

Impact of Work Place Spirituality on Job Satisfaction

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ABSTRACT

This research aims to determine the impact of Workplace Spirituality on the Job Satisfaction in the healthcare sector of Karachi. Data were collected from 250 employees of the healthcare sector. Multiple Regression Analysis was used as the statistical technique. The findings of the research were determined through discussing the hypothesis and highlighting the influence of workplace spirituality among people employed within areas linked with the field of healthcare. This research demonstrated the experiences of the individuals with respect to the job satisfaction and the relation it has with the workplace spirituality. This research showed that Alignment of values, Meaningful work, Compassion and Spiritual orientation advances the spirituality's understanding in the workplace linked with the job satisfaction. It also contributes to clarify the spirituality's dimensions which is considered a factor in the job satisfaction. In this way, spirituality is said to be a person's dimension, providing it an explanatory nature with respect to the experiences.

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1. INTRODUCTION

Nowadays, people are getting more and more concerned about the workplace spirituality. Spirituality is a movement that seeks to improve the work conditions. The aim in this context is to advance reflection on the issue of spirituality at work. Studies point to a major impact positive impact of spirituality on employees at work and on the performance organizational structure. This is because there is a greater personal development, enthusiasm, personal commitment in individual and team work, but also, improvement in motivation and communication and quality of life of a company's employees. People high on spirituality are much more sensitive, this makes them closer to their Workgroup. Hence, they can better play the role of leader by developing effective work in a team, which in turn helps improving the relationship with the customers (Fatima *et al.*, 2017).

Spirituality is a process of growth and maturity of its essence as a human being. When your mind feels anger or hatred, spirituality spreads through your body a sense of forgiveness and frees you from such feelings. Spirituality is the guardian of our state of mind. In an organization, while motivation encourages competition, spirituality encourages sharing. In a motivational organization, only one professional wins, while one that is

focused on spirituality, all the professionals go to the podium and, better yet, they all fit in the first place (Afsar, Badir & Kiani, 2016).

The performance of professionals capable of dealing with these needs of the employees of the organization will enable the development of the dimensions of a sense of community in the team, joy in work and the opportunity for the inner life. Since in the Pakistan organizational context the individual of an organization seeks this kind of help outside of it (psychological clinics and religious institutions), an organization that reduces this gap in performance, in addition to the differential in organizational human relations, the organization will gain in productivity (Khan, Khan & Chaudhry, 2015).

1.1. Problem Statement

This paper is to find out the impact of workplace spirituality on job satisfaction. Previous studies are mostly on workplace spirituality and organizational behavior such as Workplace Spirituality and Unethical Pro-organizational Behavior (Zhang, 2018). Another article on the topic seeks to study the spirituality among the employees of the hospitality sector and seeks to study it in relation to employee engagement, intention to stay, and service delivery also provides a clear understanding about the importance of the topic (Milliman, Gatling & Kim, 2018). Another article by Mumtaz (2017) provide a clear understanding of workplace spirituality dimensions play any role in enhancing nurse job satisfaction in Lahore, however, no such study has been conducted in the healthcare sector of Karachi, therefore this research study considers the practical application of the research for the spirituality at the workplace. Spiritual orientation, Compassion, Meaningful work, and Alignment of values, advance understanding of spirituality at workplace associated with job satisfaction and assists in clarifying the degree to which the dimensions of spirituality are a factor in overall job satisfaction.

1.2. Importance and Significance of the Study

When we talk about spirituality in organizations, people confuse it with religion (Hassan, Nadeem & Akhter, 2016). Spirituality is a dimension of the human person, giving it an interpretative nature in relation to their experiences. Whatever the way character - atheist, agnostic or spiritualist - the human being needs to find sense in your life and answers to the questions it is presented, in a way that more or less sudden. Because man thinks, decides and makes himself personally through interpersonal relationships. In the social sphere we can find the world of work and, in particular, organizations. Organizations are living organisms because are made up of people who weave together webs of communication and communication which, in themselves, shape the organization. In these troubled times, where the notion of stability and perennially has been blurred, more and more the search for a sustainable advantage is based on the clear definition of a vision and mission to build a distinctive identity (Milliman, Gatling & Kim, 2018).

