

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

The Relationship between Spirituality and Employee Competence in Private and Public Banks of Tabriz, Iran

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Abstract:

This paper aims to investigate the relationship between spirituality and employee competence in private and public banks of Tabriz. This research has applied goals and it is a survey research in terms of data collection. Also, the type of data analysis in this paper is considered as a correlation. The sample size for this research is determined by the Cochran sampling formula for 155 employees of public and private banks in Tabriz. To collect the information, a standard questionnaire is used and the SPSS software is applied to analyze the data. We apply the Pearson's coefficient of correlation to analyze the research hypotheses. The results of data analysis showed that there is a significant relationship between spirituality and employee competence.

Keywords: Spirituality, employee competence, private and public banks of Tabriz

1. Introduction

Banks as one of the great organizations of the country that have been formed to serve the community in the development of the country play an important role and this factor causes managers and staff as a skilled and specialized human force in this sector to be a key element and need attention and research. In fact, the competent human forces are the bright stars and talents of each country. In the current dynamic workplace, each company or organization should be able to absorb the competent forces and manage their abilities; because if any creative thinking is used in any organization, it will be easy to access to the relevant goals. Today, the intense competition and technological changes make ever-increasing pressure on organizations and their various methods to increase the productivity of their human forces (Zare Asadabadi, et. al. 1393). In the current competitive business world, many organizations have trouble in determining whether their employees have the required capabilities to succeed. Now, the work force of organizations is expected to have a greater impact on the products and services they provide; this is exactly what has made it worthwhile in the competitive environment (Hadi, 1389). Arthey & Orth (1999) showed that competence is a set of dimensions related to the performance including knowledge of individuals, skills, attitudes and behaviors, as well as teams, processes and organizational capabilities that are associated with excellent performance, and provide a sustainable competitive advantage to the organization (Hooshyar and Rahimniya, 1392). For many years, skill management or competency management has been suggested as a way to effectively use from employee skills in the workplace. Competency can be defined as the ability of an employee to use their knowledge in order to achieve predefined goals, such as efficient and effective tasks (Peters and Zelewski, 2007). Today, many people feel dissatisfied, restless and unsafe in their work, and job satisfaction, trust, and commitment are scarce in most workplaces. Many of the organizations' actions for change and improvement in the last two decades, such as downsizing, reengineering, suspension, dismissal, etc., have weakened the morale and a kind of spiritual confusion among employees, and in fact these actions have failed to meet the demands of employees. In fact, it seems that employees are looking for something more than just economic rewards in their jobs (Matlabi, 1391). Integrating spirituality with our working lives will make people more satisfied with their work, and when they get out of the workplace, while they are convinced, they help each other instead of fleeing one another. Because of this integration and accumulation, the organization may be more profitable with more ethical and productive individuals. In addition, spirituality in the workplace can bring the humanity to organizations, the activity to society and the responsibility to environment. This is the most important task that our current community faces in the first decade of the new millennium (Rafiei et al, 1394).

Considering the limitations of the banking system in employing competitive tools, this research seeks to examine the factors that can affect employee competence, and that can have a profound effect on the performance of the organization's forces in the field of human resources. Thus, it is very important for the banks, which are the most important business and service enterprises, to have employees who are spiritually desirable; because these employees can be the most important source of competitive advantage for banks. No research has ever been published on the relationship between spirituality and

employee competence. The authors of this paper believe that the spirituality as an independent variable has an effect on the competence of employees. The purpose of this article is to investigate the relationship between spirituality and employee competence. For this, the theoretical texts of these two concepts, as well as the results of various researches in this field are investigated and the hypotheses of the research are expressed. The hypothesis testing is conducted using Pearson's method and based on the results, the final conclusions and suggestions will be expressed.

