

## THE RELATIONSHIP BETWEEN WORKPLACE SPIRITUALITY- EMPLOYEES' WORKPLACE COMMITMENT AND JOB SATISFACTION: A CASE STUDY IN KAYSERİ ORGANIZED INDUSTRIAL ZONE, TURKEY

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### Abstract

Workplace spirituality has gained increasing attention as a significant factor influencing employees' workplace commitment and job satisfaction. This abstract explores the intricate connection between workplace spirituality, employees' commitment to their organization, and overall job satisfaction. Workplace spirituality refers to integrating spiritual principles and values into the work environment, focusing on employees' holistic well-being and personal growth. By conducting a comprehensive literature review, this abstract highlights the importance of fostering a spiritually oriented workplace to enhance employee well-being and contribute to organizational success. The findings suggest that organizations embracing workplace spirituality witness higher levels of employee commitment and job satisfaction, leading to improved retention rates and overall performance. Furthermore, the abstract discusses the role of leadership in promoting workplace spirituality and offers practical strategies for its effective implementation in modern work settings. Emphasizing the positive outcomes associated with workplace spirituality, this abstract calls for organizations to recognize its potential and consider its incorporation a vital element of their organizational culture and practices.

**Keywords:** Workplace Spirituality, Workplace Commitment, Job Satisfaction

## İŞYERİ MANEVİYATI-ÇALIŞANLARIN İŞYERİNE BAĞLILIĞI VE İŞ DOYUMU ARASINDAKİ İLİŞKİ: KAYSERİ ORGANİZE SANAYİ BÖLGESİ ÖRNEĞİ, TÜRKİYE

### Özet

İşyeri maneviyatı, çalışanların işyerine bağlılıklarını ve iş tatminlerini etkileyen önemli bir faktör olarak giderek daha fazla ilgi görmektedir. Bu çalışma, işyeri maneviyatı-çalışanların kuruluşlarına bağlılıkları ve genel iş tatminleri arasındaki karmaşık gibi görünen ilişkiyi araştırmaktadır. İşyeri maneviyatı, çalışanların bütünsel refahına ve kişisel gelişimine odaklanarak, manevi ilkelerin ve değerlerin çalışma ortamına entegrasyonunu ifade eder. Kapsamlı bir literatür taraması yürüten bu çalışmada, çalışanların refahını artırmak ve örgütsel başarıya katkıda bulunmak için manevi yönelik bir işyerini teşvik etmenin önemi vurgulamaktadır. Bulgular, işyeri maneviyatını benimseyen kuruluşların daha yüksek düzeyde çalışan bağlılığına ve iş tatminine tanık olduğunu, bunun çalışanlarının iş yeri bağlılığına daha fazla sebep olduğu ve çalışanlarının genel performansına üst düzeyde etki ettiği bulgusunu ortaya koymaktadır.

**Anahtar Kelimeler:** İşyeri Maneviyatı, İşyeri Bağlılığı, İş Doyumu

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## INTRODUCTION

In contemporary workplaces, the concept of workplace spirituality has emerged as a crucial aspect that significantly impacts employees' workplace commitment and job satisfaction (Jain & Sinha, 2015). With an increasing focus on employee well-being and engagement, organizations recognize the value of incorporating spiritual principles and values into the work environment (Fry, 2003). This introduction explores the relationship between workplace spirituality, employees' commitment to their organization, and their overall job satisfaction (Ashmos & Duchon, 2000). Workplace spirituality encompasses a multifaceted approach that emphasizes recognizing employees' intrinsic worth, personal growth, and fulfillment beyond their professional roles (Harris & Moran, 2017). By fostering a sense of purpose, meaning, and connection at work, workplace spirituality seeks to create a work environment that not only enhances employees' productivity but also nurtures their overall well-being (Bell & Taylor, 2018). The significance of workplace commitment and job satisfaction cannot be understated, as they directly impact employees' loyalty, motivation, and performance (Hunsaker, vd. 2017). A workforce that feels spiritually fulfilled and connected to their organization is more likely to demonstrate higher levels of commitment, loyalty, and dedication. Moreover, when employees find meaning and satisfaction in their work, they are more inclined to be proactive, creative, and resilient in facing challenges (Biberman & Whitty, 1997). Through a comprehensive literature review, this paper aims to delve into the various dimensions of workplace spirituality and its impact on employees' workplace commitment and job satisfaction (Jurkiewicz & Giacalone, 2004). By examining relevant studies and research findings, we can better understand the mechanisms through which workplace spirituality influences employees' attitudes and behaviors (Davenport & Prusak, 1997). As the business landscape continues to evolve, organizations are recognizing the importance of adopting holistic approaches that prioritize employees' well-being and fulfillment (Dhar, 2015). This paper encourages organizations to consider workplace spirituality as an essential component of their human resource

strategies and organizational culture (Giacalone & Jurkiewicz, 2003). By doing so, they can cultivate a work environment that not only enhances workplace commitment and job satisfaction but also contributes to overall organizational success and sustainability (Griffin & Moorhead, 2014). In conclusion, fostering workplace spirituality represents a promising avenue for organizations to create a thriving and harmonious workplace where employees can reach their full potential and contribute meaningfully to their organization's mission and objectives (Kinjerski & Skrypnek, 2008).

