

# **An Investigation on the Correlation between Workplace Spirituality and Psychological Empowerment**

## **(A Case Study of the Employee of Governmental Organizations in Kerman)**

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### **ABSTRACT**

Study of workplace spirituality is an emergent phenomenon, capable of assisting individuals towards the incorporation and integration of their work, life, and spirituality can equip the hours of their working lives with meaning and direction, which consequently will create increased joy, equilibrium, and meaningfulness.

Moreover, empowerment is considered for managers as the most important challenge of the present time. Empowered employees, adopting the components of empowerment, will be enabled to save the organization from crises, and portray their commitment and loyalty to the organization through creating golden business opportunities.

The present study is mainly concerned with the investigation of the correlation between workplace spirituality and employee psychological empowerment in governmental organizations in Kerman. The statistical population includes the entire employee members working at the governmental organizations in Kerman, totaling 1,915 subjects. A total of 310 individuals were, ultimately, selected through stratified random sampling method proportional to the size of the population, and by employing Cochran formula. The utilized instruments were two questionnaires of workplace spirituality and psychological empowerment, reliability and validity of both of which have been calculated. The collected data was, then, analyzed using SPSS and adopting methods of descriptive statistics (mean, median, frequency tables, and different diagrams) as well as inferential statistics (Pearson's and Spearman's correlation coefficients, regression and partial correlation). The results were indicative of a significant relationship between workplace spirituality and psychological empowerment. Furthermore, more accurate investigations show that there is a significant relationship between the components of workplace spirituality (feelings of connectedness, alignment with the values and meaningfulness in the workplace) and those of empowerment (competence, meaningfulness, autonomy, effectiveness, and trust), highlighting the fact that workplace spirituality is among the important factors as far as employee empowerment is being discussed.

**KEYWORDS:** workplace spirituality, psychological empowerment, organization

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### **1. INTRODUCTION**

#### **Spirituality**

Spirituality has always been a constant preoccupation for human beings, brought to light more than ever, by the emergence of ethical and identity crises throughout the globe [20]; though, the critical and comparative investigation of spirituality within the global and intercultural texture is a particular evolution of the twentieth century [13].

Spirituality is a universal keyword, portraying the search for direction and meaning, wholeness, and excellence. In secular and modern societies, spirituality is a rediscovered phenomenon, lost, or at least hidden in the materialistic world [13].

Ursula King believes spirituality, as regarded by a faithful individual, forms a portion of penetration of meaning into the history, within the history, and beyond history [29].

By the way providing an accurate definition for 'workplace spirituality' seems difficult. It can, however, be claimed that experiencing spirituality at work, can be subjected to investigation and study by the employees. "The encouragement of spirituality in the workplace can lead to increased creativity, honesty, trust, and commitment. It will also connect with the sense of personal growth of the employees" [18]. Furthermore, Tischler et al, presenting documents and evidences, claim that there is a significant relationship between experiencing spirituality and employee occupational success [28].

According to Gibbons, "workplace spirituality contains a sense of wholeness and connectedness at work and understanding deep values" [10]. It, moreover, is an attempt to search and discover the ultimate purpose for an individual in his/her work life and compatibility or unity of an individual's essential beliefs with the values of his/her organization

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[22]. Workplace spirituality is actually “the recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community” [1].

Through extensive field studies, in an attempt to introduce a comprehensive definition, Kinjerski and Skrypnek defined workplace spirituality as certain attributes of an individual, describable by physical, emotional, cognitive, interpersonal, spiritual, and mystic components [15].

In an organization, spirituality is divided into the two stages of individual spirituality in the workplace (as an individual path towards the integration of work and spiritual life), and the organizational spirituality (an organizational path towards spirituality which may include the entire organizational efforts to nourish the individual spirituality in the workplace) [10].

In brief and with regard to different studies, the following items can be extracted, concerning the effect and role of spirituality in an organization: facilitation of organizational efficacy and productivity [6,19], proper organizational change [9], organizational development [25], employee health [2], and creation of a sense of meaning for the lives of individuals [12].

