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**Impact of Workplace Spirituality on Occupational Stress – A Case Study of
Health Sector in Islamabad, Pakistan**



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ABSTRACT

Over the decades, the research over spirituality in workplace has significantly increased, and has gained recognition from many scholars and researchers. Workplace spirituality is noted to be a disputed topic because of the vast sets of meaning it holds, but due to advance research by scholars, it can be concluded that it simply means that an employee feels a sense of connection between him/herself and the organization.

In this fast moving world, keeping up with the competition and constantly evolving has become extremely important for the organizations. This indicates that employees working for these organizations have to face high level of stress, anxiety, burnouts, fear, and breakdown at work. If such stressful working conditions sustain, they can only help produce fruitful result for a shorter period of time only till the pressure is bearable. When exceeds a limit, employees can no longer contribute their best to the organization as the stress causes hindrances in achieving their day-to-day tasks, hence, their work life is also affected negatively. No organization wishes to face their loss and have come to the realization that employees are the main pillars for operating the business smoothly.

Therefore, to overcome such stressful situation, a healthy working environment, where employees are felt seen and heard, have good working relations with their colleagues and peers is considered very important nowadays. Moreover, employees in 21st century seek to find meaning in their work which nourishes their inner values, beliefs, and goals. For this reason, many organizations today are including workplace spirituality in their work surroundings. This not only helps employees be satisfied and committed with their jobs but also majorly contributes to achievement of high-level end results, desirable outputs, productivity, and profitability of the organization.

The purpose of this study is to investigate the impact of the independent variable workplace spirituality, on the dependent variable occupational stress, with the mediating role of employee satisfaction in the health sector of Islamabad, Pakistan. This will help gain a better understanding of the application of workplace spirituality to find out its impact on reducing stress in the health sector of Islamabad, Pakistan.

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1. Chapter - Introduction

The business world has changed drastically in 21st century due to a number of factors like changes in global economy, rise of competition, globalization, increasing population, and advancements in technology. The business dynamics have thus evolved and now require different structures and policies, as past policies are no longer applicable in the 21st century. Workplace spirituality has emerged in these times which is gaining a lot of recognition and importance by researchers and has emerged as a mechanism which helps to induce organizational values, job commitment and job satisfaction, sense of community, and meaningful work and inner life. Workplace spirituality has a deeper meaning apart from the religious doctrine, which puts strong emphasis on the prosperity of employees, organizations, and ultimately, societies as a whole.

It is imperative to have soundness and peace in an individual's inner life, only then he/she will be able to give back to the society. In past times, employees felt more committed with their work and felt a sense of purpose in their life. Their personal values used to be aligned with their work lives and organizational values, which provided them with a source of meaning and purpose in life. Over the time, it has been observed that the modern organizations are failing at providing the employees with a sense of purpose in life. As a result of that, the employees feel demoralized, disconnected and discontented at work. It is further leading to a number of employee related problems like employee burnout, anxiety, absenteeism, occupational stress, lack of creativity, bribery, fraud and violence- to name a few. Among many factors that affects an employee's performance, occupational stress is one of the most important area of concern. When jobs are not designed properly, they are likely to induce stress in employees which leads to a decline in their performance. Lack of emotional stability and motivation also leads to job stress.

Health sector is a vital determinant in promoting general, physical, mental and social wellbeing among people all around the world. In any country, health sector can significantly contribute to the economy when it is being run efficiently. Often employees of health sector in Pakistan have to face stressful situations due to poor infrastructure. Inadequacy in healthcare staff and facilities leads to great level of stress and discomfort in existing employees as they have the pressure and burden to overcome the gap of doctors, nurses, personnel and other facilities. This leaves the employees quite dissatisfied with their jobs. This study examines the impact of workplace spirituality on occupational stress, while discussing the mediating role of employee satisfaction,

in health sector of Islamabad, Pakistan. The findings revealed that workplace spirituality and occupational stress are significantly but negatively correlated to each other. It further indicated how workplace spirituality can help reduce the stress level among employees in healthcare sector, and thus increase employee satisfaction and productivity in outcomes. This chapter will discuss the background of the study, research problem, research objectives, and significance of the study.

1.1 Background of the Study

For many individuals, their work life has taken a significant amount of time of their life. This calls for a higher need of connection, altruism, nurturance, meaning, and purpose in their work lives, which can ultimately be translated into peace and content in their inner/personal life (Cavanagh & Bandsuch, 2021). Growing interest can be seen in research regarding workplace spirituality but it is still in the stage of infancy due to the diverse meanings it holds. Many researchers view this concept differently and interpret and associate different meanings to it.

Historically, study regarding spirituality was mostly associated with religion. Over the time, the conventional belief of spirituality having primary connection with religion has changed. For many organizations today, spirituality at work means how an individual's personal values, beliefs, and philosophy impacts their work life (Biberman, J. & Whitty, 2021).

