WORKPLACE SPIRITUALITY AND ITS ROLE IN ACHIEVING SELF-EMPOWERMENT

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Article history:		Abstract:
		Workplace spirituality is a construct widely discussed over the past few decades and it is a much-disputed inquiry field which is gaining the interest of practitioners and scholars. Some clarifications regarding concepts and definitions are necessary in order to structure and direct the current debate , This study aims to study the role of workplace spirituality where many researchers have emphasized on its importance for achieving self-empowement among employees . For that purpose , a total of **200** Questionnaires were distributed to respondents working at the Shrine of Imam Ali (Peace be upon him) , out of which **185** forms that were properly filled were used for analysis . Research data was collected and analyzed through statistical analysis by employing a package of **(SPSS)**. The findings show that workplace spirituality has a tremendous positive effect of workplace spirituality in self-empowering the employees. Furthermore , the findings of the study will present a significant contribution to literature through creating awareness concerning subject not only for organization management but also for its members

1. INTRODUCTION

Spirituality is an old concept emerged in 1920 as a grassroots movement among working individuals seeking to apply the spiritual values in the work place . Much intention has been given by philosophers and religious scholars to this subject (Afsar & Rehman, 2015:335) . This movement or philosophy focuses on promotion of the human emotions at workplace for the achievement of employees' self-actualization and inner satisfaction (Soliman et al.,2021:2) . It was used by leaders to arouse enthusiasm among employees to accomplish tasks assigned to them because they are spiritually associated with work **.** (Asgari et al.,2015:55).

The spirituality –related concepts have proven that they are one of the important and distinctive sources in organizations' competition at the present time (Petchsawang& McLean, 2017:218). those concepts reflect the best results to the organizations for this reason we notice that most researchers are more interested to study those concepts   due to the strategic advantages earned by organizations they, but in the extant literature   there is a scarcity of researches and studies regarding in implementing spirituality and knowing the extent in which it impacts on employees at work (Ashmos & Duchon ,2000:141) . Workplace spiritual philosophy contributes in promoting several feelings such as love ,Altruism , compassion , care and humanity , the reason for this is employee feels connected spiritually to his work and having the feeling that the work is a part of his personality or a complement to it (Rahman et al.,2015:319) .

Work place spirituality is not acted as a fringe idea (Afsar & Rehman, 2015:331) . In fact , this concept addresses human activities relating to personal development ,compassion meaningfulness ,enjoyment at work , honesty , trust , job commitment and employee well –being , because of its importance in community life , as employee feels that he is a useful and important part of community (Jena & Pradhan, 2018:382) . These spiritual values are considered as a significant source of competitive advantage that all organizations endeavor to achieve (Petchsawange & Duchan, 2012:92).

2. CONCEPTUAL FRAMEWORK
2.1. Workplace spirituality

Nowadays ,the trend toward spirituality has become more predominantly in all management areas and organizational studies where it , as a real force , has shown its impact recently on employees , but if it is managed correctly (Zamor,2003:359) . Noticeably , providing support and supervision will lead find a considerable potential   to cooperation not only in the professional fields , but also it may go beyond that to reach the

humanitarian factors where the individual becomes perfect in his interaction with others (Ahmadi et al., 2014:263). Employees spend most of their waking time with their co-workers at workplace in an effort to accomplish their work objectives, deriving their social identity from work (Harrington et al., 2001:157). The transformation occurring in work –related awareness which considers the work as a part of individual identity will participate in its role to give impetus to workplace spirituality (Dehler, & Welsh, 1994:21) . It is evident that spirituality is different from religion since religion is related with beliefs , rituals and religious ceremonies (Wolf& Durstmuller, 2018:45) .It also represents a personal experience of the fundamental human dimension at workplace which sounds deep to employee in a stage of employee's work that dimension would enables him /her to reach power eventually (Sorakraikitikul & Siengthai, 2014: 178) .

