

Studying the Relation between the Spiritual Leadership and Empowerment of the Staff in the Organization of Research and Educational Planning

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ABSTRACT

The goal of this research is studying the relation between the spiritual leadership and empowerment of the staff in the Organization of Research and Educational Planning. The method is descriptive-correlation and applying as its goal. 500 persons are made the population, 217 persons of them are selected through a stratified random selection. The tools for gathering information are two researcher- designed questionnaires, one the empowerment test based on Spritzer theory (1995) and the other is the spiritual leadership test based on Fry theory (2005). The justifiability of questionnaires are improved by the experts and their stability are scored through retesting 90.5 and by Cronbach's alpha coefficient 87. The data are analyzed by SPSS and statistical tests (Shapiro-Wilk (SW) test, Kolmogorof-Smirnof (KS) test, Pierson solidarity test, and simple linear regression and). Finally, the results of examining the research hypothesizes show there are significant positive relations between the spiritual leaderships and its seven dimensions (view, altruistic love, faith to work, work meaningfulness, membership, organizational commitment and the operation feedback) with the empowerment of the staff.

KEYWORDS: Spirituality, Spiritual Leaderships, Empowerment

1. INTRODUCTION

The present period of human life has been along with amazing developments. Organizations, on one hand, have been under attack by worldwide severe competitions, fast and unbelievable changes, new demands for improving service qualities and the limitations of resources, and on the hand, by the possibility of frustration and disappointment on the part of the staff of their work and organization, asking for more sense of the work, honesty and directness at work, and the possibility of more self-development at work by the staff. Organizations as a subset of human life have to prepare the staff as the real and valuable assets of the organization for its own survival and development. Management experts and organizational psychologists and in order to deal with these challenges and worries suggest creating the culture of making the staff efficient [1]. Empowerment is among the factors which create the development pyramid for the capabilities of the staff to do the responsibilities and tasks given to them more efficiently.

The style of leadership as one of the techniques and strategies connected to the empowerment makes clear the importance of efficiency making, and that is why the style of leadership enjoys a great value in the process of the empowerment. Among the styles of leadership, the spiritual leadership through the use of spirituality indicators within the organization or groups provides both a motivation for itself, and a floor for outer the motivation for its followers. And through attention to the basic needs of the followers intends to provide for the spiritual survival and efficiency of the staff. Generally spirituality and specially the spiritual leadership and spiritual workplace have been more welcomed in the literature and research management. Spiritual leadership includes values, attitudes, and behaviors needed for having faith and spiritual welfare through logic and membership. The role of spiritual leadership is to create this sense in the leaders and followers in order to create homogeneous values through efficient made groups, strategic goals, spiritual and physical welfare, organizational commitment, productivity and organizational

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functioning. Theories claim those who have had organizational spirituality, have showed more creativity, commitments and success rather than others[6].

Due to the fact that the Organization of Research and Educational Planning is one of the most important and basic ones for decision making and implementation in education which has an inevitable role in the education of specialized and skillful manpower and ultimately in the scientific development of the country ,therefore the importance and value of the spiritual leadership is considerable to have efficient manpower in the organization ,because this organization as other ones needs efficient staff for its survival Therefore in this study we will be studying the relationship between spiritual leadership and empowerment of the staff in the Organization of Research and Educational Planning

1.1. The main goals of the research

The study of the relationship between spiritual leadership and empowerment of the staff in the Organization of Research and Educational Planning.