To explain it in a more simplistic and basic way, workplace spirituality is including and integrating one's own spiritual values and ideals in the work setting. It is how an employee brings his/her personal values to the workplace and what kind of impact it brings in the organization. The impacts may vary from day to day interaction with coworkers, to the final outcomes or result of the performance given by the employee in the given work setting. In one way or another, it concerns both, the behavior and result of work related events in the organization.

Besides personal spirituality, workplace spirituality is also about organizational spirituality where the employees hold perceptions and views regarding the spiritual values an organization embraces, and the environment it provides to the people surrounding it. It is commonly believed so, that the culture and ethical climate of an organization plays a significant role in the level of trust, comfort, and commitment an individual feels towards his/her work and organization. Organizational spirituality defines job satisfaction, work commitment, and quality performance. It also impacts the beliefs and attitudes of an employee as well as their personal aptitudes to meet their work

challenges and goals (Chalofsky & N. E., 2020). To sum it up, organizational spirituality is the ethical climate and culture of an organization.

Workplace spirituality is still not confined to these two main areas rather it focuses on a third concept too which links the both by creating an interaction between an individual's personal spiritual values and the organization's spiritual values. This elucidates that workplace spirituality and understanding its impact on work, is not simply restricted to a macro or micro analysis but holds an even meaningful purpose of integrating the two and thus finding the interactive impact both may have towards the work setting. Workplace spirituality is thus the blend of both these factors; personal and organizational spirituality.

In today's times, competition amongst organizations is at its peak because of an ultimate goal of increasing their business revenue and gaining more market share as compared to their competitors. This applies to every type of business and organization. The key is to attract and retain the customers and to improve their market value. But, in order to compete and become a market leader by outdoing your competitors, hard work and commitment is required by the employees, who are the pillars behind all the success. Often more than not, surviving in such a competitive environment induces stress in employees and they often have to deal with stressful situations.

With globalization, the narrative of running business operations has changed, which now significantly puts more importance to earning more money, and generating more revenue. This ultimately demands more amount of work input by the employees with a creative and innovative blend to work and constantly coming up with something unique and better than the rest. The job becomes more and more demanding and results in employees being extremely stressful with their jobs, work requirements/demands, working conditions and environment and thus, they end up being dissatisfied with their jobs, as they are no longer even capable of maintaining a work life balance. To maintain this balance, workplace spirituality is imperative by which, employees are able to maintain a balance between their personal values as well as values that are practiced at the organizations. If a balance is not adopted, the organization is most likely to face the consequences as employees will adopt workplace deviant behavior which will cause demolition as well as a negative impact on all stakeholders of the organization (Marques, J. F., Dhiman, S., & King, R., 2020).

Since the inception of Pakistan, the health sector alongside numerous other sectors have been facing a lot of challenges and weaknesses. This is due to lack of resources and economic condition of Pakistan because of which the healthcare sector in Pakistan is deteriorating with each passing day. A survey by Transparency International Surveys revealed that the healthcare sector in Pakistan is one of its most corrupt sector. The general public is also of the same view that the services they get from this sector aren't sufficient and satisfactory. Some of the important and noteworthy reason for such a system is poor governance, unequal resource distribution, scarcity of educated healthcare professionals and lack of monitoring in health policy.

According to Worldometer elaboration of the latest United Nations Data, the current population of Pakistan is 232,951,979 as of April 2023. For such a huge population, the typical hospitals, primarily government hospitals face the shortage of healthcare professionals including doctors, surgeons, nurses, and other personnel. As the given number of existing healthcare professionals/employees isn't suffice to cater the huge number of population, it gives rise to numerous issues amongst which, one of the most important issues is the absence of workplace spirituality in employees. The doctor to patient ratio is extremely below the required level, but the patient influx daily in emergency department is very high.

The work pressure healthcare professionals in Pakistan have to face on a daily basis due to unpredictable workload, exhaustion and critical decision making is on absolute rise, which leads to high level of occupational stress among them. To bridge the gap of missing doctors and healthcare practitioners, the existing staff has to sacrifice their leisure time too, by providing their services, and there is absence of work life balance. The excess of such unjust practices also leads to turnover intentions in employees or even worse, work deviant behavior in employees which is harmful and destructive for the organization (Bennett & Robinson, 2000). According to a study conducted by Noor and Arif (2011), there is a positive impact of job satisfaction on workplace spirituality in healthcare professionals. Chawla & Guda (2010) further in their study found a positive relation between job satisfaction, job commitment and workplace spirituality.

