

Evaluating the Role of Spiritual Leadership Dimensions in Employee Empowerment and their Effect on Workforce Productivity

Mahsa Khoshpanjeh¹, Afshin Rahnama², Mir Mohammad SeyyedKalan³, Ali Hoseinpour⁴

^{1,2}Department of Business Management, Qazvin Branch, Islamic Azad University, Qazvin, Iran.

³Department of Educational Management, Germe Branch, Islamic Azad University, Germe, Iran.

⁴Department of Business Management, University of Tehran, Tehran, Iran.

ABSTRACT

The purpose of this study is evaluating the role of spiritual leadership dimensions in employee empowerment and their effect on workforce productivity in Bank Mellat in Tehran. Questionnaire was used to collect data. In this study required samples selected Between different staff employed from branches of Bank Mellat in Tehran, 268 usable questionnaires for this study was to review the questionnaires. Structural equation modeling was used to analyze data. Results showed that the hypotheses of Organizational vision, performance feedback, membership, and organizational commitment have a direct impact on employee empowerment and on the other hand the impact of sympathy was not accepted by empowering employees. Finally, hypothesis of Impact employee empowerment on employee productivity was confirmed. Other words empowerment employees directly have an impact on organizational productivity.

KEYWORDS: Spiritual leadership, Employee Empowerment, Human Resources Productivity.

INTRODUCTION

Thinkers of the Humanities, the various dimensions of leadership were discussed: some group know leadership as part of the Management duties and another group for leadership wider concept of place management and its ability to persuade others as to work enthusiastically toward achieving specific objectives or the activities that they know people eagerly trying to get a group goals, affect and others say to impress others in order to obtain a common goal. (Rezayian, 2006) Today, organizations have to their employees much attention, because experience has proven that the material needed to satisfy the term needs to be more external, physiological and psychological needs of their internal needs and be more satisfied. Not being satisfy the requirements of efficiency and effectiveness (productivity) a person significantly reduced and causes the employee to be torn from their work and their willingness to work at reduced (Fry, 2003) Work tension and reduced productivity in the labor organizations to be resolved, Organizations need to have strong leadership with the courage they can transform any staff make the fullest. However, the researchers witnessed the arrival of many concepts such as ethics, truth, belief in God or a superior force, seeking meaning in work, sympathy, and ... Considered to have led to the research area And what we are witnessing today in the third millennium organizations, there is paradigmatic such as spirituality in work. (Wax, 2005) Because a necessity spirituality and spirituality in the workplace is such that it can be used for organizations, humanity and for the community, and environmental activities, to bring the responsibility. (Geijsel et al, 2003) If an exact reflection of the leadership development course would focus, we will see that so many studies about the characteristics of physical, mental and emotional leader has been done, but in recent years has attracted much attention towards, spiritual leadership is characterized and how can create Resorting to spiritual, individual and organizational health, empowering employees. (Fry & Matherly, 2006) Also one of the concepts proposed in line with human resource development, empowerment of employees. Some people think it is an old concept of empowerment but not so. Indeed, new methods of empowerment has become as motivation to one of the hottest topics on in management of organizational change. Despite rapid changes, technological advances and overt and covert competition in world, has revealed the importance and a necessity empowerment than before. However, in the past, clients as a client dissatisfaction in the organization that has had problems for managers and employees. Moreover, today's organizations need to empowerment employees in the workplace is unavoidable. Among these organizations, banks in most places are more quickly every day, business process management, financial resources, systems planning and management information systems can experience different at height of efficiency and to compete successfully against other competitors act. Among the Iranian banks, Mellat Bank with the mission and vision to

*Corresponding author: Mahsa Khoshpanjeh, Department of Business Management, Qazvin Branch, Islamic Azad University, Qazvin, Iran. E-mail: Mahsa_Khoshpanjeh@yahoo.com Tel: (+98)281-3665275.

provide quality services in the money market; create unique value has taken a growing trend for customers; provide effective services to the community, facilitating economic activities, trade, industry and agriculture that his goals the required for optimal performance in accelerated learning, improvement and empowerment of human resources has led it in turn will lead to labor productivity. With regard to the material and the important role of leadership in empowering employees managers of banks, This paper deals with investigates effectiveness of spiritual leadership role in empowerment employees and its impact on their productivity in the various branches of Mellat Bank in Tehran province.

