

## **Measuring Workplace Spirituality and Employee Work Attitudes in Profitable Vs. Non-profitable Organizations of Pakistan**

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The focus of this study is to examine the existence of workplace spirituality in the organizations of Pakistan and its association to the employee's attitudes which are most likely to be observed on the workplace including organizational commitment, intrinsic job satisfaction, organizational based self-esteem (OBSE), and job involvement. Incorporating a comparative study design, the research investigates three dimensions of workplace spirituality namely meaningful work, sense of community, and alignment with organizational values and their association with organizational commitment, intrinsic job satisfaction, organizational based self-esteem and job involvement. The sample reflects the opinion of 400 employees working for profitable and non-profitable organizations in Pakistan. Regression analysis was conducted to measure direct relationships of variables. Independent samples *t*-test was applied to check significant mean differences between profitable and non-profitable organizations. The findings indicate that employees of profitable organizations report higher levels of workplace spirituality as compared to non-profitable organizations. According to *t*-test, a significant mean difference between these two groups was also observed.

*Keywords.* Workplace spirituality, Meaningful work, Sense of community, Alignment with organizational values, Organizational commitment, Intrinsic job satisfaction, OBSE, Job Involvement, Work attitudes, NGOs, Pakistan

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As in today's world, organizations more prone towards adopting different beneficial strategies in order to gain more profit, so the importance of workplace spirituality enhance with this organizational approach. This calls for instigating spirituality into the workplace, where people work and find the ultimate satisfaction for their souls as well. Employees, who find meaning in their work, anchored in strong connection with work community and find themselves aligned with the values of their organization show stellar attitudes and enhanced productivity as described by Wong (2003).

This study aims to investigate the existence of workplace spirituality in the organizations of Pakistan and its association to the employees attitudes which are most likely to be observed on the workplace including, organizational commitment, intrinsic job satisfaction, organizational based self-esteem and job involvement. This study was intended to compare the two different institutional environments where workplace spirituality association with employee outcomes may differ.

**Workplace spirituality:** "A framework of organizational values evidenced in the culture that promote 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 and Jurkiewicz, 2003). Individual's life is based on the importance and values. In 60's the baby boom is the concept behind this approach. Most of the individuals successfully reached to their profession, and were in their middle and older ages and it is also observed that they faced anxiety and they make themselves quite confused about the meaning of their life. As a result, they try their best to assimilate life values and their career values (Neal, 1997; Donde & Dennis, 2000). Donde & Dennis (2000) justifies the need for stronger sense of community at work is due to the fact that, as people are more indulged and engaged in their professions and hard-pressed towards uprising their career which leaves them with a very less time to spend with their families, friends and neighbors. This instigates them seek social bonding within their organization which occupies most of the time of their days and years.

Wong (2003) describes self-sacrificing, love and care as the main attributes of spirituality which ultimately play their role to enhance organizational productivity. Aydin and Ceylan (2009) gave great importance to leadership spirituality. They considered it as an essence for them to enhance the skills and abilities of workers to perform better. Spiritual leaders are the ones who try to build good association between employees and the organizations. Usman (2010) identifies this fact that now days, spirituality have a great impact on culture of

organizations. Sense of spirituality is quite helpful for the workers in the execution of their tasks which in the end increase the profitability of the organizations. Robbins (2002) believes that nowadays old practice of religion is no more effective and people are in search of some spiritual shelter. Hence, new religions and spiritual forces emphasis on this point that individual's strengthening themselves by purifying their inner-selves.

**Meaningful Work:** "Searching for deeper meaning and purpose, living one's dream, expressing one's inner life needs by seeking meaningful work, and contributing to others" (Ashmos and Duchon, 2000; Fox, 1994; Neal, 1998). This dimension of workplace spirituality basically deals on the employee's individual level. Meaningfulness in work revolves around the fundamental concept of seeking a profound sense of meaning, drive and purpose in work. It is created through analyze that how an employee deals with the routine work (Milliman *et al.* 2003). "Having a deep connection to, or relationship with, others, which has been articulated as a sense of community" (Ashmos and Duchon, 2000). This dimension deals at the group level stimulating the human behavior that focuses on the interaction and relationship that employees share with their coworkers. Sense of community is not a new phenomena but its execution has some novelty in itself. People spend more time at workplaces limiting their interaction with families, neighbors and friends (Donde & Dennis, 2000). This creates the belief that people are connected emotionally to each other with sense of connected their inner self with the inner self of others (Maynard, 1992; Miller, 1992; Milliman *et al.*, 2003).

**Sense of Community:** This dimension deals at the group level stimulating the human behavior that focuses on the interaction and relationship that employees share with their coworkers. Community at workplace concerns about having emotional connection or relationship with others at workplace (Ashmos and Duchon, 2000). Need for deeper sense of Community at work emerged with the emergence of changing modern life styles.

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organization and maintain an environment their employees can spend maximum time like their home and at the end of day this policy will favor the organization.

**Work Attitudes:** “An attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on a person’s response to people, objects and situations.” (Hettiararchchi *et al*, 2014).