1.2. Secondary goals of the research

- 1: The consistency of the theoretical bases in the field of spiritual leadership and empowerment of the staff.
- 2: The study of the relationship between each aspect of spiritual leadership and empowerment of the staff in the organization.
- 3: The study of the effect of each of the aspects of spiritual leadership on the empowerment of the staff of the organization.
- 4: Prioritization of aspects of spiritual leadership from the point of view of the organization staff.
- 5: Offering strategies to the managers of the organization to boost the empowerment of the staff

2. LITERATURE REVIEW

2.1. Religion and spirituality

Individuals' spiritual journey begins with the search for the discovery for one's truth and the search for the discovery of meaning and the real goal of life. Yet this is not necessarily limited to the framework of a specific religion, and in fact the process of inner concentration is meant for the awareness of one's self and the real meaning .Therefore in this spiritual journey we can understanding the depth of our personalities, how to communicate with the world around us, our higher goals, and potential abilities .In this sense spirituality is not religion. Based on the research done by Raff which makes a distinction between spirituality and religion, religion is an institutional concept which includes religious rites, loyalty to religious facts and rites. But spirituality is one's inner deep motivations, and his emotional relationship with God. In another word it can be said that religion has to do with answers, while spirituality with questions [9].

2.2. Spiritual leadership

Due to the vast studies in the field of leadership, the concept still remains vague because of its complex nature. The signs of extraordinary leaders, in the first place, seem to be made from among the followers, as dealt with by Max di Peri in his book titled, " Leadership as an Art".

He also adds that leaders' first responsibility is the explanation and description of facts and the last one is to express gratitude to the followers. In between the leader should be a server and owes a debt of gratitude which is expressed by Max di Peri as spiritual leadership [3].

In fact the movement of spiritual leadership includes the models of leader's servitude, the participation of the staff their empowerment, and is based on the philosophy of the servant leader. It is a kind of leadership which emphasizes serving others, a holistic view of work, individual development, and joint decision making [11].

In fact spiritual leaders express their own faith, enthusiasm and the outcome of their own work, which John Wesley calls them as the main features and the symbol of spiritual leadership [3].

In fact the spiritual leader is the one who through the use of values, attitudes, and the behaviors needed for his own and others' inner motivation provides for the spiritual survival of the members of the Organization. He does this job in the following 2 steps:

1: While each of the leaders and followers of the Organization and through other colleagues feel that they have important and meaningful jobs, the spiritual leader will prepare a common vision.

2: The spiritual leader and through the establishment of social _Organization culture , based on human values , causes the staff to feel special interest to both themselves and others .And a feeling is created in them that others are important as well ,and ought to be appreciated for the work they do[7]

In fact spiritual leaders make their Organization staff interested in their work through creating sensitivity about themselves and others, and then motivate them to do their job responsibilities, and therefore provides for their spiritual survival.

The theory of spiritual leadership is based on the model of developed inner motivation which is a combination of the vision ,faith ,altruistic love, meaningfulness of work ,membership ,Organizational commitment ,and the feedback of leadership 's job[7].

2.3. Empowerment

Empowerment is to enable individuals to make decisions and take responsibilities for jobs done by the staff. The first definition has to do with the implementation and facilitation the culture of empowerment, while the second one emphasizes on the importance of individuals in the successful implementation of empowerment[4].

The main sense of empowerment is taken from the delegation of authority. Kanger and Kanengo, too focus on power as the central nucleus in empowerment. And then they introduce empowerment as the process of the increase in individuals' self efficiency through the recognition and deletion of situations which cause the inefficiency of the staff [10]

Scott and Jafe (1991) claim that: empowerment is an essentially different way for individuals to work together; in the sense that 1: the staff feel that not only are they responsible for doing their own job, but also for the better working of the whole Organization . 2: Working teams constantly work together for the improvement of the work and reaching a higher level of efficiency .3: The Organization's structure is made in a way that individuals in the Organization find that they need to work to reach the goals they intended, and not merely to do their jobs. Bawen Belawer (1992)[4], calls empowerment the participation of the staff in 4 organizational elements: information, reward, the power of decision making, and knowledge [1].

The definitions above indicate that managers are able to make their staff efficient the time they (managers) provide the staff with organizational information, delegate authority, remake the Organizational structure, and give proper reward to the positive work of individuals. The hierarchy is substituted by working teams, provide for educational opportunities, and value the experience and knowledge of others andwhich are all parts of the process of the empowerment of the staff.

