

TOWARDS EXAMINING THE LINK BETWEEN WORKPLACE SPIRITUALITY, EMPLOYEE ENGAGEMENT AND JOB SATISFACTION

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Abstract

This study examines the significance of workplace spirituality and its influence on employee positive attitudes (Employee Engagement & Job Satisfaction) in the workplace. Data were collected via questionnaires from two hundred employees working in NGO's & INGO'S by using convenience sampling technique. Results showed that spiritual workplace has huge and beneficial outcome on worker commitment and their satisfaction level. It can be concluded that the level of employee engagement to its role and employee job satisfaction can be enhanced by focusing on the workplace spirituality in an organization. This study also defined others attitudes that may be enhanced by focusing on spirituality in future.

Keywords: Workplace Spirituality, Employee Engagement, Job Satisfaction, Beneficial Outcome.

JEL Classification: M500

Introduction

In today's modern, chaotic and disorderly world, the more complex variation like international markets collapse, economic reshuffling, employee reduction, immense layoffs, extended and exploded families have demoralized and exhausted many employees, this is why they are no longer connected to their jobs (Neal, 1998). This serious problem has instigated the interest of many researchers and they have identified factors that lead to the more humanistic environment and they deem this as a positive sign to resolve the aforementioned problems.

This mess attracted researchers towards such factors that may contribute more towards pleased and humble working environment that leads to employee satisfaction and engagement to its

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job role. Practitioners and researchers have come across through several factors that may lead to a working environment in which employees feel contented, relaxed and engaged at work and at the end of the day they are more satisfied. One of these factors attracting significant attention and which is noteworthy is workplace spirituality (Marques, 2005). Workplace spirituality is among those factors that may play helpful role by providing better working condition to employees in which they feel satisfied, relaxed and to face aforesaid issues in a better way (Marques, 2005). In work place spirituality, researchers and investigators emphasize and stress upon more cooperative working environment and enhanced organization potency, a connection to something higher and they consider primary source of community which plays a significant role to augment work attitudes such as employee engagement and job satisfaction in order to increase productivity and organizational efficacy (Mitroff & Denton, 1999).

Researchers regarding workplace spirituality highlighted some key points that may be helpful to enhance organizations' working environment, employee satisfaction and engagement towards its role. Workplace spirituality works on individual level, group level and organizational level to improve employee's positive attitudes (Mitroff & Denton, 1999; Neal, 1998).

According to researchers' spirituality at workplace is a new factor that best connects employees to his/her organization in a more decent way that may be handful for both employee and organization productivity (Mitroff & Denton, 1999). Workplace Spirituality has the potential to maximize output, connect employee to its job, unsatisfied to satisfied, disengage to engage and faithlessness to commitment (Nick & Milliman, 1994; Milliman et al., 2003).

Workplace spirituality is a new domain of research and inquisition and has possible and probable strong connectivity and important and significant to the comfort and welfare of employees, businesses, societies and communities (Mirvis, 1997). Spiritual engagement of individuals with their jobs and organizations may maximize organizational output, efficiency, organizational commitment, satisfaction or contentment and employee engagement (Milliman et al., 2003), prolonged organizational stability, overall or collective performance, productivity, motivation and creativeness (Mitroff & Denton, 1999; Nick & Milliman, 1994). Spirituality can play a key role in establishing more decent, ethical, civilized organization culture and atmosphere (Garcia & Zamor, 2003), boosting the importance, sense of work, strengthening interaction, cooperation among individuals in the workplace, and in the meantime creating a working set that completely fills the lives of employees with pleasure, happiness and satisfaction (Sheep, 2006). A rising tendency in contemporary or modern business gives importance to the spirituality of employees in the workplace (Shellenbarger, 2000).

It is helpful in setting up more productive and civilized working domain by focusing and practicing the key factors of workplace spirituality as discussed above. When employee love to work and energized by work, having sense of interaction and cooperation with other employees and feels connected with organization values that leads towards employee's satisfaction and engagement (Garcia & Zamor, 2003; Sheep, 2006).