LITERATURE REVIEW

Spiritual leadership

In general, the ability to influence, to motivate persons and whether they are able to participate in leadership effectiveness and organizational success. (Yukl,2006) Or that, leadership is the art and science. (Adamson,2009) Such people Schwartz (1998) believe that old style of leadership are not useful for present age; because kind of leadership that is needed it can help create a balance between organizational goals and employee needs. (Laub,2004) Therefore, due to the complexity in managing emerging organizations, Organizations will need leadership that is emerging in the theory of spiritual leadership in organizations today are regarded as emerging. Fair Holm was one of the first scientists to work together in terms of spirituality and leadership, and in this regard, he also designed a special model. Some authors like Biberman et al (1999) Moral and spiritual leadership as the organization's values, emotions and other management theories such as charismatic leadership, participation, development, conversion and have a look at the servant. But it is difficult to distinguish these structures from each other and to identify special needs. (Fry,2003) As Astrak and his colleagues in 2002, Join words together in leadership and spirituality have a conceptual quagmire, because each of the methods is defined.

But recently, many scientists and researchers have concluded that the leadership and spirituality are so intertwined that they can even be a spiritual leader called the leadership. Some of these studies have been tried in the concept of spirituality is linked to leadership. (Fry,2005) important studies conducted on leadership and spirituality, it can be pointed to articles that Reave in 2005 and have been written by Fry in 2003 and 2005. Despite numerous studies in the field of spiritual leadership, yet this concept due to its complex nature remains unclear. But should be mention that this concept involves the movement of spiritual leadership model servant leadership, participation and empowerment of their staff knows. (Korac-Kakabadse&Kouzmin,2002) different researchers have defined Various indicators for spirituality in leadership. For example Fry in 2003, friendship, honesty and hope, has introduced or Rio in 2005 have suggested sincerity, honesty and respect for others and others, Well listen to followers

(Marvel et al., 2003), Followers worship (Dillich,2000) Or attention to others (Mayfield and Mayfield, 2002) Have to be considered.

Finally, it can be argued, the theory of spiritual leadership for organizational change is a causal theory in order to create organizational learning and an internal stimulus has occurred. The Transformational Leadership theory, the theory's ability to utilize the capabilities of its followers into leaders in today's changing environment and to fully accommodate the leadership of new eyes looking at. The spiritual leadership developed based on Motivation theory of within the organization model that it is combination of vision, altruistic love, membership, organizational commitment and Organizational Feedback. (Fry,2003) These components are also considered in this study to its effect on the Mellat Banks appear empowerment employees Based on labor productivity in order to obtain it.

Employee Empowerment

The concept of empowerment in recent years the attention of all those involved in the affairs of organizations empowerment employees so researchers always have to work in public and private sectors. Today, every organization empowerment manpower for various methods is employed. It is a new technique enabling employees to increase productivity by increasing employee commitment to the organization and vice versa has been used. (Sharif Zadeh&Mohammadi Aghdam,2009) empowerment is a word that has different definitions of the proposed The first term defines empowerment as history goes back to 1788, which empowered the empowerment of the individual in mind. This authority should be granted to a person or he will be seen organization in the role. (Aghayar, 2003) In dictionary, empowerment the association of different meanings. Giving someone authority to formalized, by delegation, authorize the mission and meaning in the dictionary. Overall, the review of management and organization research, definitions of empowerment can be classified in three categories: 1-empowerment as a giving authority; 2-empowerment as a motivation; 3- empowerment approach based on both mechanical and organic. (Naderi et al.,2007) Unlike the past, the decision to grant the empowerment of employees to enhance their efficiency and useful role in the organization knows,

Nowadays the concept of empowerment and developed is not only a means of empowering employees and delegating authority; But also is a process by which employees acquire knowledge, skills and motivation can

improve performance. Therefore Employee empowerment is effective techniques for increasing employee productivity and optimum use of their individual and group capacities and capabilities in line with organizational objectives. In other words, empowerment is a strategy for organizational development and prosperity.