1.2 Research Gap

There are multiple researches which have emphasized on the investigation for the impact of workplace spirituality on occupational stress in any sector. For instance, Norouzi, Dargahi, Aeyadi, and Sarhaddi (2018) have suggested to make empirical investigation for reducing the employee's occupational stress in health sector by increasing workplace spirituality. Workplace spirituality is a concept that is gaining recognition all over the globe. However, in Pakistan, this concept is still in its stages of infancy, which is causing a conflict in the type of input employees put into their work versus the outcome the organization achieves. Better the working condition of employees, more will be the likelihood of achieving self as well as organizational goals and productivity. Health sector is seen to be neglected in this regard too, as due to extreme workload, such concepts are neither adapted nor implemented by organization as well as the regulatory units. This infuses a high level of stress in the work life of employees and work life imbalance, due to which they cannot achieve job satisfaction and commitment

1.3 Problem Statement/ Need of the Study

Since the inception of Pakistan, health sector is facing numerous challenges which are consisting of economic, social and political issues. Due to lack of financial resources and critical economic condition of Pakistan, the healthcare sector in Pakistan is deteriorating with each passing day. There are multiple reasons for this poor economic system like inefficient governance, unequal resource distribution, scarcity of educated healthcare professionals and lack of monitoring in health policy. Moreover, another important reason of this poor health sector is lack of workplace spirituality among employees in health sector which may cause of multiple psychological issues like occupational stress, anxiety and restlessness (Koti & Kinange, 2021).

This study will fill the gap that exists in the existing literature, focusing on the impact of workplace spirituality on occupational stress in health sector of Islamabad, Pakistan. A lot of work is available regarding the diverse set of meanings workplace spirituality holds, and how organizations are incorporating that into their work settings now to ensure a healthy work life balance and thus, employee satisfaction. There is very limited work present on the occupational stress employees face in healthcare sector of Islamabad, Pakistan. Some data is available for the metropolitan city Karachi, but that only covers the occupational stress among emergency department staff only and about need of investments there. The variables used in this study have not been studied together before in Pakistani context specifically in health sector. Few studies shows data but in different

industries and sectors hence, this gap will be filled in this study by studying these variables together and finding the impact of workplace spirituality on occupational stress, while studying the mediating role of employee satisfaction, in Islamabad, Pakistan.

1.4 Research Objectives

- To discuss main determinants of workplace spirituality.
- To investigate the level of occupational stress among health sector workers in Islamabad, Pakistan.
- To examine the relationship between workplace spirituality and occupational stress.
- To identify the mediating role of employee satisfaction between workplace spirituality and occupational stress.

1.5 Research Questions

- What are the main determinants of workplace spirituality?
- How to investigate the level of occupational stress among health sector workers in Islamabad, Pakistan?
- How to examine the relationship between workplace spirituality and occupational stress?
- How the mediating role of employee satisfaction does affects occupational stress?

1.6 Significance of the Study

Workplace spirituality puts strong emphasis on creating a work life balance, in order to avoid stress at work. In Pakistan, health sector faces a number of issues and stress for the workers in this arena is unavoidable. Often more than not, these healthcare workers are suffering because of lack of investments, and a faulty system to speak broadly. The number of patients outweighs the employees (doctors, nurses, physicians etc.) in Pakistan, and the existing employees have to provide their service irrespective of it taking a toll on their mental and physical health. The demands at work are never-ending and often are way beyond an employee's capabilities, but still they are bound to keep their jobs secure, and thus, keep working despite having an unhealthy, challenging and stressful environment.

In today's times, employees also realize that it is their right to have a contented life at work because it takes a significant time of their lives. Employees can no longer be satisfied and fulfilled with the amount of money they are bringing home, but also are concerned of having a culture and environment of nurturance, healthy working relations, meaning and a purpose in an organization,

which reflects their personal goals too. Employees identify this as their need to have healthy work relationships, which nurtures them and provides them with joy, comfort and support at work and community as a whole. In health sector of Pakistan, satisfaction at work is necessary, that comes with good working conditions, adequate facilities, and sufficient number of people to provide their services so that the operations can run smoothly and employees are able to maintain work life balance. If these conditions are not met, workplace incivility can take place which happens as a cause of chronic stressful environment (Duffy, M. K., Ganster, D. C., & Pagon, M., 2020). Workplace incivility is described in simple terms by Andersson, L. M., & Pearson, C. M. (2021) as deviant work behavior which causes the employees to intentionally or unintentionally harm the target, while completely disregarding the workplace norms and ethics. To minimize stress and its adverse effects on employees, the presence of workplace spirituality is significant.

2. Chapter - Literature Review

2.1 Introduction

This chapter is focused on providing comprehensive review of the dependent and independent variables that are considered for this study. Furthermore, in the process of developing hypotheses, the relationship between the variables ‘workplace spirituality, ‘occupational stress’ and ‘employee satisfaction’ are addressed.

