



# Presenting the Model of Spiritual Intelligence of Faculty Members of Islamic Azad University, Tehran Central Branch

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## ABSTRACT

In the 1980s, psychologists like Howard Gardner began to write seriously about multiple intelligences. The structure of spiritual intelligence is one of the most interesting and controversial new concepts that raised in scientific positions and has been developed. The present study is about "Presenting the Model of Spiritual Intelligence of Faculty Members of Islamic Azad University, Tehran Central Branch". Firstly, the dimensions and factors of the original pattern of spiritual intelligence with 34 experts for the interview were discussed and with the help of theoretical and research foundations, research results led to the formulation of a questionnaire. The statistical population included 324 faculty members selected by stratified random sampling method. The primary data was collected by the professors' questionnaire and was explored by the factor analysis tests and exploratory analysis of the research conceptual model in the standard estimation mode and significance factor. Then, the proposed model was tested by codifying the executive questionnaire for managers of 14 faculties of Islamic Azad University, Central Tehran Branch and ultimately, the final model was developed and presented. The results obtained by confirming the research questions are based on the necessity of providing the Model of Spiritual Intelligence of Faculty Members of Islamic Azad University, Tehran Central Branch.

**Key Words:** Spiritual Intelligence, Emotional Intelligence, Cultural Intelligence, Faculty Members, Islamic Azad University.

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## INTRODUCTION

Spirituality is anything that contains or refers to the meaning and spirit and is in contradiction with appearance and material. Spirituality means the existence of meaning and everything that is not material. Religion is a metaphor of spirituality, spiritual is versus verbal and in meaning; spiritual is used versus material and internal is used versus

appearance. Spirituality includes a holy or absent matter, ethical values, religion, mysticism or any kind of meaning to life. Spiritual life does not necessarily mean belonging to one of the institutional and historical religions, but it means having an attitude of the world and man that gives peace, joy and hope. Spiritual intelligence is a combination of intelligence and spirituality.

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And is that kind of intelligence that enables those individuals to be able to direct their activities on a profound and routine path. The structure of spiritual intelligence in the academic literature of psychology became popular for the first time by Estivenz in the year 1996 [1].

The structure of spiritual intelligence has recently emerged in the psychology literature [2]. This structure merges the spiritual interests of spirituality with the sacred experiences, existential worries, and external tasks of the real world and it is stated that it provides a deeper and wider field for the use of other well-known intelligences. Considering that the concept of spiritual intelligence has just entered the psychological field and little research has been done on this concept, discovering the dimensions of spiritual intelligence and the measurement of the relationship of other structures in psychology with spiritual intelligence is of great important. The growing trend of spirituality over the past few decades is not hidden to anyone. By the beginning of the twenty-first century, spirituality has become increasingly noticeable in all aspects of life and even in various disciplines of science. In Latin translations of New Testament Spiritualis refer to those people who their lives are influenced by the Holy Spirit. The term Spiritulitus has been used at least since the beginning of the fifth century and has kept this meaning from the Bible for a long time. From the beginning of the twelfth century, this term gradually acquired implicit meanings with real psychological function, which was against physicality or materiality (King, 1999 [3], translated by Shojaee, 2004).

Research Experts Consensus Panel at the National Research Institute of America defines spirituality as emotions, thoughts, experiences and behaviors that are obtained from the search of the holy god. Regardless of whether a person is religious or not, he can continue his spiritual life and experience the effect of spirituality on his health. According to Miller (1995), spirituality is the life force or the extract of life that controls the human's life and is involve and experienced in the communication of individuals with themselves, others, nature, and the divine God [4]. Emmons (2000) in the definition of Gardner's Spiritual Intelligence believes that spirituality can be understood as a form of intelligence because it predicts performance and adaptation and provides the ability to enable individuals to solve problems and achieve goals, in other words, spirituality is based on the abilities that Produces valuable achievements. A group of other psychologists have criticized the concept of spiritual intelligence in various aspects. In general, we can consider the emergence of the structure of intelligence as the use of capacities and spiritual resources in scientific fields and situations. People use spiritual intelligence to use the spiritual capacities and resources for critical decisions and

thinking about existential matters or attempt to resolve daily problems

The revival of the concept of spiritual intelligence in higher education in terms of training specialized manpower that has the scope of thought is a necessity. Therefore, planners and managers of the university system and higher education should step in the direction of thinking for modern management with the help of researchers and scholars and the acceptance of scholars and certified teachers in educational sciences and do not hesitate to make any effort in order to increase levels of consciousness and the process of sustainable development in line with the strategy of changes by offering products and deliverable outputs to create job opportunities and produce cultural values. And higher education managers should pay attention to the fact that manpower should always be protected as the nation's largest national capital. Spiritual intelligence makes it possible for a professor to be a kind person in personality cutie and to teach his students that without affection they cannot be effective in the world of education and the fact that we should pay attention to the people around us and knew about their feelings.

According to what has been said, the use of spiritual intelligence which its foundation is irrigated with spirituality giving precise comments about this matter requires some research that has been done by the researcher with the entitle of "Presenting the Model of Spiritual Intelligence of Faculty Members of Islamic Azad University, Tehran Central Branch". Inspired by the conceptual model, they have conducted their research.

### **Statement of Research Objectives**

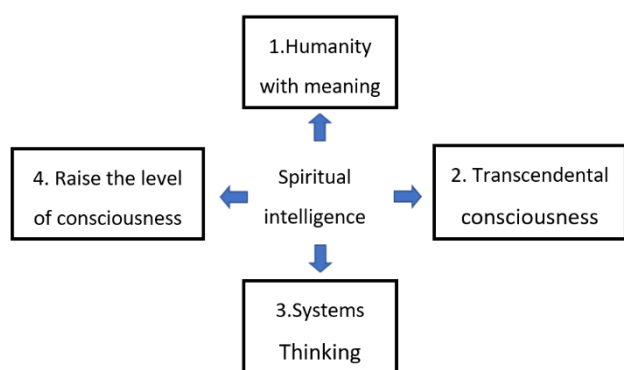
#### **• Main Objectives**

The main purpose of this research is to provide a model of spiritual intelligence for the faculty members of Islamic Azad University, Central Tehran Branch.

#### **• Secondary objectives**

- A. Identifying each constructive dimension of the spiritual intelligence model of the faculty members of Islamic Azad University, Central Tehran Branch
- B. Identifying the constructive factors of the spiritual intelligence model of the faculty members of Islamic Azad University, Central Tehran Branch
- C. Prioritizing the constructive factors of the spiritual intelligence model of the faculty members of Islamic Azad University, Central Tehran Branch
- D. Designing the initial model of spiritual intelligence for faculty members, Islamic Azad University, Central Tehran Branch;
- E. Determination of validity limit, final model of spiritual intelligence, members of faculty members of Islamic Azad University, Central Tehran Branch;

The conceptual model of the dimensions of the spiritual intelligence has been given in the following diagram



**Model 1: the conceptual model of the factors of the spiritual intelligence**

**METHOD OF CONDUCTING THE RESEARCH:**

According to the fact that the method used in this research is for providing a model of spiritual intelligence in the statistical society, with the advice of the honorable professor, the collection of data was carried out in a qualitative and quantitative manner and a mixed-exploratory method has been used in this research. There are no clear bases in this default 1) Tools are not available. 2) Variables are unknown 3) there is no guiding framework and specific theory [5]. From the perspective of the target this is an applied research because the results of its findings are an answer to the practical problems of the real world and its variables are qualitative. This is a cross-sectional study because collecting data about one or more attributes in a given time period is done through community

sampling. In this research, data and information are related to the year 2016. In terms of the method of information gathering, this is a mixed research which consists of two qualitative and quantitative sections [6].