### **Empowerment**

As proposed by the conducted studies, in order to attain success, not only the right people must be appointed for the right positions, but also the leading operators for each position must be identified [12]. Labor markets in some countries are stepping into an era, one of the main features of which is talent shortage; accordingly, finding replacements for the employee has grown harder gradually [5]. Organizations prefer to keep their valuable employee. The employee empowerment for change and stability, as the major characteristic of today’s business environment, seems vital. Employee empowerment is being utilized as a modern industrial mechanism against local and international threats [21]. Furthermore, it is a facilitating factor towards timely response to environmental changes including proper meeting of customer demands, increased customer satisfaction, as well as increases in sales and profit, cost reduction, higher customer satisfaction, increased loyalty to the organization, increased effectiveness, effective problem solving (as well as problem prevention), and increased coordination between functions [7].

Empowerment means giving new responsibilities to managers to develop talents and capabilities of employees, persuade them to be risk-takers, and recognize their achievements [8].

Subsequent to two seminal studies conducted in 1987 and 1990, it was shown that involvement and collaboration of employees will lead to an improved productivity, higher production and service quality, and improved customer services [18]. It will, moreover, bring about organizational transformation [18], creating job security, enabling the application of modern technologies, flexibility, and organizational decentralization [23].

The present study employed a combination of the proposed aspects by Miliman *et al* [23], and Ashmos & Duchon [1], in order for the expression of workplace spirituality. The mentioned three aspects are equivalent to the three individual, group, and organizational levels, i.e. meaning in the workplace in an individual level, sense of connectedness to one another in a group level, and alignment with the values in the organizational level. Thomas and Velthouse’s model [27], was adopted for employee empowerment evaluation, measuring the feeling of competency, meaningfulness, autonomy, effectiveness, and ultimately trust in others.

### **Hypotheses:**

1. There is a relationship between workplace spirituality and employee psychological empowerment in governmental organizations in Kerman.
2. There is a relationship between a feeling of connectedness and employee psychological empowerment in governmental organizations in Kerman.
3. There is a relationship between Alignment with the values and employee psychological empowerment in governmental organizations in Kerman.
4. There is a relationship between meaningfulness in the workplace and employee psychological empowerment in governmental organizations in Kerman.
5. There is a relationship between workplace spirituality and employee psychological empowerment in governmental organizations in Kerman, with regard to mediator variables (gender, marital status, education, employment status, age, and years of service).

## **METHODOLOGY**

The present study, as an applied research, is a descriptive correlational study which attempted to collect the data through field research.

The statistical population included the entire employees of 14 governmental organizations in Kerman. Organizations of the Armed Forces and National Radio and Television were excluded owing to some reasons. Out of the

1,915 individuals from the 12 remaining organization, 310 individuals were selected through stratified random sampling, according to Cochran formula.

Subsequent to determining the sample size in each level, simple random sampling was adopted for the selection of the sampling unit.

The most important utilized data collection methods included library research, adopted for data collection concerning the theoretical framework and literature, as well as two types of questionnaires:

The first questionnaire, which contained 12 questions, was intended for the spiritual assessment of the employees, according to the components of connectedness among employees, alignment with values, and feeling of meaningfulness in the workplace, based on the Likert scale.

Questionnaire 2 addressed employee empowerment, containing 20 questions. The degree of employee empowerment was assessed according to components of competency, effectiveness, meaningfulness, autonomy, and a feeling of trust, according to the Likert scale.

The validity of the psychological empowerment questionnaire was calculated by Ashourinejad (2009), at 0.92, and the questionnaire of workplace spirituality by Hosseininejad (2010), at 0.82.

The instrument for assessing the reliability of the questionnaires was Cronbach's alpha, calculated at 0.909 and 0.923 for the mentioned questionnaires respectively.

The data analysis was conducted using SPSS version 16, and a level of 0.05 was chosen as the significance level.