2. Theoretical Fundamentals and Research Background

2.1. The Concept of Spirituality

Since this term is used in the various fields, it is difficult to define. In the book entitled "spiritual life", Underhill about the sensitivity of the definition of spirituality, states: While on the one hand we have to avoid much ambiguity and abstraction, on the other hand, we must stop the harsh and the hard definitions, because there are no words in our human language about the spiritual realities which is the proper and correct (Rastgar, 2010).

In the opinion of some individuals such as Underhill, the indescribability of spirituality hinders its definition, while others have attempted to define spirituality in detail. Today, spirituality is growing and it contains various ideological systems and doctrines. Once spirituality was considered an aspect of religion, but now religion is seen as one of the possible spiritual ways. Also, Spirituality was a way to deep link with God, but now unfortunately for many, God is no longer the sole purpose of their spiritual search; rather, it is one of the ways of spiritual search and a way to link with many other transcendental concepts (Rafiei et al, 1394). However, some authors have tried to provide definitions for spirituality that are referred to below:

- Spirituality is an attempt to sensitize oneself, others, God's supreme power, to pursuit of what is needed for humanity, and to search for complete humanity (Ilinnells, 1995).
- Spirituality is the intrinsic need of man to communicate with something beyond ours (King, 2008).
- Spirituality in an organization is an organizational facility to experience the spirituality of employees in their work and the spiritual sense of the employees through the work they do (Pavara, 2009).
- Spirituality is a positive response to inner needs and innate tendencies; it is the transplantation of man with God and the inner world. Spirituality is the originality of meaning and metaphysics (Roudgar, 1387).
- Spirituality means enjoying the supreme values of mankind that include the following: "Faith in God, love for others, perseverance, mobility, tolerance, virtue, humility, trust, adoration, service, love, respect for beings, self-confidence, hope for the future, acceptance, optimism, goodwill, satisfaction, gratitude, Courage, patience, honesty, saving, independency, sacrifice, forgiveness, limiting wishes and fulfillment of the covenant " (Vahedian Azimi and Rahimi, 1392).
- Spirituality is a way in which a person finds his own historical context and lives in it. Spirituality is a search for humanity and awareness in life (Ursulaking, 1997 and Mayers, 1990).
- Spirituality is a continuous search for finding the meaning, purpose, and definite outcome (Gavanagh, 1990 and Mayers, 1990).

Spirituality is not indescribable, but there is a great variety around its meanings. Spirituality means looking at the system of being, the phenomena and laws governing them that are beyond material systems and mere comprehensions. The spiritual man considers the universe to be objective, and therefore spirituality gives meaning to his life. The real spirituality is the science of life and teaches human how to maintain the health of his mental-psychological organism; also, it teaches human that the active and useful social life ensure the natural growth of human's spiritual kingdom in order to make his progress to perfection (Ahmadi and Khoddami, 1390).

2.2. Spirituality in Organization

In the twentieth century, which is the culmination of the advancement of organization science and management, many executives forget to treat their employees as humans who have the divine spirit, and their divine talents, which are the source of all productivity and creativity, flourish in the workplace. Since the late twentieth century, management researchers and thinkers have focused on spirituality in the organization; as around 1992, there has been a sudden increase in conferences and workshops on spirituality in work, and there are numerous articles and books on this subject (Ahadi Shoar et al, 1393). Gibbons (2001) believes that the spirituality in the organization is a new rule that can bring a powerful and profound force to life. This powerful force will be achieved when working life is linked to the spiritual life of employees. With such a force, employees can have more enjoyable, balanced, and meaningful work, even with a hundred thousand hours of work (Faihangi et al, 1385). The spiritual man considers the universe to be objective, and therefore spirituality gives meaning to his life (Ahmadi and Khoddami, 1390). The existence of organizational spirituality can lead to an environment in the organization in which important features such as trust, creativity and respect are formed and strengthened.