Human resources productivity

Productivity is always dynamic words, always subject to evolution and change. If the culture of productivity, we consider the optimum use of available facilities obviously, from this perspective In all times compassion of God have a responsibility, In fact it is a concept that future generations with Model taking, basic life and they have proven the effectiveness (Sharif Zadeh & Mohammadi Aghdam,2009). Productivity is not just that "doing something right" to the maximum performance achieved, but the "right things" to reach maximum effectiveness. (Garvaie,2001) The most important and most valuable resource of every organization is accumulated knowledge, experience and skills of its employees. The efficient making this critical resource, other resources are the used to effect and it will result high productivity. (Gudarzi & Ataee, 2009) The development is not possible, unless productivity improves and does not improve productivity unless human resources are efficient, human resources cannot be efficient unless the empowerment needs to be provided with necessary training.(Mashayekhi et al.,2007) Organization management role in providing the proper context in order to institutionalize and enhance its will productivity and this is particular importance from the perspective of employee participation, because attention and emphasis on human dignity as a strategic factor, and increasing attention to these factors, future productivity and undermines the figure increased attention whatever to these factors: And organizing activities and providing appropriate guidance to the areas necessary for growth and flourishing of human potential should be placed at the head of planning in any organization.

Spiritual leadership, empowerment and human resources productivity

Experts and scholars agree that the employees have key role in sales, service, productivity, quality and profits and improvements in their organizations. Today banks competitive methods are not far from it. So what's the productivity of their organizations, including banks that are struggling can be argued that leadership is empowering employees which in turn will lead to human resources productivity. One of the concerns of managers in micro and macro levels, Empowerment and productivity in manufacturing and service categories and to identify factors affecting its human resources. Altin (2005) believe that Measure productivity in services rather than technology and other factors may depend on it depends on agent workforce and the factors that influence. (Althin et al., 2005) Japan Productivity Center, Increase in staff productivity factors such as staff development and training, including their empowerment, participatory management, equity and fair distribution of finds (Stainer&Alan,1997)

Based on Senn opinion, the most important source of competitive advantage in organizations, committed employees, who are motivated and loyal. (Senn, 1988) So for most organizations, employee empowerment is the best strategy to solve these challenges. In management literature, the idea of empowering employees frequently the key element to promote innovation, organizational adaptation, improving customer relationships and increase employee satisfaction is described. A large part of experimental research groups in the Authority, autonomy and empowerment of staff and communication with these components is focused on productivity and employee satisfaction. (Hassanpour et al., 2011) About empowerment and productivity models and human resources patterns exist with regard to the subject, will be briefly mentioned. To believe Spreitzer (1995), Empowerment as a continuous variable and has joined Where employees may experience varying degrees of Features differently than employees who have been reported. (Moy et al., 2006)

Reily, Bentley & Lynn (2003), the main properties have mentioned Empowerment them in their research performance (speed), innovation and commitment.

Avolio et al (2004), Research about the role of psychological Empowerment through leadership and organizational commitment of employees have done that the results of their research, psychological Empowerment have been defined: Empowerment, motivation and knowledge inherent in the form of a set of four, including competence, motivation, and meaningful autonomy, reflected an orientation toward the working person's role.

Sharifzadeh and MohammadiMoghaddam (2009), the research entitled "The relationship between employee empowerment and human resource personnel productivity Lorestan province police commander" has achieved the results: Factors education, motivation, culture and participate in manpower productivity impact are Lorestan police commander.

Beiginia et al (2010), The research entitled "The impact of employee Empowerment on cognitive Factors human resources productivity enhancer" has achieved the results: Between cognitive Empowerment Factors employees with human resources productivity enhancer, and a significant positive relationship exists. The results

showed that the component "trust" with the highest impact factor and component "feeling effective" with minimal impact factor is a predictor of human resources productivity.

Vatani (2010), In research entitled Factors affecting the empowerment of human resources (case studies of agencies in planning and supervising the nation's credit and bank credit) has achieved this results: Factors skills, personality and attitude have a positive effect on empowerment experts.