Literature Review

Workplace Spirituality

Spirituality in the working environment is inherent spirit of an employee that shows the level of satisfaction, engagement, interaction, commitment and intention to his/her job and organization and with whom they work. Spirituality in broader sense means to perform job with full concentration and having spiritual association with his work, organization and coworkers by focusing on personal growth and contribution towards organizational goals (Mitroff & Denton, 1999).

Spirituality means to cooperate and coordinate with fellow employees, bosses, subordinates and also other stakeholders linked with your organization with full honesty, integrity and remain loyal and passionate with his role in origination that directly linked with organization output.

Workplace spirituality can be best described by establishing such ways and techniques inside organization that may helpful to satisfy and engage employee in such a way that contribute towards organization output and also useful for employee growth. As per this concept workplace spirituality as the following three factors (Ashmos & Duchon, 2000).

Workplace spirituality is highly individual and rational concept, almost all of the intellectual definitions admit that workplace spirituality is comprised of logic of totality, unity and completeness, associated at work and profound values (Gibbons, 2000). Spirituality at workplace means make an attempt to find one's eventual reason and objective in life, establish and maintain a strong bond and association with coworkers and people connected with work, to have an alliance between one's basic and fundamental plus main beliefs, principles and ethics of organization (Mitroff & Denton, 1999). In the same manner, workplace spirituality is defined as "the recognition that employees have an inner life that is fostered and promoted by meaningful work arises in the context of community" (Ashmos & Duchon, 2000).

Marques et al. (2005) stated that spirituality is strengthened, nourished and triggered by awareness and consciousness, that each person is individually driven, dragged and motivated by an inner potency, which raises and maintains his or her sense of honesty, sincerity, integrity, possess him with artistic quality or creativeness, kindness, compassion, sympathy, dependability, reliability, steadiness and courage, and resultantly leading to collective creation of an aesthetically, motivational, friendly and cooperative working environment to enhanced team performance and overall harmony, and consequently turning the organization to be a leader in its race with other counter partners in its industry and community.

Meaningful Work

A basic, original and fundamental feature or characteristic of workplace spirituality involves a bottomless sense of meaning and purpose and intention in one's work (Ashmos & Duchon, 2000). Meaningful work signifies or shows that employees interact and coordinate with their daily work and looking for meaningful work (ibid). The appearance of spirituality at work involves the statement that individuals have some inner sense or consciousness, truthfulness and passion which come to fore while performing work actions and creates or establishes meaning to life as well as to others lives (Hawley, 1993; Ashmos & Duchon, 2000). The intention to work is not a novel concept or new thought, however the spirituality at workplace is not like that work which meant to be interesting or challenging but it is regarding things such as finding out profound meaning and purpose in work, mutual respect and love, communicate one's inner life during work, showing inner self-consciousness at work, fulfilling inner self needs by doing meaningful work and to provide help to others (Neal, 1998; Ashmos & Duchon, 2000).

Sense of Community

An important and decisive dimension of workplace spirituality consists of developing and maintaining an important and closer relationship with others, which is called a sense of community (Ashmos & Duchon, 2000). According to Neal and Bennett (2000) this stage of spirituality occupies the psychological, affectionate and spiritual link among individuals in teams or groups in organizations. Sense of community is that it consists of a deeper sense of connection among people, employee support each other, linked with a common purpose, freedom of expression and authentic caring (Ibid).

Alignment with Organizational Values

The third important factor of workplace spirituality is when individual show a strong relation between their personal values or morals and with organization mission, purpose and objectives (Milliman et al., 1999). Alignment with organizational values includes the interaction of employees with the best organizational purpose and mission (Mitroff & Denton, 1999). Affiliation with the organizational values is related to an idea or area that an individual's desire is superior to one's self and should make a contribution to organization (Ibid).