Researchers such as Garcia and Zamore (2003) believe that when spirituality is disseminated within an organization, there is a different organizational culture that makes employees more satisfied and creative, and their performance improves. On the other hand, Guillory's studies (1997) have shown that the existence of spirituality in the organization can create a

human, creative and innovative environment and lead to individual and collective change (Daniel, 2010). Among the reasons for the importance and necessity of spirituality, especially spirituality in the workplace, is the following items:

- Kawang (1999) believes that the entry of spirituality into the organization and workplaces gives employees the ability and power to gain a more integrated vision of their organization, family and society (Beighzad et al, 1390).
- Today, it seems that employees are looking for something beyond the material rewards in their work wherever they work. They are seeking a meaningful and promising work to balancing their lives (Kinjerski and Skrypnek, 2006).
- The phenomenon of uncertainty in current environments has led organizations to use spirituality as a source of sustainability and to resolve the contradiction between order and disorder in the organization. Organizations need a balance between two modes of change and stability for continuous activity in different fields; On the one hand, the order and stability of organizations are linked to rationality (the left hemisphere) and on the other hand, the organization's irregularities and changes are justifiable with spirituality (the right hemisphere). Productivity is possible by combining the two categories of rationality and spirituality in organizations (Abedi Jafari and Rastghar, 1386).
- Today's smart employees choose organizations for working which these organizations help them to find their full selves. It can be said that employees in the organization are looking for something more than material needs (Bradley and Kauanui, 2003).

2.3. Conceptualization of Spirituality in the Workplace at Three Levels: Individual, Group and Organizational

Conceptualization of spirituality in the workplace is presented at three levels of individual, group and organizational: that is, meaningful work at the individual level, sense of solidarity at the group level, and alignment with organizational values at the organizational level. We will further explain these three dimensions (Milliman et al, 2003).

Meaningful in work is an essential aspect of spirituality in work, which includes a deep sense of meaning and purpose (Lund Dean et al, 2003). The concept of spirituality in the workplace shows how employees interact with their daily work at the individual level. The term "spirituality in work" includes the hypothesis that each person has his own motives and truths and wants to be among activities that have a broader meaning for his life and for others (Ashmos and Duchon, 2003).

2.3.1. Sense of Sociality

Another essential dimension of spirituality in the workplace is the feeling of a kind of link and a deep sense of solidarity with others (Kushki et al, 1392). This dimension of spirituality in the workplace occurs at the group level of the human behavior and refers to the interactions between employees and colleagues. Sense of solidarity in the workplace is based on this belief that people are interacting with each other, and that there is a relationship between the inner self of each person and the outer self of the others (Million et al, 2003). This level of spirituality in the workplace involves mental, emotional, and spiritual communication between employees in work groups (Farhangi et al, 1385).

2.3.2. Alignment with Organizational Values

Another dimension of spirituality in the organization's environment is the experience of a strong sense of alignment between the individual values of employees with the mission and values of the organization (Sanoubar, 2014). This means that people believe that managers and employees in the organization have relevant values and a kind of strong work conscience, and that the organization considers employee's welfare and solidarity (Salajeghe and Farahbakhsh, 1389).

Therefore, the managers and leaders of the organizations, by creating spirituality in the workplaces, make a sense among employees in which their employees are a part of the organization and the working unit, they support each other in the organization and coordinate themselves with the missions and objectives of the organization (Beigzad et al, 1390). Dillon states that the respect means to pay special attention to the opposite side and employees respect to each other, pay attention and care in the workplace. In this case, employees find themselves meaningful, purposeful and challenging or, in other words, they are motivated (Mollaei et al, 1393).