**The statistical population of this research is:**

- 1) 34 experts were selected for determining and completing the dimensions and factors of the pattern of spiritual intelligence; 2) faculty members of Islamic Azad University, Central Tehran Branch and based on the following criteria at the universities of the country. These criteria are: Associate professor or higher, teacher of seminary or assistant professors who are about to become associate professor and are informed about Spiritual Intelligence. In the quantitative part, 324 people were selected as the sample size based on Morgan table sampling and then has been determined as the Multi-stage stratified sampling. Based on the following characteristics and criteria which were found in the universities of the country the members of the experts were selected and the
- 2) statistical community is the faculty members of Islamic Azad University, Central Tehran Branch.
- 3) To validate the final model, 41 executives including university assistants and general managers of education and faculty administrators, faculty assistants and research managers and laboratory managers participated in this research.

- **The first part of descriptive statistics**
  - ✓ **exploring the demographic characteristics of statistical sample members**

**Table 1: General status of the distribution of collected data**

|                    | Sex    | Age    | marital status | Religion | Central Tehran Branch | College | Teaching course | teaching experience | Teaching group | Field of Study | Number of articles | Number of books | Academic Rank | Employment Status | degree of education |
|--------------------|--------|--------|----------------|----------|-----------------------|---------|-----------------|---------------------|----------------|----------------|--------------------|-----------------|---------------|-------------------|---------------------|
| Number             | 324    | 324    | 324            | 324      | 324                   | 324     | 324             | 324                 | 324            | 324            | 324                | 324             | 324           | 324               | 324                 |
| Standard deviation | 0.4743 | 0.8745 | 0.4355         | 0.1646   | 0.6024                | 3.9461  | 0.9949          | 0.9216              | 1.4244         | 1.2762         | 0.8822             | 0.7047          | 0.6255        | 0.9457            | 0.9812              |
| Variance           | 0.225  | 0.765  | 0.190          | 0.027    | 0.363                 | 15.572  | 0.990           | 0.849               | 2.029          | 1.629          | 0.778              | 0.497           | 0.391         | 0.894             | 0.963               |
| Skidding           | 0.681  | 0.135  | -1.141         | 5.774    | 13.233                | -0.043  | 1.266           | 0.190               | 1.775          | 2.177          | 1.337              | 1.235           | 0.708         | 0.444             | 0.112               |
| Stretching         | -1.546 | -0.679 | -0.702         | 31.532   | 180.752               | -1.139  | 0.554           | -0.578              | 2.040          | 3.740          | 3.560              | 1.301           | 1.325         | -1.741            | -1.961              |

As can be seen in the following tables:

- The highest number of respondents is related to the field of humanities with 249 people (76.9%).
- The highest number of respondents in terms of academic rank is related to the status of assistant with 183 people (56.5%).



- The highest number of respondents in terms of the section they teach is related to the Bachelor course with 157 people (48.5%)
- The largest number of respondents belongs to holders of less than ten articles with 159 people (49.1%).

### Instrument for data collection and validity and reliability

In this study, the method of triangulation has been used to collect information. This method is essentially a way for qualitative cross validation and an attempt to achieve convergent information [7]. By using the triangulation of information gathering methods, three methods of studying theoretical foundations and using the views of the professors and especially the supervisor and the managers

of the academic units have been noticed and in order to complete the content, the opinions of the experts were received in an interview with 34 professors who were informed about spiritual intelligence and had some published articles in this field. By setting up the questionnaires for collecting secondary data to codify theoretical foundations and research literature and methods of interviewing the experts using the aggregation of experts' opinions and their relationships were designed after conducting the Factor Analysis of the faculty members' questionnaire and the necessary action was taken.

To assess the validity of the questionnaire, while the formal and content validity of the questionnaire was approved by the supervisors and counselors, the reliability of the questionnaire was calculated by Cronbach's alpha which is reflected in the table below.

**Table 2: Cronbach's alpha values (components)**

| Components |  | Cronbach's alpha | Result          |
|------------|--|------------------|-----------------|
| <b>TC</b>  | <b>Transcendental consciousness</b>  | <b>0.91902</b>   | <b>Approval</b> |
| T1         | 1) Find the world and what is in it by drawing the unity in monotheism;  | 0.805806         | Approval        |
| T2         | 2) By knowing and believing and approaching Allah Almighty;  | 0.498256         | Approval        |
| T3         | 3) Futurism for the fulfillment of transcendental goals in work and life;  | 0.723449         | Approval        |
| T4         | 4) Doing tasks and organizational missions with faith  | 1                | Approval        |
| T5         | 5) Assessment of the performance of individual and social responsibilities according to scientific standards   | 1                | Approval        |
| T6         | 6) Believes that Allah Almighty in present in all places   | 0.690717         | Approval        |
| T7         | 7) Attracting the satisfaction of God Almighty   | 0.789575         | Approval        |
| <b>ST</b>  | <b>Systems thinking</b>  | <b>0.827207</b>  | <b>Approval</b> |
| S1         | 8) Having a relationship with God Almighty   | 1                | Approval        |
| S2         | 9) Having a systems management and thinking (cognitions and tendencies towards knowledge production and development, transfer and maintenance, and protection of knowledge) on the basis of comprehension; | 0.721718         | Approval        |
| S3         | 10) preferring individual interests to collective interests and placing them in production   | 0.650623         | Approval        |
| S4         | 11) Understanding social organizations as components of a system;  | 1                | Approval        |
| S5         | 12) Development of innovative culture, supporting research and development projects;   | 1                | Approval        |
| S6         | 13) Competency of managers, competency development and management based on merit; Attempts to support managers on the basis of merit;  | 1                | Approval        |
| S7         | 14) Observance of justice  | 1                | Approval        |
| S1         | 15) Observance of Equality   | 1                | Approval        |
| <b>HM</b>  | <b>humanity with Meaning</b>   | <b>0.90409</b>   | <b>Approval</b> |
| H1         | 16) Attention and ability to apply spiritual values and use of spiritual resources to solve life problems;   | 0.564213         | Approval        |
| H2         | 17) The emergence of rational behaviors (forgiveness, charity, humility, gratitude, etc.);   | 1                | Approval        |
| H3         | 18) Organizational commitment (increasing the relative degree of determining self-identification with the organization and participation and being active in the organization);                            | 0.649214         | Approval        |

|            |  |                |                 |
|------------|--|----------------|-----------------|
| H4         | 19) conscientiousness (fulfilling tasks with commitment, satisfaction, commitment and Practical Obligation towards performing duties);   | 1              | Approval        |
| H5         | 20) Creating an atmosphere of trust and security and having the culture of providing service and the ability to participate in creating a desirable and secure atmosphere for the promotion of organizational culture; | 0.678158       | Approval        |
| H6         | 21) self-sacrifice and joining to other people   | 0.740049       | Approval        |
| H7         | 22) Goodness of holiness in life   | 0.714934       | Approval        |
| H8         | 23) the power of self-control  | 0.678901       | Approval        |
| <b>RLC</b> | <b>Raising the level of consciousness</b>  | <b>0.54925</b> | <b>Approval</b> |
| R1         | 24) deep self-awareness with respect to self-awareness and self-knowledge;   | 0.594792       | Approval        |
| R2         | 25) The ability to grow spiritual maturity with wisdom;  | 0.665859       | Approval        |
| R3         | 26) Having insight in identifying what we have inside to achieve what is in the nature;  | 1              | Approval        |
| R4         | 27) Having a strong spirit of coherence and unity and applying it to motivate doing things   | 1              | Approval        |
| R5         | 28) moderation for determining strategies with respect to the recognition of threats and opportunities   | 0.698227       | Approval        |
| R6         | 29) Respect for the rights of others   | 0.665516       | Approval        |
| R7         | 30) Respect for human dignity  | 0.688285       | Approval        |
| SI         | The overall result of the spiritual intelligence questionnaire   | 0.95895        | Approval        |

**Combined and shared reliability**

Table 3 shows the coefficients of the combined reliability of the hidden variables in this study properly and since all

of them have coefficients above 0.7, the appropriate fitness of the measurement models is verified.