Connection or association with organizational values or morals comprises the concept that employees want to work within an organization or atmosphere whose objective is not to be just a corporate or business company by the way, but it is a totally different organization that hunts and develop a sense of ethics and moral principles or integrity in the workplace, which make a larger contribution or help employees as compare to other company that do for the well-being of employees, customers and society as a whole (Milliman et al., 1999).

Employee Engagement

The competition in the market is growing and getting more complex and complicated due to globalization. Moreover, the world economic recession or financial crisis that took place in the period 2007-2008 has driven or compelled companies to boost up their competitiveness for business survival. Resultantly, employee engagement has come to the fore as one of the most discussed and debated topics among top management across the globe in this decade and it is a crucial factor for business life and success (Hyuna, 2008).

According to Kahn (1990) employee engagement means the psychological existence of an employee while performing his work or duties and fulfill their responsibility in a better way, and utilize themselves physically, cognitively or mentally and emotionally during work activities. When employees are busy, occupied and engaged they are using or investing their hands, head and mind (Rich et al., 2010), and are psychologically present when performing and doing organizational responsibility (Kahn 1990, 1992). Psychological presence of people ensures attentiveness, connectedness, integrity and focus in their role performances (Ibid). Kahn (1990) explained that employee engagement signifies the psychological or mental existence of an employee when performing his organizational duties. Thus, when people are engaged or busy in their work they maintain themselves within the job they are doing (ibid).

Employee engagement is the stage of emotional, intellectual and optimistic pledge or commitment of employees with the organization to go one step ahead to help the organization in achieving their objectives and aims (Hyuna, 2008). Companies enhance their performance by the engagement of employees and accomplish organizational goals by giving autonomy to their employees.

Employee engagement can be further divided into organizational engagement (degree of an employee's engagement to their organization) and job engagement (degree of employee's commitment to their job). When an employee is busy or engaged, he remains conscious and attentive about his responsibility in the business goals and objectives and instigates his colleagues alongside, to help organization in achieving its goals successfully (Kahn, 1990). The positive demonstration or attitudes of the workers with their work place and its value system is otherwise called as the positive emotional affiliation or attachment of an employee with his work is called employee engagement (Ibid). Well-coordinated, connected and attached employees go beyond their job requirements in order to do well in their career as well as help organization in successfully achieving its goals (ibid).

Job Satisfaction

Satisfaction is one of the basic elements of all factors of the overall efficiency of work done, being configured as a result of the connection between what individuals actually get from work in terms of salary, status, appreciation etc and their expected results (Mathis, 1997). This attitude can

be defined as the events that give rise to personal feelings of relief, pleasure, which may be observed or described by the individual who is experiencing it, but cannot be seen from the outside by another person and is invisible phenomenon (Ibid).

Moreover, job satisfaction can be understood, taken or considered as positive emotion, produced by the admiration of the work resulting in a certain atmosphere (Luthans, 1998). Popescu-Neveanu (1978) said this is a complicated psychological configuration not always fully conscious, consisting of a set of positive attitudes of the person towards the work done.

Locke (1976) stated that job satisfaction is a constructive phenomenon and happy intellectual stage coming as a result of appreciation of one's work or job. Miller (2009) supported the idea that this definition of job satisfaction is the most comprehensive and generally acknowledged description, depicting the essential elements needed to demonstrate satisfaction during work. Moreover, job satisfaction is comprehended as a psychological character that people show to their work (Schultz, 1982), so far as expectations that an individual has in relation to his work confuses or mixes up with what he has really in his mind while performing the job (Capotescu, 2006). This is the meaning of job satisfaction in general or in common sense, which does not validate to be the most suitable way to check or measure whether or not people feel job satisfaction. Therefore, when intending to check job satisfaction, a level is necessary to identify or recognize and analyze the attitudes that establish the sum of it ranging from job to other (Schultz, 1990). Job satisfaction is multidimensional or multifaceted attitude, it has various determinants which include safety at workplace, possibilities of growth, recognition, influence and wages (Evan, 2001).

