

AN INVESTIGATING THE EFFECT OF SPIRITUAL INTELLIGENCE ON EMPLOYEES' EMPOWERMENT

Esmail Karami Momtaz¹, Mohammad Taheri Roozbahani²

¹ M.A. Students of Management, Islamic Azad University, Malayer Branch, Iran,

² Assistant Professors of Management, Faculty of Management, Islamic Azad University,
Broujerd Branch, Iran

Abstract

The main goal of this study is to investigate the effect of spiritual intelligence on the employees' empowerment, and the spiritual intelligence and employees' empowerment are being investigated as independent and dependent variables, respectively. Based on the goal, this research is an applied one according to field and library research. The statistical population of this study includes the employee of Payame-Nour University of Kermanshah with a number of 195, and the statistical sample was selected to be 130 people. The sampling of this study is simple random and data collection has been done using questionnaire (Cronbach's Alpha of the whole questionnaire was 0.942). Data analysis has been done applying SPSS 19 and LISREL8 software, and the obtained results of this analysis are: spiritual intelligence has positive and significant effect on employees' empowerment. Competency has positive significant effect on spiritual intelligence. Autonomy has positive and significant effect on spiritual intelligence. Sense of efficacy does not have any positive and significant effect on spiritual intelligence. Sense of meaningfulness has positive and significant effect on spiritual intelligence.

Keywords: spiritual intelligence, empowerment, sense of competence, sense of autonomy, sense of effectiveness, sense of meaningfulness.

Introduction

Spiritual intelligence is a concept of attention on its aspects, features, and different types of it for a long time as the subject of research and investigation. There are different types of definition of intelligence proposed; each definition is according to time period and its cultural background. This concept has been changed during recent decades and it will be changing according to common values in each group, the personal views adopted, and a means to measure it (Shackelton & Fletcher, 1987). In their book, Zohar and Marshall (2000) mentioned it as spiritual intelligence. According to Dolman (2001) point of view, spiritual intelligence is the human capacity to ask questions about life meaning and simultaneous experience of link and connected between each everybody and the world living in. According to Amaram (2007), spiritual intelligence is a set of abilities for working and the resources tools, values, and spiritual features in order to increase the daily life. The present period of human life is with human development and remarkable variations. Organizations, as a subset of human life, should get prepared for their survival and growth encountering these great variations; otherwise, they will be expelled out of the competitive world. This preparation means not the technology and facilities preparation, but the preparation of the main and valuable capitals, i.e. the employee. Today's organizations active in the knowledge based, competitive, customer oriented, responsive, quality oriented, contributing, entrepreneurship, and transformational oriented atmosphere require the quick access to the manpower as the competitive power. Empowerment is a type of macro and acceptable

strategy by which the continuous improvement is facilitated and is considered as brand equity in order to exploit the experts' competency in creative and innovative methods in all functional aspects of an organization (Kinla & Dennis, 2003).

Review of the literature

The evidence of psychology, neurology, and anthropology sciences of the last years of the twentieth century shows a third intelligence called spiritual intelligence. Spiritual intelligence is an indicator showing the distance of a person from his/her human state close to his/her spiritual state. The spiritual intelligence concept in the academic literature was proposed for the first time in 1966 by Stevens and then in 1999 by Emmons. Parallel with these, Gardner (1999) reviewed the spiritual intelligence based on different aspects and challenged the acceptance of this compound concept of spirit and intelligence (Sohrabi, 2009). This concept was made first time by Zohar and Marshall, a research couple and Oxford professors, by combining the psychology, physics, philosophy, and religion as a result of studies provided by psychology, neurology, anthropology, and cognitive sciences. Spiritual intelligence is the foundation of personal beliefs and a role played by these beliefs in reactions by the person and to form the life. This view includes all of the events and personal experiences affected by an overview. One can use this intelligence to form a framework and reinterpretation of the experiences. This process is able to give more personal values to the events and personal experiences based on phenomenology. Spiritual intelligence is something more than mental ability and links the person to soul. In addition, spiritual intelligence is beyond the regular psychological growth (Nazel, 2004). Zohar and Marshall (2000) believe that spiritual intelligence is the ultimate intelligence showing the meaningful and valuable issues and solve the relevant problems. It is an intelligence placing the acts and behaviors in a great extent of meaningful contexts, and investigates also the meaningfulness one step of life compared with the other steps. Vegan (2003) believes that spiritual intelligence makes the mind clear, associates the mind to the existence, and helps the individual to distinguish the reality from hallucination. This concept is called love, wisdom, and serving in different cultures. Amaram (2005) thinks that spiritual intelligence involves the sense of meaning and having a mission in life "the sense of sacredness in life", balanced understanding of material value, and hoping in a better world.