## RESULTS

### Quantitative description of workplace spirituality and its components

Values of the descriptive indices concerning the model parameters (n=310)

Variable	Components	Mean	Standard Deviation
Workplace Spirituality		3.54	0.74
	Connectedness	3.29	0.93
	Alignment with Values	3.47	0.80
	Meaning in the Workplace	3.76	0.86

### Quantitative description of psychological empowerment and its components

Values of the descriptive indices concerning the model parameters (n=310)

Variable	Components	Mean	Standard Deviation
Psychological Empowerment		4.01	0.53
	Competency	4.17	0.53
	Effectiveness	4.25	0.57
	Meaningfulness	4.30	0.77
	Autonomy	3.63	0.81
	Trust	3.72	0.78

**Hypothesis 1:** there is a relationship between workplace spirituality and employee psychological empowerment in governmental organizations in Kerman.

Pearson's and Spearman's correlation coefficient between workplace spirituality and employee psychological empowerment

Correlation Statistics	Correlation Coefficient Value	Significance	No.	Relationship	Manner
Pearson	0.708	<0.001*	310	Yes	Direct
Spearman	0.698	<0.001**	310	Yes	Direct

\* Significant at 0.05; \*\* Significant at 0.01

The results show that there is a significant and direct relationship between workplace spirituality and employee psychological empowerment.

**Hypothesis 2:** there is a relationship between a feeling of connectedness and employee psychological empowerment in governmental organizations in Kerman.

Pearson's and Spearman's correlation coefficient between connectedness and employee psychological empowerment

Correlation Statistics	Correlation Coefficient Value	Significance	No.	Relationship	Manner
Pearson	0.442	<0.001*	310	Yes	Direct
Spearman	0.449	<0.001**	310	Yes	Direct

The results show that there is a significant and direct relationship between a feeling of connectedness and employee psychological empowerment.

The next phase investigates the existence of correlation between the feeling of connectedness and components of psychological empowerment (competency, meaningfulness, autonomy, effectiveness, and trust). Pearson’s correlation matrix was employed for hypothesis analysis.

Pearson’s correlation coefficients for connectedness and psychological empowerment (competency, meaningfulness, autonomy, effectiveness, and trust)

Variable	Sense of Components	Sense of Connectedness	Sense of Competency	Sense of Effectiveness	Sense of Meaningfulness	Sense of Autonomy	Sense of Trust
<b>Connectedness</b>	-	1					
	<b>Sense of Competency</b>	(0.03*) 0.170	1				
	<b>Sense of Effectiveness</b>	(0.010*) 0.146	0.510(<0.001**)	1			
	<b>Sense of Meaningfulness</b>	0.302(<0.001**)	0.469(<0.001**)	0.499(<0.001**)	1		
	<b>Sense of Autonomy</b>	0.387(<0.001**)	0.451(<0.001**)	0.372(<0.001**)	0.574(<0.001**)	1	
	<b>Sense of Trust</b>	0.591(<0.001**)	0.463(<0.001**)	0.395(<0.001**)	0.475(<0.001**)	0.599(<0.001**)	1

\* Significant at 0.05; \*\* Significant at 0.01

The values are represented as ‘(the significance of) correlation coefficient’.

According to the results of the correlation table, there is a positive relationship between the feeling of connectedness and a sense of competency, meaningfulness, autonomy, effectiveness, and trust.

Seems to be the components of psychological empowerment (sense of competence, usefulness, meaning autonomy and trust) could have predicted the feeling of connectedness.

ANOVA table for investigating the relationship between the criterion variable (a feeling of connectedness) and the predictor variables of psychological empowerment (competency, meaningfulness, autonomy, effectiveness, and trust)

Model	Sum of Squares	Degrees of Freedom	Mean Squares	F-Statistic	Significance
<b>Regression</b>	97.885	2	48.942	87.375	<0.001*
<b>Remaining</b>	171.963	307	0.560		
<b>Total</b>	269.848	309			

Results from the ANOVA table indicate that the present regression model is significant (p<0.05).