**Table 3: Values of Combined Reliability**

| Factor                | Values of Combined Reliability | Factor                             | Values of Combined Reliability | Factor           | Values of Combined Reliability | Factor                       | Values of Combined Reliability |
|-----------------------|--------------------------------|------------------------------------|--------------------------------|------------------|--------------------------------|------------------------------|--------------------------------|
| H1                    | 0.774027                       | R1                                 | 0.831483                       | S1               | 1                              | T1                           | 0.910425                       |
| H2                    | 1                              | R2                                 | 0.812822                       | S2               | 0.877837                       | T2                           | 0.792331                       |
| H3                    | 0.791677                       | R3                                 | 1                              | S3               | 0.851253                       | T3                           | 0.878496                       |
| H4                    | 1                              | R4                                 | 1                              | S4               | 1                              | T4                           | 1                              |
| H5                    | 0.861296                       | R5                                 | 0.863365                       | S5               | 1                              | T5                           | 1                              |
| H6                    | 0.88494                        | R6                                 | 0.856719                       | S6               | 1                              | T6                           | 0.866051                       |
| H7                    | 0.875248                       | R7                                 | 0.865036                       | S7               | 1                              | T7                           | 0.904798                       |
| H8                    | 0.861658                       | Raising the level of consciousness | 0.81411                        | Systems thinking | 0.866364                       | T8                           | 0.905202                       |
| Humanity with Meaning | 0.917257                       | spiritual intelligence             | 0.961481                       |                  |                                | Transcendental consciousness | 0.930504                       |

Table 4 shows the coefficients of the shared reliability of the hidden variables in this study properly and since all of

them have coefficients above 0.3, therefore an acceptable fitness of the measurement models is verified.

**Table 4: values of shared reliability**

| Factor | Shared Reliability | Factor | Shared Reliability | Factor | Shared Reliability | Factor | Shared Reliability |
|--------|--------------------|--------|--------------------|--------|--------------------|--------|--------------------|
| H1     | 0.534785           | R1     | 0.711582           | S1     | 1                  | T1     | 0.835647           |
| H2     | 1                  | R2     | 0.59197            | S2     | 0.782274           | T2     | 0.658607           |
| H3     | 0.489766           | R3     | 1                  | S3     | 0.741034           | T3     | 0.783323           |
| H4     | 1                  | R4     | 1                  | S4     | 1                  | T4     | 1                  |
| H5     | 0.756397           | R5     | 0.760389           | S5     | 1                  | T5     | 1                  |
| H6     | 0.793629           | R6     | 0.749352           | S6     | 1                  | T6     | 0.76375            |





|                     |          |                                    |          |                  |          |                              |          |
|---------------------|----------|------------------------------------|----------|------------------|----------|------------------------------|----------|
| H7                  | 0.77817  | R7                                 | 0.762189 | S7               | 1        | T7                           | 0.826148 |
| H8                  | 0.756941 | Raising the level of consciousness | 0.68707  | Systems thinking | 0.402606 | T8                           | 0.826825 |
| Meaningful humanity | 0.383276 | spiritual intelligence             | 0.312487 |                  |          | Transcendental consciousness | 0.475571 |

In general, the combined and shared reliability values presented in the table above shows a strong combined reliability for fitting the model.

### Convergent Validity

The second criterion of reviewing the fit of measuring models is convergent validity which examines the correlation of each structure with its own questions (indexes).

The acceptance criteria for this criterion are:

1. All factor loads should be meaningful (should be between 1.96 and -1.96)

2. The load factor is greater than 0.5
3. Average extracted variance should be greater than 0.5. Fornell and Larcker (1981) have introduced the appropriate value for the average extracted variance to be 0.5.
4. The combined stability value is greater than the mean extraction variance

In this section, convergent validity is examined for hidden variables. As the results of Table 5 show, all hidden variables have an indicator which show the acceptance and indicate a good fit of the model.

**Table 5: Controlling the Conditions of the Convergent Validity for Research Components**

| Name of the main factor          | Significant factor load | Average extracted variance | combined reliability | Result                  |
|----------------------------------|-------------------------|----------------------------|----------------------|-------------------------|
| Humanity with meaning            | Meaningful              | 0.383276                   | 0.917257             | Has convergent validity |
| Raise the level of consciousness | Meaningful              | 0.68707                    | 0.81411              | Has convergent validity |
| Systems thinking                 | Meaningful              | 0.402606                   | 0.866364             | Has convergent validity |
| Transcendental consciousness     | Meaningful              | 0.475571                   | 0.930504             | Has convergent validity |
| Spiritual Intelligence           | Meaningful              | 0.312487                   | 0.961481             | Has convergent validity |

As a result, the hidden variables have a convergent validity of the model and the suitable fit is confirmed for the measurement models.

### Divergent validity

Divergent validity is the third criterion of investigating the fitting of measurement models that covers two topics:

- A. Comparison of the correlation between the indices of a structure with that structure versus the correlation of those indices with other structures;
- B. Comparison of the correlation of a structure with its indexes versus the correlation of that structure with other structures

Table 6 is the same as the Fornell Larcker matrix, with this difference that the root mean value of the variance extracted variables are entered in the main diameter of t and the other point is that only the hidden variables are entered in the Fornell Larcker matrix. According to the following matrix, the root mean value of the extracted variance of all the hidden variables is greater than the correlation between them, which indicates the proper divergent validity and good fit of the measurement models

**Table 6: Validity Measurement Matrix by Fornell & Larcker**

|                                  | Humanity with meaning | Raise the level of consciousness | Systems thinking | Transcendental consciousness | Spiritual Intelligence |
|----------------------------------|-----------------------|----------------------------------|------------------|------------------------------|------------------------|
| Humanity with meaning            | 0.61                  |                                  |                  |                              |                        |
| Raise the level of consciousness | 0.563                 | 0.828                            |                  |                              |                        |
| Systems thinking                 | 0.612                 | 0.572                            | 0.659            |                              |                        |
| Transcendental consciousness     | 0.563                 | 0.534                            | 0.634            | 0.634                        |                        |
| Spiritual Intelligence           | 0.653                 | 0.655                            | 0.564            | 0.529                        | 0.689                  |

In this research, Structural Equation Modeling and Smart PIs2 software were used to analyze the quantitative data obtained from the questionnaire and test of the hypotheses. **Significant coefficients z**

