

# Impact of Workplace Spirituality on Employees' Job Satisfaction and Job Performance: A double mediation of Employees' well-being and Psychological Empowerment

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## *Article History:*

Submitted: August 28, 2023

Revised: November 13, 2023

Accepted: December 19, 2023

Published online: December 30, 2023

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## A B S T R A C T

**Purpose** - This paper on workplace spirituality entails one's emotional involvement in the job and associations with colleagues to develop consistency in values. It is a cognitive state where one feels driven to find the purpose of life through the notion of coexistence. Workplace spirituality builds a bridge between one's belief system of life and the values set in the organization.

**Study Design/Methodology/Approach** - It is a cross-sectional study conducted through a self-administered questionnaire. The questionnaire was distributed among respondents working in health-related institutions. SPSS and PLS were used for research analysis. The study provides empirical evidence of workplace spirituality impacting employees' job satisfaction and organizational performance in consequence. An employee's standing in the organization and meaningful recognition provides the much-needed connectivity with the community that helps to nurture the inner life.

**Findings**-The study concludes that workplace spirituality and job satisfaction are closely related; if working environments are not conducive, the employees will not be forthcoming to work wholeheartedly. Quality work at the workplace needs heart, soul, and hands to contribute to harmony and sincerity.

**Practical Implications**- The current study will help health professionals and policy makers in decision making and policy development. The current study is limited to the sample and scope of industry in the future current study will conduct in other fields and contexts such as education.

**Originality/Novelty**- Although, there are studies that show the relationship of workplace spirituality with job satisfaction. However, the current study is one unique study that examines the relationship between workplace spirituality and job satisfaction with two mediators i.e. Employees' Well-being and Psychological Empowerment in the health sector of Pakistan.

**Keywords:** Workplace Spirituality, Employees Satisfaction, Employee Wellbeing, Psychological Empowerment, Job Satisfaction

## 1 | INTRODUCTION

### 1.1 | Spirituality as Belief Embeddedness

Spirituality being part of the faith doctrine has the potential to drive employees' motivation, sincerity, and work ethics even in the absence of supervision. It in turn brings prosperity to societies and triggers organizational growth at the same time. Its essence connects working hands with their tasks for commitment to the organization and job satisfaction (Leigh, 1997; Milliman, Czaplewski, & Ferguson, 2003a; Mirvis, 1997). The well-being of the employees and their psychological empowerment provides a perfect fit for organizational performance as an outcome to that of employees (Jurkiewicz & Giacalone, 2004). Workplace spirituality means a place where workers' inner life is nurtured and they find meaning and stay connected with the community (Ashmore & Duchon, 2000a; Duchon & Plowman, 2005a). Therefore, it implies to be a place where life has a purpose and people are involved in activities that give them harmony and direction (Milliman, Czaplewski, & Ferguson, 2003b). So there is a bond between people and their workplaces for purposeful outcomes.

### 1.2 | Employees' Conditional Ownership

In optimal organizational functioning, employees expect that their own and families' well-being is finding a suitable place in the management of the firm. Under such conditions, they enjoy the activities and experiences at the workplace (Ryan & Deci, 2001). Employees' well-being has four dimensions which include social, spiritual, emotional, and psychological (Pawar, 2016). Social well-being is where employees are connected with the societies around them. Spiritual well-being on the other hand determines the fulfillment of the very purpose of life of an individual (Pawar, 2016). Emotional well-being is the phenomenon that proffers positive feelings in employees like calmness and comfort in the workplace and life (Daniels, 2000). Finally, the psychological well-being of employees refers to autonomy, acceptance, fulfillment, and mastery (C. L. Keyes, Shmotkin, & Ryff, 2002).

### 1.3 | Psychological Empowerment

Psychological empowerment defines and outlines the motivational construct involving four factors; to include competence, meaning, self-determination, and impact (Spreitzer, 1995). It implies the motivation of employees where they feel at home and have a strong conviction of achieving their purpose in life. It is a state of psychological equilibrium for the employees to employ their potentials to the optimum, have faith in their positions in the organization and they are determined to create impacts on the overall outcome. Here employees know the strength of their skills and work accordingly (Albert Bandura, 1982; Spreitzer, 1995a). In the state of self-determination, they act according to their choice of work methodology to feel empowered in the workplace (Spector, 1985). The impact is an outcome of operational work as determined by an employee (Martinko & Gardner, 1982). Workplace spirituality integrates motivation, job satisfaction, and performance of the working hands (Cavanagh & Bandsuch, 2002). Hence, one can say that working environments substantially contribute to connecting the community with the workplace. In the psychological spectrum, Pakistan is no different from the rest of the world where workplace spirituality impacts job satisfaction at varying levels.

