curriculums which increase the role of spirituality and untrained individuals in development and promotion of knowledge and spiritual skill at work (human resource development). Hence, the research hypothesis is confirmed at 95% confidence level.

**The second secondary hypothesis:** There is a significant relationship between staffs, familiarity and skill with spiritual and religious dimensions in human resource development and increasing efficiency at work.

For effectiveness of the relationship between staffs' familiarity and skill with spiritual and religious dimensions in human resource development and increasing efficiency at work, regression has been used that the results are as follows:

Table 5 and 6 represents correlation coefficient between staffs' familiarity and skill with spiritual and religious dimensions in human resource development and increasing efficiency at work. The correlation coefficient between these two variables equals to 0.29 with the significance level (P = 0.000). Thereby, it can say that 29% of efficiency at work is determined via the staffs' familiarity and skill with spiritual and religious dimensions and it can say that there is a significant relationship between staffs' familiarity and skill with spiritual and religious dimensions in human resource development and increasing efficiency at work with regard to the adjusted determination coefficient value (0.25).

## CONCLUSION

According to The major hypothesis, the relationship between the role of spirituality in development and promotion of knowledge and skills of the staff (human resource development) was examined.

The results from Pearson correlation test indicate that there is a significant relationship between the role of spirituality in development and promotion of knowledge and skills of the staff (human resource development) at 95% confidence level with correlation coefficient and significance level equaled to 0.58 and 0.002, respectively. With regard to significance level which is less than 0.05,  $H_0$  is rejected, thereby this hypothesis is confirmed.

**The first secondary hypothesis:** There is a significant difference between trained individuals concerning curriculums which increase the role of spirituality and untrained individuals in development and promotion of knowledge and spiritual skill at work (human resource development). The results from t-test indicate that The first secondary hypothesis: there is a significant difference between trained individuals concerning curriculums which increase the role of spirituality and untrained individuals in development and promotion of knowledge and spiritual skill at work (human resource development). As seen, mean of human resource development is greater in trained individuals rather than that of in untrained individuals. As the result, with regard to the means and t-values which equal to 2.94 at significance level (0.05), it can say that there is a significant difference between trained individuals concerning curriculums which increase the role of spirituality and untrained individuals in development and promotion of knowledge and spiritual skill at work (human resource development). Hence, the research hypothesis is confirmed at 95% confidence level.

**The second secondary hypothesis:** The results from the second secondary hypothesis indicate that staffs' familiarity and skill with spiritual and religious dimensions in human resource development result in increasing efficiency at work regarding correlation coefficient and significance level equaled to 29% and 0.000, respectively.

Further with regard to 36% of the changes in effectiveness of managers regarding the ability of organizing managers and beta coefficient for this variable equaled to 0.48, the change can be witnessed in the dependant variable. Thereby, the research hypothesis is confirmed.

## SUGGESTIONS

With regard to the results from the first secondary hypothesis, it is suggested have planning to strengthen the untrained individuals, that the managers can increase their organizational effectiveness by encouraging untrained individuals. Further, it is suggested using the brochures and advertisements in the workplace.

With regard to the results from the second secondary hypothesis, it is suggested to increase job satisfaction and improve staffs' feeling, reduce events, coordinate employees with organization, update staffs' knowledge within organization, help for organizational change and developments, strengthen feeling of empathy and collaboration among employees.

### Suggestions:

- Using Parallel group, the topic of research is retested.
- The students and researchers must be informed of the necessity and importance of this research via governmental and organizational corporate and public notification
- Improving research and scientific level of the topic under study
- Determining a positive attitude towards acquisition of religious and spiritual dimensions and executing it in life aspects

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