

Impact of Workplace Spirituality on Employee Attitudes and Engagements

Hafsa Iqbal*, Dr. Kashif Riaz**, Dr. Kamran Khan***,
Dr. Syed Karamatullah Hussainy****

Abstract

Relationship of workplace spirituality with organizational outcomes is an important aspect that needs to be studied. While recognizing that workplace spirituality is an abstract concept, this quantitative study explores the relationship between spirituality at the workplace with employee attitude and engagement. Workplace spirituality has been measured through a combination of individual and organizational type variables whereas employee attitude was measured through five prevalent variables. Two variables were used to measure employee engagement. This research proved a positive association between spirituality at the workplace and employee attitude and engagement. PLS-SEM is used to test the developed research model and hypotheses on the collected data from 250 valid respondents. In conclusion and recommendation, this paper presents several implications and opens new research directions for both academics and the business world, moreover, the paper also justifies the need for a comprehensive investigation into the impact of workplace spirituality on employees and subsequently on organizational performance.

Keywords: Spirituality at Workplace, organizational commitment, Employee engagements, Dimensions of spirituality.

JEL Classification: O43, O44

*Research Scholar at KASB Institute of Technology, Karachi, Pakistan. Email: hafsa iqbal1992@gmail.com

** Adjunct Faculty, Faculty of Management Sciences, KASB Institute of Technology, Karachi, Pakistan. Email: 13kashifriaz@gmail.com (Corresponding author)

*** Assistant Professor, Faculty of Management Sciences, KASB Institute of Technology, Karachi, Pakistan Email: kamranabbaskhan@gmail.com

**** Professor, Faculty of Management Sciences, KASB Institute of Technology, Karachi, Pakistan Email: s. karamatullah@gmail.com

1. Introduction

A group of people working together in a place rationally and systematically in order to achieve common goals by utilizing available resources is considered as an organization. However, since resources are limited organizational success and profitability lies in their employees being passionate and committed. Organizations are continuously looking for ways to strengthen employee's commitment (Utami et al., 2021). A few decades back, organizations wanted their employees to put their full physical efforts and were reluctant to discuss and consider the impact of spirituality at the workplace on employees due to its religious and communal implications (Jena & Pardhan, 2018). Several factors were discussed and focused by managers and organizations including job satisfaction, rewards, work environment, recognition and others that were related to organizational commitment. However, spirituality at the workplace got little or no attention in the organizational context (Devendhiran & Wesley, 2017). The twenty-first century witnessed the discussion on spirituality and its effects on the workplace, there were several books published, and several stories were covered by top magazines (Milliman et al., 2003). The frequency of literature in the area has increased rapidly. This massive transformation in interest is solely based on the literature written which highlighted the importance of workplace spirituality in organizational structure (Pradhan & Jena, 2017). The growing body of knowledge in the area provides insights into the antecedents and consequences of spirituality, however, there is still a lot to be done to further understand and explore the concept in the organizational contexts especially in the empirical sense. There can be several arguments on why there is such an interest in the area all of a sudden. Ray (1992) provided a potential argument that in this era of information and knowledge, individuals are increasingly ambitious to experience meaningfulness in their personal and professional life sphere. In the globalized and technology-based era, the work life balance or workload increased and became time consuming for the employees. Hence, knowledgeable professionals are realizing the need for spiritual consciousness for the amalgamation of personal and professional goals (Pradhan & Jena, 2017). Spirituality in a working environment includes a pursuit to find the final goal of a person's work life, creating a balance between individual and organizational cultural values (Kalantari & Khalili, 2018).

Spirituality in an organization is not focused on promoting one's ideology or ideological system but is related to create a culture that recognizes and promote the spirit of work of the employees (Devendhiran & Wesley, 2017). Such practice helps on both ends, from the employer and employee perspectives which leads to improved relationships between both, resulting in the loyalty of the employees and longer retentions. This reduces the cost of hiring and simultaneously helps in increasing performance, productivity and growth of the organization (Krishnakumar & Neck, 2002). Employees on the other hand benefit from spirituality as it results in less job stress, higher creativity and innovativeness, increases their morale, and brings better team spirit and higher quality of work (Daniel, 2015). Kinjerski and Skrypnik (2006) reported that organizations that implemented programs that enhanced workplace

spirituality, have seen higher employees' satisfaction and reduced turnover, which resulted in hiring cost reduction and better growth.

Prior studies in the area have highlighted the dimensions of spirituality which included alignment of values, sense of community and meaningful work and checked its impact on organizational commitments, job involvement, organizational self-esteem, intentions to quit and others (Ashmos & Duchon, 2000). This study also aims to highlight several aspects that are related to workplace spirituality or are linked to spirituality. The core of this study is to understand the importance of workplace spirituality and its effects on organizational outcomes which were measured through employee engagement and employee attitudes. Moreover, this study measures workplace spirituality using three dimensions supported by literature and measures employee engagement using two dimensions which includes job engagement and organizational engagement. The last construct, employee attitudes was measured using five dimensions that were organizational commitment, intentions to quit, intrinsic work satisfaction, job involvement and organization-based self-esteem (OBSE). The model proposed in the study constructs a relationship between workplace spirituality, employee attitude and engagement and was a higher order for all the three constructs. By doing this, all the factors are taken into consideration while reducing the hypotheses in the model.

2. Literature Review

2.1 Spirituality

Spirituality concept is quite old however the shift in definition emerged in the 11th century when it was believed that spirituality represented the mental aspect of the human being. Two centuries later spirituality represented psychological and social implications. After the Second World War spirituality definition got separated from religion and it was considered that a person can be spiritual but not religious (Broadhurst, 2021). Numerous definitions of workplace spirituality exist in literature but none has defined workplace spirituality completely. Furthermore, there is no consensus on the definitions provided by scholars, this enigma is due to the subjective nature of the construct (Gull & Doh, 2004). There is also little empirical research that has been conducted on the subject (McCormick, 1994) furthermore the overlapping concept of spirituality and religion has created further confusion (Zinnbauer et al., 1999). Spirituality covers many aspects, always difficult to explain and encircle a wide variety of experiences. The definition differs due to personal differences which leads to interpretation and expression of spirituality in many different ways (Coyle, 2002). There are several definitions and interpretations of spirituality. 'Spirituality means heaven.' 'Spirituality is continuing the spirit of life, offering me optimism and hope.' 'Spirituality for me is existence and, also a part of my rehabilitation. It is encircling trust and faith.' Pursue direction, comfort and refuge. It is an element of my life and part of my rehabilitation. It is encircling trust and faith.' In general, the definition of spirituality is "expressing our desires to find meaning and

purpose in lives and is a process of living out one's set of deeply held personal values" (Lorraine, 2009; Pardasani et al., 2014).