Spirituality is reflected in respect for others, in solidarity, in the leadership style and even teamwork. Hence, spirituality means considering the human being in totality, respecting and investing in all dimensions: physical, intellectual, emotional and spiritual development, creating a corporate culture universal human and spiritual values. Hence, spirituality must support humanist causes, and thus it can be argued that there is no spirituality without Humanization. The values should be translated into attitudes, respect for the other, the listening, customer service, solidarity, leadership style, team work. To associate spirituality with work is to build a model of management for making the organizations ability to remain creative (Mumtaz, 2017).

Since, this research aims to answer the following research question:

What is the impact of Workplace Spirituality on the Job Satisfaction in the healthcare sector of Karachi?

Therefore, this research thesis is of significant importance for the managers in the health care sector to determine that how the workplace, spirituality may influence the job satisfaction of the employees working in the healthcare sector.

The rest of the paper is organized as follows: literature review is given in section two, section three explains the research methodology and results are reported in section four, section five outlines discussion of study and conclusions, suggestions and recommendations are given in section six.

2. LITERATURE REVIEW

The Two Factor theory was developed by the American Frederick Herzberg, the theory was first published in his book "The Motivation to Work". Its purpose was to identify the factors that caused employee satisfaction and dissatisfaction in the workplace. Herzberg, then, divided these accounts into two factors: motivational (those that pleased) and hygienic (those that displeased) (Walt & de Klerk, 2014). Herzberg's theory is basically a motivational theory that focuses on motivation and the job satisfaction. The theory suggests that traditional motivational factors such as pay, etc. are the hygiene factors are do not motivate employees, although their absence may result in the demotivation or dissatisfaction for the employees. This, in turns suggests that the topics of employee motivation and employee satisfaction are not as simple as they were previously assumed. This led the researchers to seek for the motivators and workplace spirituality is one such factor that can be categorized as the motivator and this research study seeks to explain the impact of this motivator on the job satisfaction. Hence, this research study is based on the two factor theory.

2.1. Workplace Spirituality

Spirituality at work knows how to live with generalized diversity, from the point of view of ideas to the emotions. Only with a spiritual maturity, is there the possibility of replacing the comfort of being with the reason to massage the position, the feeling of priorities that the functional demands and that the organization needs. The search for ownership of reason has caused conflicts throughout the history of companies and is still responsible for the loss of many talents. Spirituality at work also consists in using your senses, making you a more thoughtful observation, respecting limits. For this it is necessary to have feelings without any kind of prejudice, but without any kind of prejudice (Zerach & Levin, 2018).

With a deeper and less critical view of everything around you, every professional will enjoy the possibility of relating better to their ideas and those of others, seeking positive results not only in goals, but also in the smiles and the certainty of being for the good, for only good always finds a way. Great spiritualists are great sellers. It has always been so throughout history and so has made history. Christ had a good product and with twelve "sales professionals" who believed in his product still makes history. Spiritual people know what the customer needs at the moment of contact. Spiritualized professionals always have a much better opinion formed that will give this contact an extra interesting reflection (Singer & Klimecki, 2014).

Creating motives to act in the desired direction is motivation. People who are not motivated are motivated by the simple fact that they have not yet discovered reasons to act. Motivation acts as a positive thought that, without action, makes its effect null. It acts in the production of end open in the brain and in the external and physical part of the body (Daniel, 2015).

2.2. Job Satisfaction

Job satisfaction can be defined as an emotional state the individual's assessment of his or her work and which results from the person's perception of what satisfies him or allows the satisfaction of his or her highest values important at work. Multiple regression analyzes showed that the dimensions of work, spirituality associated with the sense of work and the feeling of community at work positively and significantly predicted job satisfaction, affective organizational commitment, and positive affect toward work (Van der Walt & de Klerk, 2014).