The dimension of workplace spirituality basically deals on the employee/individual level, meaningful work. Meaningfulness in work revolves around the fundamental concept of seeking a profound sense of meaning, drive and purpose in work. It revolves around the base routine work (Milliman *et al*. 2003). Spirituality at workplace depicts the assumptions about the employees that they have their own individual motivations, expectations, drives, quests and emotions involved in the work process they perform and it give their life a purpose and a sense of achievement (Ashmos and Duchon, 2000; Hawley, 1993). Fox (1994); Neal (1998) & Ashmos and Duchon(2000) stated further studied by Milliman *et al*, (2003).

**Alignment with organizational values:** “This component of workplace spirituality encompasses the interaction of employees with the larger organizational purpose” (Mitroff and Denton, 1999). This dimension implies to the organizational level. Giacalone and Jurkewicks (2010) linked workplace spirituality with both expressions of vision and individual’s cultural beliefs. According to Milliman *et al*, (2003) employees are more concerned towards gratitude and reception of their devoutness towards their organizations. A third aspect of spirituality in the workplace occurs when individuals experience a strong sense of alignment between their personal values and their organization’s mission and purpose. A profound study of organization’s culture, origin of organization and management style contributes in the development of employee’s personal values and goals alignment with organizational values

Shahbaz and Shakeel (2012) state that spiritually at workplace is an emerging concept and as the work attitudes of employees is being affected the performance of organization is also being influenced. In their findings a comprehensive relationship existed between employees organization based self-esteem and workplace spirituality. In a study conducted by Noor and Arif (2011) content analysis of the data indicated job satisfaction as a positive dimension of workplace spirituality in medical professionals.

Chawla and Guda (2010) found a positive relationship between spirituality at work, job satisfaction and job commitment. Bodla and Ali's (2010) study findings reveal direct relationship between dimensions of spirituality, job satisfaction and organizational commitment. According to Zafar, (2010) religiosity and workplace spirituality are present in sectors of Pakistan like Pak Army and Teaching.

### **Relationship between Workplace spirituality and organizational commitment:**

Organization commitment has been defined as a condition in which an individual feels a bond with their organization and wishes to maintain membership in the organization (Mowday *et al.*, 1979). There are three main components of organization that are mostly hypothesized in the recent studies, namely: continuance, normative and affective (Meyer and Allen, 1997). Most closely, affective relates to Mowday *et al.*, (1979) original conceptualization. For current study, Mowday *et al.*, (1979) conceptualization of organization commitment is used since it is the most well-known aspect of this construct and because it is most commonly used to study organizational commitment. Following is the literature on how the dimensions of spirituality relate to given key job attitude- organizational commitment.

Meaningful work is proposed by (Milliman *et al.*, 2003) to be more of intrinsically deeper and personal concept than the challenges or tasks one face in the organization while performing on the job, it is also believed to have a positive impact over employee attitudes towards their organization encouraging them to build and sustain organizational commitment.

Similarly, researchers (Trott, 1996 and Milliman *et al.*, 2003) had stated that having a sense of connectedness to one's organizational community, enhances the sense of staying committed to his organization. Milliman *et al.*, (2003) also stated that providing the employee with a meaningful goals and providing them the environment that best fits with their values, could also nourishes the employee being committed as it leads to the employee's inner self aligned with organizations values and goals.

Alignment with organizational values too is said to be playing as a holder that keeps the employees committed to his organization. It is postulated that the organizations that provides their employees with the environment been aligned with their employee's sense of values and responds to their inner desires attached with their work, are more

likely to have the employees that put their best efforts to make the organizations succeed (Milliman *et al.*, 2003).

Brown (1992) proposed that greater employee satisfaction and its ultimate result in the form of commitment towards the organization could be obtained through prevailing sense of community in the organization. The organizations which identifies and are responsive to the employee's sense of spiritual needs, values and inputs and are providing such environment within their working premises, experience the workforce which holds strong sense of pride, harmony and loyalty among each other, (Catlette and Hadden, 1998). This was described as sense of esprit de corps by Channon, (1992) in his findings, which is a French phenomenon for mutually shared feelings emotions and interests. Hawley, (1993) proposed this type of environment to produce more committed and satisfied workforce who put harder efforts to make the organization succeed and owns the failures.

#### **Relationship between Intrinsic job satisfaction with Workplace spirituality dimensions:**

Intrinsic job satisfaction and job involvement are attitudinal variables that presents as a perception of employees as how they experience their work on current job and organization. Intrinsic job satisfaction revolves around the elements that create certain individual attitudes, such as achievement, responsibility, advancement, and growth (Herzberg *et al.*, 1959). Job involvement relates to the degree to which an individual identifies his tasks and participates actively to performance effectively considering it to satisfy his self-esteem (Blau, 1986).

As Trott (1996) states that employees tend to nourish their learning and growth accompanied by achievements who are provided with meaningful work, purposeful goals and the key components of community in the organization's environment, and is less like to experience burnout. those who are open to meaningful and purposeful relationships, which are key aspects of community, are more likely to grow, learn, and achieve at work and less likely to experience job burnout.