## **Problem Statement**

### **1.4 | Phenomenon of Spirituality and its Connections**

The term spirituality is a sense of connection, transcendence, and meaning in life (Baldacchino, 2017a; Pawar, 2009b). The phenomena of workplace spirituality and the well-being of employees have gained prominence over the years. Employees' well-being is optimal functioning with positive experiences at the workplace (Ryan & Deci, 2001). Job satisfaction is a function of benefit, gain, or reward that employees receive for performing tasks (Spector, 1997). There is a significant relationship between output, workplace spirituality, and job satisfaction (Chawla & Guda, 2013). According to Karakas and Sheep (2010 and 2006) spirituality at the workplace enhances the morale of the employees and decreases their physical stress and burnout. However, it differs in varying conditions of workplaces.

### **1.5 | Application of the Concept in Developing Countries' Scenario**

Since human resources is the most essential element of any organization; the productivity of the firms predominantly depends upon workplace spirituality, job satisfaction, and the well-being of employees (Kumar, Ahmed, Shaikh, Hafeez, & Hafeez, 2013; Pawar, 2016). Health organizations in developing countries like Pakistan face difficulties on account of motivated human resources (Hafeez, Khan, Bile, Joomo, & Sheikh, 2010). Working conditions, organizational management factors, and social aspects of health professionals are major predictors of satisfaction at workplaces (Kekana, Du Rand, & Van Wyk, 2007). In health sciences, doctors' satisfaction plays a vital role in curing diseases as they deliver services to patients (Hassan, Bin Nadeem, & Akhter, 2016). The satisfaction phenomena are inversely related to stress, exhaustion, and turnover as they influence the quality of work and productivity among them. Employees with low meaning at work or with a lack of purpose have deficient motivation levels (van den Berg et al., 2008). A literature review of recent studies reveals that there are not many studies conducted on the job satisfaction of doctors in developing countries like Pakistan (Kumar et al., 2013). So, there is a gap in see implications of workplace spirituality on job satisfaction with mediators in the health sector. Hence, this study examines the effects of Workplace Spirituality on Job Satisfaction with mediating roles of Employee Wellbeing and Psychological Empowerment in the health sector with the data taken from the hospitals of Pakistan. Its outcomes shall be equally applicable to developing countries having environments similar to that of Pakistan.

### **1.6 | Research objectives**

- To examine the relationship between workplace spirituality, employees' well-being, psychological empowerment, and job satisfaction in the health sector.
- To investigate the mediating role of employees' well-being and psychological empowerment in the relationship of workplace spirituality and job satisfaction.

### **1.7 | Research Questions**

- Does a significant relationship exist between workplace spirituality and job satisfaction in the context of the health sector?
- Does a significant relationship exist between workplace spirituality and employees' well-being in the given sector?
- Does a significant relationship exist between employees' well-being and job satisfaction in the same sector?

- Does employees' well-being mediate the relationship between workplace spirituality and job satisfaction?
- Does a significant relationship exist between workplace spirituality and psychological empowerment?
- Does a significant relationship exist between psychological empowerment and job satisfaction?
- Does psychological empowerment mediate the relationship between workplace spirituality and job satisfaction?