Results of the simultaneous regression of psychological empowerment on the feeling of connectedness

Predictor Variables	Non-Standardized Coefficient		Beta Standardized Coefficient	t	P	R	R <sup>2</sup>	R <sup>2</sup> <sub>(adj)</sub>
	B Coefficient	Standard Error						
<b>Fixed</b>	1.382	0.341	-	4.056	<0.001*	0.602	0.363	0.359
<b>Psychological Empowerment</b>	Trust	0.773	0.061	0.652	12.680	<0.001*		
	Competency	-0.231	0.090	-0.131	-2.554	0.011*		

Criterion Variable: feeling of connectedness

\* significant at 0.05 (p<0.05)

According to the results of the simultaneous regression of psychological empowerment on the feeling of connectedness, the trust component of psychological empowerment positively predicts connectedness, and therefore has an increasing effect (B=0.773 and p<0.001). Moreover, the competency component negatively predicts connectedness, and thus has a decreasing effect (B=-0.231 and p<0.05). The remaining components, however, are not significant, i.e. they cannot predict connectedness, and hence, fail to enter the regression model. And considering the value of R<sup>2</sup>, 36 percent of the variations of connectedness are accounted for by psychological empowerment. The regression model under discussion is as follows:

$$\text{Competency} \times 0.231 - \text{Trust} \times 0.773 + 1.382 = \text{Connectedness}$$

**Hypothesis 3:** there is a relationship between Alignment with the values and employee psychological empowerment in governmental organizations in Kerman.

Pearson’s and Spearman’s correlation coefficient between Alignment with the values and employee psychological empowerment

Correlation Statistics	Correlation Coefficient Value	Significance	No.	Relationship	Manner
<b>Pearson</b>	0.616	<0.001*	310	Yes	Direct
<b>Spearman</b>	0.629	<0.001**	310	Yes	Direct

\* Significant at 0.05; \*\* Significant at 0.01

The results show that there is a significant and direct relationship between Alignment with the values and employee psychological empowerment.

The next phase investigates the existence of correlation between the Alignment with the values and components of psychological empowerment (competency, meaningfulness, autonomy, effectiveness, and trust). Pearson’s correlation matrix was employed for hypothesis analysis.

Pearson’s correlation coefficients for Alignment with the values and psychological empowerment (competency, meaningfulness, autonomy, effectiveness, and trust)

Variable	Sense of Components	Alignment with the values	Sense of Competency	Sense of Effectiveness	Sense of Meaningfulness	Sense of Autonomy	Sense of Trust
<b>Alignment with the values</b>	-	1					
	<b>Sense of Competency</b>	0.368(<0.001**)	1				
	<b>Sense of Effectiveness</b>	0.318(<0.001**)	0.510(<0.001**)	1			
	<b>Sense of Meaningfulness</b>	0.453(<0.001**)	0.469(<0.001**)	0.499(<0.001**)	1		
	<b>Sense of Autonomy</b>	0.474(<0.001**)	0.451(<0.001**)	0.372(<0.001**)	0.574(<0.001**)	1	
	<b>Sense of Trust</b>	0.680(<0.001**)	0.463(<0.001**)	0.395(<0.001**)	0.475(<0.001**)	0.0599(<0.001**)	1

\* Significant at 0.05; \*\* Significant at 0.01

The values are represented as ‘(the significance of) correlation coefficient’.

According to the results of the correlation table, there is a positive relationship between the Alignment with the values and a sense of competency, meaningfulness, autonomy, effectiveness, and trust.

Seems to be the components of psychological empowerment (sense of competence, usefulness, meaning autonomy and trust) could have predicted Alignment with the values.

ANOVA table for investigating the relationship between the criterion variable (Alignment with the values) and the predictor variables of psychological empowerment (competency, meaningfulness, autonomy, effectiveness, and trust)

Model	Sum of Squares	Degrees of Freedom	Mean Squares	F-Statistic	Significance
<b>Regression</b>	97.439	2	48.720	144/116	<0.001*
<b>Remaining</b>	103.784	307	0.338		
<b>Total</b>	201.223	309			

Results from the ANOVA table indicate that the present regression model is significant (p<0.05).