(Catlette and Hadden, 1998; Hawley, 1993) suggested the organizations enjoy more motivated and energized workforce which are provided with the environment in the organization which is responsive to the employee's needs and desires of keeping sense of values and purpose. While Riordan *et al*, 1997; Kraimer, 1997, proposed that the organization is more likely to have satisfied and

productive workforce if the sense of purpose and values among the employees are nurtured.

The findings of Milliman *et al.*, (1999) which were similar to the findings of Collins and Paras (1994), who suggested that prevailing strong sense of community is strongly associated to employee satisfaction and motivation, which also comes with the alignment of one's values with the values of the organization. While Peters and Waterman (1982), postulated that it is more likely that a workforce would be satisfied and motivated to perform and achieve for the organization if are provided with higher meaning in the work processes and its content.

### **Relationship between job involvement with Workplace spirituality dimensions**

Catlette and Hadden, 1998; Hawley, 1993 proposed that work force is more motivated to perform and achieve higher in the organizations who pay special attention in responding to employee sense of values and purpose.

It has also been stated that employees are more likely to be productive and satisfied workforce (Riordan *et al.*, 1997; Kraimer, 1998). To further explain the above mentioned studies, Milliman *et al.* (1999) suggested that employee satisfaction and motivation have a strong and positive relation with employees being strongly connected to its working community and organizational values. Individual's provided with the work which matches their potentials and capabilities, are more likely to exhibit the full potential at work (Jaques, 1996).

### **Relation between Organizational based self-esteem (OBSE) and Workplace spirituality dimensions**

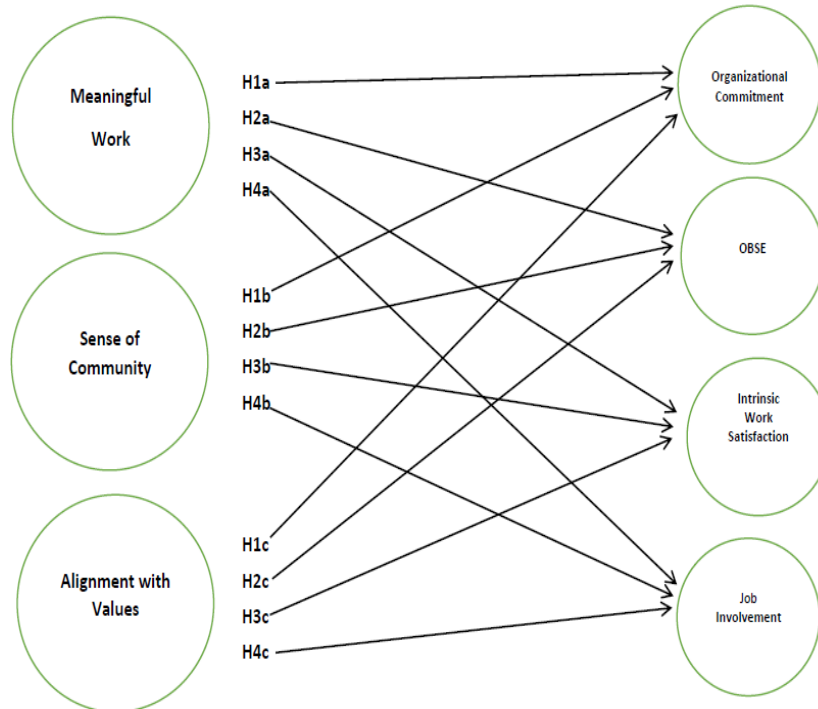
OBSE is said to be the degree to which an employee believes that the organization they work, perform, and thrives to achieve success for, is satisfying his inner and personal needs. Employees who possess believe of higher OSBE, views themselves as a respected and worthwhile part of their organizations. They feel more important and meaningful in the best interest of the organization (Millimman *et al.* 2003). According to Pierce *et al.*, (1989) organizational OBSE is positively related to the other organizational outcomes including employee satisfaction, commitment towards the organization, citizenship behavior and job performance.

Anderson (1997) stated that the aspects which are key to OBSE including trust and respect of the employee within his organization are directly linked to the employee's sense of connectedness to his community of workplace. While Trott (1996) explains the employee's spiritual wellbeing which is described as to have sense of community and alignment with the values of the organization, will said to have positive association to the psycho/socio reconciliation of the employees.

Similarly, the employees who feels appreciated and encouraged for their inputs and feels organization's values are been aligned with that of theirs, believe to be more empowered to make real difference for his organization and to others. Hence it is enhancing their self-esteem. It generates a strong sense of responsibility towards organization's success or failure. Individual who is been appreciated for his efforts and also has the alignment with the organizational values at work, believes to make difference towards his organization, himself and the society through what he does. They may also energize and fill his environment at work with positivity. They contribute their inspirations, cognitions and efforts completely towards the organization and its success (Block, 1993; Brown, 1992; Rosen, 1992; Kiefer, 1992; Milliman *et al*, 2003). Employees feel themselves personally to be responsible for the success or failure (Catlette and Hadden, 1998). Whereas Hawley (1993) suggest that employees experience highly the sense of service and liability.