2.2 Occupational Stress (DV)

Occupational stress can be viewed as a harmful mental or physical response that may occur when an employee’s needs are not met sufficiently and the demands of job do not align well with the capabilities of the workers (Showkat and Jahaan, 2013). This happens when discomforts at work starts to intensify to an extent that they are difficult to tolerate and things that are beyond a person’s capabilities can trigger the person enough to induce a great amount of stress that can have extreme adverse effects on their mental as well as physical health. Work life balance and occupational stress go parallel to each other. Undoubtedly, when stress becomes chronic and long term, a person has to face a number of physical illnesses like rapid palpitations, heart diseases, high blood pressure, and anxiety disorders etc. that become a barrier for them to perform day to day tasks (Singh, Cross, Munro & Jackson, 2020).

Moreover, poor environmental conditions further lead to stresses, like poor work setting, faulty or inadequate equipment, lack of sufficient staff, lack of working facilities, lack of office accommodation etc. Sriharan, Ratnapalan & Tricco, 2020). The stresses at work may vary from financial stress, to stresses concerned with absence of connections, growth, and meaning at life. In either way, these stresses have a negative impact at one’s work, home, and health in general (Bolliger, Lukan, Colman, Boersma, Luštrek, De Bacquer, & Clays, 2022).

2.3 The Relationship between Workplace Spirituality and Occupational Stress

Workplace spirituality consists of three main dimensions; inner life, meaningful work, and sense of community (Ashmos and Duchon, 2000). When an individual is happy and contented with his/her life, while maintaining right relations and gaining right support from their fellow beings, it ensures their psychological wellbeing. (Winefield, Gill, Taylor, and Pilkington, 2012). Together these characteristics invokes positive behaviors and result and more productivity (Sulaiman & Bhatti, 2013). Plowman (2005), and Hafeez, Yasin, Zawawi, Hussain, & Arif (2022), puts emphasis on the fact that as much as any other needs like physical, mental, emotional, and

psychological needs are important, equally if not more is important the spiritual needs of employees that must not be left at home, rather should effectively be translated into the workplace. Below, the three determinants of workplace spirituality and their relationship with occupational stress will be discussed.

2.4 Relationship between Sense of Community and Occupational Stress

Community is defined as a social unit, which comprises of a group of people, who share certain commonalities amongst them which may vary from characteristics to interests. People who are part of a certain community are interdependent, and take actions and decisions to remain a part of that community as well as nourish and nurture it (Asensio-Martínez, Leiter, Gascón, Gumuchian, Masluk, & García-Campayo, 2019). Maslow's model of hierarchy of needs explains how human beings needs motivation to step up and prosper in life. Alongside the basic physiological and safety/security needs, one of the most important motivator for humans is that of love and belonging. Human beings naturally want a feeling of belongingness, where they can rely on each other for good and bad times, and need a constant reassurance that they matter to each other and as a whole, in a given setting (Ricciardelli, Czarnuch, Carleton, Gacek, & Shewmake, 2020).

Sense of community is exactly the same, where a community is strongly associated and interdependent in a way that the members feel connected with each other and act as a fuel for each other's support. Their overlapping history and background, shared values and goals as well as a similar culture enables them to trust and nurture each other and feel encouraged as well as accepted by the community. It is a vital need of human beings to have a feeling of belonging and acceptance from fellow members and given community, in order to pursue their goals. The presence of social support, whether it is on the job or off the job, is an important determinant of occupational stress (Cohen & Wills, 1985).

Availability of social support at work in the form of co-workers and other staff members has been found out to be a source of reducing stress in employees. Undoubtedly, community membership benefits the employees with experiencing transparent flow of information, a great sense of support and well-being (Walker, Wassermann & Wellman, 1994; and Wellman & Gillia, 1999). On numerous occasions, employees have to deal with stressful situations at work, but with the help and support of their co-workers, they are able to move past it, and rather pleasantly deal with the stresses at work (Landsbergis, Schnall, Deitz, Friedman & Pickering, 1992).

Preece (2000) believes that with enhanced connectedness and sense of belonging, a feeling of trust and togetherness is achieved among the employees. If such connectedness and engagement is not achieved among employees, in terms of sharing work or other activities, it is no surprise that they will become victims of loneliness, will lack motivation, show decline in productivity and achievements as well as have severe self-esteem issues which goes a long way, resulting in high level of stress an employee may face at work. (Gibbs, 1995).

H1: There is a negative relationship between Sense of Community and Occupational Stress

2.5 Relationship between Meaningful Work and Occupational Stress

Meaningful work is work that holds great importance and impact in an individual's life. It provides a sense of direction and boosts personal as well as professional growth for a person. It positively aligns with an individual's personal values and beliefs and adds meaning to their life. It undoubtedly contributes to the greater benefits and welfare (Steger, Dik & Duffy, 2012). Meaningful work is thus, positively related with employee satisfaction and employees who believe their work to be aligned with their personal goals and add meaning to their life are far more satisfied with their work than those employees who simply perform their work duties, irrespective of the nature of work and whether or not, it contributes positively to their life and well-being (Allan, Dexter, Kinsey, & Parker, 2018).