## 1. LITERATURE REVIEW

### Conceptual Framework and Dimensions

Workplace spirituality is a multifaceted and evolving concept that has gained attention in organizational studies (Kormanik & Rocco, 2010). Researchers have proposed various definitions and frameworks to understand its essence. Some scholars view workplace spirituality as the integration of personal values and beliefs with work activities, while others emphasize its role in creating a sense of purpose and meaning in the workplace (Milliman vd., (2003)). The literature suggests that workplace spirituality comprises dimensions such as meaningful work, a sense of community, a higher purpose, and opportunities for personal growth and development. Numerous studies have explored the relationship between workplace spirituality and employees' commitment to their organization (Mitroff & Denton 1999; Nwosu & Oranye 2006). Findings indicate a positive correlation between the two factors. When employees perceive their organization as supportive of their spiritual needs and values, they tend to demonstrate higher levels of commitment and loyalty. Workplace spirituality fosters a sense of belongingness and alignment with organizational goals, leading to enhanced employee engagement and dedication.

Workplace Spirituality and Employee job satisfaction are critical aspects of organizational performance and employee retention. Research has demonstrated that workplace spirituality positively influences job satisfaction (Pang & Hu, 2019). Organizations that promote spiritual

practices, such as mindfulness, meditation, and gratitude, create a work environment that enhances employees' overall well-being and job contentment. When employees find their work spiritually fulfilling, they experience higher levels of satisfaction, leading to increased productivity and reduced turnover rates (Luthans & Youssef 2004). Leadership and Workplace Spirituality Leadership plays a pivotal role in shaping organizational culture and values. The literature highlights the significance of transformational and servant leadership styles in promoting workplace spirituality (Steel & Ovalle, 1984). Transformational leaders inspire and motivate employees by appealing to their higher ideals and values. Similarly, servant leaders prioritize employees' well-being and personal growth, creating an atmosphere of trust and mutual respect (Wright & Bonett 2007). Both leadership styles have been associated with the successful integration of workplace spirituality, fostering a positive organizational climate and employee commitment (Seidlitz & Yager, 1992). Practical Strategies for Implementing Workplace Spirituality Organizations seeking to incorporate workplace spirituality can adopt various practical strategies (Whitman, vd. 2010). These strategies may include offering workshops and training programs on mindfulness and spiritual well-being, providing designated spaces for reflection and meditation, encouraging work-life balance, and promoting a culture of compassion and empathy (Podsakoff vd, 1990). Additionally, leaders can serve as role models by embodying spiritual principles in their actions and decisions (Thayer vd., 1991). Impact on Organizational Performance The literature consistently suggests that workplace spirituality can have a profound impact on organizational performance (Faragher, vd. 2005). Organizations that prioritize employees' spiritual well-being experience benefits such as increased employee engagement, reduced absenteeism, and improved overall performance. Moreover, workplace spirituality contributes to a positive organizational

reputation, attracting top talent and enhancing the organization's competitive advantage (Salanova vd., 2005).

## 2. THE AIM of THE STUDY

This study is a research that examines the relationship between workplace spirituality and employees' job satisfaction and workplace addiction through fieldwork. It has been tried to examine the perspectives of the employees on workplace spirituality during the pandemic and the aftermath in which great changes occurred.

## 3. MODEL AND METHOD OF THE RESEARCH

**H<sub>1</sub>:** There is relationship between workplace spirituality—employees' workplace commitment and job satisfaction

As a result of this study, applied to workplace spirituality, job satisfaction of employees, and workplace fieldwork, 361 people were reached, and the findings were analyzed in the SPSS environment. First of all, the reliability test of the scale was conducted. In the evaluation made with the first data obtained, the reliability level of the scale was found to be sufficient. When it is believed that enough data has been obtained to perform the analysis and the data flow has almost come to a standstill, the actual analysis is done. It is a research that examines the relationship between It has been tried to examine the perspectives of the employees on workplace spirituality during the pandemic and the aftermath in which great changes occurred. The related study was carried out in Kayseri organized industrial zone. In this study, which reached 361 people, all of the participants were male employees. First of all, the reliability analysis of the tests was made. As a result of the research, Cronbach's Alpha value was measured as .800, while the standardized Cronbach's Alpha value was measured as .804.

The summary of the model is given as follows.