2.2 *Workplace spirituality*

The aspects of workplace spirituality confess what workers acquire against spiritual workplace. Employees often attempt to acquire meaning, purpose and fulfilment at their workplace (Mitroff & Denton, 2012) because their social identity is partly formulated from their work (Cartwright & Holmes, 2006). Spirituality of the workplace encompasses both organizational and individual perspectives. With reference to organizational perspective, workplace spirituality can be explained as "framework of organizational values evidenced in the culture that promotes employees' experience of transcendence through the work process, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy" (Giacalone & Jurkiewicz, 2010). Moreover, the definition of workplace spirituality from an individual perspective can be expressed as the objective of finding the ultimate purpose in life, connecting with others at work and joining individual values with organizational values (Mitroff & Denton, 2012). In its broadest term, it can be defined as a measure of workers' desire to face the pressure and turbulence of modern organizational life while improving their welfare and organizational performance (Purnamasari et al., 2020)

2.3 *Dimensions of Workplace Spirituality*

Researchers have experimented in the past studies to establish scale dimensionality of workplace spirituality through different aspects. Workplace spirituality has been measured through seven dimensions, more specifically: individual private life, individual responsibility, meaningfulness at work, group spirituality, community conditions, self-reflective dimensions and positive relationship with others (Ashmos & Duchon, 2000; Milliman et al., 2003). The lack of a concrete, concise and complete definition of spirituality in general and workplace spirituality, particular, has led to subjective categorization and measurement of the concept (Pardasani et al., 2014). In our study the dimensions taken are a combination of both individual factors and organizational characteristics, thus integrating the individual level factors with organizational characteristics in order to better understand the impact of one onto another.

2.3.1 *Meaningful Workplace*

Workers in current time focus beyond effectiveness and efficiency and pursue purpose, fulfilment in their work and meaning (Mitroff & Denton, 2012). The investigation for the content of this phenomenon is not at all new. Employees quitting their employment in pursuance of meaning or spiritually upgrading life is a very common phenomenon these days (Burack, 1999). Meaningfulness can be defined as the value an individual attaches to

the workplace or how an individual defines one's own particular beliefs, ideals, standards or norms (May et al., 2004). Workers use their very own desires and truths in their workplace and in the completion of tasks that provides meaning and purpose to their life (Hawley, 1993). Lack of meaning and purpose of work has a negative impact on employees' performance as it leads to alienation of oneself and increased frustration (Naylor et al., 1996).

2.3.2 *Sense of Community*

Another important dimension of spirituality at the workplace is a community which entails a deep connection or a relationship with others (Ashmos & Duchon, 2000). Psychologically community sometimes referred to as a sense of community, is an essential conceptualization of society's psychological values or an interconnection between its members. (Peterson et al., 2008). In distinction, the sense of community presents a framework and common language which helps members to expand their understanding and knowledge regarding the approach that would ensure growth and progress both as an individual and as a member of a group or community (Peterson et al., 2008). Sense of community as one of the dimensions of workplace spirituality deals with group interaction behaviors of human beings and more specifically the interaction that takes place between employees and other coworkers in an organization. The individual sense of community is based on the belief that people are connected with each other and that there exists some kind of relationship between the inner self of one individual with others. Such type of spirituality or sense of community involves employees' mental, emotional and spiritual connections between themselves as teams or as groups within an organization (Neal & Bennet, 2000). "Against the presence of a vast collection of literature about the sense of community, there is no all-around knowledge meaning of the term" (Rovai & Gallien, 2005).

2.3.3 *Alignment of Values*

Another dimension of spirituality is the alignment of values which occurs when an individual feels a strong correlation or alignment between their personal value and the organization value, mission and purpose (Mitroff & Denton, 2012). The central conceptualization of workers possessing an intuitive organizational engagement revolves around their knowledge and alertness towards aligning their personal values with the organizations' culture in order to achieve organizational goals and objectives. It is important to note that the invisible apparels of culture are values (Henderson & Thompson, 2003). When organizations can develop a culture that effectively aligns individual and organizational values this will lead to the development of a positive working attitude, job satisfaction and results in a higher degree of organizational commitment (O'Reilly et al., 1991). Effective alignment can only occur if employees believe that their organization has appropriate values and is concerned about the welfare and wellbeing of employees and the community (Ashmos & Duchon, 2000). Employees are also more enthusiastic to work in an organization that has a higher degree of

ethics and contributes towards the welfare of employees, customers, society and is not solely focused on making profit (Hawley, 1993).

2.4 Employees Attitudes

Employee's attitude comprises of several dimensions which are used to determine the attitude of workforce. These dimensions include job satisfaction, organizational commitment, task characteristics, job involvement and career satisfaction (Guimaraes, 1996). The same attributes are being used in this study as well, only task characteristics were excluded because comparison of different tasks and their impact on employee attitude was not measured in this study.

2.4.1 Organization Commitment

It is a variable that has been the focus of attention of many researchers (Chughtai & Zafar, 2006); (Mowday et al., 1982). The concept of organizational commitment studies the relationship or a bond between an employee and their organization, the higher level of connection an individual has with the organization means that the likelihood to quit the organization is very low (Mowday et al., 1979). It is a bond that an individual feel with the organization that results in the desire to continue membership with that organization. The higher degree of binding that an individual has with the organization results in a positive set of behaviors and it motivates one to act, this higher degree of bonding or in other words organizational commitment is more likely to result in generating interest in an individual about the survival, reputation, growth and continuity of the organization therefore in short commitment is an element that interconnects workers to an organization (Meyer & Allen, 1997) and ensures organization's survival, growth and continuity (Fornes et al., 2008; Mowday et al., 1982).