Employees being satisfied with their work means that they have lesser to worry about, and simply don't have to deal with stress, burnouts, anxiety, exhaustions, and breakdown at work (Allan, Duffy, & Douglass, 2015; Steger et al., 2012). Meaningful work is also found to be the source of contributing better performance and productivity by the employees at the job which benefits both the employee, as well as the organization (Allan, Duffy, & Collisson, 2017, Ariely, Kamenica, & Prelec, 2008). Employees are also benefited with intrinsic rewards, career development, productive environment and healthy relations with co-workers, that together helps achieve job commitment (Duffy, Dik, & Steger, 2011; (Steger et al., 2012).

Moreover, meaningful work also helps reduce rate absenteeism, intentions to withdraw alongside turnover intentions m (Bunderson & Thompson, 2009; Steger et al., 2012). To sum it up, having meaningful work is crucial for both; an employee's personal well-being as well as positive job related outcomes.

H2: There is a negative relationship between Meaningful Work and Occupational Stress

2.6 Relationship between Inner Life and Occupational Stress

Spirituality is a phenomenon no one can deny of and is known to all mankind in different forms. It can be in either form, hidden or revealed but more often than not, almost always present. Its intensity also varies from individual to individual. To simply sum it up, every human beholds some spiritual background based on their inner nature (Rastgar, 2006). Inner life means that when employee show up to work, they bring their whole selves there, including their spiritual self too (Duchon & Plowman, 2005). Spiritual needs (inner life) of human beings are as important as any other physiological, psychological or physical needs and hence, must be given as much as attention and priority in a given work setting (Duchon & Plowman, 2005).

For most of the mankind, having an inner life means understanding and coming to terms with one's own divine power, and knowing when and where to use it for their comfort and well-being. Resultantly, this contributes towards having a pleasant and satisfied outer life (Ashmos & Duchon, 2000). The more a person is satisfied with their life, whether within or outside a work environment, lesser are the chances for them to face stress and anxiety. Occupational stress, thus is also avoided at a greater extent, when an individual seeks workplace spirituality, by nourishing his/her inner life, and translating their beliefs and values to a work setting, and add meaning to it (Winefield et al., 2012).

H3: There is a negative relationship between Inner Life and Occupational Stress

2.7 Relationship between Sense of Community and Employee Satisfaction

As it has been discussed enough lately, spiritual well-being is necessary for individuals to achieve and workplace spirituality is of no less significance. A prominent dimension of workplace spirituality is sense of community, which is measured through the degree of membership and connection employees have within the organization (Fry, 2011). The meaning of membership in this regard extends to the fact that employees care for and stand in support of their co-workers and seek love and affection as fellow beings, which help cultivate better performance results at workplace (Fry, 2011). Sense of community has also been described as a feeling of shared faith, where members can trust and rely upon each other and are more committed when work together (McMillan & Chavis, 1986).

McMillan & Chavis (1986) in their theoretical framework elaborated four components of sense of community; 1) membership, 2) influence, 3) fulfillment of needs, and 4) shared emotional connection. McCole (2012) reveals that sense of community and employee satisfaction goes hand in hand. The better connections employee have within the organization, more is the likelihood of them being satisfied at work. This eventually aids in employee retention and certainly reduces the turnover intentions amongst the employees. With sense of community, better relations with co-workers, effective supervision and communication is guaranteed, which fall amongst the nine key factors that determine job satisfaction as mentioned by Spector (1985) in his job satisfaction survey.

To sum it up, it has been found out that sense of community at workplace stimulates employee job satisfaction (Boyd, 2014). Lampinen (2015) is of the similar view that satisfaction at workplace is achieved through diverse factors of sense of community including close relationships between employees, positive interactions and organizational culture. It is proposed by Milliman, Ferguson, Tricket & Condemi (1999), that an organization that endorses and supports sense of community shows a greater number of motivated and satisfied workforce.

H4: There is a positive relationship between Sense of Community and Employee Satisfaction

2.8 Relationship between Meaningful Work and Employee Satisfaction

Employees' jobs consume most part of their lives and unquestionably, the environment they are provided to perform their jobs plays a significant role in their health (World Health Organization, 2007). In today's times and given conditions, the labor market has given rise to a lot of uncertainty as well as insecurity, which further puts emphasis on the fact that organizations should be giving utmost priority to the well-being of employees and provide them with meaningful work (Ward & King, 2017). Di Fabio (2017) in his words put it up as that, the focus is towards making the organization a place where people are happy and contented to work at, on the inner, and on the outer surface, the organization strive to become competitive in the global sphere of work. From view point of positive psychology, this can only be achieved through meaningfulness (Seligman, 2003).