Hassanpour et al (2011), the research entitled "transformative leadership role in empowering employees," this results achieved: Transformative leadership in empowering employees is very effective and significantly relationship with feelings of competence, a sense of choice, the feeling of being effective, has a sense of confidence to others. In this study, the variable component of the research include: Spiritual leadership: based on internal motivation model Fry, Vittuci & Cedillo (2005) has developed Combination of vision, love, friendship, membership, organizational commitment and performance feedback a leader.

Employee Empowerment: Based on the Empowerment scale of Spreitzer(2005). The significant components such as feelings, feelings of competence, perceived choice, perceived effectiveness, and trust on covers.

Determinants of human resources productivity are: Job Creativity, organizational Commitment, organizational Participative, Job satisfaction.

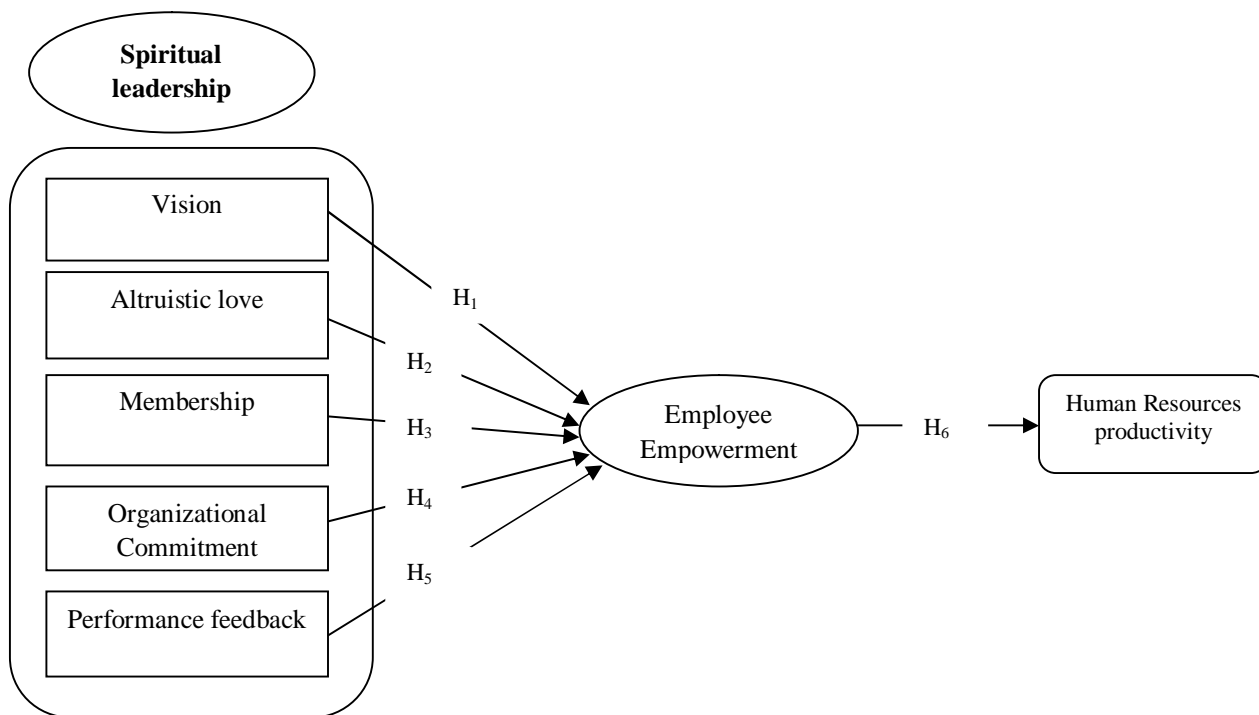


Figure 1. The proposed research model

In this study conceptual model and hypotheses regarding the relationships between variables can be stated as follows:

- H_1 : Organizational vision on employee empowerment has a direct effect.
- H_2 : Altruistic love on employee empowerment has a direct effect.
- H_3 : Membership in organizational on employee empowerment has a direct effect.
- H_4 : Organizational commitment on employee empowerment has a direct effect.
- H_5 : Performance feedback on employee empowerment has a direct effect.
- H_6 : employee empowerment on human resources productivity has a direct effect.