We can possibly review some definitions of spirituality presented by researchers, Spirituality is defined as " A framework of organizational values that is evidenced in the individual and organizational culture that encourage employees to assume higher positions through work" (Jose, 2015: 30) . Also is described as "a framework of organizational values evidenced in the culture that encourages employees to attain the desired objectives through work and the extent they harmonize with their work , facilitates their sense of being connected to others in a way that provides feelings of happiness and joy " (Rupali et al., 2014:849) . Workplace spirituality en compasses three dimensions: inner life, meaningful work and sense of community (Isabel et al., 2014: 61-62).

2.2. Self-empowerment

Employees who feel empowered tend to find meaningfulness in their work, feel capable of controlling the tasks assigned to them, and possess the necessary ability to implementation of works (Ma et al.,2021). Also they are firmly resolved to carry out the roles and tasks assigned to them efficiently and effectively and think they are in a position to influence on the final outputs (Namasivayam et al., 2014:76) .Self-empowerment helps employees to be more focused in their works and this will lead to generate creativity at work and achieve the self needs from work requirements (Lana & Chong, 2015:185) .

In fact , psychological empowerment is seen as a resource that could enable individual work to be meaningful in his/her life since individual is intrinsically linked to it (Steven et al., 2014:379) .Also it is seen as a concept that motivates self-actualization leading to develop and highlight the self-motivations of perception This perception is a total of general emotion productivity(Gong et al.,2020), the possibility of being empowered and redirected towards work. Furthermore, through which individual desires can be directed and plays as an incentive to stimulate one's feeling that he / she is capable of making his work more effectively(Avey et al.,2011:575) . Empowerment can make a substantial contribution in construction of individuals' inner motivation and organizes their career despite the difficulties they encountered (Ugwu et al., 2014: 383).

personal Psychological aspect of empowerment emphasizes that a person will feel more empowered if he possesses skills and abilities to perform the job assigned to him more effectively , a person must have the freedom and the authority in taking the necessary decisions to perform his tasks and job . (Elnaga& Imran, 2014:17). Empowering employee represents a perception, enhancement of employee's competence and the control on his assigned tasks. Besides empowering employee refers to the symbolic construction of personality which is characterized by competence or the skill and ability to perform effectively, controls the authority and exert it objectively (Men & Stacks, 2013: 175).

Self-empowerment also refers to the significant and essential motivations which are formed of meaningfulness of competence , independency (autonomy) and the impact .In the term of competence , it means individual's belief in his/her ability to perform assigned tasks well and free-mistake .Concerning Employees autonomy , it describes their awareness that there are many independent options at the outset of proceedings regarding work . With regard to influence, it refers to their ability to create influence in work and direct it towards the set objective (Gardner, 2020).

Self-empowerment comprises of four dimensions, can be stated as following: competence, impact, meaningfulness and self- determination (Namasivayam et al., 2014:71).

3. SCIENTIFIC METHODOLOGY

3. 1. The Need of the Research

Nowadays ,most organizations seek for modern behaviors from which uniqueness , distinction and the global spread can be achieved .Obviously organization leaderships have become emulating and addressing individuals' underlying emotions given the fact that human energies are boundless .Moreover human capital is seen as the most important asset in which organizations can compete with each other. When stirring up love feelings , employee Altruism and sense of belonging to work that will lead , in return , to stimulate individuals' inner self motivations which could create a kind of interest at work and interaction with other employees , consequently all that would generate harmony and human interaction in order to achieve inner satisfaction and self-esteem . Also spiritual connection with work will be present which participates in creation of the competitive superiority.

The main study problem lies in the following: poor self-empowerment due to not instil workplace spirituality. Based upon study problem, a set of sub questions have been raised and they were formulated as following:
1. Is there any role of inner life in self –empowering employees?
2. Is the meaningful work considered essential for achieving self-empowerment?
3. Does the sense of community belonging have a role in employees' self-empowerment at workplace?