Spiritual intelligence definitions

Wigzorth (2004; cited in Sohrabi, 2007) knows spiritual intelligence as the capability of behavior with kindness and wisdom accompanied by internal and external peacefulness without considering the situations. Spiritual intelligence is applied for solving the problems and relevant issues to the life meaning and values. It creates the questions like, "Does my job cause evolution in my life?" or "Am I sharing the mental happiness and peacefulness with people?" in the mind.

Spiritual intelligence can facilitate or increase the awareness or the sense of link with a superior power or a sacred entity (Sisk & Torrens, 2001). Spiritual intelligence combines the spirit and intelligence's structures into a new structure. While the spirit is related to searching and experiencing the holly elements, meaning, soared awareness and sublimity, spiritual intelligence requires capabilities use such spiritual issues to adjust, effective response, and produce the products and valuable results (Emmons, 1999).

Generally, the emergence of the spiritual intelligence structure can be considered as the application of spiritual capacities and resources in scientific fields and situations. People apply the spiritual intelligence when they want to use the spiritual capacities and resources for important decision making and thinking in entity issues or the effort to solve the daily problems (Emmons, 2000; Zohar & Marshall, 2000). Thus, spiritual intelligence merges the spiritual mental issues with external real world's duties (Wellman, 2001).

Spiritual intelligence indicates a series of capabilities, capacities, and spiritual resources whose application in daily life can cause the one's life adaptability. Among the existed definitions of spiritual intelligence, its role in solving the entity issues and finding the meaning and goal in acts and life events has been emphasized specifically (Zohar & Marshall, 2000; Wellman, 2000; Nussle, 2004; King 2007). Spiritual intelligence is the base to achieve the life meaning. Life meaning includes three aspects of having a goal, being valuable, and life efficacy according to philosophers.

Brain and spiritual intelligence

Boyer's research (1994) has shown that there are especial realms which interpret the religious values. A concept that has recently been supported by neurologists' research and they are looking for human mind's strains which are involved with experiences and spiritual and religious concepts (Zohar & Marshall, 2000; Ramachandran & Belksley, 1998). Investigations have shown that the temporal lobes of human brain's activities are highly connected with his spiritual experiences. Zohar and Marshall (2000) noted that temporal lobes are close to the peripheral systems (marginal), i.e. the memory and excitement center. A part of the marginal systems (the anterior half of it) is essential for coding the experiences. When the excitement center of the brain is stimulated, intense activities occur in temporal lobes. The intensity of the temporal lobes activities has intense effects on brain excitements. Zohar and Marshall (2000) believe that even if the effect of spiritual experiences on the temporal lobes last for only a few seconds, the brains' anterior half function will leave a remaining excitement effect in one's whole life period. The second part points to the brains fluctuations which move in 40 Hz at the time of one's awareness and consciousness and coordinate the brain activities. Accordingly, both the God and 40 Hz fluctuations' areas which are the brain structures have a function about spirit and its role in life. In the part of 40 Hz fluctuations, the different parts of the brain are integrated with together, thus different types of senses are linked to enter into the conceptual issues or bring the complete consciousness for an individual. In this case, one likes to have an identical experience of issues and various phenomena and to feel unity about the environment around. This integration in larger scales is the same spirit. Ramachandran and Belksley (1998), and Persinger (1996) also believe that this part of the temporal lobes which is with religion and spiritual experiences is called "the God area or spot". Also, Zohar and Marshall (2000) emphasizing the existence of spiritual intelligence consider it as the mental talent of human being which is applied to set the issues relevant to spirit and value, and in this way one can place his life in an extensive state of blooming and meaning. It should be noted that the concept of God area in the human being neural system which plays a role in determining the spiritual intelligence is not merely the guarantee of creative behaviors in one's future life, because a neural area like God area is a separated unit from the neural system in temporal lobes and like other separated units in brain needs to be integrated with emotions, motivation, and capabilities and after this process the spiritual intelligence emerges. Thus, according to Zohar and Marshall (2000), the credit of the spiritual intelligence is generally a phenomenon of fluctuations integration in brain. When the 40 Hz fluctuations occur in brain, people can feel their understanding and conceptual responses in a more extensive and meaningful field. These simultaneous neural fluctuations are the self-consciousness basis and experiences integrations are done deliberately. Therefore, the people are able to create and reconstruct the experiences and understand the meaning. These simultaneous fluctuations of 40 Hz are the base of what that is called spiritual intelligence by Zohar and Marshall (2000).