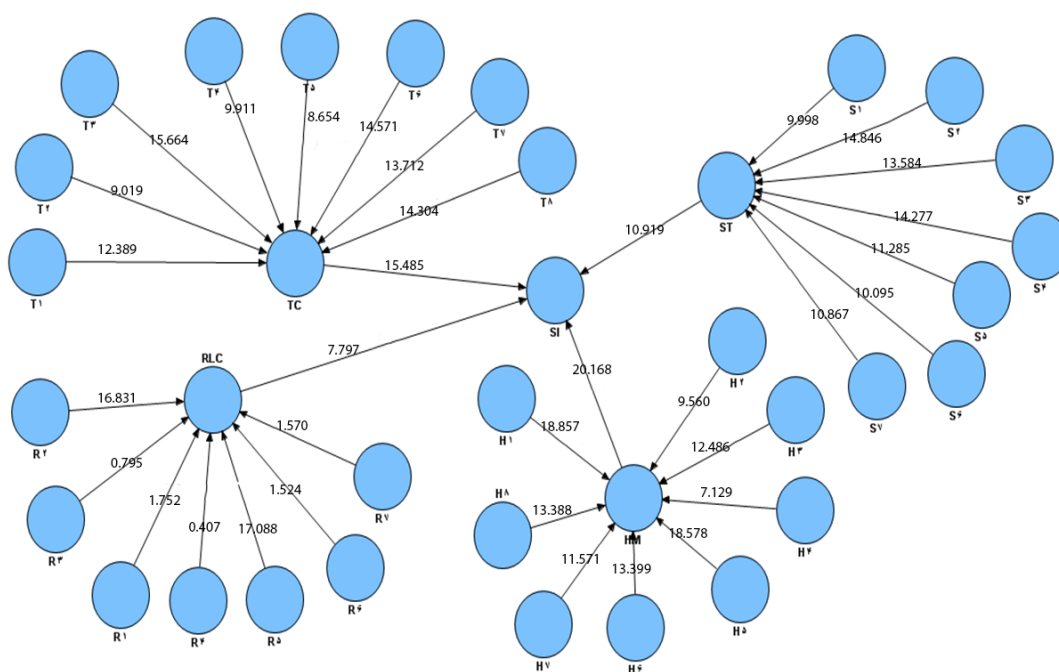
In Table 7 path coefficients related to each path are specified. As can be seen, among the paths in the model, the coefficient of 10 paths are less than 1.96 and the coefficient of six paths are greater than 1.96, which indicates the significance of these paths.

**Table 7 Significant coefficients z related to the main paths of the model**

| Path   | Significant coefficients z | Result      |
|--|----------------------------|-------------|
| Humanity with meaning to spiritual intelligence            | 20.167591                  | Significant |
| Transcendental consciousness to spiritual intelligence     | 15.485331                  | Significant |
| Systems thinking to spiritual intelligence                 | 10.918619                  | Significant |
| Raise the level of consciousness to spiritual intelligence | 7.796951                   | Significant |

The coefficients in the table above reject or confirm the assumptions made in the research. Therefore, the research

hypotheses will be considered based on the above table in the test section of the research hypotheses.



**Figure 1. Significance coefficients Z for the general structural equation model of the research**

**Hypotheses**

Based on research questions, 34 hypotheses are presented as described below.

**Table 8: The result of the first main hypothesis test**

| Row | Description of the first main hypothesis   | Path coefficient | Significance coefficients | Result             |
|-----|--|------------------|---------------------------|--------------------|
| 1   | Transcendental consciousness has a significant effect on the spiritual intelligence of the faculty members of the Islamic Azad University of Tehran. | 0.3936           | 14.343                    | Confirm hypothesis |

**Table 9 Results of the first sub-hypothesis test**

| Row | Description of the first sub-hypothesis   | Path coefficient | Significance coefficients | Result             |
|-----|---|------------------|---------------------------|--------------------|
| 1   | Understanding the universe and what is inside it by drawing the unity in monotheism has a significant effect on the transcendental consciousness of the professors of the Islamic Azad University of Tehran | 0.170584         | 11.9146                   | Confirm hypothesis |

**Table 10: Results of the second sub-hypothesis test**

| Row | Description of the second sub-hypothesis   | Path coefficient | Significance coefficients | Result             |
|-----|--|------------------|---------------------------|--------------------|
| 2   | Knowledge, faith, and the approach of Allah Almighty have a significant effect on the transcendental consciousness of the professors of the Islamic Azad University of Tehran. | 0.145337         | 8.794231                  | Confirm hypothesis |

**Table 11: Results of the third sub-hypothesis test**

| Row | Description of the third sub-hypothesis   | Path coefficient | Significance coefficients | Result             |
|-----|---|------------------|---------------------------|--------------------|
| 3   | Futurism in order to realize the transcendental goals in work and life has a significant impact on the transcendental consciousness of the professors of the Islamic Azad University of Tehran. | 0.212481         | 16.629004                 | Confirm hypothesis |

**Table 12: The result of the fourth sub-hypothesis test**

| Row | Description of the fourth sub-hypothesis  | Path coefficient | Significance coefficients | Result             |
|-----|---|------------------|---------------------------|--------------------|
| 4   | Faith in doing hosting duties and organizational missions has a significant effect on the transcendental consciousness of the professors of the Islamic Azad University of Tehran Branch. | 0.10496          | 9.798137                  | Confirm hypothesis |

**Table 13: The result of the fifth sub hypothesis test**

| Row | Description of the fifth sub-hypothesis  | Path coefficient | Significance coefficients | Result             |
|-----|--|------------------|---------------------------|--------------------|
| 5   | Assessing the performance of individual and social responsibilities according to scientific standards has a significant effect on the transcendental awareness of the professors of the Islamic Azad University of Tehran. | 0.090133         | 8.851283                  | Confirm hypothesis |

**Table 14: The result of the sixth hypothesis test**

| Row | Description of the sixth hypothesis   | Path coefficient | Significance coefficients | Result             |
|-----|---|------------------|---------------------------|--------------------|
| 6   | Knowing that Allah Almighty is present in all situations has a significant effect on the transcendental consciousness of the professors of the Islamic Azad University of Tehran. | 0.193062         | 14.748134                 | Confirm hypothesis |

**Table 15: The result of the seventh hypothesis test**

| Row | Description of the seventh hypothesis   | Path coefficient | Significance coefficients | Result             |
|-----|---|------------------|---------------------------|--------------------|
| 7   | The satisfaction of Allah Almighty has a significant effect on the transcendental consciousness of the professors of the Islamic Azad University of Tehran. | 0.192062         | 14.829921                 | Confirm hypothesis |

**Table 16: The result of the 8th sub-hypothesis test**

| Row | Description of the 8th hypothesis  | Path coefficient | Significance coefficients | Result             |
|-----|--|------------------|---------------------------|--------------------|
| 8   | Having a relationship with the Almighty God has a significant effect on the transcendental consciousness of the professors of the Islamic Azad University of Tehran. | 0.190078         | 15.163394                 | Confirm hypothesis |

**Table 17: The result of the second main hypothesis test**

| Row | Description of the second main hypothesis | Path coefficient | Significance coefficients | Result |
|-----|---|------------------|---------------------------|--------|
|-----|---|------------------|---------------------------|--------|



|   |   |        |        |                    |
|---|---|--------|--------|--------------------|
| 2 | Systems thinking has a significant effect on the spiritual intelligence of the faculty members of the Islamic Azad University of Tehran | 0.1989 | 10.892 | Confirm hypothesis |
|---|---|--------|--------|--------------------|

**Table 18: The result of the ninth sub-hypothesis test**

| Row | Description of the 9th sub-hypothesis  | Path coefficient | Significance coefficients | Result             |
|-----|--|------------------|---------------------------|--------------------|
| 9   | Having systems thinking and management based on comprehensive thinking has a significant effect on the systems thinking of the faculty members of the Islamic Azad University of Tehran. | 0.142444         | 10.094556                 | Confirm hypothesis |