4. Does the enhancement of competence, impact, meaningfulness and self –determination the effect on employees' self-empowerment at workplace?

3.2. Study objectives

This study aims to achieve a set of objectives represented by the following:

1. Understanding the concept of workplace spirituality and how it effects on the studied organization's ultimate productivity.
2. Diagnosing the role played by workplace spirituality and identifying the required competence from employee to achieve his tasks.
3. Considering the extent to which workplace spirituality contributes to self-determine employees by granting them the right to choose freely an appropriate work style.
4. Workplace spirituality has a fundamental role in identification   the meaningfulness from the work and harmonizes between work requirements and employees own beliefs.

3.3. The importance of study

Workplace spirituality is considered one of the modern tools used by organizations that research rigorously for behavioural sciences of their members. Those organizations have started to use such concepts for their importance in organization's life and their members life , so we could determine the importance of spirituality at workplace as following :

1. Spirituality at workplace creates a form of self-motivation for employees and participating in accomplishment of the tasks assigned to them.
2. It establishes a form of work loving for being a part of self-actualization relating to the employees
3. It contributes to arouse individuals ' emotional feelings and their adherence to work.
4. It makes an increase in individual inner satisfaction of and self-actualization.

3.4. Research Model and Hypotheses

3.4.1. Research Model

Based upon the study problem, importance and objectives, the following hypothetical scheme was formulated:

Self–Empowerment

Competence

Impact

Meaningfulness

Self–determination

Workplace Spirituality
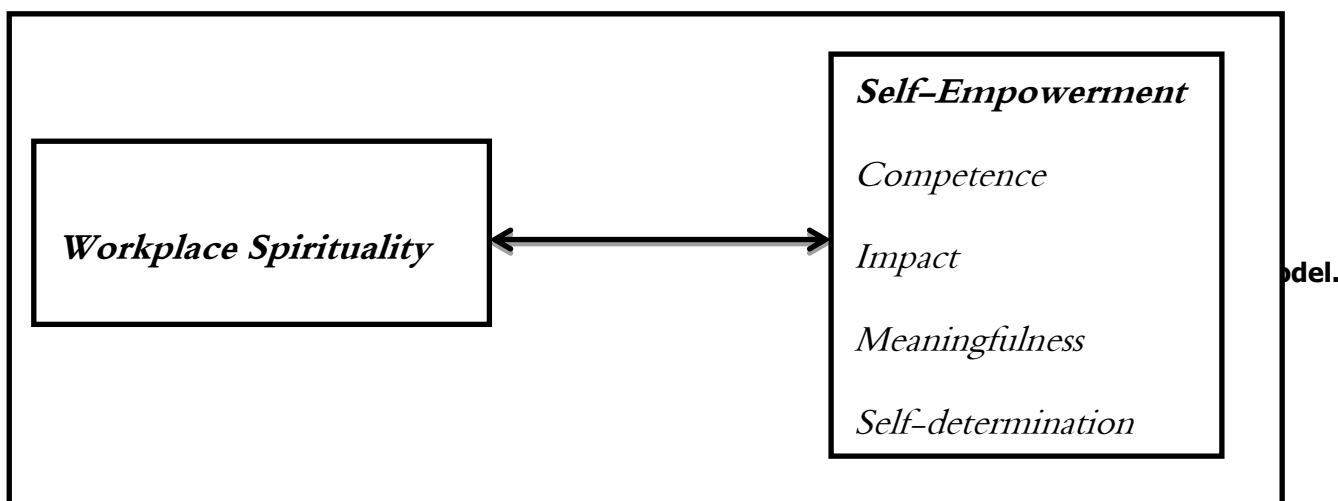
3.4.2. Hypotheses of the Research

Hypothesis (H1). There is a significant connection between Workplace Spirituality and Competence .
Hypothesis (H2). There is a significant connection between Workplace Spirituality and Impact.
Hypothesis (H3). There is a significant connection between Workplace Spirituality and Meaningfulness.
Hypothesis (H4). There is a significant connection between Workplace Spirituality and Self-determination.