## 2 | LITERATURE REVIEW

### 2.1 | Construct of Workplace Spirituality

Workplace spirituality as a construct is gaining consideration due to its growing significance in organizational performance (Gotsis & Kortezi, 2008a). Researchers and academicians have defined workplace spirituality from multiple perspectives, because of its abstract nature it is difficult to form one. According to Ashmos & Duchon (2000a), the workplace is where an employee's inner life is nurtured and it helps to nourish meanings from the context of community work. Another explanation by Pawar (2009), here two aspects of spirituality include meaning in work and community at work that employees experience at their workplaces. Mitroff & Denton (1999) viewed the phenomena as the utmost desire to find purpose and meaning in life to live in an integrated environment. Giacalone and Jurkiewicz (2003) expressed spirituality as the framework of organizational values that are reflected in the culture that promotes transcendence in employee's experience through their work processes. It facilitates being associated with others and provides feelings of joy and completeness. Gotsis & Kortezi (2008) argued that in most definitions of workplace spirituality it includes dimensions of soul or inner life, community at work, or meaning in life. It is expressed in various other forms as; transcendence, purpose, connectedness, and membership. Fry (2003) describes meaning at work as a spiritual call, where life has a purpose. Every person is involved in activities with inner motivation, desires, and truth which give meaning to life (Miller, 2017). Meanings at work give feelings of harmony, and completeness and provide directions to one's work life. The concept described by Miller and Ewest (2010) as work activities have significant meaning and purpose, and then work satisfies means to an end. Milliman, Czaplewski, & Ferguson (2003) have perceived interconnectedness or community as a whole where people perceive themselves as connected with others. A relationship exists between people's inner selves to those of other people's inner selves. Gotsis & Kortezi (2008) found that workplaces where employees experience a shared sense of purpose and shared values enjoy a strong bond of connectivity with their workplaces. In addition, Mitroff & Denton (1999) noted spirituality is the feeling of connection with a person one's self, others around him or her, and the whole of the universe. Community is the interconnectedness of humans with all the other living beings (Liu & Robertson, 2011).

### 2.2 | Developing Motivation for Sense of Meanings

An individual spirit is the one that motivates him to find a sense of meaning, purpose, and worth in life. Spirituality is also connected to the workplace especially in the healthcare sector or workplace as where spiritual values exist it serves as a therapeutic advantage for patients and their families as well (Baldacchino, 2017). Being Spiritual does not mean a person expressing the religious aspects of his, instead, it refers to giving high value to finding personal meanings to transcendence and connection with others (Gotsis & Kortezi,

2008). The idea of practicing spirituality can be religious or non-religious, we consider doctors or nurses who spend or devote a long period of their workplace lives in connection with others as they interact with many people every day (Gill, 2014). According to Baldacchino (2017), workplace spirituality is seeking deeper values and completeness by connecting at workplaces with others. Workplace spirituality means to be connected with the people around them, in the healthcare sector members of the organization maintain a healthy relationship with their co-members, as they are working in multidisciplinary teams they show coherence between personal beliefs and organizational values (Neal, 2013). Nurses or healthcare people believe in workplace spirituality as they share a common purpose that makes contributions; they think of something beyond the interest of one's self (Boero et al., 2005). According to Ashmos & Duchon (2000), workplace spirituality is something that nourishes the inner life of a person and gives him meaning to work and connect with others. Whether it has religious connectivity or not, the phenomenon impacts the professional lives of humans.

### **2.3 | Employee Well-being**

Well-being is a complicated construct concerning optimum functioning and experiences (Ryan & Deci, 2001). Employees' well-being, thus needs to be regarded as optimal employees' functioning and experience. It is of different forms like emotional well-being, psychological well-being, and social well-being. All of these are relevant to organizational health in one way or the other (Grant, Christianson, & Price, 2007). Wilson, Dejoy, Vandenberg, Richardson, and Mcgrath (2004) have provided suggestions for healthy organizations that they should direct their efforts to maximize employees' well-being by providing well-designed and meaningful jobs that increase their productivity as well as opportunities for career enhancement. Employees' well-being influences their performance through satisfaction and motivation (Grant et al., 2007; Wright & Huang, 2012). It impacts the growth and performance of the organization (Danna & Griffin, 1999). It also reduces turnover and absenteeism (Spector, 1997). Employees' well-being as pointed out by Ilies, Aw, & Pluut (2015) being healthy and flourishing determinant enhances their outputs. The significance of employees' well-being at the workplace has been debated and concluded as a positive determinant (Fry & Slocum Jr, 2008). Emotional well-being proffers positive feelings in employees rather than negative ones (C. L. M. Keyes, 1998). This positivity includes comfort, enthusiasm, and calmness, while Its opposites include boredom, tiredness, anger, and anxiety (Daniels, 2000). Grant et al., (2007), C. L. Keyes et al., (2002), and Ryan & Deci, (2001) refer to psychological well-being as autonomy, self-acceptance, realization, and fulfillment. Social well-being is being involved and connected with the society around (Warr, 2005). Spiritual well-being is associated with the need for fulfillment and transcendence (Ellison, 1983b). These dimensions of employees' well-being can be taken in a specific context as the workplace (Pawar, 2016). C. L. Keyes (2002) has used collection of emotional, social and psychological well-being for measuring mental health. Daniels (2000) notes work characteristics having effects on the employee's overall life.