As it is mentioned earlier by the researcher that Workplace spirituality has not been researched before on the Non-profitable organizations sector and previously it has not been studied with the comparison of two sectors i.e. Profitable and Non-profitable organization. As this was suggested by Nazir and Malik (2013) that workplace spirituality dimensions should also be studied in other sectors, this study propose a hypothesis which aims to study the relationship existence between workplace spirituality and employee's work attitudes in non-profitable organizations and to compare its results with profitable organizations. On the basis of above literature, following hypotheses are drawn along with research framework (Fig. 1.)





**Fig 1.** Research model, showing the relationship between the workplace spirituality dimensions and employee work attitudes

### Hypotheses

- H1a. The greater the experience of personal purpose and meaning in one's work, the greater the organization commitment of the individual.
- H1b. The greater sense of community at work, the greater the organization commitment of the individual.
- H1c. The greater the alignment of one's personal values with organizational values, the greater the organization commitment of the individual.
- H2a. The greater the experience of personal purpose and meaning in one's work, the greater the intrinsic work satisfaction of the individual.
- H2b. The greater sense of community at work, the greater the intrinsic work satisfaction of the individual.

- H2c. The greater the alignment of one's personal values with organizational values, the greater the intrinsic work satisfaction of the individual.
- H3a. The greater the experience of personal purpose and meaning in one's work, the greater the job involvement of the individual.
- H3b. The greater sense of community at work, the greater the job involvement of the individual.
- H3c. The greater the alignment of one's personal values with organizational values, the greater the job involvement of the individual.
- H4a. The greater the experience of personal purpose and meaning in one's work, the greater the organization-based self-esteem of the individual.
- H4b. The greater sense of community at work, the greater the OBSE of the individual.
- H4c. The greater the alignment of one's personal values with organizational values, the greater the OBSE of the individual.
- H5. There is significant difference between the relationship of workplace spirituality dimensions and employee's work attitudes in profitable and non-profitable organizations.

## **Method**

A cross-sectional study was conducted to collect the data related to workplace spirituality and employee work attitudes. For which the personal survey was carried out by the researcher in order to collect the responses from the employees of different organization and questionnaires where the mean of data collection.

The employees of corporate sector organizations in Rawalpindi/ Islamabad, Pakistan, with respect to NGOs operating in the twin cities were focused to compare the two different working organizations spiritual settings (For-profit/ NGOs Vs Non-profitable/Corporate organizations) to study employee's perceptions and their attitudes.

The method of taking 10 times with respect to total number of items was used to draw the sample. As the used instrument comprising of 41 items was selected for survey, thus taking 10 times of 41 made the sample of 410.

420 questionnaires were distributed among the employees of total sample. Five non- profitable and 3 profit making organization,

obtaining desired sample of 400 for analysis, 200 for each group. Convenience sampling technique was followed to cover the large dotted and vast population in both sectors of Pakistan.

### ***Measures***

The instrument was adopted from the study of Milliman *et al.*, (2004). The questionnaire used for current study was comprised of 41 questions associated to the different variables of workplace spirituality and employee's work attitudes. It was comprised of two sections. Section-1 consisted of construct of items associated to workplace spirituality dimensions, and section-2 consisted of construct of items associated to employees' work related attitudes. Respondents were approached to rate their associated perceptions to the items on 7. Likert scales fluctuating from strongly disagree to strongly agree.

**Workplace spirituality.** The adopted scale used was taken from Ahmos and Duchon (2000). Meaningful work scale includes 6 items and coefficient alpha reliability for both type of organizations was 0.828. Sense of community scale includes 7 items and coefficient alpha reliability was 0.818. Alignment with organization scale includes 8 items and coefficient was 0.850 on reliability scale for both type of organizations.

**Organizational Commitment.** It was said to be a certain condition according to Mowday *et al.*, (1979) an individual experience a bonding to his organization and his peers, and wishes to continue and maintain association with the organization and the its community. Seven item scale was selected from Mowday *et al.*, (1979). Coefficient alpha reliability score for both types of organizations was 0.895.

**OBSE.** Milliman *et al.*, (2003) defined OBSE as a degree which is believed to be a feeling that satisfies individual's inner needs and gratifies their sense of personal adequacy within the organization. Five items were selected from the scale developed by Pierce *et al.*, (1989) OBSE scale. The coefficient alpha reliability for both organizations was 0.851.

**Intrinsic work satisfaction.** According to Herzberg *et al.*, (1959) intrinsic work satisfaction entails the attitude of an individual regarding the factors associated to work including responsibility, growth, advancement and achievements. Four items were selected from scale developed by Nathan *et al.*, (1991), while coefficient Alpha estimate for this scale was 0.86.

**Job Involvement.** Blau, 1986 defined job involvement to be the ability of an individual identify and put on active participation towards his/her work and deem his/her performance vital to their self-esteem. Four items were selected from Kanungo, (1982) scale and coefficient alpha reliability was 0.82.

For data analysis frequency results were stated, followed by descriptive results for means and standard deviation results as well as correlation analysis were given along with regression analysis. Finally for comparison between the two groups (profitable vs. Non-profitable organizations) Levene's sample *t*-test results were delineated. For analysis IBM SPSS version 20 was used.

