

ARTICLE

THE EFFECTS OF ORGANIZATIONAL AGILIZATION ON SPIRITUAL INTELLIGENCE AND EMPLOYEES EMPOWERING IN ZAHEDAN'S EXECUTIVE AGENCIES

Marziyeh Saedizadeh, Hasan Shahrakipoor*

Department of educational management, faculty of psychology & educative sciences, Zahedan branch, Islamic Azad University, Zahedan, IRAN

ABSTRACT

Spiritual intelligence, a human-specific feature connecting him to the transcendental world, is a dynamic intelligence, enabling people to be creative, break the rules and alter routine functions. The more science and techniques develops through the time, letting new demands and challenges to show up, the organizations become more complex, requiring stronger management strategies. The present study is a survey on the effects of organizational agilization on spiritual intelligence and employees empowering at executive agencies in Zahedan, capital of Sistan-Baluchestan Province, Iran. The research is descriptive-survey, which is carried out through filed observations. All 2260 staffs at Zahedan's executive agencies served as statistical population. Using Krejcie and Morgan Table, sample size was calculated to be 331 employees. Data collection was carried out through questionnaires. The instrument's validity was examined through qualitative face validity and content validity. In addition, the internal consistency reliability of the questionnaire was calculated using Cronbach's alpha. The alpha coefficient for organizational agilization was equal to 0.93, while the figure for the employees' intellectual intelligence was 0.92 and employees empowering got the alpha value of 0.89. The analyses showed a significant relation, between the components of organizational agilization (speed, competence, responsibility and flexibility) and two other variables including spiritual intelligence and employees empowering, in error level of 0.01. Inferential analysis of results, in comparative analysis part, showed the effect of agilization on employees empowering was merely significant- in error level of 0.05- with regarding the age and working experience of the research population. Furthermore, the effect of agilization on employees' spiritual intelligence was only significant is only significant- in error level of 0.01- with regarding gender difference among the population, highlighting stronger effect on females than the male staff. Finally, employees' spiritual intelligence effect on employees empowering was 0.019 (0.12 for direct effect plus 0.07 for indirect effect). The organizational agilization variable directly affected employees empowering by 0.53. In addition, employee's spiritual intelligence variable had the total effect of 0.019 on employees empowering (0.12 for direct effects and 0.07 indirect effects).

INTRODUCTION

In today's turbulence world, success and efficiency is owned by people who are gifted higher IQ level, making them mentally powerful enough to handle life challenges. Similarly, in the world of organizations, this is also the case. The more science and techniques develops through the time, letting new demands and challenges to show up, the organizations become more complex, requiring stronger management strategies. State-of-the-art technology information and production lead to agile production; and agile production consequently leads to organization agility through decrease in expenses, increase in speed and quality. Hence, responsibility and flexibility, as a result of effective interrelation between top brasses, employees, suppliers and customers, has a close connection with agility [1]. Normally, due to certain rules and frameworks, organization does not fulfill organization agility and speed, negatively affecting employees' job satisfaction. Therefore, one of the agile organizations objectives is to increase employees' job satisfaction, which would definitely end in output quality improvement [2]. Numerous studies have proven the positive effects of spirituality on success. Results of such studies maintain that spiritual values not only contribute improving employees' life quality, but also it is potential enough to promote the whole system [3]. Modern rushed world today is extremely relied on intelligent, agile organizations in order to take approving measures towards adjustment with the world outside, in case of urgent unexpected incidents.

Problem Statement

In the present time, organizations face fast-changing working environment, impelling them to choose among alternatives and adjust to the new situations. Quick technical revolutions, high risk, globalization and privatization, shape working-environment surrounding organizations. To survive in such condition, numerous solutions have been suggested, such as re-engineering, net production, Total Quality Management (TQM), and employees empowering. Organization agility is one other solution, emphasized by researchers in recent decade. As a management-related concept, organization agility born in a (specifically flexible) production system background, later permeating through wider business fields, as one of the organizational features [4].