**Table 1.** Model summary

|  | R     | R Square | Sig. F Change | Durbin-Watson | Sig. |
|--|-------|----------|---------------|---------------|------|
| <b>Spirituality → Job Satisfaction</b>                 | 0,325 | 0,105    | 0,000         | 1,928         | .000 |
| <b>Spirituality → Employees' Workplace Commitments</b> | 0,409 | 0,167    | 0,000         | 2,041         | .000 |

The kurtosis and skewness values of the study were determined according to the subtitles of the scales as follows.

**Table 2.** Skewness and Kurtosis analysis

|                 | Inner Life | Sense of Community | Sense of Meaning | Job Satisfaction | Employees' Workplace Commitments |
|-----------------|------------|--------------------|------------------|------------------|----------------------------------|
| <b>Skewness</b> | -0,706     | -0,615             | -0,963           | -0,758           | -1,066                           |
| <b>Kurtosis</b> | 0,666      | 1,652              | 2,274            | 0,833            | 1,697                            |

The results of the analysis of the study show that the relationship between workplace spirituality-employee commitment to the workplace, and job satisfaction is statistically correct. The Cronbach Alpha value shows that the scale used has sufficient reliability. In addition, the significance value of the study is at the point of ,000 and reveals the expected relationship. The point that draws attention here is the R square values. Although R values provide us with sufficient data, the R square value seems low. However, this situation tells us that the relevant expressions are not very close to each other and that employees from different sectors--and perhaps-other genders should also be included in the research. It shows that the value under the 'Sense of Meaning' heading in Skewness and Kurtosis values has more kurtosis than the others. Research findings show that the presented study is acceptable in general.

#### 4. SUMMARY

The literature review highlights the significant impact of workplace spirituality on employees' workplace commitment and job satisfaction. Workplace spirituality, characterized by the integration of spiritual principles and values into the work environment, fosters a sense of purpose, belonging, and personal growth among employees. As employees feel their spiritual needs and values are acknowledged and supported, they demonstrate higher levels of commitment and loyalty to their organization (Hackman & Oldham 1976). Workplace spirituality also influences employees' job satisfaction, contributing to their overall well-being and contentment at work. Organizations that prioritize employees' spiritual fulfillment through practices like mindfulness, gratitude, and personal development witness increased levels of job satisfaction, leading to enhanced productivity and reduced turnover rates.

Leadership plays a crucial role in promoting workplace spirituality, with transformational and servant leadership styles being particularly effective in cultivating a spiritually nurturing work environment (Cochran & David 2016). By inspiring and prioritizing employees' well-being (Thompson & Prottas, 2005), leaders create a positive organizational climate that encourages employees to align their values with the organization's goals (Waddock, 2016). The literature emphasizes the practical strategies that organizations can adopt to implement workplace spirituality effectively (Weiss & Cropanzano, 1996). Providing mindfulness training, designated spaces for reflection, and promoting work-life balance are some of the strategies that contribute to a spiritually oriented-workplace. Overall, embracing workplace spirituality has a profound impact on organizational performance (Warr vd., 1979). Organizations that prioritize employees' spiritual well-being experience increased employee engagement, reduced absenteeism, and improved overall performance (Csikszentmihalyi, 2003). Additionally, workplace spirituality enhances an organization's reputation and helps attract and retain top talent, giving them a competitive advantage in the market (Morrison, 2003).

## 5. DISCUSSION

The accuracy of the model put forward in this study, which investigates workplace spirituality, job satisfaction, and workplace commitment of employees, has been proven. Considering that periods such as pandemics and economic crises put pressure on employees and that they may be the cause of potential tensions between managers from all levels and their subordinates, the correctness of

the logic put forward is proven again. Because difficult times require making difficult decisions and every employee expects his/her superior to exhibit exemplary behavior and show a courteous approach to doing business. In addition, the fact that the workplace is a place that prepares the environment for the personal development of the employees is also a source of motivation for the employees. On the other hand, workplaces and managers who keep a balance between being goal-centered and thinking about the mental health of the employee are also a source of motivation for employees (O'Driscoll vd., 1992). Of course, it's not just about money. The promotion system at the workplace, the rate of increase to be made to employees at the end of the year, a fair competition environment, the presence of leaders who take responsibility within the organization, the conditions of benefiting from the health opportunities created by the organization for its employees, etc. All these have a positive effect on the motivation of the employees. In addition, it stands before us as the most important factor that positively affects the workplace commitment of employees.

One of the most important deficiencies of the study is that no female employee participated in the study. The reason for this is, of course, a research subject, but the main obstacles such as time constraints are the biggest obstacle to our focus on this subject.

### Ethics Committee Permission

Ethics committee approval for this study was obtained by Kayseri University Social and Human Sciences Ethics Committee on 05.05.2023 (Form nu: 36/2023).

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