The Relationship between Cultural Intelligence and Spiritual Intelligence with Organizational Commitment for Principals of Secondary Schools

Elham Mohammaddi[1*] and Reza Boroomand[2]

[1.] Department of Educational Management, Marvdasht Branch, Islamic Azad University, Marvdasht, Iran

[2.] Department of Educational Psychology, Science and Research Hormozgan Branch, Islamic Azad University, Bandar Abbas, Iran

*Corresponding Author: porseghgar88@yahoo.com

ABSTRACT: This study intends to find out any relationship between cultural and spiritual intelligence for principals of secondary schools at Bandar Abbas city with an explanatory attitude and correlative type. Statistical population includes secondary schools principals at Bandar Abbas city. About 83 persons were selected by Cochran formula and classified random sampling method. All data were analyzed by the use of Ang standard questionnaire with reliability of 0.85 and Amram and Dryer ISIS (0.96) and organizational obligation of Allen and Meyer's Organizational Commitment and reliability of 0.92. A step-by-step method was used for data collection and by the use of Pearson correlation tests and multiple regressions. According to the results, there is a positive and significant relationship between cultural intelligence and organizational commitment at confidence level of 0.95. But there is not any significant relationship between spiritual intelligence and organizational commitment. Furthermore according to the regression statistical results, it is obvious that from among all dimensions of cultural intelligence we have knowledge dimension of %9 variance and from among spiritual intelligence dimensions we have finding meaning dimension with %16 highest variance out of organizational commitment of principals.

Keywords: Cultural Intelligence, Spiritual Intelligence, Organizational Commitment, Principals of

INTRODUCTION

Today is the age of complexity and severe and quick changes. There are lots of different organizations like educational institutes which are facing with quick progress of technology and completion of human resources. New challenges and attitudes have great effects in any relation between managers and personnel and their function. On the other hand, it may cause dissatisfaction of people and creation of various problems for organizations and principals. Application of technology and materialistic facilities and physical factors may not lead to more

success and increase of output and survival of educational system and finding training and education goals .

Today successful organizations mean those with powerful and responsible personnel. This means any personnel who are focusing on customer-based ideas and increasing of output. Therefore it is continuously possible to increase upgrading of job systems and processes [1].

Although organizational commitment is really important in any organizations especially educational institutes and the output of organizations is the result of organizational commitment of managers and personnel, there is an important question as follows:

How is it possible to increase organizational commitment of personnel?

Why there is a reduction in organizational commitment level among different managers and even educational ones?

What are the real factors which may cause low / high level of commitment at organization?

Is there any relationship between managerial skills (technical, humanistic, conceptual) and/or other facilities with organizational commitment?

Today educational organizations include various cultures and values, beliefs and personal needs. In such a competitive space, it is necessary to have suitable reactions against incompatibilities, challenges and upgrading the skills and educational facilities. For this purpose, the important managerial and organizational ideas are talents, beliefs, tendencies, personal needs and applying them in inter-personal and inter-organizational interactions and finding out organizational goals. Then we have cultural and spiritual intelligence as two important facilities with great roles in behavioral management of people and their job commitments and solving of challenges.

As a new concept of intelligence, spiritual intelligence includes compatibility and problem solving behavior and as the highest rate of growth in different recognizing, behavioral, excitement and interpersonal scopes. It may enable the people find a new framework for their experiences and deepen their recognition[2]. What is focusing by spiritual intelligence is applying of spiritual ideas and satisfying spiritual needs of personnel at workplace. Since spiritual is the base of job. As a result we need different leaders for paying more attention to other dimension of human life greater than normal relations between leader and follower as well[3].

The other facility is cultural intelligence for providing different attitudes about personal facilities and performing various positions and involving with inter-cultural equations and finding different job groups from cultural viewpoint4. As a result, this type of intelligence is different from previous one for making effective and efficiency relationship with people.

On the other hand, there are different feelings, emotions and oral or nonverbal signs in various cultures. In other words, cultural intelligence is a need for finding higher understanding level. Christopher Early and Sunny Ang believe

that cultural intelligence is required skill which may enable a person accept other cultures.