When employees experience meaningfulness at work, they can view their job more effectively and are well aware of the tasks they have to perform as well the rewards they will be compensated with

(Di Fabio, 2017). This helps achieve employee commitment as well as satisfaction, and the tendency of employees to stay attached with their work teams and groups, only if collective meaningfulness is present (Walumbwa, 2019). If one's job lack meaning, despite putting much effort in properly completing the tasks as well as giving the desired performance, satisfaction cannot be achieved. Thus, to ensure employee satisfaction, it is important for the work to hold some meaning to it (Oldham & Hackman, 2010).

Lepisto and Pratt (2016) shed light upon two perspectives of meaningful work; on one hand work is found out to be meaningful if achievement of the desired results through work activity gives one utmost satisfaction, and on the other, it is a subjective experience, where employees find out the work they do, to be worth it and act as a ladder in pursuing their greater life goals.

H5: There is a positive relationship between Meaningful Work and Employee Satisfaction

2.9 Relationship between Inner Life and Employee Satisfaction

Since the 1990's, research on workplace spirituality has been done in abundance, which is a proof how popular this concept has grown to be over the years. Ashmos & Duchon (2000) describes workplace spirituality as a reflection of an inner life that nurtures the workplace and itself is nourished by meaningful experiences taking place in a work setting. Social identity of individuals is often derived from their workplaces, as most of their time is spent at their jobs, thus, it is a natural desire they hold, where they want to instill their life with a deeper meaning and a greater purpose (Hansen & Keltner, 2012). The feeling of connectedness at work provides employees with joy and completeness in an organization, thus fulfilling the very notion of workplace spirituality (Giacalone and Jurkiewicz, 2003).

Mahakul (2015) has simply penned down the concept of inner life as the recognition that all human beings comprises of a soul within their bodies. Brown (2003) believes that, employee satisfaction goes side by side with job satisfaction, which should be the ultimate goal of a successful organization, where employees are provided with a healthy environment and organizational culture to work in. To a greater degree, an individual's well-being determines his/her purpose of life. This very fact when applied in a work setting, is the manifestation that job satisfaction leads to employee satisfaction, which ultimately gives meaning to an employee's life (Zika & Chamberlain, 1992).

Prior research by Chawla & Guda (2010) has stated that organizations that practice and encourage workplace spirituality, and become a source to nourish an employee's inner life, positively impacts employee satisfaction.

H6: There is a positive relationship between Inner Life and Employee Satisfaction

2.10 The impact of Workplace Spirituality on Occupational Stress with the mediating role of Employee Satisfaction

The ultimate goal of any business is to remain profitable (Devi & Devi, 2014). But besides profitability, the prime focus should be on survival of the businesses too ((Khan, Ghayas & Kashif, 2019). American Frederick Herzberg came up with the concept of two factor theory in which he talked about the presence of motivation and hygienic factors (Walt & de Klerk, 2014). These not only help identify what keeps employees motivated, productive, and satisfied at work, but also helps identify the causes of dissatisfaction from job. But recent studies as well as change in the dynamics of businesses today, it is noted that employee motivation and employee satisfaction is not as simple as it once was. This is because of the fact that traditionally, factors such as pay, bonus etc. used to be the basic motivators and kept employees committed as well as satisfied with their jobs. The lacking factor led the researchers to seek for other motivators as this on factor no longer fulfills the need entirely.

Based on the existing literature, workplace spirituality is found out to be a factor that acts as a motivator and is equally if not more important, to be practiced in organizations (Zaidi, Ghayas & Durrani, 2019). Spirituality enhances intrinsic motivation amongst employees. It is noteworthy, that given a positive workplace environment, workplace spirituality is enhanced and has negative associations with negative workplace environment and outcomes (Zerach & Levin, 2018). Employee satisfaction is achieved when employees are given a positive working environment, are evaluated fairly, have good working relations with co-workers, and their values, beliefs and practices are aligned with that of the organization. This shows a positive relationship between employee satisfaction and higher organizational commitment (Van der Walt & de Klerk, 2014; Ghayas, 2015).

Working environment these days encourages employee participation which includes being able to express one's self emotionally as well as spiritually. Undeniably, organizations today use spiritual elements like love, compassion, ethics, forgiveness, trust, respect, responsibility, altruism,

harmony, nourishing inner life, harmony and integration. These elements are key aspects of human nature and are found out to be the motivators for employees (Sorakraikitikul & Siengthai, 2014). This evidently shows the positive relationship between workplace spirituality and employee satisfaction.

Studies of Lambert et al., (2002), Lu et al., (2008), Calvo-Salguero et al., (2010), (Chen et al., 2012), and Sivakumar & Chitra (2017) shows the negative relationship between employee satisfaction and occupational stress. When stress factors are high at work, job satisfaction is drastically reduced. This also leads to a decline in productivity and achieving desired results as high level of stress causes hindrances in achievement of goals. Thus, in order to ensure improved performance of employees, job stress must be reduced and satisfaction should be enhanced by providing the right environment and working conditions, while also keeping in mind the aspects of workplace spirituality (Gopinath, 2019).