Lean et. al., has provided a conceptual model for organization agility based on the relevant literature. Regarding the proposed model, an agile organization is aimed to enrichment of and fulfilling demands of

KEY WORDS

Organizational agilization, spiritual intelligence, employees empowering, Zahedan

Published: 15 October 2016

*Corresponding Author
Email:saedi.mahtab@gmail.com

customers and employers, and change, which is the most substantial agility provocative element. This change is often observed in customers' demands, market, competition criteria, technology and social elements. To curb the changes, one agile organization requires a set of abilities (flexibility, competency, responsibility and speed) for example. The most essential pre-requisite for achieving to an agile organization is to revise and modify approaches, to react against technologies and working facilities. Various abilities should be created and strengthened to take appropriate measures and actions against ever-changing environment situation [5]. The present research is to investigate the effect of organizational agilization on spiritual intelligence and employees empowering in Zahedan's executive agencies, after an insight to the relevant theoretical and experimental literature. The research findings would finally suggest strategies for promotion and development of organizational agilization, spiritual intelligence, and employees empowering. The effects of organizational agilization on spiritual intelligence and employees empowering has not been carried out so far. However, the importance and necessity of implementing such research studies in Sistan-Baluchestan Province is clear. The results of the study could be later applied to executive agencies in the province.

Theoretical background and review of the literature

Based on the review of the related literature, no researcher has so far worked on the presented topic: effects of organizational agilization on employees' spiritual intelligence, although each variable has been numerously investigated separately and in relation with other factors. Furthermore, the Amram research results proved that spiritual intelligence significantly affects the efficiency and success of career management [6]. However today, empowerment attracts less attention of the researchers than the last decade. Maybe the reason is that empowerment, as a strategic structure, is comprehensively practiced in the world today and is rarely challenged. The concept of empowerment has numerously examined and analyzed, every time showing a strong relation between human behavior and its capability structure [7].

Agilization

The origin and base of agility is agile manufacturing, which is a concept spreading among producers who are ready for noticeable operational boost, as an accepted strategy, every time offering successful results. In such a working environment, each organization would be labeled agile organization, if it is potential enough to simultaneously produce different types of goods with short lifetime, redesign products, change production methods and practical reactivity against changes.

Researchers and scholars have presented various categories of indicators and requirements of organizational agility [8]. In fact, agility requires a great power to conceive, receive, observe, analyze and predict fluctuations in company's surrounding world. Accordingly, an agile producer could be considered as an organization, owning a wide scope on modern world economy regulations, making best of its limited abilities and power against the chaos in surrounding world, grabbing beneficial opportunities. Longian argues agility is the ability of a business to survive and progress in a competitive environment, in which changes happen unexpectedly and non-stop. Adding to the definition, he said agility is quick reaction to ever-changing markets, majorly influenced by customers' evaluation of products and services.

Spiritual intelligence

The concept of intelligence was first introduced in 1905, by Alfred Binet, ancient French psychologist and Hermann Theodor Simon, German physicist. Although there is a rich study literature and numerous scientific theories on intelligence, the scholars are yet stuck in discord over the definition of multiple dimensions of the concept.

There are several definitions of spiritual intelligence, all emphasizing on learning from failure, meaning and objectives in work, self-consciousness, creativity and organizational development. In contrast to logical intelligence, enjoyed by computers for instance and emotional intelligence, observed in some mammals, spiritual intelligence is specific to human. Sisk (2008) maintained spiritual intelligence as multi-functionality in problem solving and learning, together with listening to the inner voice. In other words, spiritual intelligence is a deep consciousness, informing human of his inner dimensions. The power make then understand their world inside, developing the concept that human is not merely a physic, but also is a combination of body, mind and soul.

Empowering

The first definition of employees empowering dates back to 1788. It explains the concept as assigning tasks or functions in an organization, which should be compatible with the role and function of the assignee in the system [9]. The history of using the concept of empowering in management is rooted in industrial democracy and involving employees in organizational decision-making, presented over time by terms team creation, cooperation and comprehensive quality management. Based on the latest

modifications, the term an employee empowering has been introduced for the concept. Literally, employee empowering is giving power and freedom of action to people to manage themselves, and in organizational context, empowering means modification of culture and boosting brevity in creation and navigation of an organizational environment. In other words, empowering means to design and built an organization, in a way that people could be able to accept more responsibilities, besides controlling oneself. Empowering clever, hopeful, right, and reliable employees creates situation, in which they can control and develop their professional life, growing to accept heavier responsibilities [10].