## **Procedure**

## **Results**

### **Frequency results**

Frequency results (Table-1) for demographics are consisting of Gender, Age, Qualification, and income range, Tenure, Hiring Status and Nature of Organization (Profitable and Non-Profitable).

Table 1  
*Demographic Results*

Demographic Variables	Overall		Profitable Organizations		Non-Profitable Organizations	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
<i>Participants</i>	400	100%	200	100%	200	100%
<i>Supervisor gender</i>						
Male	258	64.5	100	50.0	158	79.0
Female	142	35.5	100	50.0	42	21.0
<i>Age Group</i>						
18-25 Years	230	57.5	124	62.0	106	53.0
26-35 Years	116	29.0	42	21.0	74	37.0
36-45 Years	48	12.0	30	15.0	18	9.0
Above 45 Years	6	1.5	4	2.0	2	1.0
<i>Qualification</i>						
Bachelors	218	54.5	90	45.0	128	64.0
Masters or Above	182	45.5	110	55.0	72	36.0
<i>Income Range (monthly)</i>						
Less than Rs. 25,000	112	28.0	38	19.0	74	37.0
Rs. 26,001-50,000	209	52.3	102	51.0	107	53.5
Rs. 50,001-100,000	66	16.5	48	24.0	18	9.0
Above Rs. 100,000	13	3.3	12	6.0	1	0.5
<i>Working Experience with this organization</i>						
Less than one year	99	24.8	54	27.0	45	22.5
1-3 Years	180	45.0	76	38.0	104	52.0
3 Years or Above	121	30.3	70	35.0	51	25.5
<i>Hiring Status</i>						
Permanent	191	47.8	140	70.0	51	25.5
Contract	209	52.3	60	30.0	149	74.5

### Descriptive and Correlation Analysis

*Profitable Organizations:* Table 2 for variable of sense of community the average is 5.19 with standard deviation of 0.868. The average of  $X=5.13$  of variable meaningful work with standard deviation 0.922. Average of variable, Alignment of values with organization was  $X=4.99$  with standard deviation 0.795.

Average of  $X= 5.1$  organizational commitment. Whereas, for OBSE the average is 5.17. Similarly, there was high sense of satisfaction intrinsically in the nature of work they do and they were satisfied with organization providing opportunities for their development and growth indicated by the mean of 4.82. Finally, the mean of 5.04 shows there was high job involvement.

*Non-Profitable Organization:* For variable sense of community, the mean was  $X=4.89$  and 0.934 standard deviation was observed. While meaningful work was observed to be  $X=5.05$  and standard deviation of 0.973. An average of 4.80 was garnered for the variable of alignment with organizational values with standard deviation of 1.024. An average of 4.73 proposed that the participants were gratified to exhibit their commitment with the organization they are employed to. Where average is 4.68 yielding for organizational based self-esteem. While variable of intrinsic work satisfaction the average was 4.50. Followed by the variable of Job Involvement with an average of 4.64.

Table 2

*Correlation Coefficients, mean and standard deviation Results (Both Organizations)*

Variables	No.of Items	Pearson Correlation					
		1	2	3	4	5	6
1. Sense of Community	7	1 <sup>a</sup> 1 <sup>b</sup>					
2. Meaningful Wor	6	0.713** a 1 <sup>a</sup> 0.403** b 1 <sup>b</sup>					
3. Alignment of Values with Org	8	0.731** a 0.710** a 1 <sup>a</sup> 0.418** b 0.580** t 1 <sup>b</sup>					
4. Organizational Commitment	7	0.599** a 0.664** a 0.604** a 1 <sup>a</sup> 0.323** b 0.455** t 0.626** b 1 <sup>b</sup>					
5. Organizational Based Self Esteem	5	0.620** a 0.615** a 0.637** a 0.719** a 1 <sup>a</sup> 0.331** b 0.181* b 0.310** b 0.561** b 1 <sup>b</sup>					
6. Intrinsic Work Satisfaction	4	0.461** a 0.520** a 0.608** a 0.561** a 0.683** a 1 <sup>a</sup> 0.149* b 0.115 b 0.160* b 0.287** b 0.370** b 1 <sup>b</sup>					
7. Job Involvement	4	0.391** a 0.474** a 0.503** a 0.616** a 0.668** a 0.703** 0.174* b 0.188** t 0.286** b 0.355** b 0.340** b 0.532** b					
Alpha Reliability Scores ( $\alpha$ )		0.875 <sup>a</sup> 0.764 <sup>b</sup>	0.863 <sup>a</sup> 0.794 <sup>b</sup>	0.845 <sup>a</sup> 0.852 <sup>b</sup>	0.883 <sup>a</sup> 0.897 <sup>b</sup>	0.818 <sup>a</sup> 0.856 <sup>b</sup>	0.783 <sup>a</sup> 0.738 <sup>b</sup>
Mean Scores		5.19 <sup>a</sup> 4.89 <sup>b</sup>	5.13 <sup>a</sup> 5.05 <sup>b</sup>	4.99 <sup>a</sup> 4.8 <sup>b</sup>	5.1 <sup>a</sup> 4.73 <sup>b</sup>	5.17 <sup>a</sup> 4.68 <sup>b</sup>	4.82 <sup>a</sup> 4.5 <sup>b</sup>
Standard Deviation		0.868 <sup>a</sup> 0.934 <sup>b</sup>	0.922 <sup>a</sup> 0.973 <sup>b</sup>	0.795 <sup>a</sup> 1.024 <sup>b</sup>	0.901 <sup>a</sup> 1.205 <sup>b</sup>	0.862 <sup>a</sup> 1.252 <sup>b</sup>	0.897 <sup>a</sup> 1.096 <sup>b</sup>