2.4.2 Intentions to Quit

Intention to quit refers to the probability of an individual to stay or leave an employing organization. It is an individual's conscious and deliberate decision to leave the organization. Many researchers believe that measuring intent to quit is better than actual turnover because of two reasons, first there is a relationship that can be established that employees first make a conscious decision in their mind about leaving the organization before actually quitting and second is that it is more practical to ask an employee about their intent than to trace those who have left the organization (Mahdi et al., 2012). Many studies have shown that employee commitment to work and withdrawal intentions are negatively correlated (Carmeli & Gefen, 2005).

2.4.3 *Instinctive Job Satisfaction*

Job satisfaction deals with the employees' attitude towards their work, more specifically towards their achievement, responsibility, advancement and growth. Job satisfaction has an indirect relationship with turnover or intention to quit and it has a direct relationship with organizational commitment. Meaning as job satisfaction increases the likelihood of quitting decreases and the relationship between the employee and the organization gets strengthened (Milliman et al., 2003). Additionally, higher levels of job satisfaction will increase organizational commitment, as workers who are highly satisfied with their work should perceive higher benefits in keeping their association with the organization and will be less likely to quit (Guimaraes, 1996).

2.4.4 *Job Involvement*

This entails the level of involvement an employee has in performing their work or task and participating in various productive activities. Workers who are found to have more variety in their work and deals with a variety of people at their work feel more involved in their job (Mahdi et al., 2012). Job involvement refers to the psychological engagement of individuals with their work which in turn is affected by reward and importance of the work therefore job involvements are relevant to task aspects. Job involvement influences both organizational commitment and work satisfaction. Workers who are highly involved in their job are often also found to be highly satisfied with their works, deeply committed to the organization, and are less likely to quit the organization (Guimaraes, 1996).

2.4.5 *Organization Based Self-Esteem*

'Self' itself is very complicated, as it is multidimensional and is reflected in diverse attributes both internally and externally. Self-esteem is a dimension of self that deals with an individual evaluation of his self and what they think of themselves. Organizational based self-esteem (OBSE) is defined as the degree to which an employee satisfies their esteem needs by participating in different tasks and roles in an organization. In short, it is a self-perceived value of an individual of themselves as a member of an organization within the organizational context (Coopersmith, 1967); (Pierce et al., 1989). Employees with high self-esteem have a greater sense of self-efficiency, they believe that they possess the necessary skills and ability to perform organizational tasks (Bishop et al., 2000). Therefore, employees with high OBSE generally consider themselves as capable, important, efficient, meaningful, significant and worthy member of their organization.

2.5 *Employee Engagement*

The construct of employee's engagement has been fascinated by many researchers and it is still an ongoing and increasing focus of study for the last 15 years within both academic field and business world (Bakker & Demerouti, 2014; Bakker et al., 2011; Kahn, 1990; Harter et al., 2013). Employee engagement can be described as employee's individual sense of responsibility reflected in their initiatives, adaptability and persistence for achieving organizational objectives. (Carter et al., 2016). It can also be defined as a fulfilling work related mindset that is characterized by dedication, vigour and absorption in work. (Schaufeli et al., 2002). Engagement is an important estimator of a person's behaviors and attitudes in the context of achieving organizational results (Albrecht, 2010); (Carter et al., 2016); (Christian et al., 2011); (Halbesleben, 2010); (Macey et al., 2009). Many researchers have found a positive relationship between employee engagement and organizational performance. Higher level of engagement results in higher productivity and thus increases the overall efficiency of the organization (Carter et al., 2016).

2.6 *Relationship between Spirituality at workplace and Employees' Attitude*

It is supported by many research studies that there is a positively significant relationship between workplace spirituality and employees' attitudes however there are few studies which have specifically studied the dimensions of workplace spirituality and the variables of employees' attitude (Milliman et al., 2003). These dimensions of workplace spirituality namely meaningful work, sense of community and alignment of values all contributes towards well-being of employees and thus develops a positive attitude which in turn results in a higher degree of efficiency. Furthermore, this positive attitude of the employees reflects in their behavior and commitment to their work (Wright & Cropanzano, 2000). The level of spirituality obtained by workers reflects in their sharing, mutual obligation and commitments. This means that not only do they work well as an individual but also significantly contributes as a team member (Ashmos & Duchon, 2000). Although studies have found that higher level of spirituality results in the development of a positive attitude of employees however the relationship is very complex and multidimensional. It is a growing area of interest of many researchers to hypothesize and objectively predict its impact (Kolodinsky et al., 2003); (Sheep, 2004).

H1: Relationship between Spirituality at workplace and Employee attitudes.

2.7 *Relationship between Spirituality at workplace and Employee's Engagement*

The term employee's engagement and its impact on organizational performance have been researched many times in the past however recent studies have found that there is still very little information found about its impact on organizational outcome (Carter et al., 2016).

Researchers believe that individual engagement or disengagement from their task varies under different circumstances. Engagement can be defined as an individual expression of self in the task or work performed that promotes attachment to work and to other members, personal commitment both physically and emotionally and activeness in the role or work being performed (Kahn, 1990). Researchers believe that employee's engagement is likely to result in higher levels of motivation and enhanced job performance. There is also a strong positive correlation found between workplace spirituality and employees' engagement meaning that workers having a higher level of spirituality may feel more valued, inspired and encouraged (Saks, 2006). The idea behind the relationship is organizational culture that enhances workplace spirituality results in providing employees with opportunities for learning, social support from other members and positive reinforcement in their task, thus employees feel more engaged in their task and turn feels obligated to provide greater efforts and focus in their work (Carter et al., 2016).

H2: Relationship between Spirituality at workplace and Employee engagements.

3. Research Methodology

This research was primarily focused on the banking sector; therefore, convenience sampling was used first for the selection of banks and afterwards simple random technique was used for sample selection (Utami et al., 2021). Selected samples were either requested to fill the questionnaire online or were handed out in person. Hence, the study used online and offline mediums both. In offline, a total of 400 hard copies of the instrument was distributed. The instrument mentioned the purpose and objectives of the study. Whereas, a Google form was used to develop the instrument, and distributed to around 1100 target audiences using Facebook, individual messages, Whatsapp individual and groups. The study received a total of 411 responses from both sources. On the received sample, the invalid and incomplete responses were removed, and the final sample retained was 250. For SEM analysis a minimum of 100-200 sample size is required for the data normality assumption test to be fulfilled (Hair et al., 2016). Employee attitude and engagement was measured through a self-reported questionnaire as supported by many past researches. For this study as well, a questionnaire was developed to measure different dimensions of workplace spirituality, employee attitude and engagement. Variables were measured on a five-point rating scale from "strongly agree" to "strongly disagree". Dimensions with their measuring items are listed below:

Meaningful work. This dimension was measured through five items and the Cronbach's alpha value was 0.95. *Sense of community.* Five items were developed by researchers of this study for the measurement of this variable, calculated Cronbach's Alpha value was 0.918. *Alignment of values.* Six items were used for the measurement of this variable and the Cronbach's alpha value was 0.907. *Organization commitment.* Six items related to organization commitments were used to measure this variable. The Cronbach's alpha value was 0.889.