Job satisfaction means that working atmosphere fulfills the needs and values of employee and gives positive response or reply of the individual to that environment (Tewksbury & Higgins, 2006). Lambert (2004) described job satisfaction is the degree, stage and level where a person likes his/ her job or remains loyal with his job. Lambert et al. (1999) described the term as the accomplishment, execution, completion of gratification and satisfaction of certain needs that are affiliated or associated with one's work.

In two studies Camp (1994) and Lambert (2004) found that accurate job satisfaction comes from accomplishment of work, proper work supervision, up gradation, relationship with co-workers, fulfillment of desires and encouragement. Previous studies demonstrated and holds that job satisfaction is linked or affiliated with five dimensions, range of tasks, task significance or task acknowledgment, task importance, autonomy and feedback. According to Glisson and Durick (1988) that these five dimensions forecasted level of job satisfaction. The theoretical area of job satisfaction is wide, because it consists of all attributes of the job itself and the workplace, which employees find rewarding or remuneration, encouragement and satisfying (Ibid).

Workplace Spirituality and Employee Engagement

These are different topics with different factors of organization, playing different roles in organizational productivity and employee performance in a separate way but have a positive impact on one another (Milliman et al., 2003). By studying definitions and body of study regarding these positive attitudes, it's clear that they are linked and are playing an important role in different aspects of organization. These positive attitudes exhibit the same characteristics like flawless skills, perfect in quality, completeness, inner spirit, undivided, focus, aim oriented and much more (Pfeffer, 2010).

Duchon and Plowman (2005) describes that inner spirit or inner consciousness in an employee during work may be more productive and worthwhile than those organization where inner spirit do not exist in a proper way or overlooked. The inner spirits have a direct connection and have positive affect on employee engagement towards organization and an employee job role.

Spirituality in the workplace has a direct influence on employee's feelings towards work (Krishnakumar & Neck, 2002). The Same is with employee engagement where the employee is involved in work with full concentration (Rich et al., 2010). Engagement with organization employee invests oneself into his/her role and doing awesome job that makes an employee distinct from other (Kahn, 1992).

According to Krishna Kumar and Neck (2002) factor of wholeness is same in both attitudes, wholeness means that one thing remains same even everything in surroundings get changing. That only thing is inner spirit. This inner spirit carries on an employee to perform in a complete self and taking active part in work's role, which is called employee engagement. Spirituality encourages and motivate employees to bring them complete in job role not only physically or intellectually but always they find determination in their work (Ashmos & Duchon, 2000).

Jurkiewicz and Giacalone (2004) stated organizations that practices spirituality generate an atmosphere where the unity of the individual and professional selves is possible keeping the whole person in the work process. Mitroff and Denton (1999) found that those who have linked with organization, understood and demonstrate spirituality and were able to bring more of their complete mind at work. According to Kinjerski and Skrypnek (2004) spirituality is about being connected with organization all the time even at work, it means live with frankness and honor, involves consolidation of a person physical or corporal, emotional and spiritual behavior during work.

Rich et al. (2010) conceptualized employee engagement is the utilization of one's complete self into a role. Kahn (1990) stated that fully engaged means that one demonstrates the complete self within their role or performance, while disengagement is the opposite of it i.e. decoupling or detachment of the self from the work completely. Engaged employees usually keep themselves occupied with their jobs while disengaged employees deviate from their roles more than often (Kahn, 1990).

Thirdly, employee engagement also enhances workplace spirituality when the job carries a significant importance for employees. Workplace spirituality shows that people have a strong sense of attachment to their work as well as with others related to the job (Krishnakumar & Neck 2002; Milliman et al., 2003). Kinjerski and Skrypnek (2004) after interview with fourteen professionals, came to the conclusion that to have connections with others as well as with something broader than oneself was a main and significant idea. People are also emotionally invested in their jobs when they are engaged with their work (Kahn, 1990). Kahn (1990) concluded that people who're engaged experience pleasure and meaningfulness in every aspect of their job whether they be communicating with their colleagues or customers.