H7: Employee Satisfaction mediates the role between Workplace Spirituality and Occupational Stress.

2.11 Theoretical Framework

Figure provides the theoretical framework which will be used for this study. Occupational stress here is a dependent variable. Sense of community, meaningful work, and inner life are the three determinants of workplace spirituality which is the independent variable whereas employee satisfaction has a mediating role in this study.

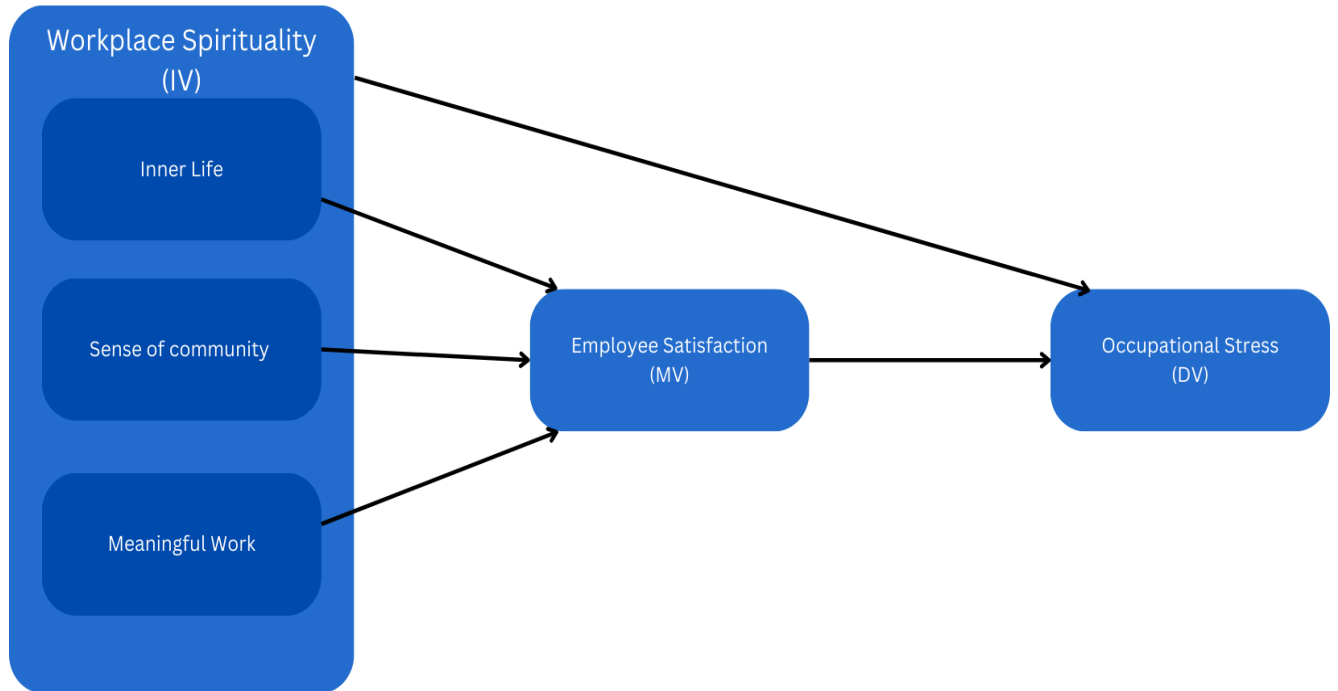


Figure 2-1 Theoretical Framework

3. Chapter – Research Methodology

3.1 Introduction

This chapter sheds light upon the methodology that has been used in order to evaluate the impact of workplace spirituality on occupational stress with a mediating role of employee satisfaction. Moreover, this chapter highlights the research methodology used for collecting and analyzing the data to reach the final results. It further focuses on choice (and definition) of variables, determinants of variable, research approach, research method, data collection, research sampling, research strategy and data analysis methods.

3.2 Choice of Variable

There is one independent, one dependent and one mediating variable that will be studied in this research.

3.2.1 Independent variable (IV)

The independent variable in this study is workplace spirituality.

Often more than not, the meaning and definition of workplace spirituality is mistaken and is understood as the synonym of religion, mainly because of the perceived meaning it shares with that of the definition of religion. But, both of these hold extremely different connotations and significance. Different authors from time to time, have provided different elements/scales of workplace spirituality. Most of the studies have considered three dimensions of workplace spirituality that are; sense of community, meaningful work and inner life. According to Cavanagh (2021), spirituality at workplace simply means that humans have aspiration to find ultimate purpose and meaning in life and include, incorporate and translate that purpose to their workplace. Recognizing one's inner life that nurtures meaningful work taking place in a community is what defines workplace spirituality (Ashmos and Duchon, 2000). It is a culture that is provided to the employees at organization, where their work process also enables them to connect with their colleagues and those surrounding them, in a healthy way, which in turn gives them a feeling of completeness and utter joy (Giacalone and Jurkiewicz, 2003).