2.4. Employees' Competence

Human resource researchers have come to the conclusion that what matters more than any other issue in the processes of attracting, education, nurture, performance management, and maintaining knowledge-based forces in organizations is "competence"; There was talk of competence from the far past, so that the ancient Romans used the characteristics of a "good Roman soldier" as an example of competence. But about the introduction of competency-based approaches in the organizational environment, this topic has been around since the 1970s, and since then, there have been many applications (Ghavami and Esmaeili, 1391). The term competence was first introduced by David McClelland. Generally, competence is the general set of knowledge, skills, and attitudes and attributes of an organizational member that can perform its tasks efficiently in an organizational environment. McClelland defines competence as characteristics of individuals that distinguish their performance in their job or role. When the goal is workplace performance, researchers use the term competence or job competence, which points to competencies at the individual level and helps to succeed. Job competence is a specific characteristic of a person that leads to a superior and effective performance in a job (Houshyar and Rahimnia, 1392). Boyatzis (1982) and Spencer (1993) consider competence as the ability of a person to predict excellent performance. On the

other hand, the knowledge management approach emphasizes the specialized and technical knowledge of employees. For example, when we anticipate that a specialist will solve a given problem successfully (Taqi Pourian and Khazaei Mali, 1391). Rodriguez et al (2002) showed that competence is a measurable model of knowledge, skills, abilities, behaviors, and other characteristics that a person needs to perform work roles or perform tasks correctly (Wu, 2008). Psychologists have defined competence as a stimulus of a feature or an eminent skill that leads to better job performance or as a set of knowledge, skills and attitudes that enable employees to effectively perform their job activity or occupational performance in accordance with expected standards (Arizi, 1384). In general, the term "competence" is defined for a specific role or job; It is a description of a set of behaviors that reflects a single composition of knowledge, skills, abilities and motives, and is related to the occurrence of a performance in an organizational role, or in general, what one person needs for effective performance (Mohammadi Zanjariani et al, 1391).

2.5. Levels and Dimensions of Competence

Competence can be divided into three levels of individual, organizational and strategic. At individual level, competence includes knowledge and potential skills, capabilities, and employees competences. At the organizational level, competence includes a special way in combining different resources of the organization with each other. In other words, competence involves the combination of knowledge and skills of employees with other sources of the organization, such as the knowledge of current affairs systems, procedures and technological products (Mitchell & Boak, 2009). At a strategic level, competence involves creating and maintaining the competitive advantage by a certain combination of knowledge, skills, structures, strategies and processes (Shasti, 1389).

2.5.1. Knowledge

The development of knowledge and theoretical information is typically achieved through university education. Development of knowledge and information is the basis for development of skills and attitudes and it does not affect the development of management competences. (Ekrami and Rajabzadeh, 1391).

2.5.2. Skill

Skill is a kind of ability to use science in action. Skill is achieved and developed through the repetition of the application of knowledge in the real environment, and the development of skills improves the quality of performance. Without the development of skills, in many cases, the information will not be very effective (Ekrami and Rajabzadeh, 2012).

2.5.3. Ability

Ability is a stable and broad characteristic that helps a person to achieve the desired goal and performance in physical and intellectual occupations. In fact, ability and skill are similar, and their difference is that skill is a specific capacity to do physical work, but ability is a capacity to do intellectual work (Karami, 1389).

2.5.4. Attitude

Attitude is the mental image of man from the world and around it. The mental image of man is a frame that illuminates and shapes the field of thought and action. Human's perception of the phenomena around him and his decision-making to act is based on his mental image (Yousefi and Erfani, 1388).

According to the above variables, the following research has been done. In a research that (Campbell and Hwa, 2014) explores the relationship between spirituality in workplace and organizational commitment and the performance among faculty members at the University of Malaysia, they concluded that emotional and normative commitment had a positive relationship with spirituality in workplace. In a survey on the empirical relationship between spirituality in workplace and the balance of work life among employees and managers of manufacturing industries in the east of the Indian subcontinent, researchers found that there is a relatively significant relationship between spiritual abilities and capacities with the balance of work life, regardless of demographic characteristics (Jenel & Pradhan, 2014).