### **2.4 | Workplace Spirituality and Employees' Well-being**

Workplace spirituality refers to the meaning of life in the workplace (Ashmore & Duchon, 2000a; Duchon & Plowman, 2005a). It is a feature that enhances the employees' well-being and work-life balance (Pawar, 2016). It is a prominent feature with relevance to employees' satisfaction to grow strong and improve their quality of life (Sheep, 2006b). Karakas (2010) puts forward a proposition that spirituality at the workplace

improves the general well-being of employees and adopting spiritual practices enhances employees' morale and reduces burnout. Vandenberghe (2011) developed a conceptual model in which workplace spirituality was linked with psychological comfort and employees' organizational commitment. Consistent with this, McKee, Driscoll, Kelloway, & Kelley (2011) found a positive significant impact of workplace spirituality on employees' mental, spiritual, physical, and health behaviors. Similarly, researchers like Garssen, Visser, & de Jager Meezenbroek (2016) found individual spirituality and well-being related to each other. The positive relationship between individual spirituality and well-being suggests a positive relationship between employee well-being and workplace spirituality.

### **2.5 | Psychological Empowerment**

Psychological empowerment defined by Kanter (1989) and Thomas & Velthouse (1990) is a critical inquiry as identified by practitioners and organizational researchers. Drucker (2014) viewed that interest in the phenomena developed when change started to occur in employees' innovation, initiative, and global competition. According to Blau & Alba (1982), Bowen, & Lawler, n.d.; Mainiero (1986), and Neilsen (1986), researchers in the past believed in empowering management practices by delegating the responsibility of decision making from higher management levels to lower management levels. Thomas & Velthouse (1990) advocated empowering employees to make available all resources and information accessible to every individual at all levels of the organization. Conger & Kanungo (1988) argued that management practices are not the only set that empowers employees, there are others as well. psychological perspective is another dimension of empowerment (Spreitzer, 1995). Conger & Kanungo (1988) viewed that empowerment stems from self-efficacy; a motivational concept. Reviewing the relevant research one finds a multifaceted dimension of the concept of empowerment (Thomas & Velthouse, 1990). Self-determination is a concept where individuals shape their behaviors and actions according to their own choices (Deci, Connell, & Ryan, 1989). It empowers individuals to initiate and continue their work methodology according to their own pace and efforts (Spector, 1986). Finally, it is the magnitude of an individual's influence on outcomes of strategy, administration, or operations of work (Ashforth, 1989). Locus of control is personality and one's characteristics in the context of the work performance of employees (Wolfe & Robertshaw, 1982).

### **2.6 | Workplace Spirituality and Psychological Empowerment**

Spirituality in the workplace context is an emerging phenomenon, individual and organizational outcomes have been empirically tested with workplace spirituality (Whitaker & Westerman, 2014). A link between organizational commitment and workplace spirituality is established in enhancing the task performance of employees as well as the functioning of organizations (Markow & Klenke, 2005a; Milliman et al., 2003b). It is beneficial at diverse levels of intrinsic and extrinsic rewards (Seibert, Wang, & Courtright, 2011). Spiritually motivated employees work with an increased level of motivation and meaning at the workplace, and tend to achieve better at their job (Garcia-Zamor, 2003). Evidence proves that spirituality plays an instrumental role in the work culture of organizations. Organizational researchers, scholars, and practitioners believe spirituality is the lens through which individuals interpret daily life experiences and fill those with appropriate meanings (Konopack & McAuley, 2012; Park, 2007; Sheep, 2006a). Kim & Seidlitz (2002) suggest spirituality as a resource that eradicates the hostile effects of stress on a person's mental and physical health as well as beneficial in eliminating negativity from the environment. Cash & Gray (2000)