4. METHOD AND RESEARCH DESIGHN

4.1. Procedure and Participants

Questionnaires were200 distributed in the Holy Shrine of Imam Ali (Peace be upon him) all employees were requested to participate. The questionnaires were collected and altogether 185 participated in the study .

4.2. Measures

Analyzing the respondents' views and responses concerning the study variables. The following paragraph, basically, involves a display of a series of data, information and analysis shown in the questionnaire form. Pertinently, the display is based upon what was obtained through conducting analysis of the respondents' opinions and responses, at the given subject. However, Sample study is represented by working individuals at Imam Ali Holy Shrine, about the study variables. Fundamentally regarding studying the workplace spirituality and self-empowerment dimensions. Therefore, for this purpose, the researcher has employed a method to collect the necessary information and data for testing the study model and hypotheses, including: a questionnaire designed according to five -point LIKERT scale. The 5- graded scale refers to disparate responses starts from the first response "strongly agree" to the lowest one"

strongly disagree. Nevertheless, the other three grades can be illustrated successively as follows: **2-** agree **3-** neutral **4-** disagree.

After filling out the forms by respondents. A table of frequencies distributions of the study variables was formulated. The reason behind that was to be adopted in the statistical analysis possesses to obtain **weighted means,** standard deviation and variation coefficient of variables under study.

However, the researcher adopts hypothetical mean (3) as a standard of the measurement, and for evaluating degree resulting and relating with the sample responses, within the verbal estimation of the five-point rating scale. Noticing that hypothetical mean (3) is the highest degree average in the scale, which represents (5) and the lowest degree (1) .After processing and analyzing statistically the study sample responses. **Weighted means,** standard deviations and coefficients of variation are reached concerning workplace spirituality and self-empowerment dimension levels.

5. RESULTS: Descriptive Statistics and Correlations

5.1. Analyzing the respondents' views and responses concerning workplace spirituality variable: This paragraph comprises a display and analysis of respondent's responses concerning self-empowerment variable. In accordance with the results of appropriate programmers designed for that purpose, related with the sample reponses's the mean, standard deviation and variation coefficient. Noticeably, the table (1) indicates to the final results relating with each item of self-empowerment variable items. Furthermore, it concludes the percentages, means, standard deviation and variation coefficient .Through that consistence and convergence can be identified within the study sample responses.

The table (1) illustrates the study sample's mean, standard deviation and variation coefficient concerning workplace spirituality dimensions (n 185).

NO	Workplace spirituality		(XW)	SD	C . V
	Inner life (A)				
1		A1	3.8	2.2	**57.9**
2		A2	3.4	1.7	**50**
3		A3	3.8	2.5	**65.8**
	Arithmetic mean, standard deviation and General coefficient of variation.		3.67	0.23	**6.3**
	meaningful work(B)				
4		B1	3.8	2.7	**71.1**
5		B2	4.2	3.4	**80.9**
6		B3	3.8	2.5	**65.8**
	Arithmetic mean, standard deviation and General coefficient of variation.		3.93	0.23	**5.9**
	sense of community(C)				
7		C1	3.9	2.7	**69.2**
8		C2	3.7	2.04	**55.1**
9		C3	3.9	2.8	**71.8**
10		C4	4.1	3.3	**80.5**
	Arithmetic mean, standard deviation and General coefficient of variation.		**3.9**	**0.16**	**4.1**

5.2. Analyzing respondents' views &responses concerning self-empowerment variable.

This paragraph includes a display and analysis of respondent's views and responses concerning self-empowerment variable. In accordance with the results of appropriate programmes designed for that purpose, related with the sample reponses's mean, standard deviation and variation coefficient. Noticeably, the table (2) indicates to the final results relating with each item of self-empowerment variable items .Furthermore , it concludes the percentages , means , standard deviation and difference coefficient .In which consistence and convergence can be identified within the study sample .