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Note: <sup>a</sup>=Profitable Organizations; <sup>b</sup>=Non-Profitable Organizations

The Pearson correlation matrix in Table 2 shows the correlation results of Group1 which states the profitable organizations. Results depict all the correlation results to be positive at significance level of 0.01. The correlation results of group 'a' shows the correlation between all the dimensions of workplace spirituality, sense of community is correlated to organizational commitment with positively significant at ( $r = 0.599, p < 0.01$ ), with OBSE is positively significant at ( $r = 0.620, p < 0.01$ ), with intrinsic work satisfaction is positively significant at ( $r = 0.461, p < 0.01$ ) and with Job satisfaction it is positively significant at ( $r = 0.391, p < 0.01$ ). Meaningful work is positively significant with Organizational commitment at ( $r = 0.664, p < 0.01$ ), with OBSE it is positively significant at ( $r = 0.615, p < 0.01$ ), with Intrinsic work satisfaction it is positively significant at ( $r = 0.520, p < 0.01$ ), and with job satisfaction it is positively significant at ( $r = 0.474, p < 0.01$ ). Alignment with organizational values have positively significant correlation with organizational commitment at ( $r=0.604, p<0.01$ ), OBSE it is positively significant at ( $r=0.637, p<0.01$ ) with Intrinsic work satisfaction it is positively significant at ( $r=0.608, p<0.01$ ) and finally with job involvement it is significant at ( $r=0.503, p<0.01$ ).

Table 2 also shows results for group 'b' which is (non-profitable organizations) of correlations between all the dimensions of workplace spirituality. Sense of community is found correlated to organizational commitment with positively significant at ( $r=0.323, p<0.01$ ), with OBSE is positively significant at ( $r=0.331, p<0.01$ ), with intrinsic work satisfaction is positively significant at ( $r=0.149, p<0.01$ ) and with Job satisfaction it is positively significant at ( $r=0.174, p<0.01$ ). Meaningful work is positively significant with Organizational commitment at ( $r=0.455, p<0.01$ ), with OBSE it is positively significant at ( $r=0.181, p<0.01$ ), with Intrinsic work satisfaction it is positively significant at ( $r=0.115, p<0.01$ ), and with job satisfaction it is positively significant at ( $r=0.188, p<0.01$ ). Alignment with organizational values have positively significant correlation with organizational commitment at ( $r=0.626, p<0.01$ ), OBSE it is positively significant at ( $r=0.310, p<0.01$ ) with Intrinsic work satisfaction it is positively significant at ( $r=0.160, p<0.01$ ) and finally with job involvement it is significant at ( $r=0.286, p<0.01$ ).

## **Regression Analysis**

### *Profitable Organization*

In meaningful work-organizational commitment regression model, it was observed the coefficient value ( $\beta=0.664$ ). In Sense of

Community-Organizational commitment regression model, the results of coefficient value ( $\beta=0.599$ ). In alignment of Values-Organizational commitment regression model, the value of regression ( $\beta=0.604$ ). In model Meaningful work-OBSE regression model the coefficient value ( $\beta=0.615$ ). In model Sense of community-OBSE regression model the coefficient values ( $\beta=0.620$ ). In model Alignment with organizational values-OBSE regression model the coefficient value ( $\beta=0.637$ ). In model meaningful work-intrinsic work satisfaction regression model, the results were coefficient value ( $\beta=0.520$ ). In model sense of community-intrinsic work satisfaction regression model, coefficient value ( $\beta=0.461$ ).

In model Alignment with organizational values-intrinsic work satisfaction regression model the coefficient value ( $\beta=0.608$ ).

In model Meaningful Work-Job Involvement regression model the coefficient value ( $\beta=0.474$ ).

In model sense of Community-Job involvement regression model coefficient value ( $\beta=0.391$ ). In model Alignment with organizational Values-Job Involvement regression model coefficient value ( $\beta=0.503$ ).

All the hypothesis was significant at ( $P<0.05$ ), hence all were accepted.

#### *Non-Profitable organizations*

In meaningful work-organizational commitment regression model, it was observed the coefficient value ( $\beta=0.455$ ) is significant ( $p<0.05$ ). In Sense of Community-Organizational commitment regression model, the results of coefficient value ( $\beta=0.326$ ). In alignment with organizational-Values-Organizational commitment regression model, the value of regression ( $\beta=0.626$ ). In model meaningful work-OBSE regression model, the results were coefficient value ( $\beta=0.181$ ).