MATERIALS AND METHODS

The Questionnaire

In the present study a questionnaire was used to collect the required data. In order to measure variables from the Likert (1 low to 5 very high) was used. Questionnaire was obtained from previous research such as Fry et al

(2005) and Spreitzer (1995). In order to measure reliability of the 30 questionnaires distributed in before the test statistic was the result of all the variables have a Cronbach's alpha was higher than 0.7 and the questionnaire was distributed And so have the necessary reliability.

The sample

The study samples required from the different staff working in Mellat Bank branches in Tehran were selected. At first all branches in Tehran divided into 5 clusters and the clusters were selected from six banks and finally the 30 branches were selected for data collection and in every branch of the Bank average of 10 questionnaires were distributed (300 questionnaires).

Survey questionnaires with 268 usable questionnaires were designed to study the words, questionnaire return rate was 89%. The following table shows the demographic information about respondents is given.

Table 1. Demographic Variables

Variable	Dimensions	Frequency	Frequency percent
Age	21-30	84	31
	31-40	128	48
	High 41	56	21
Experience	Under 5 years	61	23
	6-10	96	36
	11-15	77	29
	16 years and older	34	12
Education	Diploma	26	10
	Advanced Diploma	47	17
	Bachelor	167	62
	Master or higher	28	11

DATA ANALYSIS AND HYPOTHESIS TESTING

Considering that this research model the relationships between several variables measure simultaneously so in order to analyze data and test our hypotheses, we used structural equation modeling. This method of statistical modeling is techniques that other techniques such as multiple regressions, factor analysis, path analysis And its main focus on the latent variables that can be measured by the indicators are clearly defined. Advantage of this method is that the relationships between variables can be simultaneously examined. Structural equation model has two parts 1- Measurement model 2- The structural model. Measurement model, is a set of observed variables to latent variables related and The structural model of latent variables through a series from the direct and indirect relationships can be linked together. For the calculation from the structural equation modeling was used Lisrel software, version 8.54. Before the test hypotheses by using conceptual model of research, an important point that should be considered, discussed the suitability of the research model to examine relationships between variables that were measured by fitting the Lisrel, is presented in the final output, observed. Table 2 Fitting indexes for the model study are presented.

Table 2. Fit index model

Index	Allowed value	The numbers obtained
χ^2 / df	$\chi^2 / df < 3$	2.53
Amount of P	P < 0.05	0.000
RMSEA	0.08 < RMSEA	0.078
Goodness of fit	Higher than 9/0	0.92
Comparative fit index	Higher than 9/0	0.97
NFI	Higher than 9/0	0.94

As noted in Table 2 can be fitted to all indexes are at their limit such as $\chi^2 / df = 2.53$, amount of P with amount of 0.000, RMSEA with Amount of 0.078, Goodness of fit with Amount of 0.92, Comparative fit index with amount of 0.97, NFI with amount of 0.94 and so can indicate the suitability of the model.

Measurement model: The measurement model is evaluated prior to its structural parts. In evaluating the measurement model, the researchers examined the relationship between manifest variables and latent variables models deals. Table 3 Results of the measurement model is given.