Empowerment concepts

The history of the first definition on empowerment refers to 1788 in which the empowerment was considered as the delegation of power in its organizational role and this power must have been donated

or seen in one's organizational role. This empowerment meant one's enthusiasm to accept a word interpreted for the first time as accountability. Empowerment means making people able to do the tasks. Idiomatically defined, however, empowerment means enhancing the process of self-effectiveness sense. This is possible through identifying the conditions creating the inability in for people and eliminating them using the formal organizational methods and informal techniques to provide the required information which cause their effectiveness (Kanger & Kanengo, 1988). Empowerment is a management approach which allows the employee to make decision themselves (Robins & Culter, 1996, p. 34). In other words, empowerment is the delegation of power to non-managers for important organizational decision makings. In this process the employee are divided to groups and then the responsibility is given to the team/group for self-managing activities like recruitment, firing, training, setting the objectives, and evaluating the results quality (Wagner & Helonburg, 1995, p. 43). Empowerment has been the subject of many discussions and arguments and there is not a good definition on it yet. Mandross and Wilson (1994), Ross and Milam (1995) state that this word has been rarely defined clearly and it may be used only literally. The cause of such thing can be found in lack of a historic and experimental background for this concept in organizational concepts, i.e. the lack of experimental and scientific records and supports and the novelty of this issue have caused various views by scholars on this field and caused a hindrance against the formation of its scientific basis. Lag (1995) states that empowerment should be considered from the view point of a redistribution model by which the power balance is enhanced for cooperation and trust. Kanger and Kanengo focus on power as the pivotal area of the empowerment, in a way that employee has this authority to make decisions and apply them. Lee and Koh (2001) consider the empowerment as the nature between the minds of supervisor and subordinate. They suggest that empowerment is a combination of psychological states of the subordinate in which he is affected by the empowering behaviors of the superordinate. Empowerment is giving the power of decision making to the employee in order to increase their efficacy and playing a useful role in the organization (Arstad, 1997). Empowerment means having the personal power and freedom with specific limitations to use that power. Unable people neither have personal power nor the feeling of having permission to use this power (Abdoli, 2008).

Table 1: empowerment difference based on motivational and super motivational views

Motivational view	Super motivational view
1- As empowering	1- As energizing
2- Emphasis on contributing management, quality cycles, self-managing teams, and bilateral goals	2- Emphasis on internal commitment to the job, simple controls, taking risks, and innovation.
3- The process of delegating the decision making in a clear framework and emphasis on accountability.	3- The process of creating the internal motivation preparing the environment and providing the channel to transfer more self-effectiveness feeling.

Reasons of employee empowering tendency

a) Internal motives: different numerous internal and external motives have persuaded the organizations to empower the employee. The most important internal motives are:

1- Productivity

Once the quality and productivity are discussed, the empowering programs are included as the inseparable components. The empowerment and organizational productivity can be considered as a bilateral relationship. Responsibilities analysis, determining the duties and authorities, and improving the special knowledge level of employee have been defined and not only cause the high efficacy of the

organization and its productivity, but provide the employee with a flexible and dynamic mental model who always accepts the new ideas and solutions. On the other hand, the empowering programs cause the change in management and employees' responsibility. Once the employees' power increases, the style of management changes from close supervision to directing and delegation supervision. This style changing causes the change in employees' accountability; because achieving the freedom in action, they become creative and self-managing and this is the lost loop must be noticed in creating the organizational productivity (Hadavand, 2008, 55).