In model Sense of community-OBSE regression model the coefficient values ( $\beta=0.319$ ). In model meaningful Work-Intrinsic work satisfaction regression model the coefficient value ( $\beta=0.115$ ) is not statistically significant. Because in non-profitable organizations regression results of coefficient  $p > 0.05$  significance level, which depicts no relationship exists between meaningful work and intrinsic work satisfaction, in Non-profitable sector. Therefore, hypothesis H3a rejected. The value of  $R^2$  shows 0.8 % variation in intrinsic work satisfaction is explained by meaningful work.

In model sense of community-intrinsic work satisfaction regression model, coefficient value ( $\beta=0.144$ ).



In model Alignment with organizational values-intrinsic work satisfaction regression model the coefficient value ( $\beta=0.160$ ).

In model Meaningful-Job Involvement regression model the coefficient value ( $\beta=0.188$ ).

In model sense of Community-Job involvement regression model coefficient value ( $\beta=0.179$ ). In model Alignment with organizational Values-Job Involvement regression model coefficient value ( $\beta=0.289$ ).

Except for the hypothesis other than meaningful work and intrinsic work satisfaction in Non-Profitable Organizations, all other hypotheses were significant at ( $p<0.05$ ).

Table 3

*Regression Coefficients (Profitable Organizations)*

Hypo Theses	Relationship	Profitable	Non Profitable
		Organizations $\beta$	Organizations $\beta$
<i>H1a</i>	Meaningful Work Organizational Commitment	0.664***	0.455***
<i>H2a</i>	Meaningful Work Organizational Based Self Esteem	0.615***	0.181*
<i>H3a</i>	Meaningful Work Intrinsic Work Satisfaction	0.520***	0.115
<i>H4a</i>	Meaningful Work Job Involvement	0.474***	0.188**
<i>H5b</i>	Sense of Community Organizational Commitment	0.599***	0.326***
<i>H6b</i>	Sense of Community Organizational Based Self Esteem	0.620***	0.319***
<i>H7b</i>	Sense of Community Intrinsic Work Satisfaction	0.461***	0.144*
<i>H8b</i>	Sense of Community Job Involvement	0.391***	0.179*
<i>H9c</i>	Alignment of Values with Organizational Commitment	0.604***	0.626***

	Org.		
<i>H10c</i>	Alignment of Values with Org.	Organizational Based Self Esteem	0.637*** 0.310***
<i>H11c</i>	Alignment of Values with Org.	Intrinsic Work Satisfaction	0.608*** 0.160*
<i>H12c</i>	Alignment of Values with Org.	Job Involvement	0.503*** 0.289***

Notes. *H1a*= R 0.599; Adjusted R<sup>2</sup> 0.355; F 110.525\*\*\* *H7b*= R 0.520; Adjusted R<sup>2</sup> 0.267; F 73.404\*\*\*  
*H2a*= R 0.620; Adjusted R<sup>2</sup> 0.381; F 123.527\*\*\* *H8b*= R 0.474; Adjusted R<sup>2</sup> 0.220; F 57.258\*\*\*  
*H3a*= R 0.461; Adjusted R<sup>2</sup> 0.209; F 53.508\*\*\* *H9c*= R 0.604; Adjusted R<sup>2</sup> 0.361; F 113.455\*\*\*  
*H4a*= R 0.391; Adjusted R<sup>2</sup> 0.149; F 35.779\*\*\* *H10c*= R 0.637; Adjusted R<sup>2</sup> 0.402; F 135.007\*\*\*  
*H5b*= R 0.664; Adjusted R<sup>2</sup> 0.438; F 156.216\*\*\* *H11c*= R 0.608; Adjusted R<sup>2</sup> 0.366; F 116.008\*\*\*  
*H6b*= R 0.615; Adjusted R<sup>2</sup> 0.375; F 120.370\*\*\* *H12c*= R 0.503; Adjusted R<sup>2</sup> 0.249; F 67.099\*\*\*  
 \*p<0.05; \*\*p<0.01; \*\*\*p<0.001

For hypothesis 5a, Levene's independent sample test is used to compare the two groups, Profitable and non-profitable results. Table 4 represents the results which indicates that there is significant difference between two groups in all attributes except Meaningful work ( $p = 0.404$ ). As Sense of community in profitable organizations ( $M = 5.19$ ) is greater as compared to non-profitable organizations ( $M = 4.89$ ) and there is a significant difference ( $p = 0.001$ ). In Meaningful work variable, mean difference are low (profitable organization ( $M = 5.13$ ) and non-profitable organizations ( $M = 5.05$ ). However, it is not significant at ( $p < 0.001$ ). There is also very less difference in alignment with organizational values in profitable organizations ( $M = 4.99$ ) in comparison to ( $M = 4.80$ ). There is significant difference in organizational commitment in profitable organization ( $M = 5.10$ ) is more than non-profitable organizations ( $M = 4.73$ ). There is also a notable significant difference in organizational based self-esteem in profitable organization ( $M = 5.17$ ) which is more in comparison to non-profitable organizations ( $M = 4.68$ ). A very less difference in