Results of the simultaneous regression of psychological empowerment on Alignment with the values

Predictor Variables	Non-Standardized Coefficient		Beta Standardized Coefficient	t	P	R	R <sup>2</sup>	R <sup>2</sup> <sub>(adj)</sub>
	B Coefficient	Standard Error						
<b>Fixed</b>	0.430	0.203	---	2/120	0.035*	0.696	0.484	0.481
<b>Psychological Empowerment</b> Trust	0.615	0.048	0.601	12/892	<0.001*			
Competency	0.175	0.049	0.167	3/589	0.011*			

Criterion Variable: alignment with the values

\* significant at 0.05 (p<0.05)

According to the results of the simultaneous regression of psychological empowerment on the Alignment with the values, the trust component of psychological empowerment positively predicts Alignment with the values, and therefore

has an increasing effect ( $B=0.615$  and  $p<0.001$ ). the sense of meaningfulness component of psychological empowerment positively predicts Alignment with the values, and therefore has an increasing effect ( $B=0.175$  and  $p<0.001$ ). The remaining components, however, are not significant, i.e. they cannot predict alignment with the values, and hence, fail to enter the regression model. And considering the value of  $R^2$ , 48 percent of the variations of alignment with the values are accounted for by psychological empowerment. The regression model under discussion is as follows:

$$\text{Sense of meaningfulness} \times 0.175 + \text{Sense of Trust} \times 0.615 + 0.430 = \text{alignment with the values}$$

**Hypothesis 4:** there is a relationship between meaningfulness in the workplace and employee psychological empowerment in governmental organizations in Kerman.

Pearson's and Spearman's correlation coefficient between meaningfulness in the workplace and employee psychological empowerment

Correlation Statistics	Correlation Coefficient Value	Significance	No.	Relationship	Manner
Pearson	0.719	<0.001*	310	Yes	Direct
Spearman	0.698	<0.001**	310	Yes	Direct

\* Significant at 0.05; \*\* Significant at 0.01

The results show that there is a significant and direct relationship between meaningfulness in the workplace and employee psychological empowerment.

The next phase investigates the existence of correlation between the meaningfulness in the workplace and components of psychological empowerment (competency, meaningfulness, autonomy, effectiveness, and trust). Pearson's correlation matrix was employed for hypothesis analysis.

Pearson's correlation coefficients for meaningfulness in the workplace and psychological empowerment (competency, meaningfulness, autonomy, effectiveness, and trust)

Variable	Sense of Components	meaningfulness in the workplace	Sense of Competency	Sense of Effectiveness	Sense of Meaningfulness	Sense of Autonomy	Sense of Trust
meaningfulness in the workplace	-	1					
	Sense of Competency	0.412(<0.001**)	1				
	Sense of Effectiveness	0.449(<0.001**)	0.510(<0.001**)	1			
	Sense of Meaningfulness	0.682(<0.001**)	0.469(<0.001**)	0.499(<0.001**)	1		
	Sense of Autonomy	0.553(<0.001**)	0.451(<0.001**)	0.372(<0.001**)	0.574(<0.001**)	1	
	Sense of Trust	0.601(<0.001**)	0.463(<0.001**)	0.395(<0.001**)	0.475(<0.001**)	0.0599(<0.001**)	1

\* Significant at 0.05; \*\* Significant at 0.01

The values are represented as '(the significance of) correlation coefficient'.

According to the results of the correlation table, there is a positive relationship between the meaningfulness in the workplace and a sense of competency, meaningfulness, autonomy, effectiveness, and trust.

Seems to be the components of psychological empowerment (sense of competence, usefulness, meaning autonomy and trust) could have predicted meaningfulness in the workplace.

ANOVA table for investigating the relationship between the criterion variable (meaningfulness in the workplace) and the predictor variables of psychological empowerment (competency, meaningfulness, autonomy, effectiveness, and trust)

Model	Sum of Squares	Degrees of Freedom	Mean Squares	F-Statistic	Significance
Regression	131.682	2	65.841	198/804	<0.001*
Remaining	101.674	307	0.331		
Total	233.355	309			

Results from the ANOVA table indicate that the present regression model is significant ( $p<0.05$ ).