Intention to quit. Three items were used in this study for the measurement of intention to quit. The calculated Cronbach's alpha value was 0.943. *Intrinsic work satisfaction* was measured through four-point item and Cronbach's alpha value for intrinsic work satisfaction was 0.875.

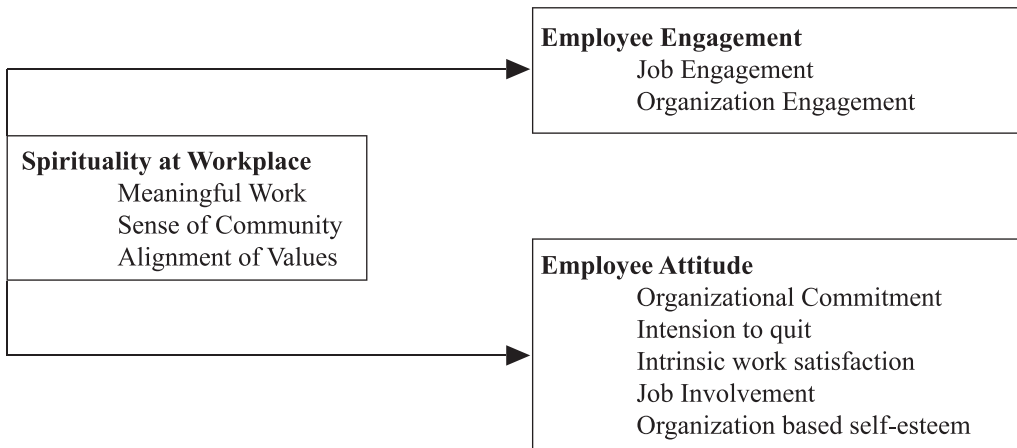


Figure SEQ Figure * ARABIC 1: Research Model

ob involvement. The job involvement variable was measured through four items as supported by the literature. The Cronbach's alpha value was 0.879. *Organizational based self-esteem* (OBSE). The OBSE variable was measured through five items. Cronbach's alpha value was calculated at 0.945. *Employee Engagement*. Employee engagement was measured through two further dimensions as supported by the literature. First was *Job engagement* that was measured through five items having calculated Cronbach's alpha value of 0.795. The second was *Organization engagement* that was measured through six items having Cronbach's alpha value of 0.765.

In this research SPSS was used for reporting the descriptive statistics and for inferential statistics, PLS-SEM was applied using SmartPLS. In the structural equation modelling (SEM) measurement and structural model was applied (Purnamasari et al., 2020). In the measurement model, reliability, validity, and fitness indicators were obtained. However, in the structural model, the results of the hypotheses were used. The study applied the measurement model twice, as in the initial measurement model, outer loadings of the items were not found satisfactory (Hair et al., 1995).

4. Results

The descriptive statistics were checked using SPSS for demographic variables. It was found that male dominates the study with 60.6% however, female respondents were also in significant numbers. This was achieved as the banking sector of Pakistan has a good representation of female staff whether in the branch banking or the head/regional offices of the

banks. The education of most of the respondents was above graduation degree, this represents that the banking industry of Pakistan consists of educated individuals as the hiring criteria for branch and office level jobs is at least graduation. The study found that most of the respondents have experience of at least 1 to 6 years. However, the participation of high to low experience holders was also there. After analyzing the demographic profiles of the respondents, the study proceeded towards testing the data collected. For this purpose, the study used PLS algorithm due to the formative-reflective model.

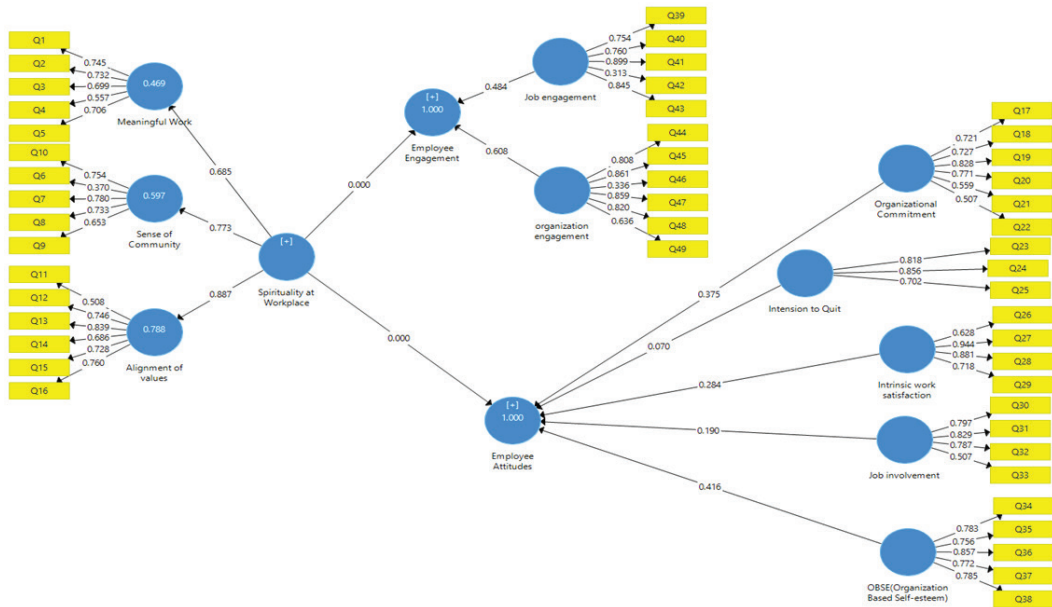


Figure 2: SEQ Figure * ARABIC 2: Initial measurement model

The initial measurement model found some issues with regards to items' outer loadings as shown in Figure 2 of the study. There were around 10 items found less than the thresholds mentioned by (Hair et al., 2017); (Hair Jr. et al., 2016). Studies discussed that values of outer loadings of the items less than the criteria affect the further measures of reliability and validity, hence, it is better to be removed to get the further values correct (Hameed & Khan, 2020). It was therefore decided to remove the items and test the measurement model again.