Hormozgan province is a touristic place in which there are lots of people with various cultures. Regarding the importance of mentioned variants under title of "Organizational commitment, Cultural intelligence and spiritual intelligence" as the major factors in management of organizations and organizational behavior accompanied with weak and strength points of them for further success at educational organizations, this paper intends to find out any relation between spiritual intelligence and cultural intelligence with organizational commitment for principals of secondary schools at Bandar Abbas city. Also what is the specific rate of organizational commitment depends upon cultural /spiritual intelligence ?

Organizational commitment is the most important attitude in management of organizational behavior. It is an interesting issue for most of researchers5. Organizational commitment means an attitude about real identity of members in an organization and involvement rate of them in their tasks". The real meaning of organizational commitment is when all members are interested to sacrifice themselves for further organizational success. Commitment to organization is not originated from a special idea or belief but depends upon their functions[6].

Williamson and Anderson believe in commitment as the cooperation rate of members in an organization and dependency feeling to tasks and cooperation behavior.

There are various viewpoints about organizational commitment. In a general viewpoint, it is an emotional aspect. According to this idea, organizational commitment means "great dependency to organization and determining relevant identity". There are three factors for it as follows:

1-Powerful belief in organizational goals and values
2-Great efforts for reaching to organizational goals
3-Great interests in remaining and membership of the organization

Allen and Miyer present a three folds definition for organizational commitment. They believe that commitment is a mental condition which is dividable into three parts. It is a necessity for continuation of occupation in an organization. Followings are relevant parts of it:

Emotional pledge: It means a sentimental relationship between employee and organizational values and goals and also involvement rate with organization. Those with emotional commitment may remain at the organization because they are really interested to do so.

Continuous commitment: According to this form of commitment, a person will calculate any costs after leaving the organization. In fact, it may ask how much costs an organization will tolerate in case of its leaving. In fact, the real reason of remaining is required condition of the organization.

Normative commitment: It shows the binding feeling to organization. Those with this form of commitment think their activities are their duties and tasks.

Recently there are lots of studies about organizational commitment, relevant factors and further results. From among three dimensions of emotional pledge, continuous commitment and normative ones we had emotional pledge with highest rate of attention. According to the study of Charn and Wesley Tailor there are eight factors for increasing of personnel commitment at organizations:

1. Family space of the organization

2. Pay attention to spiritual aspect of the organization like personal esteem, mutual relationship between principal and employees

3. Respecting humanistic values

4. Justice behavior

5. Flexibility in job tasks, programming and chances

6. Supportive role of employees

7. Public relation and complete/correct information

8. Equal promotions and donations

Today all principals are in need to have new facilities for their functions and management including problem solving facilities, interaction and efficiency at multi-cultural environments. In other words, in a non-harmonized cultural environment, how is it possible for managers to increase their organizational commitment and other personnel? Both mentioned facilities such as cultural and spiritual intelligence may cause better understanding for managers in their problem solving process and further activities in different cultural groups.

Cultural intelligence

Cultural intelligence means the ability for making effective and efficient relationship with different people and with different histories. Cultural intelligence provides various attitudes about abilities and facilities of persons who may support multi-cultural positions and involve in cultural equations and to be active in different work groups from cultural viewpoint[4]. Now we have cultural intelligence for controlling of cultural variety and betterment of personal functions. The major part of cultural intelligence is effective interaction of persons with social groups and different cultures[5].

Specialists and researchers consider this type of intelligence as a multi-dimensional structure (three or four dimensions). The four-dimension model is more applicable in this research. There is a standard 20-question questionnaire with following parameters: Cognitive Cultural Intelligence which is a general knowledge about other cultures[6] and those with high level of cultural knowledge along with lots of cultural similarities and differences[7].

Meta Cognitive cultural intelligence which is a form of readiness and active participation in inter-cultural interactions, adjustment and modifying of knowledge and previous knowledge which is applied for upgrading cultural intelligence dimension .