The table (2) illustrates the study sample's mean, standard deviation and variation coefficient concerning self-empowerment dimensions (n 185)

NO	self-empowerment		(XW)	SD	C . V
	Competence(D)				
1	D1	4.1	3.6	**87.8**	
2	D2	4.03	3.4	**84.4**	
3	D3	4.02	3.4	**84.6**	
4	D4	4.05	3.5	**86.4**	
5	D5	3.7	2.3	**62.2**	
	Arithmetic mean, standard deviation and General coefficient of variation.	3.98	0.16	**4.02**	
	Impact(E)				
6	E1	4.2	3.7	**88.1**	
7	E2	3.9	2.9	**74.4**	
8	E3	4.02	3.3	**82.1**	
9	E4	3.9	3.2	**82.1**	
10	E5	4.02	3.3	**82.1**	
	Arithmetic mean, standard deviation and General coefficient of variation.	4.01	0.12	**3**	
	Meaningfulness(F)				
11	F1	2.9	1	**34.5**	
12	F2	3.7	2.3	**62.2**	
13	F3	3.7	2.3	**62.2**	
14	F4	3.6	2.6	**72.2**	
15	F5	3.9	3.1	**79.5**	
	Arithmetic mean, standard deviation and General coefficient of variation.	3.56	0.34	**9.6**	
	self- determination(G)				
16	G1	4.1	3.5	**85.4**	
17	G2	4	3.2	**80**	
18	G3	3.8	2.5	**65.8**	
19	G4	3.9	3	**76.9**	
20	G5	4	3.1	**77.5**	
	Arithmetic mean, standard deviation and General coefficient of variation.	**3.96**	**0.11**	**2.8**	

5.3. Correlation testing among the study variables.

The paragraph discusses analyzing the correlation among the study variables of workplace spirituality and self –empowerment dimensions .Therefore , the study sample , numbered 185 respondents , will be adopted for testing the correlation between two variables of the study (workplace spirituality and self –empowerment). Obviously, that was an attempt from the researcher to reach either acceptability or rejection to the hypothesis related with correlation analysis between the two variables depending upon the following hypothesis:

Null hypothesis (H0): The correlation between the two variables is not existed
Alternative hypothesis (H1): The correlation between the two variables is existed
The table (3) illustrates the correlations between workplace spirituality and self-empowerment.

					self-empowerment
Workplace spirituality		competence	impact	Meaningfulness	**self- determination**
	Inner life	0.67*	0.63*	0.64*	**0.61***
	meaningful work	0.63*	0.65*	0.55*	**0.60 ***
	sense of community	**0.55***	**0.67***	**0.62 ***	**0.58 ***

When noticing the table above, illustrating the correlation between workplace spirituality and self – empowerment items. It shows a positive statistical significant correlation among workplace spirituality and self-empowerment items. Obviously, within significance level (0.05) for each item of both variables items. Remarkably, inner life item was the most powerful values of the correlation. Therefore, it represents evidence which demonstrates a rejection of null hypothesis, consequently accepting the **alternative hypothesis**, which states of existing correlations between the two variables.

6. CONCLUSIONS & RECOMMENDATIONS

Obviously, the greater an organization strives to apply spirituality at workplace, the more contributions would be made in achieving self-empowerment to its members. It is found that paying more attention to meaningful work will self-empower employees; in return, it brings benefit to the organization. Employee's strong sense of belonging to an organization has a significant role in the accomplishment of their task efficiently and more effectively. In the light of the foregoing conclusions   , a set of recommendations has been reached: Working on applying workplace spirituality within organization for achieving the objectives that organizations endeavor to obtain . Organization should make further efforts for achieving the meaningful work   which could make its members self-empowered, consequently leading to achieve its desired objectives. Creating a stronger relation between   an organization management and its members   will be reflected in increasing   employees' sense of organization belonging   , consequently   they will be highly loyal and   do their best to achieve an organization's ambition .

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