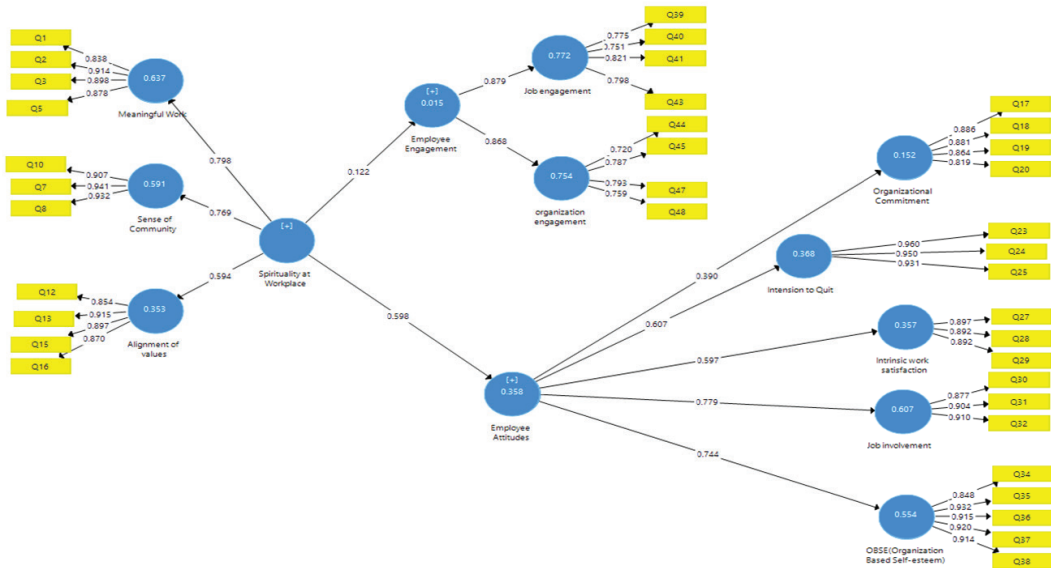


Figure 3: Finalized measurement model

The model was tested again using the PLS algorithm after deleting the items with low outer loadings. The new model found that all items are now meeting the standard value of 0.7 (Hair et al., 2016). Further, there were two main reliability indicators, Cronbach’s alpha and composite reliability were used to analyze the reliability of the data. For both the indicators, values should be greater than 0.7, the Table 1 of the study found that all the constructs meet both criteria of reliability, the resulting values were more than 0.7 (Khan & Hameed, 2019). For the validity of the data, two measures checked were, average variance extracted (AVE) and discriminant validity. Table 1 of the study shows that all constructs have AVE values above 0.5. This means that the constructs are explaining more variance than the error in the data. Hence, as per AVE, the data is found valid (Khan & Hameed, 2019b).

Table 1
Construct Reliability and Validity

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|--|---------------------|-------|--------------------------|-------------------------------------|
| Alignment of values | 0.907 | 0.909 | 0.935 | 0.782 |
| Employee Engagement | 0.828 | 0.834 | 0.870 | 0.457 |
| Intension to Quit | 0.943 | 0.962 | 0.963 | 0.897 |
| Intrinsic work satisfaction | 0.875 | 0.891 | 0.922 | 0.798 |
| Job engagement | 0.795 | 0.801 | 0.866 | 0.619 |
| Job involvement | 0.879 | 0.879 | 0.925 | 0.805 |
| Meaningful Work | 0.905 | 0.907 | 0.934 | 0.779 |
| OBSE (Organization Based Self-esteem) | 0.945 | 0.948 | 0.958 | 0.821 |
| Sense of Community | 0.918 | 0.921 | 0.948 | 0.859 |
| Organization engagement | 0.765 | 0.770 | 0.850 | 0.586 |

Table 2 of the study represents the R squares. Since there were two endogenous constructs namely employee attitude and employee engagement, therefore two R squares were calculated. The values of R squares for both the constructs were different, for employee attitude, a moderate R square value was found whereas, for employee engagement, the effect of the model was very weak, shown by the low value of R square (Hair et al., 2017).

Table 2
R-Square

| | R Square | R Square Adjusted |
|---------------------|----------|----------------------|
| Employee Attitudes | 0.358 | 0.355 |
| Employee Engagement | 0.015 | 0.011 |

Heterotrait-Monotrait Ratio (HTMT) is new induction for calculating discriminant validity in variance-based structural equation modelling. The HTMT ratio for variables namely Alignment of values, Employee Engagement, Intentions to quit, Instinctive work satisfaction, Job engagement, Job involvement, Meaningful work, OBSE (Organization based self-esteem), Organizational Commitment, Sense of community, Spirituality at the

workplace, Organizational Engagement were calculated. For variance-based models, HTMT is the most effective way of determining the discriminant validity in the data (Hair et al., 2016). The study found all values to be less than 0.85. However, some of the variables were above 0.85 and this is due to higher order constructs, and hence they may be ignored.

Table 3
Heterotrait-Monotrait Ratio (HTMT)

| | Alignment of values | Employee Engagement | Intension to Quit | Intrinsic work satisfaction | Job engagement | Job involvement | Meaningful Work | OBSE (Organization Based Self-esteem) | Organizational Commitment | Sense of Community | Spirituality at Workplace | Organization engagement |
|--------------------------------------|---------------------|---------------------|-------------------|-----------------------------|----------------|-----------------|-----------------|---------------------------------------|---------------------------|--------------------|---------------------------|-------------------------|
| Alignment of values | | | | | | | | | | | | |
| Employee Engagement | 0.136 | | | | | | | | | | | |
| Intension to Quit | 0.481 | 0.123 | | | | | | | | | | |
| Intrinsic work satisfaction | 0.111 | 0.205 | 0.158 | | | | | | | | | |
| Job engagement | 0.100 | 1.074 | 0.072 | 0.212 | | | | | | | | |
| Job involvement | 0.399 | 0.076 | 0.346 | 0.384 | 0.050 | | | | | | | |
| Meaningful Work | 0.194 | 0.107 | 0.388 | 0.237 | 0.074 | 0.268 | | | | | | |
| OBSE(Organization Based Self-esteem) | 0.404 | 0.105 | 0.225 | 0.395 | 0.074 | 0.483 | 0.242 | | | | | |
| Organizational Commitment | 0.270 | 0.105 | 0.066 | 0.081 | 0.112 | 0.292 | 0.053 | 0.268 | | | | |
| Sense of Community | 0.214 | 0.176 | 0.355 | 0.406 | 0.101 | 0.355 | 0.511 | 0.311 | 0.063 | | | |
| Spirituality at Workplace | 0.753 | 0.196 | 0.590 | 0.343 | 0.130 | 0.487 | 0.873 | 0.458 | 0.191 | 0.814 | | |
| organization engagement | 0.143 | 1.085 | 0.150 | 0.152 | 0.647 | 0.087 | 0.118 | 0.115 | 0.075 | 0.216 | 0.222 | |