Relation between variables and hypothesis analysis

a-research main hypotheses

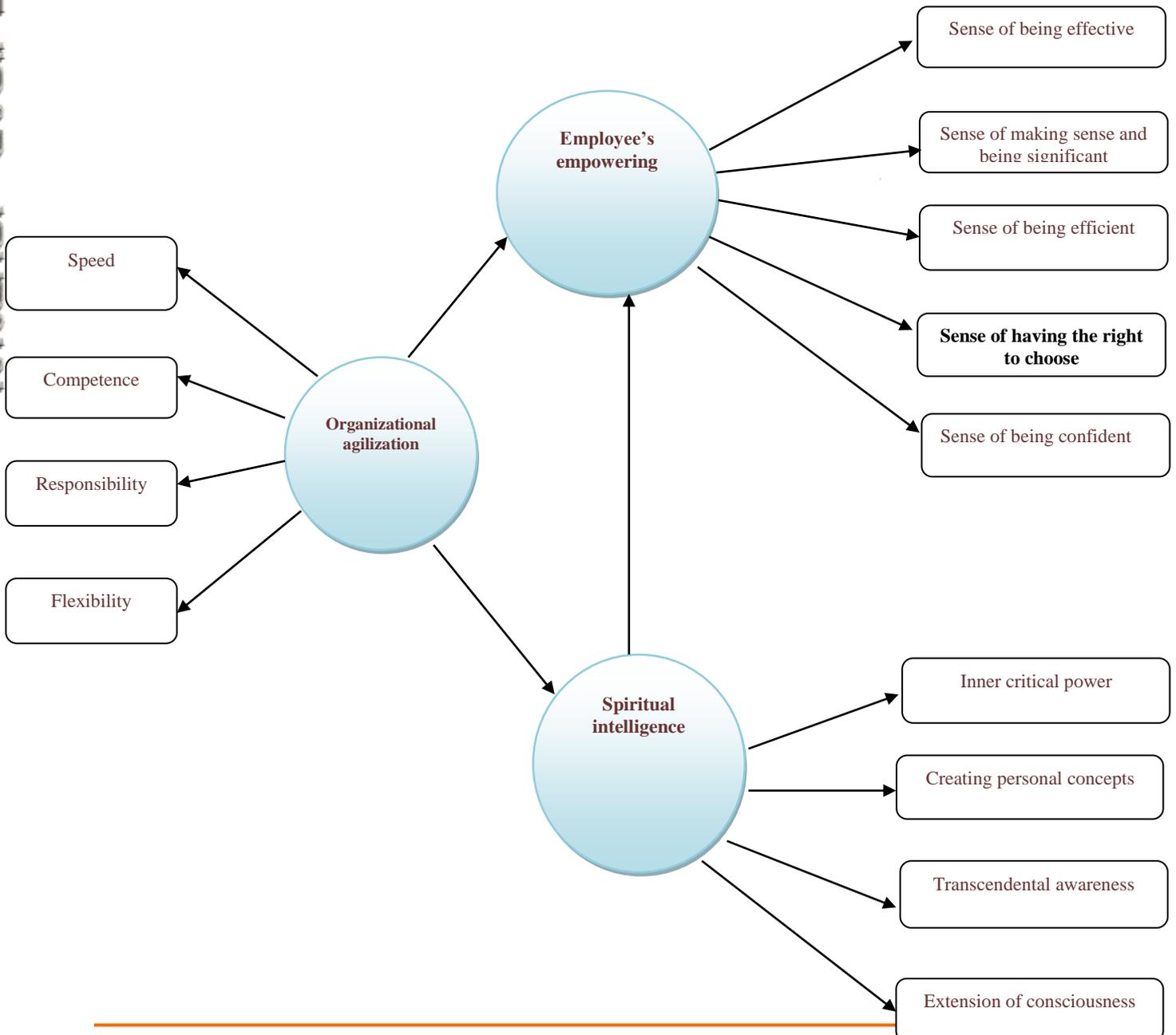
Organizational agilization is positively effective on spiritual intelligence and employees empowering in Zahedan's executive agencies.

b-research sub-hypotheses

- 1) Organizational agilization is positively effective on spiritual intelligence of the employees in Zahedan's executive agencies.
- 2) Organizational agilization is positively effective on employee empowering in Zahedan's executive agencies.
- 3) The employees' spiritual intelligence is positively effective on employee empowering in in Zahedan's executive agencies.

Research conceptual model

After reviewing theoretical and experimental background of the study, the conceptual model of research was presented as the [Fig.1] below.



THE IIOAB JOURNAL

Fig. 1: The Effects of Organizational Agilization on Spiritual Intelligence and Employees Empowering.