2- Making difference in the organization

Empowering the employees to take comprehensive actions in the field of changing and development requires the organization changing. The organizational great internal developments occur hardly without the contribution of others, but if the employees feel the lack of power they do not contribute to this issue generally. Here the empowerment gets meaning (Cutter, 2004, 68). Belasco proposes different examples in which the leaders have achieved lots of benefits empowering the employees. Belasco applies a four-step-model as "preparation", "creating a real image of people", "future imagination", and "change". He believes that: 1- comprehensive changes are necessary for organizations' survival, 2- people do not accept the aimed changes, and 3- empowerment is a key to persuade the people to participate in changing. According to Belasco one of the most important empowerment components is future imagination (a clear and reliable image of future). Creating a clear image of the future, providing a strategy to reach the future, and linking the mental and physical power of the employees for the aimed future to come true are the empowerment pivots based on Belasco's point of view.

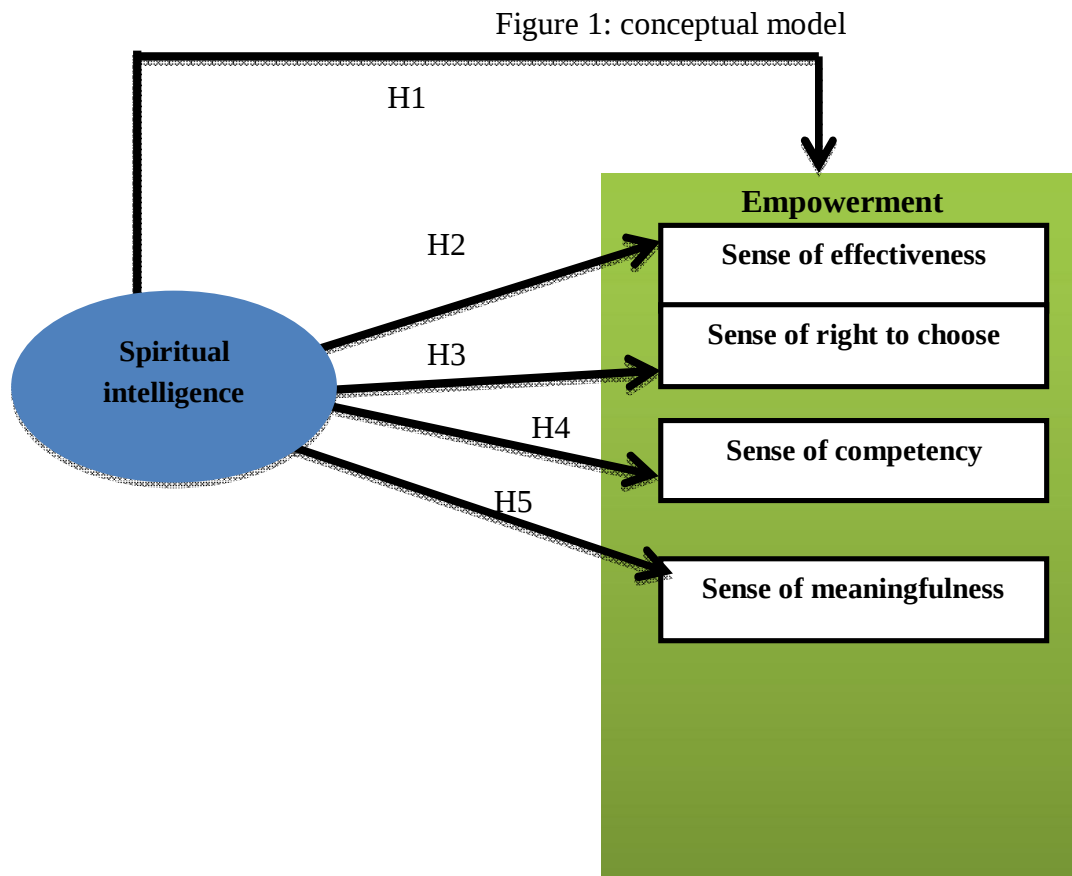
3- Job security

Job security is one of the issues in organizational living that obsessed the employees and a part of their mental energy is dedicated to this issue. If the employees achieve a desirable level of relief, they will give their physical and mental energy to the organization easily and the organization experience less human tensions. Proposing the job security brings the discussion of salary and benefits guarantee in the minds; while in today's world job security is not this, but empowering the employees. Job security means that the organization provide the necessities to empower the employees in a way that the organization become dependent on the individuals based on empowerment and specialty, and outside the organization this dependency still remains. This requires the organizations to provide the necessary provisions for the employees to acquire the development in various aspects (Soltani, 2001: 2).