In table 4, the p-value of the direct relationship between spirituality at workplace and employee attitudes is 0.000 which is less than 0.05 which means the direct relationship of Spirituality at workplace and employee attitudes is significant and positive. Whereas spirituality at workplace and employee engagement relationship was also found positive and significant. The p-value of the relationship was below 0.05, though, the influence of spirituality at the workplace on employee engagement was around 12.2%. The t value of the direct effects of Spirituality at workplace and employee attitude is 9.494 and Spirituality at workplace and employee Engagement is 2.026 (Hair et al., 2017; Hair et al., 2016; Khan & Hameed, 2019). The threshold is minimum 1.64 as this value meeting the threshold which means that both the direct relationships were found positive and significant. All the dimensions of the construct's spirituality at workplace, employee engagement and employee attitudes were found highly significant to their main constructs.

Table 4
Path Coefficients

| Path Coefficients | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|--|------------------------|--------------------|----------------------------------|-----------------------------|-------------|
| Spirituality at Workplace > Employee Attitudes | 0.598 | 0.605 | 0.063 | 9.494 | 0.000 |
| Spirituality at Workplace > Employee Engagement | 0.122 | 0.125 | 0.060 | 2.026 | 0.043 |

5. Discussion

Spirituality at the workplace in this new era is gaining popularity as companies and policymakers are realizing its importance and are looking to investigate its impact on organizational outcomes. At current time, there are many socio-economic challenges like workers' layoff, decrease in job satisfaction, increasing job-related stress and burnout, technological advancement, unethical corporate behaviors and many more (Gupta & Singh, 2016). Hence it is important for the policymakers, human resource department, psychological scientists, and academicians to control the damage and bring a paradigm shift and they believe that it can be done by enhancing workplace spirituality. The study used three main constructs that were spirituality at work place, employee engagement and employee attitudes. For spirituality at work place, three dimensions were used namely meaningful work, sense of community and alignment of values. Two dimensions were taken for employee engagement that were job engagement and organization engagements. There were five dimensions used for measuring employee attitude which included organizational commitment, intentions to quit, intrinsic work satisfaction, job involvement, and organization-based self-esteem. All the dimensions were found highly significant to their main constructs. The study proposed two hypotheses in its higher order model, it was found that spirituality at work place has a significant and positive impact on the employee engagement and employee attitudes.

5.1 Conclusions

The initial measurement of the research model revealed some issues with respect to the measuring items which were found to be less than the expected threshold of the technique

and were therefore removed (Hair et al., 2017; Hameed & Khan, 2020). Revised testing of the model resulted in Cronbach's alpha value and composite reliability to be above the required 0.7 value (Hameed & Khan, 2020) as shown in Table 1. The table also showed Average Variance Extracted (AVE) and discriminant validity to be above 0.5 thus the data was found to be valid (Hameed & Khan, 2020). This research is conducted on the banking sector and data was collected from different banks. Our sample size of 250 respondents was more than adequate to test the higher-order model (Hair et al., 2016). For the two main hypotheses, p-value came significant and below the threshold of 0.05 (Utami et al., 2021) (Hair et al., 2016) (Hameed & Khan, 2020) proving that spirituality at workplace positively and significantly influence both that is employee's attitude and employee's engagement. It means that workplace spirituality if adopted by organizations can result in a positive employee's attitude and a higher level of employee's engagement thus resulting in higher performance and better profitability for the organization (Purnamasari et al., 2020 Utami et al., 2021). This study showed the impact of workplace spirituality on other organizational outcomes namely employee engagement and attitudes. The study proved the importance of workplace spirituality and have shown empirical evidence on the relationship between workplace spirituality and employees' attitude and engagement. Moreover, it was proved in the study that having spiritual values in an organization, can lead to better efficiency and performance by the workforce which ultimately increases productivity and ensures the growth of an organization.

5.2 Theoretical Contribution

There is reluctance in organizations about promoting spirituality at the workplace, this is because of the overlapping definition of spirituality and religion, this perception of mixing spirituality with religion is quite old (Broadhurst, 2021) however this study has shown that spirituality has social dimensions as well and a person can be spiritual without being religious (Utami et al., 2021). This study has provided a better understanding of the dimensions of spirituality. Spirituality at the workplace is relatively a new phenomenon, this research has attempted to make management realize that there are many advantages of workplace spirituality for the organizations and especially to those in the banking sector and a better understanding of the same can result in increased performance of the overall organization (Indradevi, 2020).

5.3 Practical Contribution

Workplace spirituality if properly implemented can be beneficial in the long run for the organization as it will increase productivity, reduce turnover and increase overall profitability. From individual perspective workplace spirituality increases well-being, organizational culture, relationship with other employees and have also been found to reduce stress. Therefore, it is important especially for banks operating in Pakistan to have a look at these findings and design strategies accordingly in order to enhance workplace spirituality and in

turn increases the bank's performance. Workplace spirituality can provide work-life balance, harmony, and commitment towards the organization.

Moreover, this will also serve other purposes of the organizations like achieving performance goals, proper employee selection, employee rewards and others. Ultimately, it is the job of HR to make the workplace supportive of their employees, especially where the communication is abundant (Indradevi, 2020).

It is also important to note that spirituality at the workplace should not be considered as a solution to all the problems of any organization rather as a tool for increasing performance (Gotsis & Kortezi, 2008). Workplace spirituality helps individuals in finding meaning and purpose in their work, nurturing and strengthening the employee-organization relationship and it also aligns individual values with organizational values thus reducing employees' turnover and therefore should be used as a tool by organizations for increasing performance.