**Table 19: The result of the tenth hypothesis test**

| Row | Description of the 9th sub-hypothesis  | Path coefficient | Significance coefficients | Result             |
|-----|--|------------------|---------------------------|--------------------|
| 10  | Preferring individual interests to collective interests and paying attention to it in the production has a significant effect on the systems thinking of faculty members of the Islamic Azad University of Tehran. | 0.318289         | 14.081249                 | Confirm hypothesis |

**Table 20: The result of the eleventh hypothesis test**

| Row | Description of the 11th sub-hypothesis   | Path coefficient | Significance coefficients | Result             |
|-----|--|------------------|---------------------------|--------------------|
| 11  | Understanding social organizations as components of a system has a significant impact on the systems thinking of faculty members of the Islamic Azad University of Tehran. | 0.299144         | 12.349526                 | Confirm hypothesis |

**Table 21: The result of the twelfth hypothesis test**

| Row | Description of the 12th sub-hypothesis   | Path coefficient | Significance coefficients | Result             |
|-----|--|------------------|---------------------------|--------------------|
| 12  | The development of innovative culture for supporting research and development projects has a significant effect on the systems thinking of faculty members of the Islamic Azad University of Tehran. | 0.188144         | 13.816719                 | Confirm hypothesis |

**Table 22: The result of the thirteenth hypothesis test**

| Row | Description of the 13th sub-hypothesis   | Path coefficient | Significance coefficients | Result             |
|-----|--|------------------|---------------------------|--------------------|
| 13  | Competency of managers, development of competency and management based on merit and trying to support managers on the basis of merit has a significant effect on the systems thinking of faculty members of Islamic Azad University of Tehran. | 0.16141          | 11.269046                 | Confirm hypothesis |

**Table 23: The result of the 14th sub hypothesis test**

| Row | Description of the 14th sub-hypothesis  | Path coefficient | Significance coefficients | Result             |
|-----|---|------------------|---------------------------|--------------------|
| 14  | The observance of justice has a significant effect on the systems thinking of the faculty members of the Islamic Azad University of Tehran. | 0.147863         | 9.955657                  | Confirm hypothesis |

**Table 24: The result of the fifteenth hypothesis test**

| Row | Description of the 14th sub-hypothesis   | Path coefficient | Significance coefficients | Result             |
|-----|--|------------------|---------------------------|--------------------|
| 15  | Observing equality has a significant effect on the systems thinking of faculty members of the Islamic Azad University of Tehran. | 0.152619         | 10.687404                 | Confirm hypothesis |

**Table 25: The result of the third main hypothesis test**

| Row | Description of the third main hypothesis   | Path coefficient | Significance coefficients | Result             |
|-----|--|------------------|---------------------------|--------------------|
| 3   | Humanity with Meaning has a significant effect on the spiritual intelligence of Islamic Azad University Tehran Branch. | 0.45033          | 19.676                    | Confirm hypothesis |

**Table 26: The result of the sixteenth sub-hypothesis test**

| Row | Description of the sixteenth sub hypothesis  | Path coefficient | Significance coefficients | Result             |
|-----|--|------------------|---------------------------|--------------------|
| 16  | Attention and ability to apply spiritual values and use of spiritual resources to solve life problems has a significant effect on Humanity with Meaning among professors of Islamic Azad University of Tehran. | 0.21734          | 17.386795                 | Confirm hypothesis |

**Table 27: The result of the 17th sub-hypothesis test**

| Row | Description of the 17th sub hypothesis   | Path coefficient | Significance coefficients | Result             |
|-----|--|------------------|---------------------------|--------------------|
| 17  | The emergence of rational behaviors has a significant effect on humanity with meaning among the professors of the Islamic Azad University of Tehran. | 0.113048         | 9.250525                  | Confirm hypothesis |

**Table 28: The result of the eighteenth sub-hypothesis test**

| Row | Description of the 18th sub hypothesis   | Path coefficient | Significance coefficients | Result             |
|-----|--|------------------|---------------------------|--------------------|
| 18  | Organizational commitment (increasing the relative degree of self-identification with organization, participation and activity in the organization) has a significant impact on Humanity with Meaning among the professors of the Islamic Azad University of Tehran. | 0.240776         | 12.663031                 | Confirm hypothesis |

**Table 29: The result of the 19th sub-hypothesis test**

| Row | Description of the 19th sub hypothesis  | Path coefficient | Significance coefficients | Result             |
|-----|---|------------------|---------------------------|--------------------|
| 19  | Work ethic (fulfilling tasks with commitment, satisfaction, commitment and practical commitment towards performing duties) has a significant impact on Humanity with Meaning among the professors of the Islamic Azad University of Tehran. | 0.075766         | 7.751195                  | Confirm hypothesis |

**Table 30: The result of the 20<sup>th</sup> sub-hypothesis test**

| Row | Description of the 20th sub hypothesis   | Path coefficient | Significance coefficients | Result             |
|-----|--|------------------|---------------------------|--------------------|
| 20  | Establishing an atmosphere of trust and security and having a service culture and the ability to participate in creating a favorable atmosphere for the dissemination of organizational culture has a significant impact on the Humanity with Meaning among the professors of the Islamic Azad University of Tehran. | 0.16601          | 17.536112                 | Confirm hypothesis |

**Table 31: The result of the 21st hypothesis test**

| Row | Description of the 21th sub hypothesis   | Path coefficient | Significance coefficients | Result             |
|-----|--|------------------|---------------------------|--------------------|
| 21  | Self-sacrifice and join others has a significant effect on Humanity with Meaning among the professors of the Islamic Azad University of Tehran Branch. | 0.16796          | 14.444849                 | Confirm hypothesis |

**Table 32: The result of the twenty second sub-hypothesis test**

| Row | Description of the 22th sub hypothesis  | Path coefficient | Significance coefficients | Result             |
|-----|---|------------------|---------------------------|--------------------|
| 22  | The goodness of holiness in life has a significant impact on Humanity with Meaning among the professors of the Islamic Azad University of Tehran. | 0.166606         | 11.890659                 | Confirm hypothesis |

**Table 33: The result of the 23rd sub-hypothesis test**

| Row | Description of the 23th sub hypothesis | Path coefficient | Significance coefficients | Result |
|-----|--|------------------|---------------------------|--------|
|     |  |                  |                           |        |

|    |   |          |           |                    |
|----|---|----------|-----------|--------------------|
| 23 | Self-control power has a significant impact on Humanity with Meaning among the professors of the Islamic Azad University of Tehran. | 0.175316 | 13.517518 | Confirm hypothesis |
|----|---|----------|-----------|--------------------|

**Table 34: The result of the fourth main hypothesis test**

| Row | Description of the 23th sub hypothesis  | Path coefficient | Significance coefficients | Result             |
|-----|---|------------------|---------------------------|--------------------|
| 4   | Raising the level of consciousness has a significant effect on the spiritual intelligence of Islamic Azad University of Tehran Teachers Center. | 0.109            | 7.886                     | Confirm hypothesis |

**Table 35: The result of the 24th sub-hypothesis test**

| Row | Description of the 24th sub hypothesis   | Path coefficient | Significance coefficients | Result              |
|-----|--|------------------|---------------------------|---------------------|
| 24  | Deep self-awareness, with regard to self-knowledge, has a significant effect on the alertness of the faculty members of the Islamic Azad University of Tehran. | -0.044439        | 1.775172                  | Hypothesis rejected |

**Table 36: The result of the twenty fifth sub-hypothesis test**

| Row | Description of the 25th sub hypothesis  | Path coefficient | Significance coefficients | Result             |
|-----|---|------------------|---------------------------|--------------------|
| 25  | The ability to develop spiritual maturity with wisdom has a significant effect on the level of consciousness of faculty members of Islamic Azad University of Tehran. | 0.515884         | 16.347363                 | Confirm hypothesis |