4- External motives

- a) The effect of technology on work places: today, repetitive jobs have been replaced by technology. Technology has created intense changes in types of required skills for people and the organization members. It is evident that encountering such a condition the employees should be empowered, i.e. to develop in all aspects.
- b) The organizations' flexibility necessity: main changes are occurring in the traditional form of organizations with hierarchical structure and the power focused at the top. According to the views of many managers, in an atmosphere in which the global competition intensity and modern technologies are considered as its features, leaving the focused controlling causes the increasing of organizations flexibility. In the meantime, employees' empowerment is the best philosophy to remove this focus (Nowrouzi, 2006: 80).
- c) Customers' supervising increasing: today, the customers' expectations about the quality, price, and services have been extended and imposed a difficult task on the organizations. If the organization cannot respond to these expectations, it will lose the market and the customers will go to the competitor ones for receiving better product and services. Being aware of

customers' taste variety and meeting their needs requires having the empowered human resources (hadavand, 2008: 57).



Research Methodology

Firstly, in this research the required information on the literature has been collected, and then the questionnaire whose reliability and validity were tested was distributed. Sampling method is categorized from the random population (proportional). To calculate the sample content from the statistical population with the population of 195 referring to Tuchman Table (proposing a table, Kerjcee and Cohen presented the general decision making model which was an applied one to determine the minimum content of the sample. Regarding the ease of usage, applying this table has been increasingly common for researchers. This table has been provided based on the maximum accepted error in behavioral research and is included in appendix) it is understood that the number of the statistical sample should be 130 for the data analysis to be logical and practical. To test the reliability the Cronbach's Alpha was applied and its results are provided in the following table:

Variables' Cronbach's Alpha	
variable	Cronbach's Alpha Coefficient
Spiritual intelligence	0/953
Employees' empowerment	0/846
Whole questions	0/942

Since all of the coefficients are more than 0.7, the reliability of the statements is confirmed.

It has been attempted in this research to investigate the hypotheses' functions. The obtained data from the questionnaire will be analyzed. At the beginning of the chapter the demographical features have been investigated using the descriptive statistics. Then, using the inferential statistics the specialized questions of the questionnaire have been analyzed and the obtained results are generalized with a known level of certainty. The current status of the variables and the investigation of the relationships between the variables in the form of conceptual model were analyzed using SPSS 19 and LISREL8 software, respectively.

Research Hypotheses

Main hypothesis

1- Spiritual intelligence affects the employees' empowerment

Peripheral hypotheses

- 1- Spiritual intelligence affects the employees' sense of effectiveness
- 2- Spiritual intelligence affects the employees' sense of right to choose
- 3- Spiritual intelligence affects the employees' sense of competency
- 4- Spiritual intelligence affects the employees' sense of meaningfulness.

Data analysis

The data analysis is of an especial importance because of investigating the hypotheses' verification. Nowadays, in most of the research relying on data collection about the subject of the study data analysis is one of the most important parts of the research. In this part of the test the mean of a population to investigate the research variables, confirmatory factorial analysis, and the structural equations model were used to determine the amount and the significance of the relationships between the variables.

A population mean test

In this part using the population meant test this issue is investigated to see how the research variables status are. In fact, it is specified that how is the status of each question and the variables in the investigated population. Hypotheses are as following:

H0: the mean of the relevant variable is even smaller 3 ($H_0 : \mu \leq 3$)

H1: the mean of the relevant variable is more than 3 ($H_1 : \mu > 3$)

In the following table, the freedom degree (the number of the sample minus 1), significance level, and the high and low limit of the means are illustrated. If the sig is less than 0.05 and the high and low limit are both positive, the H1 is confirmed.