Millman (2003) in his work titled "Work Spirituality", also investigated how spirituality in workplaces is related to organizational commitment and job satisfaction. The results of the research showed that meaningful work implies an emotional commitment and job satisfaction. Based on the findings, one can conclude that by increasing the spirituality in the workplace, job passion and internal motivation, the duty performance can be increased in organizations (Mollaei et al, 2014). The results of the study that has examined the role of physical evidence and employee competence in satisfaction, attraction and maintenance of customers in the marketing of banking services, showed that physical evidence and employee competence have a positive effect on satisfaction, attraction and maintenance of customers in the marketing of banking services. Therefore, by considering the competitive environment of banks, which has multiplied with the entry of private banks, banks must pay attention to this important factor, namely, employees' competence. The branches must be at the highest precision in choosing employees to select and recruit employees who are qualified, that is, they have an adequate knowledge of the types of services provided in the relevant bank, they provide services promptly, they are not ill or reluctant to provide better services and finally, they recognize customers' needs well and know which of the services provided can meet their needs (Zare Asadabadi et al, 1393). By investigating the relationship between creativity in planning and the dimensions of the competence of

managers and employees of the Fars broadcasting center, the results of this research showed that there is a positive and significant relationship between the competence of employees and managers with creativity. Based on the findings, it was found that empowerment of employees with the influence of their competence development can affect their creativity.

2.6. The Purpose of the Research

The present manuscript investigates essentially the relationship between spirituality and employees' competence in banks of Tabriz to improve and upgrade the existing knowledge about it and its results will be applied to meet the problems of managements. Therefore, the method of this research based on its objectives is an applied research. Based on the nature and method of doing the work, the type of the research is correlation. Therefore, in this research, the relationship between spirituality and employees competence of private and public banks of Tabriz city is investigated.

2.7. Conceptual Model of Research

Independent variable in this research is spirituality which, based on Millen's model (2003), has three dimensions: meaningful work, sense of sociality and accordance with organizational values. The dependent variable in this research is the concept of employee competence based on Rakhshani's model (1394). In this model, the concept of employee competence has three functional, ethical and behavioral dimensions (Figure 1).

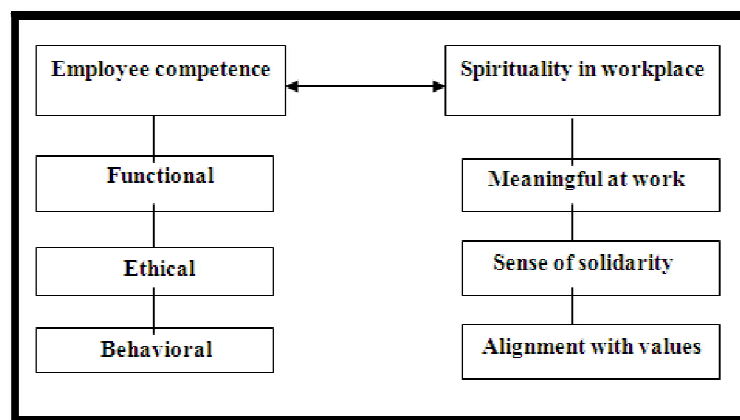


Figure 1

According to the model, the research hypothesis is as follows:

There is a meaningful relationship between spirituality and employee competence.

2.7.1. Secondary Assumptions

- There is a significant relationship between the meaningfulness of work and the employees' competence.
- There is a significant relationship between the sense of solidarity and the employees' competence.
- There is a significant relationship between the Alignment with values and the employees' competence.

3. Research Methodology

This research is an applied research. The statistical population of this research is the employees of private and public banks of Tabriz, numbering 260 people. The sampling method is stratified randomly using Cochran formula and 155 individuals were selected as the sample (Table 1).