advocate that prayers, meditation, or spiritual contemplation are numerous strategies for practicing spirituality in the workplace. Spirituality in individuals tends to gain compassion, hope, gratitude, and optimism which results in a higher level of positive psychological well-being (Kim-Prieto & Diener, 2009). Whitaker & Westerman (2014) viewed spirituality as a mechanism for coping with daily stressors and extreme situations, further added spirituality helps employees to get equipped with resources of socioeconomics for better handling of demand, experience lower stress, burnout, and other negative concerns. Kim-Prieto & Diener (2009) proposed to link spirituality with the construct of psychological empowerment. Psychological empowerment earned considerable attention (Carless, 2004; Ergeneli, Ari, & Metin, 2007; Liden, Wayne, & Sparrowe, 2000). It is the construct that is tied to work on self-efficacy (Albert Bandura, 1982). Psychological empowerment is an individual's belief in his or her capabilities to mobilize resources of cognition, motivation and develop own action plan to have control over the situations (Ozer & Bandura, 1990). Empowerment is with a view to actively orient towards work roles (Thomas & Velthouse, 1990a). Psychological empowerment as related to multiple workplace outcomes has variety of antecedents (Seibert, Kraimer, & Crant, 2001). Linked with multiple forms of proactiveness on the job behavior that includes organizational citizenship, innovation (Seibert, Wang, & Courtright, 2011b) and creativity (Shin & Zhou, 2003). Positive relationship exist between psychological capital (hope, self-efficacy, resilience and optimism) and psychological empowerment (competence, impact, autonomy and meaning) (Ali Shah, 2017). According to Deci & Vansteenkiste (2004) fulfillment of essential mental necessities establishes the fundamental mental process which encourages the intrinsic motivation and goal pursuit. The attributes of an individual when experience spirituality at workplace engage themselves to actively take part in capitalizing the growth opportunities, problem solvers, endorse ideas at workplace and remain connected with others (Whitaker & Westerman, 2014).

## **2.7 | Job Satisfaction**

Job satisfaction is a gain or pleasure that an employee gets in return for performing a task or job (Tanriverdi, 2008). Oshagbemi (2000) defines the phenomena of job satisfaction as an emotional response that results from the interaction between values that employees practice on the job. Spagnoli, Caetano, & Santos (2012) mentioned job satisfaction is a construct that has major implications on organizational outcomes and, the life satisfaction of a person. Workplace spirituality has a positive result on the job satisfaction of employees as this dimension is more likely to fulfill employees higher order spiritual needs (Altaf & Awan, 2011; Ashmos & Duchon, 2000c; Bodla & Ali, 2012; Duchon & Plowman, 2005b; Fry, 2003b). Employees when perceive meaning in their work and feel linked with the environment around them, experience a feeling of excitement and happiness (Bakker & Schaufeli, 2008). The study highlights the relationship of job satisfaction with the components of workplace spirituality. Specifically identifying effects of meaning at work and being connected with the people around shall have significant effects on the levels of job satisfaction in Pakistani doctors within the overall health sector of Pakistan.

### 3 | METHODOLOGY & DESIGN

#### 3.1 | Theoretical Perspective

Positive psychological resources help strengthen the individuals in the organization by nourishing their psychological needs (Spreitzer, 1995). One of the positive psychological resources is to empower employees psychologically or what we call psychological empowerment. The phenomenon of psychological empowerment is viewed as a perception where an individual controls his or her environment and gets connected with the values of the organization (Zimmerman, 1995). The essence of the spiritual paradigm recognizes that individuals not only work with their hands but are involved in it with their spirits. For, such a spiritual involvement gives them the meaning to life, goals, and beliefs to stay connected with the community (Ashmore & Duchon, 2000c). In the organizational context, individual work influences perceptions about psychological empowerment. Theories of empowerment assert that individuals' perception and valuation of the work environment shape their cognition of empowerment and determinants of psychological empowerment (Conger & Kanungo, 1988b; Quinn & Spreitzer, 1997). Similarly, many theoretical models for spirituality in the workplace propose its integration with various other factors of organizational culture and their influence on the behavior of individuals and organizations (Ashforth, 1989). In the study, the alignment of workplace spirituality with psychological empowerment is studied through self-determination theory. Self-determination theory views human beings as proactive organisms whose intrinsic functions are facilitated by social context (Deci, et al., 1989). Likewise, other theories view internalization as transforming external expressions or regulations into internal regulations. When the functions are processed optimally, those regulations are integrated into one's self. The theory proposes two concepts i.e. introjection and integration (Deci, et al., 1989). The introjection term views partial internalization as results in controlling regulations internally while integration refers to optimal internalization results in self-determined behavior (Ryan, 1991). In this study, the concept of integration has been put into use for the individuals to stay connected with the community (Ashmos & Duchon, 2000c). It results in empowering employees psychologically and achieving integration of workplace spirituality and employee empowerment for optimal internalization in self-determined behavior of an employee towards the organization. The research study also employs job demand resource theory (Bakker, 2015). Whereas job resources are the aspects that have motivational potentials to achieve organizational goals. Job resources include opportunities for growth, performance feedback, autonomy, etc. (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). According to the proposition of job demand resource theory, it suggests a positive relationship between workplace spirituality and employee wellbeing and empowering employees.