Motivational cultural intelligence means any interests of people in learning and more activities in different cultural situations[8]. It includes internal values of people for multi-cultural interactions and self-esteem of people at different cultural situations.

Behavioral cultural intelligence means any abilities in applying of lingual or non-lingual actions at the time of any interaction with people from different cultures[6].

Spiritual intelligence

When there are some changes in nature of the job and unsatisfied people along with organizations and principals facing with lots of problems without any help of science and technology, it is necessary to have another parameter of humanistic behavior literature for feeding the soul and nature of human force and more meaning of work place. Spirituality is a concept with lots of attention to it at the beginning of 21st century and further dimensions and application. There are two personal and organizational levels for any effects of spirituality on managerial behavior and work landscape with better meaning. Wolman have stated also: "Great variety of cultural and social interests at the beginning of new century are the signs of new spiritual life"[9].

Jurkiewicz and Giacalone have defined spirituality at workplace as follows: "It means a framework of organizational values. It means a common culture among personnel for better work processes and understanding of their relations and more pleasures" [10].

Spirituality has a positive effect on organizational function. Innovation increase, satisfaction, operational function and organizational commitment are reported in those organizations which are trying to upgrade spiritual situation of their members. People expect to establish and design any organizations in which it is easy for them to facilitate better search of meaning or perfection[11].

Kinjerski and Skrypnek have stated that personnel who have experienced spirituality in work place are more loyal to the organization and have more obligations to do their tasks. According to the studies of Skrypnek and Kinjerski, spirituality at workplace will increase inter-personal experiences in an organization and may cause common feeling, respects and dependency[12].

Spirituality in work means sensitivity and taking care in four types of effective relations between one person and further relations with God, personality, colleagues, work place and naturally more meanings in work and integration with nature in parallel with career development[13].

Sometimes people face with turbulence of thoughts, contrasts and conflicts and also different challenges between wisdom and excitements and thinking. Then most of job experiences are meaningless for them in their daily life. Here the humanistic intelligence is obliged to make better meaning of experience. This is spiritual intelligence which may upgrade previous experiences and informed behavior and change their obligatory behavior and make their current and future behavior.

Emmons presented the subject of spiritual intelligence in 1999. He stated that spiritual intelligence has combined intelligence structures and spirituality in a format. It is a collection of various abilities for benefiting from religious and spiritual resources. Spiritual intelligence estimates personal functions and output by the use of relevant subjects with religion and spirituality like holy elements like meaning finding, high consciousness which may cause valuable results.

Spiritual intelligence is a new sample of intelligence and about enlightenment. This form of intelligence is powerful and may cause personal focuses and attention. It is something which is rare in other types of intelligence. It enables us to find out new situations and perform our obligations and involvements[14].

Spiritual intelligence of a leader in an organization provides more progress and guarantee at personal level (any efforts for meaning finding and goals), group level (powerful relationship between colleagues and participation) and organizational level (making coordination among major beliefs and values) .

Zohar and Marshall (narrated by Halama and Strizenec) [15] studied spiritual intelligence. They have mentioned three types of rational, emotional and spiritual intelligence. They stated some of the characteristics of persons with high level of spiritual intelligence as follows:

They are reflective and have high grade of consciousness and ability for facing with problems and pains. In addition, they have some other specifications including inspiration through values and insights, prevention from bad jobs, unique thinking (finding out any relations among factors and different phenomena), finding answers to fundamental questions, lack of dependency to others and resistance against usual methods and traditions of society.

In another study by Amram and Dryer they interviewed with 71 followers of different spiritual groups and religious professors (Islam, Buddhism, and Christianity and ...). They presented a qualitative model of spiritual intelligence with seven dimensions and branches as follows:

1-Consciousness: Self-information and increased knowledge including:

- Accuracy: Conscious self-knowledge and life along with clear goals

- Ultra-rational knowledge: Finding out any knowledge through combination of contradictions and various consciousness situations like praying, silence, witnesses and monitor.