In one of the best empirical studies made on empowerment, Spritzers has recognized 4 cognitive aspects for empowerment. In his opinion, substituting the software approach for empowerment instead of the hardware approach helps with this work, and therefore through offering a new cognitive approach was after creating a new perspective.

In his opinion, empowerment includes mental images and objective facts. In his view "psychological empowerment "include an individual's major mental states towards his working place which are summarized in 4 feelings:

1: A sense of meaningfulness: Thomas and Vlthavs (1990) call meaningfulness as the work goals as being valuable ,and the individual's inner interest in the workmeaningfulness is the proportions between job requirements ,beliefs ,values and behaviors .[14]

2: The feeling of worthiness: is individuals' feeling of their ability to do their job with high efficiency.

3: The feeling of being effective (personally taking the responsibilities): Capable individuals feel personal control over results. Green Berger (1989) believes that the sense of being effective is an individual's beliefs in certain period of time concerning his abilities to make changes in an ideal way.

4: The feeling of having the right of choice: in the sense of experiencing the feeling of choice in the execution and organizing one's own jobs [5].

In this study the Spritzer's model is used which is a psychological empowerment approach

2.4. Domestic and foreign studies:

Ziyaae and coworkers (2008) conducted a study titled "The Role of Spiritual Leadership in the Empowerment of the Staff of Tehran University". The paper's findings showed that there is a significant

relationship between the spiritual leadership at Tehran University and the empowerment of the staff. In addition, there is a significant and positive relationship between the Organization vision, altruistic love, faith to work, the meaningfulness of work, and membership in the Organization [17].

Amoozegar (2011) made a research titled "The Study of the relationship between spiritual Leadership and Organization Learning the Empowerment of High School Teachers of the Third Area of Shiraz "in which the results of the statistical studies show that there is a positive and significant relationship between spiritual leadership and its dimensions and Organizational learning and empowerment ,and based on the theories of the study the dimensions of the spiritual leadership can predict the empowerment and Organization learning [2]

Yaqoobi and his colleagues (2010) have made a research on the relationship between the spiritual leadership and the empowerment of the staff of third region of the ministry of education in the city of Tabriz which indicate a significant and positive connection between the spiritual leadership and the empowerment of the staff. (Their paper has been published in English [16]

Rego and Kanha (2008) have studied spirituality in the workplace and organizational commitment. The aim of the research was to study 5 aspects of spirituality in the workplace; i.e., the sense of social groups , moving along the organizational values , the sense of helping the society ,enjoying the workplace , opportunities for inner life, and effective ,emotional , continuous commitment . The findings showed that when individuals felt the spirituality at the workplace, they get the sense that they are dependent on the organization more effectively, and feel the commitment and loyalty to it[12].

Fry and Millon (2003) made a research titled," The development of schools through spiritual leadership: a case study", with the intention of studying the model of spiritual leadership through a trial project in three elementary schools and a guidance one . The findings of the research show that spiritual leadership specifically increases the organizational commitment [7].

Seaborne (2003) has made a study on leadership style and empowerment. The findings of the research show that flexible leadership style causes an increase in abilities, motivation, commitment and the usefulness of the organization staff, and therefore the staff do their job with a higher quality and more effectively [13].

2.5. The conceptual model and the hypotheses of the research

Spiritual leadership and the empowerment of the staff:

In fact the theory of the spiritual leadership is a scientific theory to develop the organization which has been created to establish a learning organization with internal motivation.

Considering the theory of revolutionary leadership, this theory too totally harmonizes the abilities of managers in applying the capabilities of their followers in today's variable environment, and looks at leadership from a new perspective. The theory of spiritual leadership is based on the model of developed inner motivation which is a combination of the meaningfulness of work, vision, faith to work, altruistic love, membership ,organizational commitment, and the feedback of the leadership 's work [7]. Therefore the aim of the spiritual leadership is to pay attention to the basic needs of the followers in order to provide for the spiritual survival and the empowerment of the staff.