Results of the simultaneous regression of psychological empowerment on meaningfulness in the workplace

Predictor Variables	Non-Standardized Coefficient		Beta Standardized Coefficient	t	P	R	R <sup>2</sup>	R <sup>2</sup> (adj)
	B Coefficient	Standard Error						
<b>Fixed</b>	-0.185	0.201	---	-0.920	0.358	0.751	0.564	0.561
<b>Psychological Empowerment</b>	Sense of meaningfulness	0.576	0.048	0.512	11/957	<0.001*		
	Sense of trust	0.395	0.047	0.358	8/353	0.011*		

Criterion Variable: meaningfulness in the workplace

\* significant at 0.05 (p<0.05)

According to the results of the simultaneous regression of psychological empowerment on the meaningfulness in the workplace, the trust component of psychological empowerment positively predicts meaningfulness in the workplace, and therefore has an increasing effect (B=0.395 and p<0.001). the sense of meaningfulness component of psychological empowerment positively predicts meaningfulness in the workplace, and therefore has an increasing effect (B=0.576 and p<0.001). The remaining components, however, are not significant, i.e. they cannot predict alignment with the values, and hence, fail to enter the regression model. And considering the value of R<sup>2</sup>, 56 percent of the variations of alignment with the values are accounted for by psychological empowerment. The regression model under discussion is as follows:

$$\text{Sense of meaningfulness} \times 0.576 + \text{sense of Trust} \times 0.395 - 0.185 = \text{meaningfulness in the workplace.}$$

**Hypothesis 5:** there is a relationship between workplace spirituality and employee psychological empowerment in governmental organizations in Kerman, with regard to mediator variables (gender, marital status, education, employment status, age, and years of service).

Partial correlation coefficient between workplace spirituality and psychological empowerment in the presence of mediator variables

Mediator Variable	Correlation test between workplace spirituality and psychological empowerment				
	Correlation Coefficient	Significance	No.	Relationship	Manner
<b>All the variables</b>	0.691	<0.001*	291	Yes	Direct

\* significant at 0.05 (p<0.05)

Partial correlation coefficient between workplace spirituality and psychological empowerment in the presence of mediator variables

Mediator Variable	Correlation test between workplace spirituality and psychological empowerment				
	Correlation Coefficient	Significance	No.	Relationship	Manner
<b>Gender</b>	0.708	<0.001*	307	Yes	Direct
<b>Marital Status</b>	0.710	<0.001*	307	Yes	Direct
<b>Education</b>	0.708	<0.001*	306	Yes	Direct
<b>Employment Status</b>	0.696	<0.001*	302	Yes	Direct
<b>Age</b>	0.709	<0.001*	306	Yes	Direct
<b>Years of Service</b>	0.701	<0.001*	301	Yes	Direct

\* significant at 0.05 (p<0.05)

The results show that there is a significant and direct relationship between workplace spirituality and employee psychological empowerment, with mediator variables (gender, marital status, education, employment status, age, and years of service).

### CONCLUSION AND DISCUSSION

Human resources is considered the most important factor for productivity in organizations, and, ultimately, in the society as a whole. The prosperity of each society is, indubitably, owed to the improvement and training of its human resources. Accordingly, the administration of organizations, assisted by behavioral experts and human resources, pay special attention to employee training. Employee empowerment has placed itself among the concepts proposed for human resources development. Some may believe empowerment to be an old-fashioned concept, yet they are wrong. Empowerment, as a modern method of motivation, has, in fact, turned into one of the hottest topics of today in management. Rapid changes, technological advances, and overt and covert competitions across the globe, have emphasized, more than ever, the importance of and necessity for empowerment. Prior to the emergence of spirituality movement, managers were considered mere directors who had no parts in the individual growth of their employees,



while, they are now viewed as individuals who contribute to the creation of purpose and meaning in their employees. Changes in the work's nature, consequently, lead to the changes in the nature of the organization. Today, the entire attempts of organizations are no longer merely focused on economical activities and profit-making, but spiritual development is one of the major objectives as well [17].

The findings show that there is generally a correlation between workplace spirituality and employee empowerment throughout the governmental organizations in Kerman, and that, increased workplace spirituality, will boost employee empowerment, indicative of a direct relationship between the two variables. The findings of the present study confirm the claims made by Robbins. Robbins [26] maintains that workplace spirituality will pave the way for employee empowerment through reinforcing trust. According to Kennedy [14], as spirituality finds its way to an organization, talents and capabilities of the individuals become more prominent.

The results indicate that there is a significant relationship between a feeling of connectedness and employee empowerment.