- Function: Performing of various activities for better knowledge and spirituality. These activities include: self-review, praying, monitoring and silence

2 -Sobriety: Grace of God (Kindness): A lifestyle in compliance with spirituality and more love, trust and confidence

3 -Finding Meaning: Good understanding the meaning of daily activities even at hard times

4-Transcend (Integrity and Generality): Ultra-knowledge of personality towards a generality and making a complete, mutual and direct relation with people and nature accompanied with understanding the differences

5-Reality and Honesty: Living with acceptance and openness, curiosity and love to all creatures including:

- Acceptance: Forgiving, Love and acceptance any negative factors

- Openness: Finding an open mentality, with more curiosity, respecting various traditions

6-Internal leading: Internal freedom along with responsibility and satisfaction including :

- Freedom: Releasing from any dependency and innovation and accepting any risks without any need to others.

- Recognition: Finding reality by the use of knowledge

- Correctness: Correct jobs and responsibility

7-Personality and release with calmness: Finding peace and calmness about oneself and free from selfishness[16].

There are some compliable applications in any discussion about cultural and spiritual intelligence and organizational commitment. Most of studies support the compliable role of culture, spirituality and organizational commitment through which we may find out the compliable role of cultural and spiritual intelligence with organizational commitment. Followings are some previous researches about the above-mentioned variants either directly or indirectly as well.

In a research by Ang et al. among 338 commercial students, he studied any relation between persons' personality and four factors of cultural intelligence. He concluded that there is a significant relation between consciousness and metacognitive dimension of cultural intelligence. There is also a relationship between freshness and emotional stability and behavioral aspect of cultural intelligence. Extrovert has a significant relationship with knowledge dimensions, motivation and behavior. The most important result is that openness in finding more experience could be considered as the most important personality characteristics with positive relations with four dimensions of cultural intelligence. In other words, there is a positive relation between personal abilities and performing of duties at various cultural collections[7].

In his research, Ang[8] Dyne has studied development and quantitative measurement of cultural intelligence as a critical structure at organizational level. They believe that organizational cultural intelligence has a positive relation with organizational effectiveness and organizational function. In her research under the title of "Any relation between spiritual intelligence and changing leadership" Barbara (2009) intends to encourage for more discussions about spiritual intelligence as a part of educational leadership of change and organizational development. Therefore spiritual intelligence has been defined as a combined configuration for close emotional relations and makes a meaning through connection of ideas, accidents and persons instead of a special /religious tradition. The heritage of educational leaders is finding out deep relations between spirituality and art from viewpoint of changing leadership and organizational activities[6].

In order to find any relation between leadership behavior and commitment of teachers at elementary schools and also work groups of the school, Tan Mio Huang made a research among 125 teachers from 12 schools. According to the results, there is not a significant relationship between male teachers' commitment and female ones. Instrumental leadership behavior has a positive and considerable relationship with teachers' commitment. Supportive leadership behavior has a positive and significant relation with teachers' commitment against the school. Cooperative leadership behavior has a positive and significant relation with teachers' commitment against the school. Instrumental leadership behavior has a positive and significant relation with teachers' commitment against effects. Supportive leadership behavior has a positive and significant relation with teachers' commitment against the group[7].

In his research, Imani Delshad studied any relation between organizational culture and organizational commitment of personnel at Iranian Milk Industries Organization with a statistical population of 60 persons. In this research there are one main hypothesis and eight secondary ones including various dimensions and specifications of organizational culture (1-Personal innovation and risks), 2-Organizational leadership, 3-Managerial relations (managerial support), 4-Official control, 5-Self-control, 6-Identity, 7-Allowance system, 8-Participation in decision making). He concluded that main hypothesis of research has a confidence level of %95. In other words, organizational culture has an effective relation with commitment. Also the secondary assumptions are confirmed at confidence level of %95[8].

In his research under the title of "Cultural intelligence and personnel functions at Alalamieh Almostafa Foundation", Kazemi intends to find out any relation between cultural intelligence and operations of Alalamieh Almostafa Foundation as an international organization. He concluded that there is a relationship between cultural intelligence and operations and also cultural intelligence dimensions (metacognitive, cognitive, motivational and behavioral) and functions[9].