Population	Valid	n
Public bank	131	78
Private bank	129	77
Sum	260	155

Table 1

The questionnaire is used as one of the most common tools of collecting information in survey research. The questionnaire of spirituality was designed using and adapted from the questionnaire of spirituality in the workplace of Millman et al. (2003) with 20 questions. The questionnaire measures three dimensions of meaningfulness of work (6 items), a sense of solidarity (7 items), and alignment with the values of the organization (7 items). The scale used in this questionnaire is the 5-choice option (I totally agree, I agree, I have no idea, I disagree, and I totally disagree). The data rating is also 5 to 1. That is, "I totally agree" with the score of 5 and the score of 1 is for "I totally disagree". By using Cronbach's coefficient alpha, the reliability coefficient of the questionnaire was estimated 89% which indicates the reliability of the questionnaire. Also, for

the competence of employees, the Rakhshani Personnel Competency Questionnaire (1394) with the 5-choice option (very much, much, medium, low, and very low) was used, which included 12 questions. Four questions for the functional dimension, 4 questions for the ethical dimension and 4 questions for the behavioral dimension are considered. The degree of measurement in this questionnaire is from 5 to 1. The score 5 is for "very much" and the score 1 is for "very low".

In spite of the being standard of the questionnaires and the application of them in the past researches, but due to the implementation of questionnaires in different time and place conditions, the decision was made to re-evaluate the validity and reliability of the questionnaires. Therefore, the validity of the questionnaires was confirmed by professors and experts. Cronbach's alpha test was used to measure the reliability of the questionnaires. In order to obtain the Cronbach's coefficient alpha, 30 questionnaires were prepared in two stages and distributed among the statistical population. Then, after collecting the questionnaires, Cronbach's coefficient alpha of the total questionnaire and each of its dimensions were calculated by using the software SPSS. Summary of Cronbach's coefficients alpha of questionnaires are presented in Table (2). According to the coefficients obtained for questionnaires (greater than 0.7), one can say that the questionnaires have acceptable reliability. By using Cronbach's coefficient alpha, the reliability coefficient of the questionnaire was estimated 83% indicating the reliability of the questionnaire (Table 2).

Questionnaire	Number of Items	Cronbach's Coefficient Alpha
Competence	12	0.831
Spirituality	20	0.898.

Table 2: Cronbach's Coefficient Alpha of Questionnaires

3.1. Data analysis

Descriptive and inferential statistics were used to analyze the data. In this research, Kolmogorov-Smirnov's test was used to normalize the data and Pearson's coefficient of correlation was used to analyze the hypothesis.

3.2. Findings

In this study, Kolmogorov-Smirnov's test was used for data normalization. If the distribution of data is normal, Pearson's parametric test and, if not normal, Spearman's nonparametric test is used.

Variable	The Significance Level	Statistic	Result
Spirituality	0.288	0.975	Normal
Meaningful in work	0.077	1.289	Normal
Sense of solidarity	0.118	1.180	Normal
Alignment with the values	0.116	1.559	Normal
Employees competence	0.48	0.889	Normal

Table 3: Kolmogorov-Smirnov's Test of Research Variables

Since the significance level in the above table is all greater than 0.05, and all of the given variables have a normal distribution, so the use of parametric statistics is necessary and sufficient.

3.3. Hypothesis Testing

Main hypothesis: There is a significant relationship between spirituality and employee competence.

We use the Pearson's coefficient of correlation for the hypothesis testing. According to Table 4, Pearson's coefficient of correlation between spirituality and employee competence is equal to 0.997. Also, the significance level was less than the error level 0.05. Therefore, it is concluded that there is a positive and significant relationship between spirituality and employee competence. In other words, by increasing or decreasing the level of spirituality of employees, their level of competence also increases or decreases. Therefore, it is concluded that the main hypothesis, "There is a significant relationship between spirituality and employees competence", is confirmed with a confidence coefficient 95%. Also, due to the values obtained for correlation coefficients, it is concluded that there is a positive and significant relationship between dimensions of spirituality and dimensions of employee competence.