MATERIALS AND METHODS

The present study is descriptive- correlation, in terms of type and field study, in terms of data collection. All the employees working for 16 executive agencies in Zahedan in 2015, which is equal to 2260 people, serve as study population. The sample size was calculated 331 employees using Krejcie and Morgan Table (1970), through stratified sampling technique. The objects were first divided to different categories based on variables- like the type of executive agency they work at, job level, and gender- and then, regarding the size of each category, basic sampling method was implemented for each category separately. The reliability of the questionnaire was calculated using SPSS software and through Cronbach's Alpha formula [Table 1]. To determine validity of the instrument, content validity was considered. To gain the acceptable validity and fulfill the required relationship between questionnaire's items, the questionnaire was discussed over, investigated, revised and approved by relevant authorities and experts, after carrying out initial studies over the topic.

Table 1: Validity and reliability of research variables

Variable type	variable	Dimensions	Reliability Alpha value	
			Dimensions' alpha value	Total alpha value
Depended variable	Employee's empowering	Sense of being effective	0.79	0.93
		Sense of making sense	0.93	
		sense of being efficient	0.87	
		Sense of having the right to choose	0.89	
		Sense of being confident	0.87	
	Spiritual intelligence	Inner critical power	0.86	0.92
Creating personal concepts	0.74			
Transcendental awareness	0.84			
Extension of consciousness	0.92			
Independent variable	Organizational agilization	flexibility	0.86	0.94
		responsibility	0.82	
		competency	0.80	
		speed	0.90	

ta analysis

a-descriptive analysis

Using SPSS software, the obtained data went through descriptive analysis like comparing frequencies, percent's and average values of factors age, gender, academic level, job level and years of working experience.

b-inferential analysis

According to the fact that both variables organizational agilization and spiritual intelligence of employees in executive agencies of Zahedan city were determined and calculated using interval scale and the hypothesis was proposed in correlation pattern, the research statements was examined and investigated through bivariate regression analysis.

[Table 2] shows bivariate regression analysis of two variables organizational agilization and spiritual intelligence of employees in executive agencies of Zahedan city.

Table 2: Bivariate regression analysis of two variables organizational agilization and spiritual intelligence of employees in executive agencies of Zahedan city

variable	Employees' spiritual intelligence	
	Results of bivariate regression analysis	
Organizational agilization	R correlation coefficient	0.11
	Beta	0.11
	T-Test significance level	0.036
	Number of subjects	331

[Table 3] presents the bivariate regression analysis of variables organizational agilization and employee empowering in executive agencies of Zahedan city.

Table 3: bivariate regression analysis of variables organizational agilization and employee empowering in executive agencies of Zahedan city

variable	Employee empowering	
	Results of bivariate regression analysis	
Organizational agilization	R correlation coefficient	0.54
	Beta	0.54
	T-Test significance level	0.000
	Number of subjects	331

[Table 4] presents the bivariate regression analysis of variables employees' spiritual intelligence and employee empowering in executive agencies of Zahedan city.

Table 4: The bivariate regression analysis of variables employees' spiritual intelligence and employee empowering in executive agencies of Zahedan city

variable	Employee empowering	
	Results of bivariate regression analysis	
Employees' spiritual intelligence	R correlation coefficient	0.18
	Beta	0.18
	T-Test significance level	0.001
	Number of subjects	331

Based on the data provided in [Tables 1 to 4], it can be understood that the organizational agilization and employees' spiritual intelligence have a significant effect with the error level of 0.05. Beta value for the relation is 0.11, positive and direct. This indicates that the variable organizational agilization determines and controls 0.11 of variance and changes of the variable employees' spiritual intelligence in executive agencies of Zahedan. The analysis determines that with the development of organizational agilization, the spiritual intelligence of employees in executive agencies strengthens. Therefore, accordingly, the first sub-hypothesis of the research (the significant positive relation between organizational agilization on employees' spiritual intelligence) is confirmed.

The variable spiritual intelligence and employees empowering have a significant effect with the error level of 0.01. Beta value for the relation is 0.18, positive and direct. This indicates that the variable spiritual intelligence determines and controls 0.18 of variance and changes of the variable employees empowering in executive agencies of Zahedan. The analysis determines that with the development of spiritual intelligence, the employees empowering in executive agencies strengthens. Therefore, accordingly, the second sub-hypothesis of the research (the significant positive relation between spiritual intelligence on employees empowering) is confirmed.

[Table 5] presents the correlation matrix of factors of organizational agilization, employees' spiritual intelligence and employee empowerment.