Organizational Based Self Esteem	Profitable	5.17	0.862	30.81 <sub>4</sub> ***	4.605	0.000	0.495	0.107
	Non-Profitable	4.68	1.252		4.605	0.000	0.495	0.107
Intrinsic Work Satisfaction	Profitable	4.82	0.897	6.228 <sub>5</sub> ***	3.245	0.001	0.325	0.100
	Non-Profitable	4.50	1.096		3.245	0.001	0.325	0.100
Job Involvement	Profitable	5.04	0.973	21.32 <sub>5</sub> ***	3.360	0.001	0.393	0.117
	Non-Profitable	4.65	1.335		3.360	0.001	0.393	0.117

Note: \* $p < 0.5$ ; \*\* $p < 0.1$ ; \*\*\* $p < 0.001$

## Discussion

The focus of this research work is to compare the commitment and satisfaction level of workforce in profitable and non-profitable organizations. In the context of current study, it was observed that corporate sector (Profitable organizations) has more committed and satisfied workforce. They are more involved in their jobs and considered to be having increased self-esteems and the provision of spiritual workplace do exist in the profitable organization with a strong association with the organizational outcomes like organizational commitment, OBSE, Intrinsic work satisfaction and job involvement. This study can be considered as good addition in the field of research which helps to endorse this fact that profitable organizations definitely play important role in enhancing the commitment and satisfaction level of their workers. Study cross matched by the researcher to the other findings conducted on the organizations which are operating with prime purpose of profit (Usman *et al*, 2010; Shabaz and Shakeel 2013) like banks and telecommunication organization, their findings predicts strong bases that workplace spirituality with OBSE with relationship to meaningful and alignment with organization found to high among the employees. And findings of (Bodla *et al*, 2012) on private banks provide evidence that organization share strong job involvement through meaningful and Alignment with work along with organization commitment and intrinsic work satisfaction associated to sense of community.

While on the other hand the research study of (Nazir and Malik, 2013) come to this conclusion that public sector employees share strong association of job involvement and OBSE of employees through sense of community and organizational commitment through aligned values with organization and meaningful work. These previous researches clearly support the comparison of this study that workplace spirituality does exist in both sectors which influence the

outcomes of the individuals associated with organization. However the difference of opinion between different studies exist on the intensity of the associations of the variables fluctuate. The reasons which might potentially be causing the difference are discussed under conclusion heading. In this study it is witnessed that there are very low correlation scores between meaningful work and attitudes of commitment, work satisfaction, OBSE and job involvement. Which depicts that employees in non-profitable organizations are not been provided with such quality of spirituality levels which fulfills employee's inner needs. Results do advocate that there is existence of spirituality at non-profitable workplace, however the comparison with profitable organizations shows that the levels of spirituality which is been provided by the profitable organizational consultants are not been met to such extent by the HR professionals of non-profitable organizations.

### **Limitations and Future Directions**

This study has number of limitations. First, this study only focused on the relationship between the dimensions of workplace spirituality and employee's work attitudes. However, the variables that may mediate or moderate the relationship were not been studied through this research. Therefore, it invokes an insight in this direction that which variables can mediate or moderate, for example Supervisory support, leadership dimensions, training and coaching, HR system and organizational culture can also be studied with respect to workplace spirituality and work attitudes. Second, the sample tested was limited which would not create a generalized view of results obtained. Moreover, the study was cross-sectional while longitudinal study should be held to test the same hypotheses. Third, the tested sample was taken from corporate and Non-profitable/social sector only. However, public sector institutes were not considered under research. It provides another direction that existence of workplace spirituality and its association with work attitudes can also be studied on the employees of public sector. Moreover, a comparison can also be taken under study between private and public sector institutes which would create a generalized view of employees of Pakistan. Fourth, there is great potential to study workplace spirituality and work attitudes with other variables like employees well-being and work-life balance being influenced with combined effect of workplace spirituality and work attitudes. Fifth, study can be conducted on the other sectors also which includes telecom sector, lodging sector and marketing sector as well. Finally, it was observed through this study

that non-profitable organizations have less scores in correlations of workplace spirituality dimensions' association with employee's commitment and satisfaction, OBSE and job involvement as well. The results highlighted that employees who were employed on the status of contract were less inclined to be satisfied and less involved along with low OBSE and Commitment. This point may be study in future that whether contract based hiring status actually influences spirituality dimensions on individual behaviors or not.

### **Conclusion**

To conclude this research study, it is essential to highlight the point that HR consultants of Non-profitable organizations need to focus on the environment they are providing to their employees. In order to hold a workforce which is satisfied, motivated to achieve, committed towards organizations, involved in job to strive for best interest of organization, it is essential to give employees with the environment which promises to satisfy their inner needs, providing them work which energizes them and give them joy. Having conscience towards employees give them a sense of being important and worthy. Having an alignment with their inner values excites their spirit to achieve for organization objectives and making them fully involved in their jobs. Creating a culture of genuine sharing and care connects the employees in a strong bond which creates an atmosphere of being an organizational family. Supporting and encouraging environments incorporate the same in them, helping each other and working in a team connects them to work for the benefit for all the stake holders irrespective of their self-interest. The findings of this research, organizations which focus on providing spiritual environment to their employees have committed and satisfied workforce which is considered to be an asset for an organization.

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Received August 7<sup>th</sup>, 2015

Revision received \_\_\_\_\_