	Spirituality in workplace	Sense of solidarity	Meaningful in work	Alignment with the organizational values	Employees competence
Spirituality in workplace	1				
Meaningful in work	.914	1			
Sense of solidarity	.989	.889	1		
Alignment with the organizational values	.934	.719	.916	1	
Employees competence	.979	.887	.983	.907	1
	.000	.000	.000	.000	

Table 4 - Matrix of Correlation Coefficients

- First secondary hypothesis: there is a significant relationship between meaningfulness of work and employee competence. According to the obtained results of data analysis, Pearson's coefficient of correlation between meaningfulness in work and employees competence is equal to 887%. Also, the significance level related to the obtained value (.000) is less than the error level 0.05. Therefore, it is concluded that there is a positive and significant relationship between the spirituality and employees competence.
- Second secondary hypothesis: there is a significant relationship between the sense of solidarity and employees competence. According to Table 4, Pearson's coefficient of correlation between the sense of solidarity and employees competence is 0.983. Also, the significance level related to the obtained value (.000) is less than the error level 0.05. Therefore, it is concluded that there is a positive and significant relationship between the spirituality and employees competence.
- Third secondary hypothesis: there is a significant relationship between the alignment with the values and employees competence. According to the obtained results of data analysis, Pearson's coefficient of correlation between the alignment with the organizational values and employees competence equal to 0.907. Also, the significance level related to the obtained value (.000) is less than the error level 0.05. Therefore, it is concluded that there is a positive and significant relationship between the spirituality and employees competence.

4. Discussion and Conclusion

According to the research hypothesis, there is a significant relationship between the spirituality and employees competence in the banks of Tabriz. One can conclude that the Pearson's coefficient of correlation between the spirituality and employees competence in the banks of Tabriz is 0.979. Also, the obtained significance level for these two variables is equal to 0.000, which is less than 0.05. Therefore, with regard to the positive sign of significant level as well as that of the correlation coefficient, one can find that there is a positive and significant relationship between the spirituality and employees competence in the banks of Tabriz. In other words, by increasing or decreasing the spirituality, the level of employees competence also increases or decreases. Also, from three dimensions of the organizational spirituality, the relationship between all three dimensions with employee's competence was confirmed. Today, employees are looking for something beyond the material rewards in their work wherever they work, and organizations are faced with more growing employees who seek to do the meaningful and purposeful work and to nurture work environments with such characteristics; and such experience will increase trust, respect, creativity and paying attention to the principles and values of employees and so on in the workplace. Research findings have shown that employees' understanding of the spirituality increases the employee's competence in the workplace, and those who have a higher degree of competence, they work harder. According to a survey carried out on employees of banks of Tabriz, the following is proposed to improve the conditions and increase the spirituality and employees competence:

- With actions such as job enrichment, empowerment of employees and job satisfaction, one can make a meaningful work to them.
- By providing more familiarity with the job, the work environment in the organization, as well as familiarity with dimensions of work at the time of employment, create a sense of relaxation, pleasure and happiness, and the sense of having a meaningful work for employees.
- By creating friendly and collaborative atmosphere instead of competition for employees, one can reduce the stress of employees and increase the sense of solidarity between them.
- By making an appropriate setting for the creativity and innovation of employees and strategies such as job rotation, one can, if possible, provide conditions in which employees understand the sense of enjoyment of work, which reduces the amount of boredom and fatigue over the work time.

- Promote an innovative organizational culture and creativity encouragement in the organization.
- 6- Paying attention to opinions of employees about the organization, this leads to the greater acceptance of organizational goals and values by employees.

5. Suggestions to Researchers for Future Researches

- Since research has been done in a bank, doing similar research in other organizations will not be useless.
- Due to the novelty of the research on spirituality, it is suggested that the competence of employees should be studied further.
- Comparison of private and public banks in terms of dimensions of the spirituality and the competence.
- The concept and results in this research are relative and findings only show the status of employees of banks of Tabriz; while, in order to doing a better study on the employees competence of banks and to achieve more accurate results and to provide a more complete and comprehensive picture of the status of employees competence of banks of Tabriz, it is necessary to compare the employees competence of other banks in the province and even banks of other provinces, simultaneously.

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