5.4 Limitations and area for future research

Like other, this study is also not free from limitations. The model proposed in the study was based on higher order constructs and hence, it leads to a reduction of hypotheses. Future studies in the area should explore more relationships of spirituality with citizenship behavior, personal goals, job involvement, task characteristics and others (Indradevi, 2020). Secondly, the study has used the data from the banking sector only, therefore cannot represent the results of all (Purnamasari et al., 2020). Therefore, generalization of the results of the banking sector needs to be carefully evaluated and further research is required in other fields as well. It is also recommended that future studies apply the model on various socio-economic groups and also on cross cultures. This will further establish the validity and reliability of the model adopted. Third, the study has collected the data using cross-sectional method, future studies are recommended to collect longitudinal data so that time analysis may reveal the actual levels of turnover.

References

- Albrecht, S. L. (2010). *New horizons in management: Handbook of employee engagement: Perspectives, issues, research and practice*. Edward Elgar Publishing.
- Ashmos, D. P., & Duchon, D. (2000). Spirituality at work: a conceptualization and measure. *Journal of Management Inquiry*, 9(2), 134-45.
- Bakker, A. B., & Demerouti, E. (2014). Job Demands-Resources Theory. In P. Y. Chen, & C. Cooper, *Work and Wellbeing: A Complete Reference Guide* (Vol. III, pp. 37-64). Willey-Blackwell.

- Bakker, A. B., Albrecht, S. L., & Leiter, M. (2011). Work engagement: Further reflections on the state of play. *European Journal of Work and Organizational Psychology, 20*(1), 74-88.
- Bishop, J. W., Scott, K. D., & Burroughs, S. M. (2000). Support, Commitment, and Employee Outcomes in a Team Environment. *Journal of Management, 26*(1), 113-132.
- Broadhurst, S. J. (2021). *Spirituality in the Workplace: A Tool for Relations, Sustainability and Growth in Turbulent and Interconnected Markets*. New York: Routledge, Taylor & Francis Group.
- Burack, E. H. (1999). Spirituality in the workplace. *Journal of Organizational Change Management, 12*(4), 280-291.
- Carmeli, A., & Gefen, D. (2005). The relationship between work commitment models and employee withdrawal intentions. *Journal of Managerial Psychology, 20*(2), 63-86.
- Carter, W. R., Nesbit, P. L., Badham, R. J., Parker, S. K., & Sung, L.-K. (2016). The effects of employee engagement and self-efficacy on job performance: a longitudinal field study. *The International Journal of Human Resource Management, 29*(17), 1-20.
- Cartwright, S., & Holmes, N. (2006). The meaning of work: the challenge of regaining employee engagement and reducing cynicism. *Human Resource Management Review, 16*, 199–208.
- Christian, M. S., Garza, A. S., & Slaughter, J. (2011). Work Engagement: A Quantitative Review and Test of Its Relations with Task and Contextual Performance. *Personnel Psychology, 64*(1), 89-136.
- Chughtai, A., & Zafar, S. (2006). Antecedents and Consequences of Organizational Commitment Among Pakistani University Teachers. *Applied H.R.M. Research, 11*(1), 39-64.
- Coopersmith, S. (1967). *The Antecedents of Self-Esteem*. W. H. Freeman & Company.
- Coyle, J. (2002). Spirituality and health: towards a framework for exploring the relationship between spirituality and health. *Journal of Advanced Nursing, 37*(6), 589-597.
- Daniel, J. L. (2015). Workplace spirituality and stress: evidence from Mexico and US. *Management Research Review, 38*(1), 29-43.

- Devendhiran, S., & Wesley, R. (2017, September). Spirituality at work: enhancing levels of employee engagement. *Development and Learning in Organization*, 31(5), 9-13.
- Fornes, S. L., Rocco, T. S., & Wollard, K. K. (2008). Workplace Commitment: A Conceptual Model Developed from Integrative Review of the Research. *Human Resource Development Review*, 7, 339-357.
- Giacalone, R. A., & Jurkiewicz, C. L. (2010). *Handbook of Workplace Spirituality and Organizational Performance* (3rd edition ed.). Routledge.
- Gotsis, G., & Kortezi, Z. (2008). Philosophical Foundations of Workplace Spirituality: A Critical Approach. *Journal of Business Ethics*, 78(4), 575–600.
- Guimaraes, T. (1996). TQM's impact on employee attitudes. *The TQM Magazine*, 8(1), 20-25.
- Gull, G. A., & Doh, J. P. (2004). The “Transmutation” of the Organization: Toward a More Spiritual Workplace. *Journal of Management Inquiry*, 13(2), 128-139.
- Gupta, V. K., & Singh, A. P. (2016). Conceptualization and organizational outcome correlates of spirituality at workplace. *Indian Journal of Community Psychology*, 12(2), 391-403.
- Hair Jr, J. F., Anderson, R., Tatham, R., & Black, W. C. (1995). *Multivariate Data Analysis* (3rd ed.). Pearson International Publisher.
- Hair Jr, J. F., Hult, G. T., Ringle, C., & Sarstedt, M. (2016). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. Sage Publishing.
- Hair Jr, J. F., Sarstedt, M., M., R. C., & Gudergan, S. P. (2017). *Advanced Issues in Partial Least Squares Structural Equation Modeling*. Sage Publishing.
- Halbesleben, J. R. (2010). A meta-analysis of work engagement: Relationships with burnout, demands, resources and consequences . In A. B. Bakker, & M. P. Leiter, *Work engagement: A Handbook of Essential Theory and Research* (pp. 102-117). Psychology Press.
- Hameed, I., & Khan, K. (2020). An extension of the goal-framing theory to predict consumer's sustainable behavior for home appliances. *Energy Efficiency*, 13(7), 1441-1455.