Employee engagement and workplace spirituality are also connected to various job related outcomes as well. Literature shows a strong connection between honesty, trust, creativity, employee engagement and workplace spirituality. (Krishnakumar & Neck, 2002). Millman et al. (2003) Studied the association between workplace spirituality and positive attitudes have found that workplace spirituality dimensions i.e meaningful work, sense of community, alignment with organization values were considerably connected to job attitude variables i.e. organization citizenship behavior, job satisfaction, employee turnover, and employee engagement and employee motivation. Kolodinsky et al. (2008) examined that work place spirituality surely connected to employee engagement and work satisfaction.

Workplace Spirituality and Job Satisfaction

According to Luthans (1998) Workplace spirituality is a key factor and playing important role by establishing sociable working environment where employees focus on teamwork, supporting and coordinating each other that directly affect employee satisfaction level towards job and organization. As Ryan and La Guardia (2000) stated in their studies that those organizations where employee work importance is considered in a positive way, appreciate their works, have a meaningful work, organizational support and have a good relation among employees help an employee to have internal satisfaction and more commitment towards job.

According to Sass (2000) spirituality is directly linked with employee effectiveness, performance, personal growth and playing an important role in reducing absenteeism. Spirituality is also associated with mental or cognitive satisfaction of an employee. Lilius et al. (2005) stated that spirituality provides an environment to an employee where employee psychological commitment towards work and organization strengthens. Then main thing in organizational performance and productivity is that an employee should be mentally satisfied from organization side.

Organizational productivity depends on employee satisfaction, and this satisfaction comes when an employee trust, personal values, respect and commitment towards job and organization are considered (Mitroff & Denton, 1999). Campuzano (2009) linked job satisfaction with spiritual

workplace, where all these are experienced with high importance. Spiritual workplace works on employee actions, behavior and expectations which employees have from organization. After all these positive attitudes are incorporated in organizational perspective, organization may have satisfied employee with internal satisfaction and *consciousness at the end* (Kinjerski & Skrypnek, 2006).

Meaningful work means work that gives employee a feeling of pleasure, comfort and directs employee to be involved in organization related meaning full activities (Duchon & Plowman, 2005). Duchon and Plowman (2005) show results from previous literature on the significance and constructive association between employee meaning and purpose full work and job satisfaction. We can also anticipate meaningful work as it is more likely to affect or influence employee attitude and their behaviors towards job. As Jaques (1996, 1998) recommended when an individual's work is compared to their probable or inherent ability, they are prospected to achieve their full potential. Peters and Waterman (1982) came to the conclusion that organizations with higher or improved level of meaningful work have more motivated, instigated and contented or satisfied workforce.

Scene of Community aspects of workplace spirituality demonstrate that employees' have of the sense belonging with others and help each other to solve their needs and desires (Ashmos & Duchon, 2000). Trott (1996) described that those who are susceptible, having momentous and purpose full plus objective relationship are the main factors of the community are more likely nourish, high job pleasure and less likely to observe job exhaustion. Organizations that establish an environment which is friendly to employee's sense of pleasure, desire and objectives will motivate or instigate employees to a larger extent while performing work and most probably will have a productive or yielding and contented plus complacent workforce (Riordan et al., 1997; Catlette & Hadden, 1998). Other studies have pointed out that the organizations that offer or provide their employees a workplace where they feel comfortable having strong or tight feeling of affiliation and objectivity are inclined towards more imaginative and creative plus innovative work related activities (Harman, 1992), and experienced or observed personal growth and maturity to a larger extent (Hawley, 1993). In conformity with the above postulated relationship (Milliman et al., 2003) pointed out support for a positive relationship of both meaningful work and community with job satisfaction.

According to Mitroff and Denton (1999) concentration on the values, morals, vision and objectives of organization fulfill the desires and needs of employees and have significant effect on organizational commitment and job satisfaction. According to Milliman et al. (1999) strong feelings of community and organizational values plus morals is connected to employee satisfaction as well as inspiration and the instigation. These results are in conformity with Collins and Porras (1994).