Job satisfaction has been attributed to "causes" that range from aspects of the individual personality to the contextual ones, situated in the environment where the individual performs his work activity. Within this wide variety of explanations, there are specific perspectives, whose differences between them must be known and evaluated, if one wishes to redirect theoretical knowledge and research on job satisfaction. One of the most well-known theoretical approaches to job satisfaction is a purely psychological one, and research in this tradition has resulted from the effort to seek the explanation of job satisfaction in the personality traits of workers (Houghton, Neck & Krishnakumar, 2016).

2.3. Dimensions of Spirituality

2.3.1. Spiritual Orientation

Most of us live without the notion that the circumstances of the present life are directly linked to the history we bring from past lives. Consequently, we do not understand what happens to us, who surrounds us or what our purpose is. Our ego or personality, likes to believe that everything is under control and invests in order to create a stable, safe and happy life. But the spirit has different intentions, much higher and intelligent. For him life serves to reap the consequences of past actions, to know the universal laws in order to be able to make the inner transformation and learn about love and learn how to plant quality seeds (Paul, Dutta & Saha, 2015).

The two intentions are different, and this creates a dilemma within us because the Universal Laws and the movements of the planets act in favor of the intention of the spirit and not of the desires of the ego. Spiritual growth happens when we give up control and want life to be our way and surrender to the higher purpose of evolution it has for us. When humans go and decide to relax in the dimension commonly known as heaven, before they can possibly reincarnate, these souls often choose to act as spiritual guides for some humans still connecting the planet Earth (Zerach & Levin, 2018).

2.3.2. Compassion

Compassion is a typical sentiment of human beings and is characterized by pity and empathy for the sadness of others. Compassion stirs up the will to help others overcome their problems by comforting and providing emotional support. A person who has compassion for others is the one who can understand the emotional state of others and pity their condition, wishing it can overcome or alleviate their suffering. For example, if one feels sadness at witnessing the misery or unhappiness of another individual, this empathy can be understood as compassion (Singer & Klimecki, 2014).

Compassion is described as an essential sentiment for the maintenance of peace in mankind and is described as the basis for various religious doctrines and beliefs, such as Buddhism, Catholicism, and spiritualism, among others. Compassion is the ability we have to understand the suffering of the other and corresponds to the desire to relieve and reduce that suffering. The concept of compassion is simpler, and, at the same time, more intense than empathy. This feeling encourages us to want to help and mitigate the suffering of others (Daniel, 2015).

2.3.3. Meaningful Work

It concerns the work itself and the content of the work, and includes: a job that is personally interesting and meaningful, success and feeling possibility of using skills and abilities, the possibility of growth, variety of tasks, responsibility, autonomy in decision making, clarity of roles and absence of role conflict, positive performance evaluation of the work, harmony and interpersonal integration, absence of physical fatigue and monotony. In order for knowledge to be meaningful in the work process it finds necessary the basic conceptual map of the worker. What is decisive for learning something new is the role of learning or knowledge previous, that is, according to a researcher in the cognitive structure of the subject there is a prior conceptual basis for

incorporating the new knowledge. This conceptual basis is organized into structures that include disciplines (facts, concepts, notions, integrator's and the operational or procedural knowledge (methods, strategies and mental), specific to each individual (Afsar, Badir & Kiani, 2016).

2.3.4. Alignment of Values

Firms make efforts to quickly define the organizational culture and ignore that it is not enough to simply define it. It is necessary to encourage, participate, share, train, provide the necessary support and, mainly, repeat this process routinely, as a corporate education effort to align personal values with organizational values. Failure to secure shared values creates an inefficient business in which employees remain in conflict with management decisions, manifesting poor performance and even behavioral problems that undermine the organization's entire network of relationships (Afsar, Badir & Kiani, 2016).

When personal values are misaligned with company values, the organization goes through a series of problems, ranging from failure to produce or deliver services to build customer relationships. And often, the divergence of values is the main reason for the closure of a professional link, either by the organization or the employee. In addition, poor communication of organizational values generates a lack of motivation, impacting the company's income as a whole, which generates more costs (Khan, Khan & Chaudhry, 2015).