- Harter, J. K., Schmidt, F. L., Agarwal, S., & Plowman, S. K. (2013). *The Relationship between Engagement at Work and Organizational Outcomes*. Washington, DC: Gallup Inc.
- Hawley, J. (1993). *Reawakening the Spirit in Work : The Power of Dharmic Management*. Berrett-Koehler Publishers.
- Henderson, M., & Thompson, D. (2003). *Values at Work: The Invisible Threads between People, Performance and Profit*. HarperCollins Publishers PTY Limited.
- Indradevi, R. (2020). Workplace spirituality: Successful mantra for modern organization. *Journal of Critical Review*, 7(6), 437-440.
- Jena, L. K., & Pardhan, S. (2018). Workplace spirituality and employee commitment: The role of emotional intelligence and organizational citizenship behaviour in Indian organization. *Journal of Enterprise Information Management*, 31(3), 380 - 404.
- Kahn, W. A. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy of Management Journal*, 33(4), 692-724.
- Kalantari, M. R., & Khalili, R. N. (2018). The Relationship between Spirituality in Workplace, Organizational Commitment and Professional Ethics among Girl's Senior High School Teachers. *Iranian Journal of Psychiatry and Behavioral Sciences*, 12(2), 1-6
- Khan, K., & Hameed, I. (2019a). Determinants of sustainable consumption in high and low involvement product categories. *Amazonia Investiga*, 8(20), 503-515.
- Khan, K., & Hameed, I. (2019b). Relationship between Consumer Motivations and Sustainable Consumer Behavior in a Developing Market. *KASBIT Business Journal*, 12, 178–191.
- Kinjerski, V., & Skrypnik, B. J. (2006). The Promise of Spirit at Work. *Journal of Gerontological Nursing*, 34(34), 17-25.
- Kolodinsky, R., Brown, M. G., & Ferris, G. (2003). Embracing workplace spirituality and managing organizational politics: servant leadership and political skill for volatile times. In R. A. Giacalone, & C. L. Jurkiewicz, *Handbook of Workplace Spirituality and Organizational performance* (pp. 164-180). M.E. Sharpe Inc.
- Krishnakumar, S., & Neck, C. P. (2002). The “What”, “Why” and “How” of spirituality in the workplace. *Journal of Managerial Psychology*, 17(3), 153-164.

- Lorraine, H. B. (2009). Using image to capture and share users' spirituality. *A Life in the Day*, 13(4), 12-15.
- Macey, W. H., Schneider, B., Barbera, K. M., & Young, S. A. (2009). *Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage*. Wiley-Blackwell.
- Mahdi, A. F., Zin, M. Z., Nor, M. R., Sakat, A. A., & Sulaiman, A. (2012). The Relationship Between Job Satisfaction and Turnover Intention. *American Journal of Applied Sciences*, 9(9), 1518-1526.
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The Psychological Conditions of Meaningfulness, Safety and Availability and the Engagement of the Human Spirit at Work. *Journal of Occupational and Organizational Psychology*, 77(1), 11-37.
- Mccormick, D. W. (1994). Spirituality and Management. *Journal of Managerial Psychology*, 9 (6), 5-8.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the Workplace: Theory, Research and Application*. London: Sage publications.
- Milliman, J., Czaplewski, A. J., & Ferguson, J. (2003). Workplace spirituality and employee work attitudes: an exploratory empirical assessment. *Journal of Organizational Change Management*, 16(4), 426-447.
- Mitroff, I., & Denton, E. A. (2012). *A Spiritual Audit of Corporate America: A hard look at Spirituality, Religion, and Values in the Workplace* (1st edition ed.). Jossey-Bass.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee-Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover*. Elsevier Inc. Academic Press.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). *The measurement of organizational commitment*. 14(2), 224-247.
- Naylor, T. H., Willimon, W. H., & Osterberg, R. (1996). *The Search for Meaning in the Work place*. Abingdon Press.
- Neal, J. A., & Bennet, J. (2000). Examining multi-level or holistic spiritual phenomena in the workplace. Management, Spirituality and Religion Newsletter, *Academy of Management* (2), 1-2.

- O'Reilly, C. A., Chatman, J. A., & Caldwell, D. F. (1991). People and Organizational Culture: A Profile Comparison Approach to Assessing Person-Organization Fit. *Academy of Management Journal*, 14, 487-516.
- Pardasani, R., Sharma, R. R., & Bindlish, P. (2014). Facilitating workplace spirituality: lesson from Indian spiritual traditions. *Journal of Management Development*, 33(8/9), 847-859.
- Peterson, N. A., Speer, P. W., & McMillan, D. W. (2008). Validation of A brief sense of community scale: Confirmation of the principal theory of sense of community. *Journal of Community Psychology*, 36(1), 61-73.
- Pierce, J. L., Gardner, D. G., Cummings, L., & Dunham, R. B. (1989). Organization-based self-esteem: Construct definition, measurement, and validation. *The Academy of Management Journal*, 32(3), 622-48.
- Pradhan, R. K., & Jena, L. K. (2017). Employee Performance at Workplace: Conceptual Model and Empirical Validation. *Business Perspective and Research*, 5(1), 69-85.
- Purnamasari, P., Rahmani, A. N., & Hartanto, R. (2020). Does Spirituality in the workplace reflect the relationship between accounting and corruption prevention? *Journal Reviu Akuntansi dan Keuangan*, 10(3), 414-429.
- Ray, M. (1992). The Emerging New Paradigm in Business. In J. Renesch, *New Traditions in Business: Spirit and Leadership in the 21st Century* (pp. 25–38). Berrett-Koehler Publisher.
- Rovai, A. P., & Gallien, L. B. (2005). Learning and Sense of Community: A Comparative Analysis of African American and Caucasian Online Graduate Students". *The Journal of Negro Education*, 74(1), 53-62.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
- Schaufeli, W. B., Salanova, M., Gonzalez-roma, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: a two-sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3, 71-92.
- Sheep, M. (2004). Nailing Down Gossamer: A Valid Measure of the Person-Organization Fit of Workplace Spirituality. *Academy of Management Annual Meeting Proceedings*, (pp. B1-B6).

- Utami, N. S., Sapta, I. S., Verawati, Y., & Astakoni, I. P. (2021). Relationship between Workplace Spirituality, Organizational Commitment and Organizational Citizenship Behavior. *Journal of Asian Finance, Economics and Business*, 8(1), 507-517.
- Wright, T. A., & Cropanzano, R. (2000). Psychological well-being and job satisfaction as predictors of job performance. *Journal of Occupational Health Psychology*, 5(1), 84-94.
- Zinnbauer, B. J., Pargament, K. I., & Scott, A. B. (1999). The Emerging Meanings of Religiousness and Spirituality: Problems and Prospects. *Journal of personality*, 67(6), 889-919.