Table 3: a population mean test

Inferential statistics					
Variables	T	freedom	Sig	95% of the certainty level	
				Lower level	Higher level

Effectiveness	6.857	129.000	0.000	0.405	0.733	high
Right to choose	0.742	129.000	0.459	-0.116	0.256	medium
Competency	2.233	129.000	0.027	0.028	0.462	high
Meaningfulness	8.117	129.000	0.000	0.506	0.832	high
Spiritual intelligence	-7.243	129.000	0.000	-0.585	-0.334	low

Test of mean comparison of two populations to compare the men and women's spiritual intelligence

H0: the spiritual intelligence of men and women is equal.

H1: the spiritual intelligence of men and women is not equal.

Table 4: mean test to compare men & women's spiritual intelligence

	F	Sig.	t	df	Sig	Low level	High level
Variance equal to zero	1.310	0.254	-0.421	128.000	0.674	-0.333	0.216
Non hypothetical equality variance			-0.471	94.714	0.638	-0.305	0.188

As it is seen, since the sig is more than 0.05, the hypothesis of variance equality is confirmed. Thus, the data of the first line are useful for interpreting the test results. Accordingly, because the sig of the two populations is more than 0.05 H0 is confirmed. That is, spiritual intelligence does not have any significant difference between men and women.

Dependent and independent variables' correlation

H0: there is not a significant relationship between two variables of i and j.

H1: there is a significant relationship between two variables of i and j.

Table 5: significance & correlation test

	competency	autonomy	effectiveness	Meaningfulness	Spiritual intelligence
r					
Competency					
Si					
g					
N					
r	0.343				

autonomy	si	0.000			
	g				
	N	130.000			
	r	0.378	0.659		
Effectiveness	si	0.000	0.000		
	g				
	N	130.000	130.000		
	r	0.596	0.379	0.466	
Meaningfulness	si	0.000	0.000	0.000	
	g				
	N	130.000	130.000	130.000	
	r	0.390	0.198	0.215	0.254
Spiritual meaning	si	0.000	0.024	0.014	0.004
	g				
	N	130.000	130.000	130.000	130.000
			0		

Results of t-test

Path analysis (structural equation) is a technique which shows the relationships between the research variables (dependent & independent) simultaneously. Here, the conceptual model was tested using the structural equation and LISREL software. The results of the hypotheses are summarized in the following table.

Table 6: hypotheses results

Hypotheses	Sig number	Effect rate	interpretation
Sense of competence has positive significant effect on spiritual intelligence	4.19	0.45	confirm
Sense of autonomy has positive significant effect on spiritual intelligence	1.30	0.13	rejection
Sense of effectiveness has positive significant effect on spiritual intelligence	2.17	0.22	confirm
Sense of meaningfulness has positive significant effect on spiritual intelligence	3.12	0.30	confirm

Hypotheses with the significance number more than moduli of critical amount of 1.96 are confirmed and those less than 1.96 are not. Thus, hypotheses 1, 2, and 4 are confirmed and 3 is rejected.

Main hypothesis testing

As the results of the structural equations indicate, the significance level is 3.01 and more than the critical amount of 1.96, thus the research main hypothesis is confirmed. The amount of the effect is equal to 0.31. The model is inappropriate based on the fitness because the amount of RMSEA is 0.193 and more than the 0.08.

Conclusion of the confirmatory factorial analysis

In this model the spiritual intelligence is an exogenous variable and sense of effectiveness, right to choose, competency, and meaningfulness are endogenous variables. There is a positive correlation between the latent variable (spiritual intelligence) and the observer variables (relevant questions to it) and their factorial load is positive. About the fitness indices the model is inappropriate because the amount of RMSEA is 0.186 more than 0.08 and the amount of K^2 on the freedom degree is 5.47 more than permitted amount of 3. All of the questions are significant because their sig number is more than 1.96. There is a positive correlation between the latent variable (sense of effectiveness, right to choose, competency, and meaningfulness) and the observer variables (relevant questions to them) and their factorial load is positive, too. The model is inappropriate based on the fitness indices because the amount of RMSEA is 0.229 more than the permitted amount of 0.08 and the amount of K^2 divided by the freedom degree 7.78 is more than the permitted amount of 3. All of the questions are significant because their significance number is more than 1.96, except for third questions relevant to the sense of autonomy which was deleted in the final analysis.