Table 5: The correlation matrix of extracted factors from organizational agilization, employees' spiritual intelligence and employee empowerment

correlation matrix of extracted factors from organizational agilization, employees' spiritual intelligence and employee empowering

Factors	speed	competency	responsibility	flexibility	Inner critical power	Creating personal concepts	Transcendental awareness	Extension of consciousness	Sense of being effective	Sense of making sense
speed	1.000									
competency	0.662	1.000								
responsibility	0.556	0.630	1.000							
flexibility	0.517	0.685	0.721	1.000						
Inner critical power	0.176	0.078	0.106	0.130	1.000					
Creating personal concepts	0.112	0.004	-0.002	0.022	0.611	1.000				
Transcendental awareness	0.040	0.041	-0.009	0.064	0.568	0.604	1.000			
Extension of consciousness	0.119	0.109	0.032	0.192	0.366	0.448	0.566	1.000		
Sense of being effective	0.347	0.420	0.389	0.366	0.162	0.229	0.101	0.124	1.000	
Sense of making sense	0.306	0.239	0.256	0.166	0.207	0.252	0.079	0.064	0.438	1.000
sense of being efficient	0.249	0.229	0.263	0.233	0.162	0.220	0.152	0.009	0.469	0.686
Sense of having the right to choose	0.382	0.495	0.420	0.501	0.094	0.038	0.037	0.122	0.570	0.137
Sense of being confident	0.304	0.396	0.389	0.441	0.061	0.005	-0.001	0.117	0.392	0.124

As it can be seen in table 5, there is a significant correlation between organizational agilization, employees' spiritual intelligence and employee empowering, all being in the level of significance equal to 0.01.

CONCLUSION

Generally, after bivariate analysis, it is clear that the main research hypothesis, saying that organizational agilization is affects spiritual intelligence and employee empowering in executing agencies of Zahedan. the variable organizational agilization and its factors have a significant effect on employees' spiritual intelligence in the executive agencies of Zahedan on the error level of 0.05. Beta value for the relation is 0.11, positive and direct. This indicates that the variable organizational agilization determines and controls 0.11 of variance and changes of the variable spiritual intelligence of employees in executive agencies of Zahedan. The analysis determines that with the development of organizational agilization, the employees' spiritual intelligence in executive agencies strengthens. furthermore, the variable organizational agilization and its factors have a significant effect on employee empowering in the executive agencies of Zahedan on the error level of 0.01. Beta value for the relation is 0.54, positive and direct. This indicates that the variable organizational agilization determines and controls 0.54 of variance and changes of the variable employee empowering in executive agencies of Zahedan. The analysis determines that with the development of organizational agilization, the employee empowering in executive agencies strengthens. in addition, the spiritual intelligence has a significant effect on employee empowering in the executive agencies of Zahedan on the error level of 0.01. Beta value for the relation is 0.18, positive and direct. This indicates that the variable spiritual intelligence determines and controls 0.18 of variance and changes of the variable employee empowering in executive agencies of Zahedan. The analysis determines that with the development spiritual intelligence, the employee empowering in executive agencies strengthens.

CONFLICT OF INTEREST

There is no conflict of interest.

ACKNOWLEDGEMENTS

None

FINANCIAL DISCLOSURE

None

REFERENCES

- [1] Crocitto M, Youssef. M. (2003). The human side of organizational agility. *Industrial Management & Data Systems*, 103(6):388-397.
- [2] Robbins, S. P. (2005). "Principles of organizational behavior".Publisher: Oxford University Press. ISBN: 0199253978. p.752.
- [3] Gardner H. (2000). "A case against spiritual intelligence", *The International Journal for the psychology of Religion*, 10
- [4] Hardy Cynthia, Leiba O, Solivan Sharon, [1998] the power behind Empowerment: Implications for Research & practice, *Human Relations*, 51:(40).
- [5] Torng Lin, C,et.al . [2005] Agility evaluation using fuzzy logic, *Int .j. Production Economics*, PP.1-16. [6]-Amram, Y. (2009). "Intelligence beyond IQ: The contribution of emotional and spiritual intelligences to effective business, 27-34.
- [6] Haight KW. [2011] Teacher self-efficacy in the adoption and integration of technology within the classroom. Thesis Degree.
- [7] Bowel RA. [2010] The seven steps of spiritual intelligence, translated by: Daramadi P.; Navidi Moqaddam M.; Hosseini, S.; first print, Qom: Bakhshayesh Publication
- [8] Wilkinson, B. (1993). *The Shop Floor Politics of New Technology*. Heinemann.
- [9] Qasemi, Sh, (2011), identification and analysis of effective factors on agility of Bank Melli staff in Sanandaj County, MA thesis for Azad Islamic University, Sanandaj Unit.