The alignment of values with the vision and action of the company is very important for an efficient planning, for the solution of internal questions and for the leadership, since the companies are composed of people who bring into the business their personal values, desires and goals. The organizational culture is also built by these people, who must watch over good fellowship between teams and the delivery of the work. However, without HR intimidation in this process and without the definition of a solid foundation for organizational culture, it becomes fragile and misaligned to the company's strategy (Houghton, Neck & Krishnakumar, 2016).

2.4. Workplace Spirituality and the Job Satisfaction

It is important to remember that spirituality has two important characteristics: transcendence and connectedness. The first refers to the experiences lived outside the existential realm and the second relates directly to people, nature and the Universe. Nowadays, the work environment is more open to the effective participation of its employees. And this opens up space for the emotional and spiritual of each to manifest explicitly. Many companies apply, through their policies, "spiritual" elements in their practices, elements that are part of human nature, such as ethics, love, forgiveness, compassion, responsibility, trust, respect for others and life, altruism, the exercise of free will, harmony and integration among people, solidarity and fraternity, just to name a few (Sorakraikitikul & Siengthai, 2014).

The motivating factors involve the sense of accomplishment, of professional growth and of recognition in the work. Herzberg used this term because these factors seemed to be able to have a positive effect on job satisfaction. In recent years, research on hygiene motivation has extended far beyond engineers and accountants to include all levels of a company from top management to employees, concluding that Herzberg's studies can be easily applied to activities at all levels of responsibility (Houghton, Neck & Krishna kumar, 2016).

3. METHODOLOGY

For this research, a questionnaire was used for measuring 5 variables used in this research study. The questionnaire was consisted of 35 questions in total relating to the 5 variables. 12 questions were on spiritual orientation (Rabindra Kumar Pradhan, 2017), 4 questions were on compassion (Rabindra Kumar Pradhan, 2017), 8 questions were on meaningful work (Rabindra Kumar Pradhan, 2017), 6 questions were on alignment of values (Rabindra Kumar Pradhan, 2017), and 5 questions on job satisfaction were adapted from Bogazzi

(1980). Data were collected from 250 employees of the healthcare sector and the multiple regression analysis was used as the statistical technique. For analyzing the impact of the dimensions of the servant leadership on the turnover intentions, following regression model has been developed:

$$JS = \alpha + \beta_1 SO + \beta_2 COM + \beta_3 MW + \beta_4 AV + \varepsilon$$

4. RESULTS

4.1. Analyzing the Data

When analyzing the data to check the impact of workplace spirituality on job satisfaction the data was found to be over all reliable. The independent variables were spiritual orientation, compassion work, meaningful work, alignment of values and the dependent variable was job satisfaction. The cronbach alpha for Spiritual Orientation was 0.850, for the compassion it was 0.705, for meaningful work it was 0.794, for alignment of values it was 0.757 and for job satisfaction it was 0.703.

On the other hand, the regression results show that the R value was 0.887, whereas, the value of adjusted R² was 0.784. The F- Statistics was 226.469 with a sig value of 0.000.

4.2. Answering the Research Questions

Table 1. Coefficients^a.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.165	0.140		-1.179	0.240
	Spiritual_Orientation	0.454	0.152	0.375	2.977	0.003
	Compassion_Work	0.523	0.052	0.486	10.011	0.000
	Meaningful_Work	0.534	0.121	0.460	4.404	0.000
	Alignment_of_Values	0.466	0.076	0.408	6.169	0.000

^a Dependent Variable: Job Satisfaction

Table 1 actually reflects individual hypotheses acceptance and rejection. So from coefficient table the variables which significant value is (<0.05) point towards the acceptance of that hypothesis and shows significant impact between independent variable and dependent variable. So from the analysis spiritual orientation, compassion work, meaningful work, and alignment of values has shown significant impact since their sign value is (<0.05).