In his research under the title of "Any relation between emotional intelligence and organizational commitment", Rezaeian studied about 84 persons of Bank Maskan personnel. According to the results, it was obvious that there is a significant relationship between emotional intelligence and organizational commitment of personnel. From among different dimensions of emotional intelligence (including: Emotional consciousness, self-management, social knowledge and management of relations), we have "Management of relations" with highest rate of effects on organizational commitment (r=0.73)[10].

Ghaffari made a research under the title of "Any relation between emotional and cultural intelligence and operations of principals of seminaries". According to the results, it is obvious that both types of intelligence have enabled the principals find out higher operational indexes. Also it was obvious that cultural intelligence

had specific role in betterment of concerned principals' functions in comparison with emotional intelligence[1].

In her study under the title of "Any relation between spiritual intelligence and organizational commitment of managers", Parandeh studied randomly 5 military hospitals at Tehran city including 133 persons of nursing managers, supervisors and head of therapeutic wards of hospitals. According to the results, about %82.7 of nursing managers had high level of spiritual intelligence and %96.2 had an average organizational commitment. Correlation test show a significant relation between spiritual intelligence (spiritual experiences) and organizational commitment. ($p < 0.05$)[5] .

In a research under the title of "Any relation between changing leadership and organizational commitment of teachers", Javdani studied 320 persons of teachers at elementary schools teachers in district-1 of Shiraz city as the statistical sample. It was specified that there is not a significant relationship between interaction rate of manages and organizational commitment of teachers. Also changing interaction of managers has no more significant effects on organizational commitment of teachers. In addition, there is a significant difference between change making of male and female principals. Female principals show higher rate of change making. But there was not a significant difference between interactionism rate of male and female principals[13] .

There is a significant relation between spiritual and cultural intelligence and organizational commitment of principals at secondary schools.

- There is a significant relation between various dimensions of spiritual intelligence and organizational commitment principals at secondary schools.

- There is a significant relation between various dimensions of cultural intelligence and organizational commitment principals at secondary schools.

- Various dimensions of spiritual intelligence are significantly able to estimate organizational commitment.

- Various dimensions of cultural intelligence are significantly able to estimate organizational commitment.

MATREALS AND METHODS

The present research is applied from viewpoint of goal and is included in group of correlated researches from viewpoint of data collection method. Research tool is a standardized questionnaire of cultural and spiritual intelligence and organizational commitment concurrently and in one step .

A) Cultural intelligence criterion: It means a standardized questionnaire of four traits of cultural intelligence belonging to Erly and Ang and reliability of 0.85 including 20 options. Pricing of that criterion was based upon Liker scope .

B) Spiritual intelligence criterion: It means an integrated spiritual intelligence standard belonging to Amram and Dryer16 with a reliability of 0.96 including 83 options. This questionnaire includes 7 dimensions of consciousness including: Kindness, Internal direction, Finding meaning, Personality, Reality, Completeness and Generality. Grading method has various options from 1 to 6. It means never

(1), Very random (2), Somehow random (3), Usually (4), Most of the times (5), Always (6). (Converse phrases with symbol R obtain grade conversely).

C) Organizational commitment questionnaire:

D) Standardized organizational commitment questionnaire of Allen and Miyer with a reliability of 0.92 was used for required data collections as well. The mentioned questionnaire of 24 phrases presents three emotional, continuous and normative dimensions for measuring of organizational commitment in which relevant questions of each dimension were separated from other two ones. This form of grading of options includes 1 to 5 grades such as completely disagree (1), Disagree (2), No idea (3), Agree (4) and completely agree (5). (Converse phrases with symbol R obtain grade conversely).

Statistical population of this research includes 100 principals of secondary schools at Bandar Abbas city including governmental/ non-governmental/non-beneficiary schools and art school. Cochran formula was used for determining the statistical sample volume. About 83 persons were selected from among considered statistical population by simple sampling method .