#### 3.2 | Research Type, Approach, and Theoretical Framework

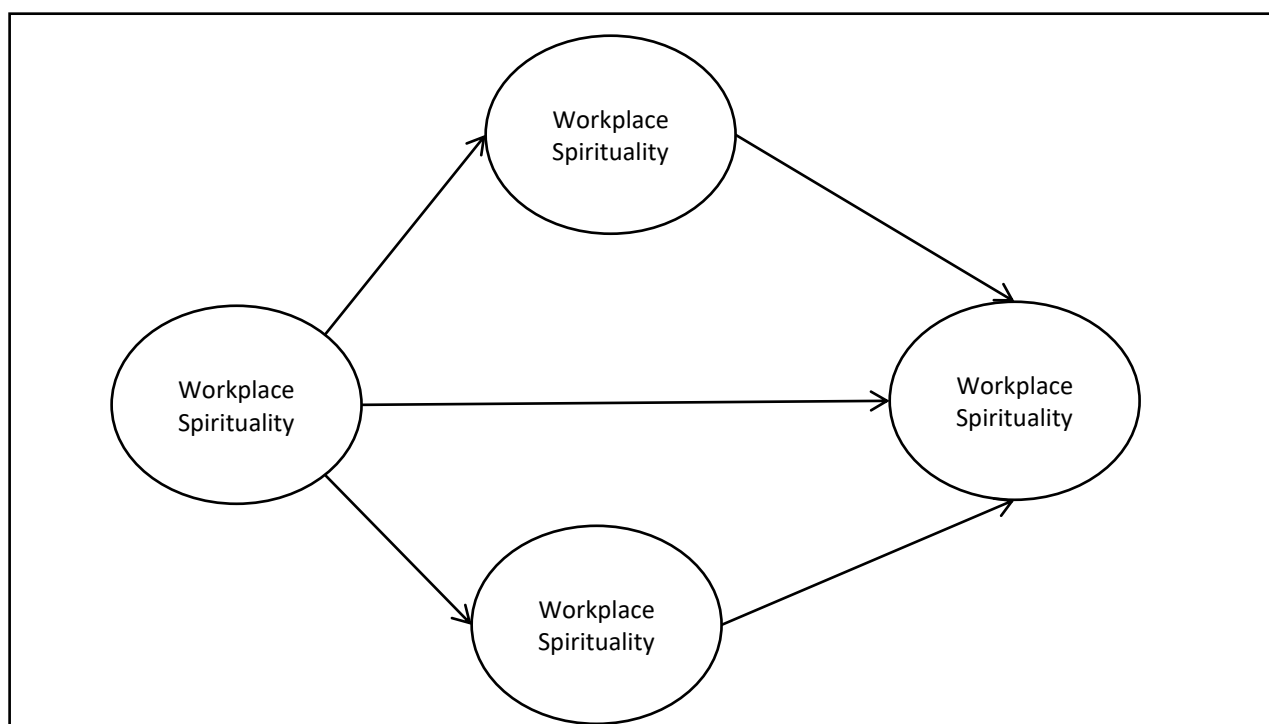
The research fundamentally based on primary data, is applied in nature to understand, and infer outcomes from the doctors and staff of the health sector of Pakistan. Developing countries having similarities in the functioning of health facilities to those of Pakistan shall be able to draw relevant conclusions. The research approach is positivistic to infer the outcomes in quantitative forms. 'Workplace Spirituality' and 'Employees On-job Satisfaction' are the independent and dependent variables respectively as explained below.



'Employees' Well-being' and 'Psychological Empowerment' have mediating implications to measure the impact of 'Workplace Spirituality' on 'Employees' On-job Satisfaction'.