Table 3: The measurement model

Variables	Standardized loading	T-value
Vision ($\alpha=0.717$)		
I am committed to organization Vision	0.73	Fixed
My organization Vision, cause I do better	0.59	8.32
I believe to organizational vision for the employees	0.73	9.90
Altruistic love($\alpha=0.798$)		
My organization employees are given	0.74	Fixed
I dare to be honest leaders in organizations have towards their employees.	0.77	11.06
Leaders in my organization are honest and without pride	0.68	9.91
My organization is reliable and loyal to employees.	0.63	9.24
Membership ($\alpha=0.822$)		
I feel that my organization understand me	0.74	Fixed
I feel that my organization will admire me and my work	0.81	6.75
.I feel that leaders are extremely interested in me	0.75	6.72
Organizational commitment ($\alpha=0.822$)		
I am very happy that the rest of the plant to stay in this organization	0.70	Fixed
.I feel like a member of a family organization	0.87	10.96
I feel that my organization problems are my problems	0.76	10.66
Performance feedback($\alpha=0.7$)		
Everyone involved in this organization is working and there is little idle time.	0.70	Fixed
In my organization quality of my work is of high priority for staff.	0.71	9.82
In my Organization everyone most effort do	0.68	9.58
Empowerment($\alpha=0.7$)		
.I believe that I am capable of doing work	0.71	11.11
I have a strong basic information about their work	0.71	11.09
I have mastered on The skills which are required to perform job duties	0.71	11.10
I feel that I have the opportunity to influence others	0.74	Fixed
Productivity($\alpha= 0.866$)		
fully qualified for their work	0.75	fixed
It is highly motivated and updated	0.84	13.97
Employment has a positive attitude and is proud of his job	0.86	14.34
Self-reliant and requires minimal supervision	0.72	11.75
communicate well with customers	0.63	10.17

As can be seen in Table 3, all variables have significant loadings are appropriate and all of them, in other words of credibility and trust of all the observed variables in the model are required.

Structural section: Our hypotheses on the relationships among latent variables are formed that these relationships can be noted in the structural model; therefore we use to verify the research hypotheses of structural models. Structural section for the study can be seen in Figure 2. As mentioned before with according to fitted indexes, the model fitted to the study of appropriate hypotheses so we get more we study the structural model.

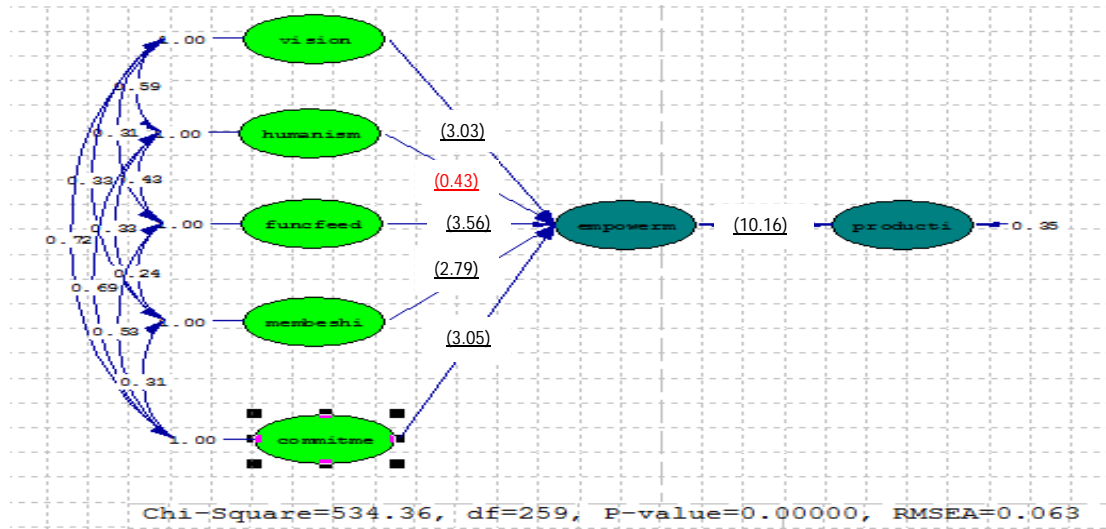


Figure 2. Model structural part

H₁: Organizational vision on employee empowerment has a direct effect. Our results indicate that organizational vision with standard factor 0.3 and $t = 3.03$ have an impact on employee empowerment. Indicate that the hypothesis H₁ is confirmed. Other words vision of the staff is fully established by management and staff are empowered to acquire skills that will improve whose powerful effort to show more.

H₂: Altruistic love on employee empowerment has a direct effect. Our results indicate that the Altruistic love is with empowerment with standard factor 0.04 But their relationship was not significant with $t = 4.27$. Other words the second research hypothesis was not confirmed.

H₃: Membership in organizational on employee empowerment has a direct effect. Our results indicate that membership in the organization with standard factor 0.15 and $t=2.79$ have a direct impact on employee empowerment.