Regarding the research hypothesis and sample group of this research we used frequency, percentage, mean at explanatory statistic level and also Pearson correlation coefficient tests and multiple / Step –by-step regression at inferential statistic level for further analysis by the help of SPSS software.

RESULTS

Major hypothesis: There is a significant relationship between spiritual /cultural intelligence and organizational commitment at secondary schools.

In this test, we considered both correlation assumption and estimation of severity rate of any relation between cultural/spiritual intelligence and organizational commitment among principals of secondary schools. Table 1 illustrates the output of correlation & regression test by SPSS software.

Table 1. Correlation between cultural intelligence, Spiritual intelligence and Organizational commitment

Estimation variant Indexes criteria		Cultural intelligence	Spiritual intelligence
Organizational commitment	Correlation	0.219	0.02
	Sig.	0.017	0.49
	Frequency	83	83
**Correlation significant at level 0.05			

Regarding the obtained significant level in table 1, the mentioned assumption of any significant relation between cultural intelligence and organizational commitment of principals at secondary schools is confirmed at confidence level 0.05.

First indirect hypothesis: There is a significant relationship between spiritual intelligence and organizational commitment at secondary schools.

In this test, we consider the correlation theory between spiritual intelligence dimensions and organizational commitment among principals of secondary schools. Table II illustrates the output of correlation test by **SPSS** software.

Table 2. Correlation between Spiritual intelligence and Organizational commitment

Estimation variant Indexes criteria		Consciousness	Kindness	Internal direction	Finding meaning	Personality	Reality	Integration
Organizational commitment	Correlation	0.02	0.064	-0.126	0.234	-0.115	0.03	0.07
	Sig.	0.85	0.56	0.25	0.03	0.3	0.74	0.52
	Frequency				83			
**Correlation significant at level 0.05								

Regarding the obtained significant level in table 2, from among all dimensions of spiritual intelligence, the parameter of finding meaning of spiritual intelligence has a significant and positive relation with organizational commitment (r=0.234) at 0.05 level.

Second indirect hypothesis: There is a significant relationship between cultural intelligence and organizational commitment at secondary schools.

In this test, we consider the correlation theory between cultural intelligence dimensions and organizational commitment among principals of secondary schools. Table III illustrates the output of correlation test by SPSS software.

Table 3. Correlation between cultural intelligence and Organizational commitment

Estimation variant Indexes criteria		Applied	Knowledge-based	Motivated	Behavioral
Organizational commitment	Correlation	0.02	0.23	0.137	0.03
	Sig.	0.42	0.01	0.11	0.37
	Frequency		83		
**Correlation significant at level 0.05					

Regarding the obtained significant level in table 3, from among all dimensions of cultural intelligence, the parameter of knowledge in cultural intelligence has a significant with organizational commitment (r=0.23) at 0.05 level.

Third indirect hypothesis: Dimensions of spiritual intelligence are significantly able to estimate organizational commitment**.**

In this test, we consider the estimation theory among all dimensions of spiritual intelligence and organizational commitment among principals of secondary schools. Table IV illustrates the output of correlation test by SPSS software.

Table 4. Statistical characteristics of any regression between spiritual intelligence and organizational commitment

Variant	B_0	B	t	P	R	R^2	F	DF	P
Meaning	53.82	0.72	2.17	0.03	0.4	0.16	4.7	1	0.03

According to above-mentioned table, it is obvious that from among all dimensions of spiritual intelligence the highest estimation coefficient (B) is related to finding meaning (0.72) at confidence level of %95. This means that according to regression coefficient (y=BO+BX), against one unit of increase in finding meaning parameter there is an increase of 0.72 in organizational commitment. Also we have finding meaning variant rate of 0.16 which is a sign that this variant includes %16 of organizational commitment variance.

Fourth indirect hypothesis: Dimensions of cultural intelligence are significantly able to estimate organizational commitment.

In this test, we consider the estimation theory among all dimensions of cultural intelligence and organizational commitment among principals of secondary schools. Table V illustrates the output of correlation test by SPSS software.