The main hypothesis: There is a relationship between the spiritual leadership and the empowerment of the staff.

In fact the spiritual leadership with its unique features has provided a vision of the future of the Organization, and influences in the staff in a way that they believe in the achievement of the vision of the Organization, and feel optimistic about the future of the Organization. And in this way will boost the inner motivation of the staff for more work. Therefore the spiritual leaders through the creation of the vision, and common values for the staff will provide for their individual, group and organizational efficiency so that ultimately the level of the life and health quality of the staff will increase.

The minor hypothesis 1: There is a relationship between the organizational vision and the empowerment of the staff.

The spiritual leader and through the enhancement of the culture of philanthropy within the Organization causes that individuals pay a deep attention both to themselves and their past life ,and have ideal relationship with others ,and this leads to the establishment of communicational networks among individuals; leaders pay attention to the needs and interests of their own staff ,and ultimately pay attention to their development and improvement for the delegation of authority and spirituality .

The minor hypothesis 2: There is a relationship between the altruistic love and the empowerment of the staff.

The spiritual leadership in the Organization brings about spiritual belief and faith in work on the part of the staff, and this as an inner motivation in the staff leads to self-development so that they do their job in the best way possible, and ultimately leads to staff accepting the responsibilities more than before.

Minor hypothesis 3: There is a relationship between faith to work and the empowerment of the staff

Leadership brings about the fact that the staff understands the real meaning of their work, and respect the work they hold (meaning); i.e., the importance of meaningfulness of the work from the point of view of the staff causes a better understanding of the work on the part of the staff, so that they boost the power of analyzing the situation and the present and future circumstances of the Organization, and ultimately have a higher degree of preparation for higher responsibilities. empowerment individuals feel sensible. They value their goals or the purposes of the activities they work for. Their aims and standards are seen as homogeneous with what they do. Activities are important in their value systems. empowerment individuals pay attention to what they do and believe in it.

Minor hypothesis 4: there is a relationship between meaningfulness in work and the empowerment of the staff.

The existence of the spiritual leadership in the Organization gives this feeling to the staff that from the point of view of the Organization and other members of the staff, their work is important. That is to say, the feeling of having an important job from the point of view of the Organization and members of the staff causes the fact that staff boosts and develop the feeling of trust and closeness among themselves and other members of the staff, and ultimately the staff feel as partners and responsible in the process of the Organization's decision _making, and helps the leaders and other colleagues in the Organization.

Minor hypothesis 5: there is a relationship between membership in the Organization and the empowerment of the staff.

The spiritual leadership and through the creation of organizational commitment in the staff brings about the feeling of loyalty identity and their dependency on the Organization, and creates a feeling in the individual that he knows the Organization as his own reference, and hopes to stay there in the Organization .Therefore this leads to the fact that the staff would regard the Organization's problems as their own, and take steps to solve them. Ultimately if managers believe in the staff, by this way can cause the staff's more participation in the Organization.

Minor hypothesis 6: there is a relationship between organizational commitment and the empowerment of the staff.

Ultimately through the unofficial reporting to the staff their own daily activities, and periodic official visits, spiritual leadership can provide a feedback of their own activities. Therefore the feedback of activities makes the staff aware on regular basis of the details of their own activities; get to know their weaknesses; boost their own strong points ,and pay attention to quality of their own activities ,and ultimately through the information gotten from the leaders take steps to improve and develop the Organization.

Minor hypothesis 7: there is a relationship between the feedback of activities and the empowerment of the staff.