It is only natural that an employee who believes that human beings are connected to one another and feels a deep connection with his/her colleagues in the workplace, invests greater trust in them and contributes a great deal in sharing resources and information, and furthermore portrays higher consideration and regard for the colleagues and the work. Such an employee who regards managers and subordinates as connected to him/herself, does not magnify small problems and concentrates on the work's positive features rather than on the organization's or others' mistakes, which shall result in a friendlier organizational atmosphere and an improved performance.

The results, furthermore, point out that there is a significant relationship between the alignment of values and employee empowerment.

To feel aligned with values, the employees consider them as their own, and invest greater efforts in conducting the present affairs and accounting for future demands, and besides, develop their talents and capabilities to meet occupational conditions and requirements more appropriately.

As shown by the results, there is a correlation between the meaningfulness of work and the degree of their empowerment in governmental organizations in Kerman. Those employees who feel deep meaning regarding their work, value the purpose, objectives, or activities they are involved in; their ideals and standards are congruent with what they are doing; their activity is considered as important in their system of values; they invest their psychological or mental power in the activity and personally feel important due to their involvement. Involving in a certain activity makes them experience personal connectedness [3]. Veten and Cameron maintain that the activities benefitting from the ingredient of meaningfulness create a feeling of purpose, thrill, or mission of some sort for the individual; and provide the individual with a source of power and enthusiasm instead of wasting them [30].

Personal gain does not guarantee meaningfulness. Involvement in meaningless activities, on the other hand, causes incompatibility, irritation, and a feeling of repulsion and the individual grows heavy-hearted and tired. Demanding a task which has little or no meaning at all for the employee will be costly for the company. Meaninglessness gives way to self-annihilation, and power and motivation are the outcomes of meaningful work [11]. Consequently, individuals show more commitment and higher involvement for the work they feel is meaningful, rather than a work with lower meaningfulness; furthermore, they concentrate a higher energy for the work and portray increased perseverance in following the desired objectives. Such employees are spontaneous and self-controlled, and struggle to deliver their work better, and try and keep their information, knowledge, and skills, updated. These employees are capable of bearing difficult conditions owing to the deep meaning they feel towards their work.

The results indicate that there is a correlation between workplace spirituality and employee empowerment with the presence of mediator variables (age, gender, education, years of service) in governmental organizations in Kerman.

### **Research Suggestions:**

1. Hence the correlation between workplace spirituality and employee empowerment in governmental organizations in Kerman, managers and authorities are required to consider the fact that clarification of the mission and perspective of the organization for the employees, and conducting employee polls concerning organizational values, in an attempt to address health, morale, and living conditions of the employees, may lead to higher acceptance of the organizational objectives and values by the employee. The managers need to pay attention to the spiritual needs of their employees and, moreover, are to struggle to create a dynamic and motivational atmosphere. It's necessary for managers to respect the spiritual values and principles of their subordinates and to institutionalize the fact that individuals bring to the organization their unique bodies, intelligence, and spirits.

2. Due to the correlation between a feeling of connectedness and employee empowerment in governmental organizations in Kerman, it is suggested that foundation of a friendly atmosphere based on cooperation, rather than competition, may reduce employee stress and create a social capital of some sort in the organization, which increases employee connectedness and unity, and reinforces the relationships of individuals within the organization, so that they



feel themselves as a group member and try to care for and support their co-workers, which consequently leads to an increased consistency of individuals and groups within the organization and higher employee connectedness.

3. There is a correlation between alignment with the values and employee empowerment in governmental organizations in Kerman, and furthermore, the employees completely agree to the existence of a sense of team connectedness within the components of workplace spirituality, as a result, the mentioned situation can be referred to as a competitive advantage or a point of strength. The organization is also required to contribute to its improvement constantly.

4. Since there is a correlation between meaningfulness in the workplace and employee empowerment in governmental organizations in Kerman, managers can improve the employees' understanding of job meaningfulness through measures including job rotation, job enrichment, employee empowerment, and making the job enjoyable. They can also provide the proper grounds for creativity and innovation, employing strategies such as job rotation, and establish a situation in which the employees are capable of feeling the joy of the job, aiming at lowering the degree of boredom and tiredness during the working hours.

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