Table 5. Statistical characteristics of any regression between spiritual intelligence and organizational commitment

Variant	B_0	B	t	P	R	R^2	F	DF	P
Knowledge	90.68	0.237	2.04	0.03	0.3	0.09	4.59	1	0.03

According to above-mentioned table, it is obvious that from among all dimensions of cultural intelligence the highest estimation coefficient (B) is related to knowledge (0.237) at confidence level of %95. This means that according to regression coefficient (y=BO+BX), against one unit of increase in knowledge parameter there is an increase of 0.237 in organizational commitment. Also we have knowledge variant rate of 0.09 which is a sign that this variant includes %9 of organizational commitment variance.

DISCUSSION

This research is about any relation between cultural/spiritual intelligence and organizational commitment of principals at secondary schools. According to the results, there is a significant relationship between cultural intelligence and organizational commitment. But there is not a significant relation between spiritual intelligence and organizational commitment. It is in compliance with previous researches by Ang ET al.[7] for specifying this finding we should note that a principle may benefit from current cultural variety at organization and create required combination with its facilities and compatibility among personnel. Then it may apply the goals of the organization by increasing its own and personnel's organizational commitment.

Since organizational commitment is an important job and organizational attitude and due to quick growth of recent changes at educational centers and also students, educators and educational managers with different cultural histories and values, organizational commitment is more important. According to the findings, we should find enrichment of organizational commitmnet in cultural intelligence and its applications in any multi-cultural environments. Monch believes that any increase in relations between group members and other persons and groups may cause an increase in volume of members' obligations. Therefore those principals with high level of cultural intelligence and enrichment of management abilities and cultural variety, interaction with sub-cultures of organization, changing or enrichment of organizational culture and making any cultural relations among personnel, it is possible to have endeavors for finding organizational goals by presenting a pattern of values and cultures and generally more knowledge about environment and applying of cultural and managerial guidelines[6].

For determining the case, it is obvious that significance of daily activities and through a lawful and a commitment feeling in facing with problems and paints may cause a deeper feeling for finding the goal. Those with higher motivation and interests may have more efforts in performing of jobs along with further enjoyments. With such a personality specification and understanding the meaning of life and job, there is a tendency in job along with an increase in obligation and dependency.

Amram16 believes that spiritual intelligence means any applying and updating of resources, values and spiritual qualities for upgrading daily output (physical and mental health)"[10]. It means a form of intelligence which may lead us to find new situations and performing our duties and consider our involvements .

Since spiritual intelligence and spirituality focus on applying of spiritual ideas and satisfaction of spiritual necessities of personnel at work place. Then we have spirituality as the base of the job. As a result we need various leaders who may pay attention to another dimension of human life which is higher than normal relations between leader and follower [2] .

As it has been mentioned by Kinjerski and Skrypnek[9] those personnel with nice experiences of spirituality at work place have more loyalty towards the organization and perform their duties with more obligations.

Managers who are intending to benefit from their own experiences and abilities for finding better meaning and goals in life and job and find better reasons for work performance and job order, they will find deep understanding of themselves and others, activities, problems and work difficulties and perform their job with better modes and managerial power. Then they may cause job development and applying of organizational goals.

Furthermore according to the results of Pearson correlation and multiple regression analysis, from among 4 parameters of cultural intelligence the knowledge dimension of this type of intelligence has a significant relation with organizational commitment with principals of schools and highest rate of estimation of organizational commitment.

This means that dependency feeling creates in personnel of an organization when they are involved with required information of the job and the organization will consider a share for them in organizational success. Responsible managers are involved with development of abilities and talents of job and increase the organizational output through their extraordinary efforts and performing the jobs as soon as possible .

But persons in multi-cultural environments with various orders, activities and behavior, it is possible to find a suitable image of social/cultural condition for further effective functions. This needs a general and wide foundation of knowledge in different cultures which are recommended from anthropology viewpoint. It means various discussions like economic systems, religious and political institutes, social relations and other similar cases.

According to the research findings and managerial ideas, it is obvious that a correct understanding of culture without any dogmatism and with an open mind about differences, coordination with cultural communications patterns and recognizing verbal differences are important in making successful communications among people with different cultural history. It is a necessity for making inter-cultural effective relation and solving any contrasts and benefit from cultural intelligence .