2.6. Conceptual model

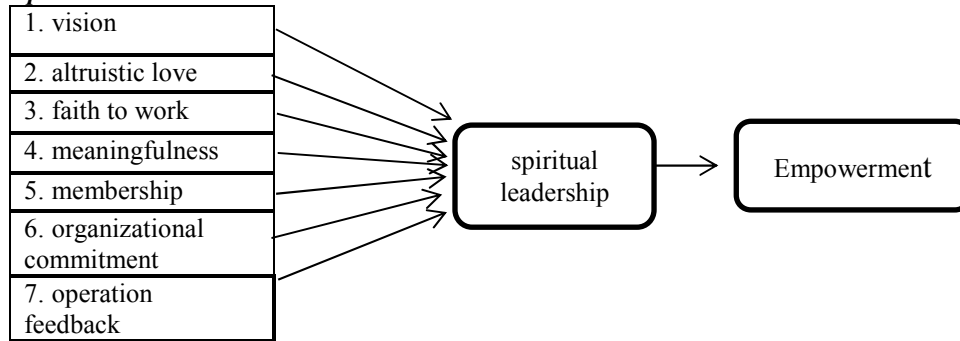


Fig. 1. aspects of spiritual leadership and its relationship to the empowerment of the staff

3. METHODS AND MATERIALS

This research is a descriptive-correlation research in which the relation among the variables has been investigated without making any changes in them. The research is a field study and the data were gathered by means of a questionnaire.

3.1. Statistical Population, Sample, and Sampling Method

The statistical society of this research includes all the staff of the Organization of Research and Educational Planning of the city of Tehran. The total number of the statistical society is 500 employees, who obtained the number of sample (217 employees) through the sampling formula of Kookeran.

$$n = \frac{p(1 - p)N Z^2 \frac{\alpha}{2}}{e^2(N - 1) + P(1 - P)Z^2 \frac{\alpha}{2}}$$

$$n = \frac{500 * 1.96 * 1.96 * 0.5 * 0.5}{0.05 * 0.05 * 499 + 1.96 * 1.96 * 0.5 * 0.5} = 217$$

In this research the categorical random sampling well-proportioned with space has been used, and these categories include 3 Organizational positions, namely office clerks, experts, experts in charge and higher.

3.2. Instrument

The instruments used in this research has been questionnaire, one of which includes empowerment evaluation questionnaire based on the theory of Spritzer (1995) with 12 questions ,and the other one is spiritual leadership evaluation questionnaire based on the theory of Fry (2005) with 30 questions based on the 5 choice spectrum by Likert. In the present research the materials of the questionnaire has been approved by advisors, consultants and a number of experts, and therefore has the needed acceptance.

In addition in order to test the durability of each of the questions, the method of retesting has been used. Based on this method , the questionnaire designed has been handed out in 2 stages among a random group of 10 people of the statistical society ,and when filled out by the introductory sample members was collected by the researcher , and through the calculation of the coefficient of the correlations of the questions ,the durability if each question was studied and evaluated .

In addition in order to evaluate the inner durability and the well proportionality of each subgroup, questions were used which evaluate a hidden constituent .The Cronbach alfa coefficient was calculated by the spss software. On this basis the Cronbach alfa coefficient for the spiritual leadership was 87%, and for the empowerment 90/5 which show the proper durability of the questionnaire

3.3. Data Analysis Method

In order to analyze the collected data, in the beginning the descriptive statistics which deal with the demographic variables of the research including gender, educational status ...were studied .And then

based on the considered hypotheses, and in order to study the relationship between the spiritual leadership and the empowerment, the spss software and tests like Pierson were used for the correlations analysis. But before that in order to explain the distribution of the sample society, the Kolmogorof-Smirnof test was used, and in order to prioritize the aspects of the spiritual leadership the Friedman rank test was used, and in order to study the amount of the effect of each aspect of the spiritual leadership on the empowerment of the staff the simple linear regression was used.