**Table 37: The result of the twenty sixth sub-hypothesis test**

| Row | Description of the 26th sub hypothesis  | Path coefficient | Significance coefficients | Result              |
|-----|---|------------------|---------------------------|---------------------|
| 26  | Having the insight to find out what we have to do to achieve the essence of things has a significant effect on the level of consciousness of the professors of the Islamic Azad University of Tehran. | 0.022596         | 0.869957                  | Hypothesis rejected |

**Table 38: The result of the twenty seventh sub- hypothesis tests**

| Row | Description of the 27th sub hypothesis   | Path coefficient | Significance coefficients | Result              |
|-----|--|------------------|---------------------------|---------------------|
| 27  | Having strong spirit of coherence and unity and applying it to motivate doing affairs has a significant effect on raising the level of consciousness of the faculty members of Islamic Azad University, Tehran Branch. | 0.007783         | 0.290787                  | Hypothesis rejected |

**Table 39: The result of the twenty-eighth sub-hypothesis test**

| Row | Description of the 28th sub hypothesis  | Path coefficient | Significance coefficients | Result             |
|-----|---|------------------|---------------------------|--------------------|
| 28  | Moderation for determining strategies with regard to recognizing threats and opportunities has a significant effect on raising the level of consciousness of the faculty members of Islamic Azad University, Tehran Branch. | 0.564126         | 17.693887                 | Confirm hypothesis |

**Table 40: The result of the twenty-ninth sub-hypothesis test**

| Row | Description of the 29th sub hypothesis   | Path coefficient | Significance coefficients | Result              |
|-----|--|------------------|---------------------------|---------------------|
| 29  | Respecting the rights of others has a significant effect on raising the level of consciousness of the professors of the Islamic Azad University of Tehran. | 0.027018         | 1.328304                  | Hypothesis rejected |

**Table 41: The result of the thirtieth sub-hypothesis test**

| Row | Description of the 30th sub hypothesis   | Path coefficient | Significance coefficients | Result              |
|-----|--|------------------|---------------------------|---------------------|
| 30  | Respect for human dignity has a significant effect on raising the level of alertness of faculty members in Islamic Azad University, Tehran Branch. | -.044288         | 1.588215                  | Hypothesis rejected |

## FINDINGS

According to the data collected from the distributed and collected questionnaires, structural equation tests were carried out in the form of PLS software that firstly, in order

to ensure the validity and reliability of the measurement tool the tests related to the measurement model were performed and after the removal of undesirable indicators and assurance of the fitting of the measurement model, we entered the structural model part and test of assumptions.

According to the hypothesis test results, four main hypotheses and thirty sub-hypotheses were tested and analyzed based on the significance coefficients and the impact level of each hypothesis were Analyzed and ranked.

Finally, after examining models and variables individually, and obtaining the path coefficients for each of the independent and dependent variables and testing the existed hypotheses, the main components of the research were analyzed and ranked as follows:

**Table 42. List of Impact Coefficients of the Research's Main Components on Spiritual Intelligence**

| Factor                           | Path coefficient | t statistics | Result                          | Effectiveness rank |
|----------------------------------|------------------|--------------|---------------------------------|--------------------|
| Humanity with meaning            | 0.45033          | 19.676       | Significant and positive impact | First              |
| Transcendental consciousness     | 0.3936           | 14.343       | Significant and positive impact | Second             |
| Systems thinking                 | 0.1989           | 10.892       | Significant and positive impact | Third              |
| Raise the level of consciousness | 0.109            | 7.886        | Significant and positive impact | Fourth             |

### Accreditation of the final model

In order to validate the final model with the coordination of the respected supervisor and esteemed consultant professors of the questionnaire of executive directors Includes: university assistants and general managers of education and faculty administrators, faculty assistants and faculty administrators, and research directors and managers of laboratories

- **Descriptive section of accreditation of the final model**

Descriptive statistics include columnar graphs of gender, age, field of study, degree and post office.

- **inferential section of accreditation of the final model**

The proposed model of spiritual intelligence of the faculty members of Islamic Azad University, Central Tehran Branch, according to the information contained in the attachment number "H", the contents with the final coefficient of 0.93 (Kernbach's alpha), and the total average of 4.25 out of five, and high coefficient of agreement (coefficient of correlation) 83% were approved by higher education management specialists.

### DISCUSSION AND CONCLUSION

The present research was conducted in the statistical society of the faculty members of Islamic Azad University, Central Tehran Branch. In order to measure the importance of the four main factors of research

1) Factors of Humanity with meaning 2) Transcendental consciousness factors, 3) Systems thinking factors 4) factors of raising consciousness levels 56 items were used. 17 items for measuring factors of humanity with meaning, 15 items for evaluating factors of transcendental consciousness, 10 items for measuring systems thinking factors, 14 items for assessing the factors of raising the levels of consciousness were designed that the variables' questions were verified by exploratory factor analysis then

correcting and fitting their models were discussed by confirmatory factor analysis.

Considering the fact that the present research was conducted in the statistical community of the faculty members of Islamic Azad University Central Tehran Branch, therefore, we have done exploratory analysis in the statistical society then the items that have the appropriate factor load have been used in the confirmatory factor analysis.

According to Table, it can be seen that four factors were identified as the main factors. Based on investigating the research thematic literature and the pre-designed conceptual model, these four factors were named as follows: 1. factors of Humanity with meaning 2. Transcendental consciousness factors 3 Systems thinking factors 4. Factors of raising the levels of consciousness

### Discussion and interpretation of research findings and presentation of the final model

In this section, the discussion and interpretation of the research findings in terms of research questions are described as follows and the final model is presented with its weight coefficients:

In exploratory factor analysis, the researcher seeks to discover the underlying structure of a relatively large set of variables, and the basic assumption of the research is that each variable may be related to any factor It's worth mentioning that in order to reduce the variables and consider them as a variable, the obtained factor loading should be more than 0.5 **Discussion and interpretation of the findings of the first research question**

What is the proper model for spiritual intelligence at Islamic Azad University, Central Tehran Branch?

According to the 2-1 Model, the conceptual model of the dimensions of the researcher's spiritual intelligence with the aid of the respected supervisor and esteemed consultant professors, the obtained results of interview with professors and executives of the departments of the Islamic Azad University of Tehran Central Branch will depicts the final model.

### Discussion and Interpretation of the Findings of the Second Research question

- What are the constructive dimensions of the spiritual intelligence model of the faculty members of the Islamic Azad University of Tehran Center?

This research has shown that: factors of humanity with meaning, transcendental consciousness factors, systems thinking factors and factors of raising the levels of consciousness are the constructive dimensions of spiritual intelligence model of faculty members of Islamic Azad University, Central Tehran Branch.

### Discussion and interpretation of the findings of the third research question

- What kind of priority do the components of spiritual intelligence of the faculty members of Islamic Azad University, Tehran Central Branch have?

The Exploratory analysis consists of four main outputs:

- ✓ Sampling Correctness Index (Kaiser –Meyer – Olkin Measure of Sampling Adequacy) and Bartlett Test
- ✓ SharePoint tables
- ✓ The total table of explained variance
- ✓ The rotated matrix of the factor of independent variables.

In general, for the questionnaire of the present research, the rotating matrix is obtained using the Varimax rotation method, which is used for the interpretation and identification of the factors. Also, the method of extraction in all exploratory analyzes is the principal component analysis.