Also it is possible to say that better knowledge of managers about culture and cultural fields of workplace along with a good understanding about social orders, religious beliefs and work environment and behavioral dogmatism and personality patterns of personnel, they are able to find correct behavioral reactions and new cultural patterns and personal orientation, increasing of output and organizational functions and organizational commitment rate of managers and personnel.

Those managers with high level of cultural intelligence are really reflective and bear good skills and facilities for successful compatibility at multi-cultural environments. Therefore they have effective organizational behavior through an environmental and cultural data collection and further management. The mentioned managers have more confidence and dependency to the organization .

Then they could promote their job abilities and talents through a correct and careful programming and by the use of chances and extraordinary efforts and performing the jobs within shortest possible periods of time. It may cause an increase in quality and quantity of job and ideals of the organization.

Regarding the findings of this research and previous ones, it is proposed to Education Organization to increase cultural / spiritual intelligence of educational principals by the use of professional and religious psychologists in order to be considered in parallel with an integrated training program for human resources.

REFERENCES

1. Gunezi p, pelloni O. the impact of interpersonal relationships on customer satisfaction and loyalty to the service provider. International journal of service industry management. 2004; 15(4): 359-380.
2. Ghobari Bonab B, Salimi L, Nouri Mohgadam S. Spiritual intelligence, Scientific & research bulletin. Religious Modern Thought. 2008; 3(10).
3. Fairholm G. Spiritual leadership: Fulfilling whole self needs at work. Leadership & Organizational Development Journal. 1996; 17(5): 12.
4. Lugo M. An Examination of cultural and emotional intelligences in the development of Global Transformational leadership skills. Dissertation foe the degree of doctor of philosophy; 2007.
5. Robins A. Organizational behavior basis (Translated by Gh Kabiri). Tehran: Jahan press; 1990.
6. Ang S, Dyne LV. Conceptualization of cultural intelligence. In Soon Ang and Linn Van Dyne (Eds.) Handbook of cultural intelligence: theory, measurement and application. 2008; 3-15. New York: M.E. Sharpe, Inc.
7. Ang S, Van Dyn eL, Koh Ch, Templer KJ, Tay Ch, Chandrasekar NA. Cultural intelligence: Its measurement and effects on cultural judgment and decision making, cultural adaptation and task performance. Management and organization review. 2007; 3: 335–371.
8. Ang S, Dyne LV, Koh C. Personality Correlates of the For – Factor Model of Cultural Intelligence. Group & Organization Management. 2006; 31 (1):100-123.
9. Wolman RN. Thinking with your soul: Spiritual intelligence and why it matters. New York: Harmony Books; 2001.
10. Sagharvani S. Spiritual intelligence is the unknown dimension of human being. Mashad: Ahange Ghalam; 2009.
11. Sheikhi Nejad F, Ahmadi G. Religious & Islamic management. Tadbir monthly magazine. 2009; (202)20.
12. Kinjerski V, Skrypnek BJ. Creating Organizational Conditions that Foster Employee Spirit at Work. Leadership & Organization Development Journal. 2006; 27: 28-295.
13. Aghaei M, Allah Verdi Z, Baghbani Arani A. Consciousness of managers as a competitive advantage of 3rd millennium by focusing on cultural, behavioral and emotional intelligence. Tehran. Jame Shenasan press. 2011; 20 Mar.sec2.
14. Ebuel R. Spiritual intelligence trip. (Translated by Parviz Sharifi Daramadi, Masoud Navidi Moghadam, Samira Sadat Hosseini Benvidi), Qom: Bakhshayesh; 2010.
15. Halama P, strizenec M. Spiritual, Existential or both? Theoretical considerations on the nature of higher intelligence. Studia psychological. 2004; 43(3): 239-253.
16. Amram Y, Dryer C. The development and integrated spiritual intelligence scale (ISIS), Palo Alto, CA: Institute of Transpersonal Psychology Working Paper; 2007.