4.RESULTS

From among the questionnaires collected, from 217 people 56.7% were men (123 people), 43.3% were women (94people), 41.1% were single (87people), 59.9% were married (130 people). 26.3% (57people) were holders of diploma or holders of a two _year diploma course, 34.6% (75people) were B.A or B.S, 39.2 (85 people) were M.A or M.S or higher. 27.7% (85pepole) were under 30 years old, 31.3% people were (68 people) were between the ages of 30 to 40, 22.1% people were between the ages of 41 to 50 (48 people) , 19.8% people were over 50 years old (43 people) .14.3% were under 5 years old (31 people), 21.7% were between the ages of 5 to 10 (47 people) , 23% of people (50 people) were between the ages of 11 to 15, 20.3% people were between the ages of 16 to 20 (44 people) , 20.7 % of people had a work experience of over years (45 people). 42% people were clerks (96 people) , 44.7% people were experts (97 people), 11% people were experts in charge over higher (24 people).

Performing the test of Kolmogorof-Smirnof that all the collected data had normal distribution, therefore in order to test the hypotheses of the research, the parametric statistical method was used.

4.1. Pierson correlations test

In order to analyze the correlations among the variables, the Pierson correlation test was used. In order to confirm the main hypothesis of the research, namely “Spiritual leadership has relationship with the empowerment of the staff in the Organization of Research and Educational Planning”, the Pierson correlation test was used. Therefore table1 deals with the relationship between the above variables through the above mentioned test.

Hypothesis H0: There is no relationship between the spiritual leadership and the empowerment of the staff.

Hypothesis H1: There is a relationship between the spiritual leadership and the empowerment of the staff.

***Table 1.**Pierson correlation test between spiritual leadership and the empowerment.

Result	Sig.	R
significant positive relation	0.000	0.504

Table 1 shows that the significant level gained through the Pierson test is less than 0.05%. Therefore the 0 hypothesis is rejected and the one against it is confirmed. The results show that with the confidence level of 95% there is a significant relationship between the two variables. In addition, the positive correlations coefficient shows the fact that the higher the level of the spiritual leadership in the Organization, the higher the level of empowerment if the staff. Therefore it can be said that spiritual leadership has a positive and significant relationship with the empowerment of the staff.

In addition in order to reject or confirm the minor hypotheses, in the table below the correlations between other aspects of spiritual leadership and empowerment is dealt with.

***Table 2.**Pierson correlation test between aspects of spiritual leadership and empowerment

Variables	R	Sig.	Results
Vision	0.455	0.000	significant positive relation
altruistic love	0.405	0.000	significant positive relation
faith to work	0.517	0.000	significant positive relation
Meaningfulness	0.486	0.000	significant positive relation
Membership	0.392	0.000	significant positive relation
organizational commitment	0.458	0.000	significant positive relation
operation feedback	0.373	0.000	significant positive relation

Table No 2 shows that all aspects of spiritual leadership have direct and significant relationship with empowerment with the confidence level of 95%. Therefore, all the minor hypotheses of the research were confirmed.

4.2. The simple linear regression test

In the present research and in order to study the effects of aspects of spiritual leadership on the empowerment of the staff, the simple linear regression test was used

***Table 3.** A regression summary of the relationship between spiritual leadership and empowerment

R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
0.484	0.480	0.55229	1.938

In the table above therefore Watson long sighted statistics for the hypothesis is 1.938 from which the independence of the mistakes of the two variables from each other can be concluded. In addition the modified determined coefficient is 0.480, and this shows that the variable of spiritual leadership explains 48.0 of the changes of empowerment of the staff

***Table 4.** the ANOVA results for the relationship between spiritual leadership and empowerment

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	22.276	1	22.276	73.030	0.000 ^b
Residual	65.580	215	0.305		
Total	87.857	216			

The ANOVA table is used to study the certainty of the linear relationship between spiritual leadership and empowerment of the staff. The statistical hypotheses of significance test of the whole of regression model are as follows:

Hypothesis H0: There is no linear relationship between spiritual leadership and empowerment of the staff.

Hypothesis H1: There is a linear relationship between spiritual leadership and empowerment of the staff.