The results of this study showed that 4 components can be identified in the statistical society as important and effective factors and components that affect the statistical society and the level of their significance and the subcategories related to each of these components can be measured.

- ✓ André hill in his book, *Spiritual Life*, knows Spirituality as the Heart of Religion and considers the Spiritual Life as a genuine and complete life which mankind has been created for it which is in line with the identified factors in the field of the components of humanity with meaning affecting spiritual intelligence in this research.
- ✓ Sternberg, Robert. (2008) in his studies has referred to several factors including the factors of cognitive psychology which have been considered more coherently and more appropriately in factors of raising the level of consciousness in this study than other studies
- ✓ Askarian, Mostafa (2004), in the book *Human Relations and Organizational behavior* has mentioned several factors, including the factors of systems thinking which is also in line with the present study.

- ✓ Abrazy, Mehdi et al. (2011) have investigated the gap between the existing and desirable knowledge management in Iran's automotive industry in their studies which is in line with the identified factors in the field of effective factors of systems thinking on spiritual intelligence in this research.

The important point in the present study is that the coherence, categorization and significance of the effects of each of the factors are presented in a special and orderly manner and has a special concurrence and is not scattered like any other research of its kind.

### Discussion and interpretation of the findings of the fourth research question

- What are the priorities of spiritual intelligence of faculty members of Islamic Azad University, Central Tehran Branch?

After performing the statistical activities of the present study, it became clear that the factors of the dimension of humanity with meaning have a special priority compared to other components of spiritual intelligence dimensions.

1. Humanity with meaning
2. Transcendental consciousness
3. Systems thinking
4. Raising the levels of consciousness

### Discussion and interpretation of the findings of the fifth research question

- What is the basic model of spiritual intelligence in faculty members of Islamic Azad University, Central Tehran Branch?

According to the findings of the research and to determine the real status of each dimension:

1. Humanity with meaning
2. Transcendental consciousness
3. Systems thinking
4. Raising the levels of consciousness

However, the initial model of spiritual intelligence of faculty members at Islamic Azad University, Central Tehran Branch, is presented in Model 5-1.

### Discussion and Interpretation of the Findings of the Sixth Research Question

- What is the validity of the proposed model of spiritual intelligence of the faculty members of Islamic Azad University, Central Tehran Branch?

From the answer to the sixth question, it can be concluded that the validity of the proposed model of spiritual intelligence of faculty members of Islamic Azad University, Central Tehran Branch, which was conducted by executive directors of Islamic Azad University, Tehran Central Branch (including: faculty administrators and head of course groups) is as follows:

**Table 43: Pearson Coefficient between Dimensions and Questionnaire of Executive Directors (Computer)**

|                        |                     | Correlations       |               |                   |                        |
|------------------------|---------------------|--------------------|---------------|-------------------|------------------------|
|                        |                     | Ensaniyate ba mana | Agahi moteali | Tafakkore systemi | Etelaye sath hooshyary |
| Ensaniyate ba mana     | pearson Correlation | 1                  | .883**        | .859**            | .883**                 |
|                        | Sig. (2-tailed)     | .                  | .000          | .000              | .000                   |
|                        | N                   | 41                 | 41            | 41                | 41                     |
| Agahi moteali          | pearson Correlation | .883**             | 1             | .952**            | .941**                 |
|                        | Sig. (2-tailed)     | .000               | .             | .000              | .000                   |
|                        | N                   | 41                 | 41            | 41                | 41                     |
| Tafakkore systemi      | pearson Correlation | .859**             | .952**        | 1                 | .955**                 |
|                        | Sig. (2-tailed)     | .000               | .000          | .                 | .000                   |
|                        | N                   | 41                 | 41            | 41                | 41                     |
| Etelaye sath hooshyary | pearson Correlation | .883**             | .941**        | .955**            | 1                      |
|                        | Sig. (2-tailed)     | .000               | .000          | .000              | .                      |
|                        | N                   | 41                 | 41            | 41                | 41                     |

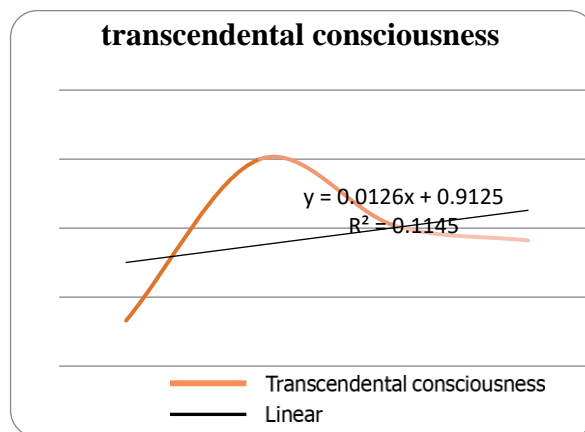
\*\* Correlation is significant at the 0.01 level (2-tailed).

As shown in Table 43, according to the information contained in the validation questionnaire of executive directors, the correlation coefficient:

1. There is direct correlation between humanity with meaning and transcendental consciousness (sig< 0.001 and r = 0.883)
2. There is a direct correlation between humanity with meaning and systems thinking (sig<0.001 and r = 0.859).
3. There is a direct correlation between humanity with meaning and raising the level of consciousness (sig<0.001 and r = 0.883)
4. There is a direct correlation between transcendental consciousness and systems thinking (sig<0.001 and r = 0.952)
5. There is a direct correlation between transcendental consciousness and raising the level of consciousness (sig<0.001 and r = 0.941)
6. There is correlation between systems thinking and raising the level of consciousness (sig<0.001 and r = 0.955)

As shown in Diagrams 1 to 4, there is a high adaptive correlation between **Humanity with Meaning** and **Spiritual Intelligence** according to the information contained in the validation questionnaire of executive directors.

**Diagram 1: Correlation Coefficient of the dimension of Humanity with Meaning and four Dimensions of Spiritual Intelligence**



**Diagram 2: Correlation Coefficient of the dimension of transcendental consciousness and four Dimensions of Spiritual Intelligence**



**Diagram 4: Correlation Coefficient of the dimension of raising the level of consciousness and four Dimensions of Spiritual Intelligence**

**Table 44: Cronbach's Alpha of Executive Executives Questionnaire**

| Reliability Statistics |  |            |
|------------------------|--|------------|
| Cronbach's Alpha       | Cronbach's Alpha Based on Standardized Items | N of Items |
| .974                   | .974   | 50         |