H₄: Organizational commitment on employee empowerment has a direct effect. Our results indicate that Organizational commitment with standard factor 0.39 and $t=3.05$ have a direct impact on employee empowerment. Other words Organizational commitment to improving the organization will have empowered employees.

H₅: Performance feedback on employee empowerment has a direct effect. Our results indicate that giving feedback then employee's performance with standard factor 0.27 and $t=3.56$ have a direct impact on employee empowerment.

H₆: employee empowerment on human resources productivity has a direct effect. Our results indicate that employee empowerment with standard factor 0.81 and $t=10.16$ have a direct impact organizational productivity.

Table 4. Summary of study hypotheses

Hypotheses	Significant number (T)	Path coefficients (standard)	Results
Organizational vision----- employee empowerment	3.03	0.3	Accepted
Altruistic love----- employee empowerment	0.45	0.04	Rejected
Performance feedback----- employee empowerment	3.56	0.27	Accepted
Membership----- employee empowerment	2.79	0.15	Accepted
Organizational commitment----- employee empowerment	3.05	0.39	Accepted
Employee empowerment----- Organizational productivity	10.16	0.81	Accepted

Conclusion

Our goal was in this study the dimensions of spiritual leadership on empowering employees directly and Organizational productivity indirectly and through the employee's empowerment. The study results can be applied to manager's insight into organizations that empower employees and increase productivity to improve the organization provides. Our results indicate that except Altruistic love, which was not significant impact on employee empowerment and other dimensions of spiritual leadership (organizational vision, membership, organizational commitment and performance feedback) has a direct and significant impact on employee empowerment and indirectly also on the organizational productivity. Also, the empowerment of employees respectively (with standard factor 0.81) has a remarkable and significant direct impact on organizational productivity. Our study showed that organizational commitment was 0.39 with the highest impacts on employee empowerment other words an employee was more committed to the empowerment of employees. After organization's commitment to the organization vision, performance feedback and membership on empowerment employee were effective. The results of this study can have applications for bank managers.

Recommended that the organizational vision in workshop and training of employees thought to be institutionalized because based on our results the organizational vision has had a direct impact on employee empowerment also, Bank management also recommended that people take basic steps to improve its employees' commitment. It is recommended that appropriate feedback is given to employee to carry out their activities. Join an employee with strategies to strengthen the organization, empowering employees to improve organizational productivity increase.

REFERENCES

- Adamson Demay L.(2009), *Servant Leadership in a Community College: A Multivariate Analysis Of Employees Perception*. The Degree of Doctor of Philosophy, Walden University.
- Aghayar,Sirus.(2003). "New method for empowerment the competitive environment", *Tadbir Journal*, No.135.
- Althin, Richard and Behrenz, Lars, (2005), "Efficiency And Productivity of Employment Offices Employment: Evidence From Sweden, *International Journal of Manpower*", 26, (2), 196-206.
- Avolio, B. G. ; Zho, W. ; Koh, W. ; Bhatia, P.,(2004), *Transformational Leadership & Organizational Commitment, Mediating Role of Psychological Empowerment*, *Journal of Organizational Behavior*. Vol.25, No.6, pp.951-968.
- Beiginia,Abdolreza., Sardari,Ahmad., Najarinezhad,Hasan.(2010). "The impact of Cognitive employee empowerment on the labor productivity booster", *Vision of public management*, No.3, pp.79-102.
- Biberman, J., Whitty, M., & Robinson, L. (1999), *Lessons from Oz: Balance and Wholeness in Organizations*. *Journal of Organizational Change Management*, 12(3), PP.243-252.
- Dillich, S. (2000), *CIO's, Staffs, Too Busy to Communicate*. Computing Canada.
- Fry, L. W.(2003),*Toward a Theory of Spiritual Leadership*. *The Leadership Quarterly*, 14(6),PP. 693-728.
- Fry, L. W. (2005), *Toward a theory of ethical and spiritual well-being and corporate social responsibility through spiritual leadership*. In R. Giacalone, C. Jurkiewicz, & C. Dunn (Eds.), *Positive psychology in business ethics and corporate responsibility* (pp. 47–83). Greenwich, Conn.7 Information Age Publishing.
- Fry, L. W., Vittuci, S., & Cedillo, M. (2005), *Spiritual leadership and army transformation: Theory measurement, and establishing a baseline*, *The Leadership Quarterly* 16, 835–862.
- Fry,L.W.and Matherly,L.L.(2006), *Spiritual Leadership and Organizational Performance: An Exploratory Study*, Tarleton State University – Central Texas.
- Garvaie,BAhram.(2001). "Reflecting productivity and related theoretical", Tehran. Ramz Publication.
- Geijsel, f.;Slegers,p.;Leithwood,k.and Jantzi,D.(2003),*Transformational leadership effect on teacher,sCommitment and effort toward school reform*,*Journal of Educational Administration*,Vol.41.No.3 pp.228-256.
- Gudarzi,Masoud., Ataee,Morteza.(2009). "The relationship between wages and labor productivity in university", *Journal of New psychology industrial / organizational* , First year.