Conclusion and suggestion

Based on the research model test

Correlation between dependent and independent variables

Correlation between the model's variables was tested using Pearson test and it was observed because the sig amount is less than 0.05 (error level) the H_0 is rejected and there is a significant relationship between two variables. That is, there is a significant positive relationship between all research variables.

First peripheral hypothesis: sense of competency has a positive significant effect on spiritual intelligence.

Competency among the employees of Payam-e-Nour University of Kermanshah has a positive significant effect on their spiritual intelligence. That is, the more spiritual intelligence they have, the more sense of competency will be.

Second peripheral hypothesis: sense of autonomy does not have a positive significant effect on spiritual intelligence.

Using the structural equations and LISREL software it was concluded that this hypothesis is rejected, i.e. the sense of autonomy among the Payam-e-Nour University employees does not have a positive significant effect on their spiritual intelligence. Thus, having more autonomy does not necessarily mean to have more spiritual intelligence.

Third peripheral hypothesis: sense of effectiveness has a positive significant effect on spiritual intelligence.

Applying the structural equations and LISREL software it was concluded that this hypothesis is confirmed, i.e. the sense of autonomy among the Payam-e-Nour University of Kermanshah has a positive significant effect on their spiritual intelligence. The more they have the sense of autonomy the more their spiritual intelligence will be.

Fourth peripheral hypothesis: sense of meaningfulness has a positive significant effect on spiritual intelligence.

According to the structural equations and LISREL software it was concluded that this hypothesis is confirmed, i.e. the sense of meaningfulness among the Payam-e-Nour University of Kermanshah employees has a positive and significant effect on their spiritual intelligence. The more the sense of meaningfulness they have the more their spiritual intelligence will be.

Main hypothesis: spiritual intelligence has a positive and significant effect on empowerment.

As it is evident from the test, the significant number is equal to 3.01 and more than the critical amount of 1.96. Thus, the research main hypothesis is confirmed, and the amount of the effect is equal to 0.31. Based on the fitness, the model is inappropriate and the amount of K^2 divided by the freedom degree is more than the permitted amount of 3. Accordingly, the more empowered the employees the more their spiritual intelligence will be and vice versa.

Suggestions

Regarding the results of the tests, since the spiritual intelligence has a positive significant effect on the employees' empowerment and also the spiritual intelligence makes the mind bright and links the soul with the underlying basis of the entity and helps the individual to distinguish the reality from hallucination, this concept is proposed as love, wisdom, and serving in different cultures. Thus, managers are recommended to note the spiritual intelligence item to have capable employees and be successful in empowering plan of their employees. Also, they should consider their employees' minds as the strategic elements of the organization.

With respect to the results of the tests that show the positive significant effect of the sense of competency on the spiritual intelligence, managers are recommended to offer some specific courses in the field of increasing the self-esteem in universities for the employees to increase their sense of competency and spiritual intelligence consequently.

Regarding the results of the tests, since the sense of autonomy does not have a positive significant effect on the spiritual intelligence the university managers are recommended to plan about the execution of the tasks and responsibility of each employee to him/herself and only the duty framework is being assigned to them to give them the sense of autonomy to do their work with their own method. Even the flexible hours can be applied for working. Also, the delegation of the power to non-manager individual to make the important organizational decisions in which the employees are divided into teams and then to do the self-managing activities like recruitment, training, setting the goals, and evaluation of the results quality can be very effective.

According to the results of the tests, since the sense of effectiveness has a positive significant effect on the spiritual intelligence, managers must notice that the sense of effectiveness is so important for individuals and increase their efficacy. Accordingly, they need to look for increasing this sense in their employees.

Regarding the results of the test again, since the sense of meaningfulness has a positive significant effect on the spiritual intelligence, a kind of job should be given to the employees to be significant and have the following features:

- It should follow the important and valuable goals of a job
- Job goals to be valuable and internal interest should be in the job itself
- The consistency between the work and beliefs requirements, values, and behaviors should be existed
- The possibility of considering new situations for the employees
- The possibility of planning for the aimed actions and effective interaction with the environment

Research limitations

- Using questionnaire which has its own limitations
- The rate of questionnaire returning and respondents' cooperation
- In most of the research in which the required information is collected for the hypotheses confirmation the problem of communicating with the respondents and trust them

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