**Figure 1**

*Theoretical Framework*



### 3.3 | Sampling and Data Collection

The research study is nonexperimental and cross-sectional. The respondents selected for the data were doctors from private and public hospitals and clinics in Karachi. The study participants were provided with questionnaires available on Google Forms. Initially, data from 39 responses was collected, out of which 32 questionnaires were completed as useful. After a week, 21 more responses were collected which were all completed. A mediation test was run on a sample of 53 responses. The demographic of the study is 52.83% male gender while 47.16% female gender. According to PMDC (Pakistan Medical and Dental Council), there are 169696 registered M.B.B.S doctors (Pakistan Medical & Dental Council > Statistics, n.d.). Out of those 87700 are male and the rest female doctors. Total B.D.S doctors are 19539, having 6587 in the male category and the rest in the female category. There are 190325 doctors employed at different hospitals in the country. The study used a questionnaire method online to collect the data. The questionnaire is tailored design (Dillman, 2011) to collect the data of the variables under study. The reliability scale through Cronbach Alpha has been measured to test the reliability of responses from the sample. The sampling frame has been the registered doctors employed at different hospitals in Pakistan. The hospital's list includes 377 hospitals in the province of Punjab, 427 in Sindh, 270 in Khyber Pakhtunkhwa, and 127 in Balochistan (Hospitals/Dispensaries and Beds by Province | Pakistan Bureau of Statistics, n.d.). To determine the adequate sample size for responses from doctors, an online Krejcie & Morgan (1970) sample size calculator was used. The sample size is 384,

sufficient to draw reliable conclusions (Sekaran & Bougie, 2016). To collect the data, a cluster sampling technique has been employed. The cluster has been based on the population of doctors in the provinces randomly. Data collection has been conducted after the review and suitability of the questionnaire (Shahid, & HAMID, 2019). Thereafter, the instrument was entered in the Google form, for an internet-based application. The questionnaire focused on testing the role of workplace spirituality among doctors affecting their job satisfaction level with the mediating effect of employee well-being and psychological empowerment.

### 3.4 | Hypothesis

*H1: Workplace spirituality is positively related to job satisfaction.*

*H2: Workplace spirituality and job satisfaction is mediated by employees' well-being.*

*H3: Workplace spirituality and job satisfaction is mediated by psychological empowerment.*

## 4 | RESULTS and ANALYSIS

### 4.1 | Data Collection Scales and Measures

The study included two aspects of workplace spirituality namely, meaning at work and community. The questionnaire attached for reference at the end of the paper comprised 16 items, measured at a 7-point Likert scale ranging from 1 for strongly disagree to 7 for strongly agree. Employees' well-being consists of four constructs namely emotional well-being, social well-being, psychological well-being, and spiritual well-being. Three of them namely social, psychological, and emotional were measured using Mental Health Continuum-Short Form (MHC-SF) (Lamers, Westerhof, Bohlmeijer, ten Klooster, & Keyes, 2011). The form has 6 6-point response scales ranging from 0 for never and 6 for every day. Emotional well-being covers three items such as happiness, interest, and life satisfaction. Psychological well-being covered six items that measured different aspects of the psychology of an employee in a work setting. The items were self-acceptance, mastery, positive relations, personal growth, autonomy, and purpose in life. Social well-being has 5 items such as social contribution, social integration, social actualization, social acceptance, and social coherence. The scale of spiritual well-being developed by Pawar (2016) covered reflections on spirituality in functions and experiences. Here five items were covered namely, relationship with God, rendering services to others, kindness to others, inner peace, and harmonious relationship. The employees' empowerment was measured through Spreitzer's (1995) 12-item scale. The psychological empowerment scale measured four aspects namely, meaning, competence, self-determination, and impact. The items were measured on 7 7-point scale ranging from 1 for strongly disagree to 7 for strongly agree. The job satisfaction scale was adopted from Spector's (1985) 36-item scale with 6 points ranging from 1 for disagree very much, 2 for disagree moderately, 3 for disagree slightly, 4 for agree slightly, 5 for agree moderately and 6 for agree very much.

### 4.2 | Outcomes as Statistical Inferences:

Workplace spirituality has a significant relationship with employee wellbeing as conducted and concluded by Pawar (2016). The empirical testing and results showed that there is a positive association between workplace spirituality and all four forms of employees' wellbeing as mentioned above in the paper. Workplace spirituality will have a significant relationship with psychological empowerment as per an empirical study conducted by Whitaker & Westerman (2014). It also showed that workplace spirituality has a positive alignment with the psychological empowerment of employees. The focal analysis involved a test of

mediation of employee well-being on the relationship between workplace spirituality and employee empowerment. The reliability of each construct was measured through scale analysis in the software jamovi (Selker, Love, & Dropmann, 2017).

**Table 1**

*Workplace Spirituality, Scale Reliability Statistics*

	mean	sd	Cronbach's $\alpha$
scale	5.34	0.759	0.906

In the present study, Cronbach alpha reliability coefficient is 0.906, the mean is 5.34 and the SD is 0.759 for workplace spirituality which includes both aspects that are meaning and community.