5. DISCUSSION

H1: There is the significant impact of spiritual orientation on job satisfaction

The first hypothesis of this research was that there is a significant impact of spiritual orientation on job satisfaction. It can be discussed from the findings of the research that the hypothesis is accepted as spiritual orientation can have a positive impact on the way people perform their job duties at the workplace (Zerach & Levin, 2018). This leads them to have job satisfaction as spiritual orientation and job satisfaction are positively related to an individual practical approach applied within the workplace (Singer & Klimecki, 2014). In the healthcare sector, the employees are more likely connected with the spiritual orientation and they serve their organization as a spiritual and professional duty. Such duties are operationalized by such constructs.

H2: There is the significant impact of compassion work on job satisfaction

The second hypothesis of this research is that there is a significant impact of compassion work on job satisfaction. The results obtained in the study shows that this hypothesis is accepted. The work, compassion increases the job performance of the service employees (Van der Walt & de Klerk, 2014). Due to the positive impact of the compassionate work, the decline in the employee turnover is ensured as most of the individuals working in the healthcare sector have the job satisfaction (Van der Walt & de Klerk, 2014). Therefore, compassion work has a positive impact on the job satisfaction leading to efficient performances given by the employees.

H3: There is the significant impact of meaningful work on job satisfaction

The third hypothesis of the study was that there is a significant impact of meaningful work on job satisfaction. This hypothesis has also been accepted as meaning work provides a purpose to the employees with respect to their job responsibilities (Afsar, Badir & Kiani, 2016). Furthermore, the research study concludes that for knowledge to be meaningful within the work process, an employee's basic conceptual map is essential to be found (Afsar, Badir & Kiani, 2016). This demonstrates clear support for the meaningful work and all the employees prefer to work in an organization where there is a meaningful objective associated with the work.

H4: There is the significant impact of alignment of values on job satisfaction

The last hypothesis of the research was that there is a significant impact of alignment of values on job satisfaction. The hypothesis was accepted, and the results of the study support this hypothesis through concluding that the personal values alignment with the company's mission and values, protects the organization from serious problems (Afsar, Badir & Kiani, 2016). It can be concluded that the alignment of values with the company's action and vision plays a key role in efficient planning, for the internal issues' solution and for the leadership as most of the companies have employees who have their personal goals and values (Houghton, Neck & Krishnakumar, 2016).

6. CONCLUSION

Analyzing the impact workplace spirituality on the job satisfaction in the healthcare sector of Karachi, it can be concluded that there is a close link between the employees and the way workplace practices are implemented within the healthcare sector. The research findings show that the aspects of spirituality at work are directly linked with the performance of an organization. From the research findings, it can be further concluded that job satisfaction of individuals working in the healthcare sector can be improved through spiritual orientation, meaningful work and compassion as well as through alignment of values.

Policy Implications / Recommendations

The results of the study indicated that there has been a positive association between the workplace, spirituality, spiritual orientation, compassion work, meaningful work and alignment of values. The outcomes of this research can be implicated by the managers in determining the significance of the workplace, spirituality for the employees working in the healthcare sector.

The recommendations are stated as follows:

- 1- Analyzing the research outcomes, it is recommended that the organizational culture must be built by the managers of the organizations within the healthcare sector so that they should watch over good fellowship between delivery of work and teams.
- 2- It is also recommended that managers must motivate employees to share positive views with each other regarding workplace practices so that the workplace spirituality can be protected.

- 3- Furthermore, it is recommended that employees must consider the recommendations provided by the managers in a constructive manner for enhancing organizational workplace practices.

Limitations

The outcomes of this research cannot be generalized for other sectors, as this research was focused on the healthcare sector. Furthermore, this research was based on health care in Karachi, therefore, the outcomes of study are not applicable to the healthcare sector of other cities. As Karachi is a metropolitan city, therefore, the diversity within the healthcare employees of Karachi might affect the workplace spirituality. In this regard, considering diverse population is another limitation of this research. The results of this research cannot be used by employees other than the individuals working at the managerial position, therefore, further research is required to consider these limitations.

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