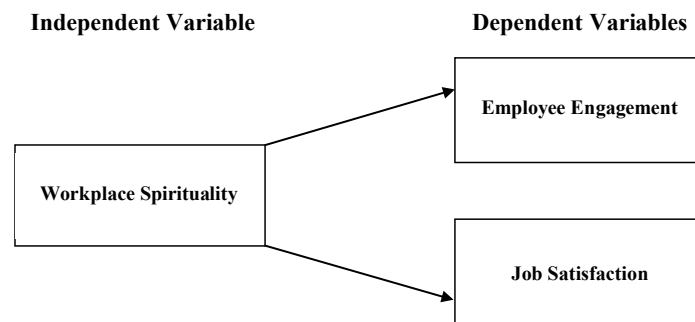


Figure 1: Theoretical Framework

Research Methodology

Population and Sample

The population of the study includes employees of officer rank of NGOs and INGOs in Khyber Punkhtunkhuwa. A sample size of 200 was surveyed. Data was collected through convenience sampling technique. Study used 21 item scale of Ashmos and Duchon (2000) to measure workplace spirituality. Employee engagement was measured using items from the work of Kahn (1990) with 18 items. Job satisfaction was measured using the 6 item scale developed by Agho et al. (1992). All the variables were measured on a five point Likert scale.

Table 1

Variables	Items	Developed by
WPS	21	Ashmos and Duchon (2000)
E.E	18	Kahn (1990)
J.S	6	Agho et al. (1992)

The data was processed by using Statistical Package for Social Sciences (SPSS) v.20. It is important to mention that before formal analysis the data was tested for reliability analysis by using Cronbach's alpha coefficient (Cronbach, 1951). A Cronbach's alpha coefficient of 0.70 or more was considered reliable.

Descriptive were tested in term of counts and percentages regarding different items of

workplace spirituality, employee engagement and job satisfaction, for investigating the perception of respondents. Hypotheses were tested using simple linear regression. In order to check the relationship of workplace spirituality with employee engagement and job satisfaction, the following analytical models (regression analysis) was applied.

$$E.E = \beta_0 + \beta_1 WPS + \varepsilon \quad \dots\dots\dots (1)$$

$$J.S = \beta_0 + \beta_1 WPS + \varepsilon \quad \dots\dots\dots (2)$$

Where,

WPS = workplace spirituality, *EE*= employee engagement

JS = job satisfaction, β_0 and β_1 are called the model parameters and will be estimated from the sample data by utilizing ordinary least square (OLS) method.

ε = is the residual term and supposed to follow a normal distribution with zero mean and constant variance i.e. $\varepsilon \sim N(0, \sigma^2)$

Data Analysis

Reliability Analysis

Internal consistency of the items in the scales was measured using cronbach's alpha. A cronbach's alpha value of 0.70 and above was considered reliable. Following table shows the values of Cronbach's alpha for variables workplace spirituality, employee engagement and job satisfaction has reliable with respect to data collection.

Table 2

Variables	N	α
Workplace Spirituality	21	0.73
Employee Engagement	18	0.70
Job Satisfaction	6	0.73

Table 3

Descriptive Statistics

Variables	No of items	Mean	Standard Deviation
Workplace Spirituality	21	3.77	0.40
Employee Engagement	18	3.75	0.40
Job Satisfaction	6	3.79	0.63

Table shows mean of workplace spirituality 3.77 (S.D=0.40), mean of employee engagement

3.75 (S.D=0.40) and 3.79 (S.D=0.63) is mean of job satisfaction. 3.77 was the mean of items of workplace spirituality. While 3.75 is the mean of responses of employee engagement indicating higher level of engagement due to workplace spirituality. And the mean of items of job satisfaction is 3.79 indicating higher level of satisfaction at job due to workplace spirituality.