**Table 2**

*Employee Wellbeing, Scale Reliability Statistics*

	mean	sd	Cronbach's $\alpha$
scale	4.70	0.718	0.674

Cronbach alpha reliability coefficient is 0.674, mean is 4.70 and sd is 0.718 for employee wellbeing that includes all four aspects items.

**Table 2**

*Employee Empowerment, Scale Reliability Statistics*

	mean	sd	Cronbach's $\alpha$
scale	5.46	0.734	0.922

The Cronbach Alpha is 0.922 for psychological empowerment, the mean is 5.46 and the SD is 0.734. The construct includes all four components.

**Mediation Estimates**

Effect	Label	Estimate	SE	Z	p	% Mediation
Indirect	$a \times b$	0.194	0.0733	2.65	0.008	30.5
Direct	c	0.442	0.1132	3.90	<.001	69.5
Total	$c + a \times b$	0.636	0.1084	5.87	<.001	100.0

## Mediation Estimates

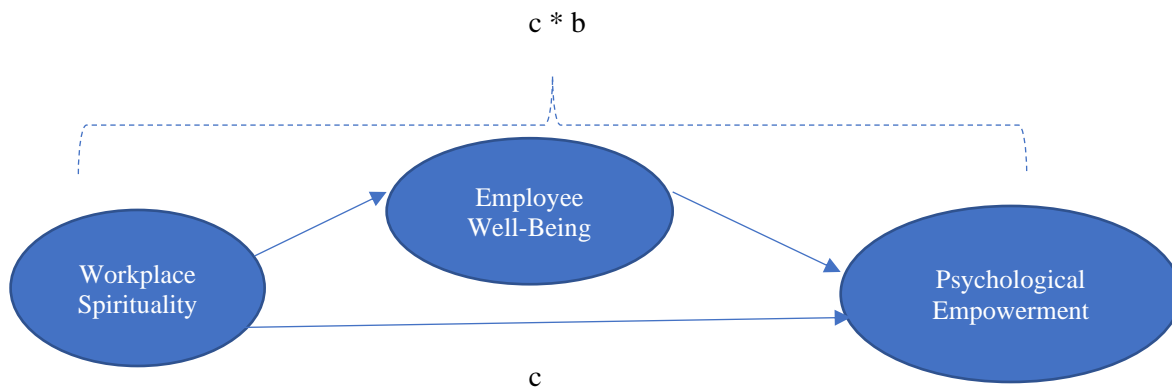
Effect	Label	Estimate	SE	Z	p	% Mediation
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## Path Estimates

		Label	Estimate	SE	Z	p	
WS	→	EW	a	0.475	0.114	4.18	< .001
EW	→	EE	b	0.409	0.120	3.42	< .001
WS	→	EE	c	0.442	0.113	3.90	< .001

In the above-mentioned table of path estimates, results show that a significant relationship exists between workplace spirituality and employee wellbeing estimate 0.475, SE 0.144, Z 4.18 p-value < 0.001. The relationship between employee well-being and employee empowerment is significant in the model p-value is < 0.001, SE 0.120, estimate 0.409, and Z 3.42. A significant relationship exists between workplace spirituality and employee empowerment p < 0.001, estimate 0.442, SE 0.113, and Z 3.90.

In the mediation estimates were:



In the mediation estimates where workplace spirituality has a direct relationship (c) or impact on psychological empowerment has p-value < 0.001, Z 3.90, SE 0.1132. Doctors at the workplace when provided with meaning and stay connected with the community enjoy empowerment psychologically. Whereas if this direct relationship is mediated with employee wellbeing (c\*b) p-value is 0.008, Z 2.65, SE 0.0733. Employee well-being has a significant effect when treated as a mediator between workplace spirituality and employee empowerment. Partial mediation exists in the model. Employees in the organization feel empowered psychologically when they are allowed to enjoy spirituality at the workplace and feel independent in expressing emotions, autonomy, and joy at the workplace.

## 5 | CONCLUSION

The study, supported by empirical results that workplace spirituality has a direct and positive relationship with psychological empowerment. The place where people work with their minds and souls makes them empowered in their jobs. The study findings are workplace spirituality is positively related to four forms of employee well-being, where spiritual well-being was a new variable (Pawar, 2016). The study was conducted

on Pakistani doctors of various hospitals where it is evident that partial mediation exists in the relationship. Workplace spirituality and psychological empowerment among doctors are mediated by employee well-being. Employee wellbeing is an important element in any organization as where employees are not treated well their motivation level and satisfaction level of work will decrease and organizations will face hurdles or obstructions in achieving their competitive advantage.

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