As seen in the table, (sig =0.000) us less than 0.05. Therefore the hypothesis of the linear relationship between the two variables is confirmed, and this shows that the regression model has been able to explain the changes in the dependent variables.

***Table 5.** regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
spiritual leadership	0.528	0.062	0.604	8.546	0.000
vision	0.343	0.046	0.455	7.483	0.000
altruistic love	0.329	0.051	0.605	6.487	0.000
faith to work	0.447	0.051	0.517	8.854	0.000
meaningfulness	0.312	0.051	0.486	6.140	0.000
membership	0.236	0.053	0.432	4.470	0.000
commitment	0.248	0.044	0.432	5.628	0.000
operation feedback	0.243	0.058	0.373	4.165	0.000

In the table above the coefficients and significance of each of the variables are presented. As can be seen, the significance of all the variables are less than 0.05%. Therefore it can be said that all the variables have significant effects on the empowerment of the staff. Considering the amount of beta column it can be said that from among the variables mentioned the love altruistic has the most effects on the empowerment. In fact for one unit of change in this variable 0.605 change is brought about in the empowerment

.Generally it can be said that the results gained empirically confirm the hypotheses of the research. Therefore one of the ways to boost the empowerment is to boost the spiritual leadership in the workplace.

4.3. Friedman rank test

finally in order to prioritize the aspects of spiritual leadership on the basis of ranking average. Friedman’s variance analysis is used.

HO: There is no difference among the aspects of spiritual leadership in terms of prioritization.

H1: There are differences among aspects of spiritual leadership in terms of prioritization

***Table 6.**the results of Friedman’s significance test for the prioritizing aspects of spiritual leadership

N	217
Chi-Square	105.611
Df	6
Asymp. Sig.	0.000

As can be seen in table 5, the level of the significance of the test (sig0.000) is smaller by (0.05) than the level of significance considered .Therefore with the certainty of 95% the H0 is rejected, and the opposite one accepted. In addition, it can be said that the aspects of spiritual leadership have differences in terms of prioritization.

***Table 7.** The prioritization of aspects of spiritual leadership based on the ranking average through the use of Friedman’s variance analysis

Rank	Variables	Mean Rank
1	altruistic love	4.18
2	Meaningfulness	4.09
3	organizational commitment	4.00
4	organizational membership	3.96
5	organizational vision	3.76
6	faith to work	3.60
7	operation feedback	3.15

In this table aspects of spiritual leadership have been showed according to the prioritization. As can be seen from the point of view of respondents to the questionnaire, from among the independent variables of the research in the Organization of Research and Educational Planning, the aspect of altruistic love comes first, and the feedback of activities comes last.

5. Discussion & Conclusion

Considering the analyses done, the level of significance gained from the Pierson test for all the variables, aspects of spiritual leadership is smaller than $\alpha=0.05$. Therefore the OH is rejected and the opposite ones accepted. Based on this with the level of certainty of 95% it can be said that there is a positive, significant relationship between each aspect of spiritual leadership (vision, altruistic love , faith to work, meaningfulness in work, membership, activities’ feedback , organizational commitment) ,and empowerment ;and all the minor hypotheses are confirmed .

And in general the results of this research namely proving the fact that there is a significant relationship between the spiritual leadership and empowerment are in harmony with the results of the research done by Amoozegar (2011)[2], Ziyae and colleagues (2008)[17], Yaqoobi and colleagues (2010)[16], Seaborne (2003)[13], and Osborne (2002) mentioned earlier in the research .

In conclusion it can be said due to the fact that the empowerment of the staff is a strategic instrument to achieve goals and aims, and to the important role of the spiritual leadership to reach these purposes , today’s organizations should pay especial attention to the role of spiritual leadership in the empowerment of the staff for their own survival in today’s competitive world .This is because through motivating the staff by using therefore spiritual perspective ,and preparing cultural basis based on human values ,spiritual leadership can develop efficient , powerful ,obligated and motivated staff.

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