Workplace Spirituality and Employee Engagement

Results reveal that 43% variation occurs in dependent variable due to workplace spirituality. Value of “B” (0.669) is positive, so we can say positive relation exists. Model is overall fit $F = 151.41$ ($F > 5$). As a result, the alternative hypothesis is accepted that perceived workplace spirituality has positive effect on employee engagement.

Table 4

	β	S.E	t-ratio	p-value
Constant	1.228	0.206	5.957	0.000
WS	0.669	0.054	12.305	0.000

$R^2 = 0.433$; F-value = 151.41 with p-value = 0.000

Workplace Spirituality and Job Satisfaction

Results show that spirituality in the workplace induced 46 percent shifts in the dependent variable. There is significant relation with $F = 75.35$ ($F > 5$) and p-value = 0.000 ($P < 0.001$). Value of “B” (0.822) is positive therefore positive relation exists. So hypothesis 2 is accepted.

Table 5

	β	S.E	t-ratio	p-value
Constant	0.693	0.359	1.930	0.000
WS	0.822	0.095	8.651	0.000

$R^2 = 0.464$; F-value = 75.35 with p-value = 0.000

Discussion & Conclusion

The importance of workplace spirituality in an organization is becoming so vital due to market ebb and flow situation and its influence on employees. Dependent variables, as discussed earlier, are the main factors that we can say that they are main pillars of an organization. This study shows that if an organization develop spiritual environment, obviously the levels of employee engagement and satisfaction level of an employees will be sparked. Results defined that employee engagement and

satisfaction level of an employees are in organization hands, if they develop proper spiritual work environment then they will find more engagement and satisfaction from employee's side as explained by other researchers like (Giacolone & Jurkiewicz, 2010; Kolodinsky & Giacalone & Jurkiewicz, 2008; Neck & Milliman, 1994).

Employees become more robust and stable at the point where they understand value in their work-related activities and feel the organizational support for spirituality. Employees are engaged in a collaborative way when dealing with spirituality, they apply maximum capacity at work, contribute their whole selves to the job and organization; these positive outcomes are hampered in organizations where spirituality is overlooked and disregarded (Neal & Bennett, 2000).

Previous body of knowledge on workplace spirituality, employee engagement and job satisfaction stated that workplace spirituality is decidedly identified with employee engagement and employee satisfaction in a positive way. If an organization works on spirituality, it means to empower employees to carry their entire self to work and eventually become more progressively beneficial and locked in (Karakas, 2009). Moreover, researchers explained that spiritual employees always try to improve performance, better execution (Garcia-Zamor, 2003), and are likewise less vulnerable to worry in predicament (Marques, 2005).

This study shows that if an organization properly develops system of spirituality and invests their capabilities to create inner consciousness among employees will be a positive effect on individuals and organizations performance. By developing and maintaining spiritual culture that can connect employees to organizations and organizational goals. This study is supported by Spillover theory of Diener presented in 1984 that workplace spirituality and its dimensions are noteworthy determinants of attitudinal outcomes like employee engagement and job satisfaction. However, disagreements still exist in analyzing and explaining the construct of workplace spirituality and its connection with other related positive attitudes. This leaves the field open to further inquiry, especially in distinct organizational and cultural settings.

Limitations and Future Directions

The study also has some limitations which may be accounted for in future studies. First, the use of convenience sampling technique limits the generalizability of results. Future studies should make use of random sampling techniques for better generalizability. Second, more rigorous research methods in terms of analysis techniques such as Partial Least Square (PLS) should be adopted for more reliable results. Third, workplace spirituality should be studied alongside other organizational factors like organizational commitment, job involvement, turnover intention, job stress, and organizational citizenship behaviors. Fourth, workplace spirituality must find out in different organization (public and private sector) and other cultural settings (e.g. individualistic and collectivist), to see whether the findings are applicable in distinct settings or not. Finally, more complex relationships should be

examined to investigate the mediating or moderating roles of organizational behavior variables, such as motivation (intrinsic and extrinsic), supervisory relationships, work environment and organizational politics as a mediating factors.

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