- Hasanpour,Akbar., Abbasi,Tayebe., Noruzi,Mojtaba.(2011). "Transformative leadership role in empowering employees", *Humanities - Research Management in Iran*, No.1.
- Korac-Kakabadse,N.;Kouzmin,A.(2002), Spirituality and leadership Praxis, *Journal of Managerial Psychology*,Vol. 17No.3,pp.165-182.
- Laub J. (2004), *Defining Servant Leadership: A Recommended Typology for Servant Leadership*. Servant Leadership Roundtable, August.1-12.
- Marvel, K., Baily. A., Pfaffly, C., & Gunn, W.(2003), Relationship-Centered Administration: Transferring Effective Communication Skills from the Exam Room to the Conference Room. *Journal of Healthcare Management*, 48(2),PP. 112-121.
- Mashayekhi,Alitagli et al.(2007). "Productivity and remoteness of the Vision", *Journal of Industry and Development*, No.1.
- Mayfield. J., & Mayfield, M. (2002), Leader Communication Strategies Critical Paths to Improving Employee Commitment, *American Business Review*,20(2),PP. 89-94.
- Moy J., Melindaj; Henkin B., Alan, (2006), "Exploring Associations Between Employee Empowerment And Interpersonal Trust in Managers", *Journal of Management Development*, 25(2), 101- 117.
- Naderi,Nahid., Jamshidi,Abdolrasul., Salimi,Ghorbanali.(2007). "Empowerment through education and service (case study in Esfahan Oil Refining Company)", *Journal of the Humanities and Social Sciences*, "Special Management", Seventh years, No.27,pp.113-132.
- Reave, L, (2005), Spiritual Values and Practices Related to Leadership Effectiveness. *The Leadership Quarterly* (16), pp.655-687.
- Reily, Richard R.; Bentley, A.; Lynn, G. S., (2003), "Empowerment in New Product Development Teams: More is Not Always Better", *Howe School of Technology Management*. 9(3), 7-14.
- Rezayian,Ali.(2006). "Principles of Organizational Behavior Management", Tehran,Study Organization and Human Sciences Book Editor (Samt), Seventh Edition.
- Sharif Zadeh,Fattah., Mohammadi Aghdam,Yusof.(2009). "Empowerment employee productivity associated with human resources staff Lorestan province police commander", *Journal of police Management Studies*, No.1.
- Senn L.E.(1988), The worth ethic vs; The work ethin, *Executive Excellence* , February.
- Spreitzer ,Gretchen M. (1995), Psychological Empowerment in the Workplace: Dimensions, Measurement, and Validation, *The Academy of Management Journal*, Vol. 38, No. 5 (Oct., 1995), pp. 1442-1465.
- Stainer, Alan (1997), "Logistic-a Productivity and Performance Perspective", *Suuly Chan Management an International Gournal*, 2(4), 53-62.
- Vatani,Khosro.(2010). "Factors affecting the empowerment of human resources (case studies of agencies in planning and supervising the nation's credit and bank credit)", *Journal of Management*, Seventh years, No.20.
- Wax, S.(2005), spirituality at work , jeff solomon, series Editor.
- Yukl G. (2006), *Leadership in Organization*. Pearson .Prentice Hall ,6th edn.