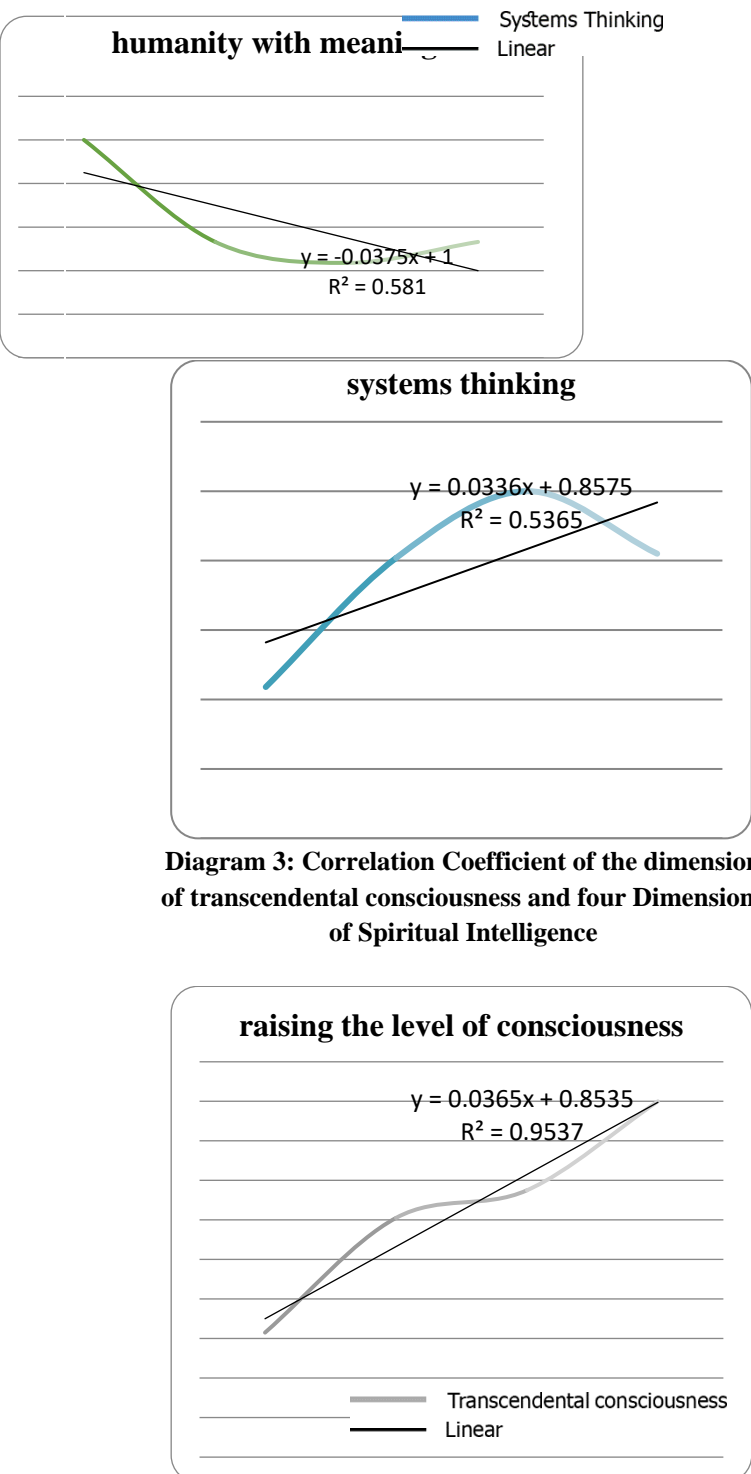
**Table 45: The total mean and standard deviation of the executive directors' questionnaires**

| standard deviation   | total mean |
|--|------------|
| ±0.54697   | 4.322      |
| And the minimum average for each individual is 2.42 and the maximum average for each individual is 5 |            |

According to the conceptual model of spiritual intelligence and according to the information contained in the managers' Validation Questionnaire, Table 44 with the final coefficient (Cronbach Alpha) of 0.974 and the total average of 4.232 out of 5, the model number 4-3 as the final model of the spiritual intelligence pattern of the faculty members of Islamic Azad University was approved by higher education management specialists.

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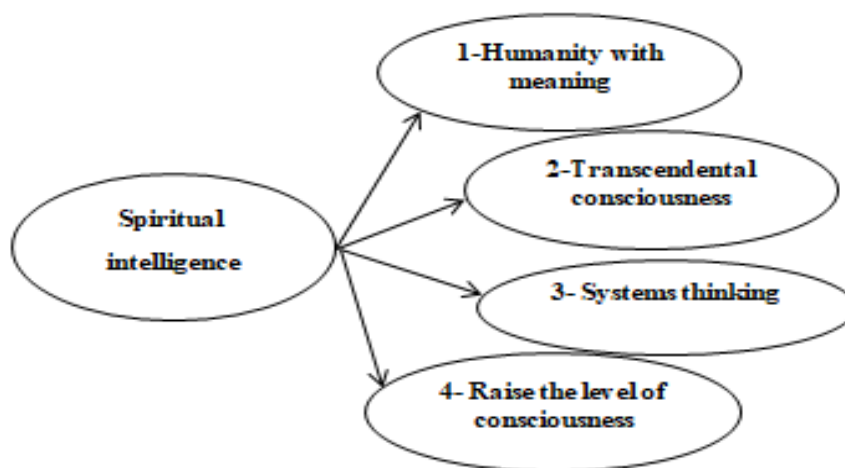
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**Diagram 3: Correlation Coefficient of the dimension of transcendental consciousness and four Dimensions of Spiritual Intelligence**

Methods", Academic Jihad, Allame Tabatabai  
Unit

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**Figure 2.** The final model of the spiritual intelligence of Faculty Members of Islamic Azad University, Tehran Central Branch

**Table: 46 Dimensions and Components of Spiritual Intelligence**

| Index code | Row | How relevant are the factors with the dimensions determined on the right side?   |
|------------|-----|--|
| H1         | 1   | Attention and ability to apply spiritual values and use of spiritual resources to solve life problems;   |
| H2         | 2   | The emergence of rational behaviors (forgiveness, charity, humility, gratitude, etc.);   |
| H3         | 3   | Organizational commitment (increasing the relative degree of determining self-identification with the organization and participation and being active in the organization);  |
| H4         | 4   | conscientiousness (fulfilling tasks with commitment, satisfaction, commitment and Practical Obligation towards performing duties);   |
| H5         | 5   | Creating an atmosphere of trust and security and having the culture of providing service and the ability to participate in creating a desirable and secure atmosphere for the promotion of organizational culture; |
| H6         | 6   | self-sacrifice and joining to other people   |
| H7         | 7   | Goodness of holiness in life   |
| H8         | 8   | the power of self-control  |
| T1         | 9   | Find the world and what is in it by drawing the unity in monotheism;   |
| T2         | 10  | By knowing and believing and approaching Allah Almighty;   |
| T3         | 11  | Futurism for the fulfillment of transcendental goals in work and life;   |
| T4         | 12  | Doing tasks and organizational missions with faith   |
| T5         | 13  | Assessment of the performance of individual and social responsibilities according to scientific standards  |
| T6         | 14  | Believes that Allah Almighty in present in all places  |
| T7         | 15  | Attracting the satisfaction of God Almighty  |
| T8         | 16  | Having relationship with God Almighty  |
| S1         | 17  | Having a systems management and thinking (cognitions and tendencies towards knowledge production and development, transfer and maintenance, and protection of knowledge) on the basis of comprehension;            |
| S2         | 18  | preferring individual interests to collective interests and placing them in production   |
| S3         | 19  | Understanding social organizations as components of a system;  |
| S4         | 20  | Development of innovative culture, supporting research and development projects;   |
| S5         | 21  | Competency of managers, competency development and management based on merit; Attempts to support managers on the basis of merit;  |
| S6         | 22  | Observance of justice  |
| S7         | 23  | Observance of Equality   |

|    |    |  |
|----|----|--|
| R1 | 24 | deep self-awareness with respect to self-awareness and self-knowledge;                             |
| R2 | 25 | The ability to grow spiritual maturity with wisdom;  |
| R3 | 26 | Having insight in identifying what we have inside to achieve what is in the nature;                |
| R4 | 27 | Having a strong spirit of coherence and unity and applying it to motivate doing things             |
| R5 | 28 | moderation for determining strategies with respect to the recognition of threats and opportunities |
| R6 | 29 | Respect for the rights of others   |
| R7 | 30 | Respect for human dignity  |

\*Index code is determined based on the first Latin letter of Dimensions

\* Numbers and Figures show the meaningful coefficient of the concept of spiritual intelligence, four dimensions and factors of the pattern