Over the span of years, the emphasis on the fact that a person is not only looking forward to monetary gains while working at an organization, but also seeking peace and content at work has become extremely important, especially in the 21st century. Alongside financial gains, employees want to have a meaningful life at work also which continues to inspire them and become a source

of their growth. Fourie (2014) states that a vast number of studies confirm that workplace spirituality creates such an organizational culture, where the employees are satisfied with their job, are more content, and bring prosperity for the organization. A lot of work on spirituality has been done since past few years. In terms of workplace spirituality, spirituality solely means bringing significance to one's job/workplace, which can be done only when the personal values of a person aligns well with the culture and values of the organization. In ancient times, a person's inner life had nothing to do with organizational management. It was not given enough weight upon, until recently, where this aspect has become as important as any other thing responsible for bringing wellbeing for the organization. Contrary to what the literary meaning may seem so, spirituality at workplace is not about the holiness or religious guidelines, but understanding the fact that human beings have minds and spirits, and at workplace, their mind and spirits enables them to seek purpose and meaning at their work and become better at connecting with community as a whole. This happens at organizations that promote a culture in which there is room for employees to bring and align their personal values with those of the organization. No doubt, workplace spirituality is still a modern phenomenon, as organizations have come to the realization that there is more that employees seek than the material things only (money).

3.2.2 Dependent Variable (DV)

The dependent variable in this study is occupational stress.

In this fast moving world, where competition is at its rise in corporate sector, employees at workplace have to cope with high level of stresses to meet the demands of the organization. It has almost become impossible to avoid pressure at work. There is a thin line between pressure and stress. While pressure to a set extent can enable employees to work outside their comfort zone and bring creativity, innovation, motivation and a challenging environment to keep striving for better, stress is something that has a negative impact on human's mind and body. When a person deviates from performing normal day to day activities due to some adverse changes in their physiological or psychological conditions, is what is thought to be a victim of stress (Beehr and Newman, 1978). One of the leading cause of why employees feel disassociated and discontented at their work is because of stress. According to Leka, Griffiths, and Cox (2004) work related stress is when the demand and conditions of the work do not align with the knowledge and capabilities an employee beholds. Branham (2005) reveals that, it is evident that one quarter to one half of all the workers feel lack of peace and satisfaction at their work and are exposed to work related stresses that causes

hindrances for employees to have a decent life while maintaining their work life balance. Occupational stress has a number of causes including poor management, poor design of the job, little accountability, excessive workload, prolonged working hours, poor working relationships, absence of guidance and authority and lack of support from the organization to name a few. As a result of these characteristics, an employee starts to lack effectiveness, efficiency, alongside productivity and quality in their work (Comish and Swindle, 1994).

3.2.3 Mediating Variable (MV)

The mediating variable in this study is employee satisfaction.

Every human being is born with needs, wants, and desires to survive in the world. Satisfaction is achieved when these needs, wants and desires are fulfilled and this feeling is directly related to that of happiness, peace, and content. Employee satisfaction is one of the major aspect in the domain of Human Resource Management and is very important for organizations to ensure success. Employees are assets for any business, hence, their content and satisfaction at work is vital for growth of a business. Not only it reduces turnover rate but also enhances productivity and favorable outcomes for the organizations, if only the employees are happy and satisfied with the job they perform and the environment they are provided to perform that job (Hunter & Tietyen, 1997). Thus, it is highly important to ensure that employees are satisfied with their work. An effective organization must have a culture of satisfying employees to cultivate a productive environment (Bhatti & Qureshi, (2007). For every individual, there is a different definition or level of satisfaction they may want to achieve. In a typical work setting, some motivators play a huge role in ensuring satisfaction and commitment of the employees with their job. These include having a healthy environment where communication is easier and co-workers share a bond of trust and friendship, an accountable system, proper conduct where law, order and justice is maintained, an organization that offers intrinsic and extrinsic rewards, flexibility in terms of working hours, manageable workload, good working conditions, career advancement opportunities, training programs, expecting challenging yet doable tasks from employees, and other perks provided by the organization which may include holidays, paid leaves etc. During a job satisfaction survey (JSS) developed by Spector (1985), nine key factors were noted to explain the satisfaction levels for employees; 1) coworkers, 2) communication, 3) work nature, 4) pay, 5) promotion, 6) contingent rewards, 7) supervision, 8) working conditions, and 9) fringe benefits.

3.3 Determinants of Variable

There are three determinants of independent variable “Workplace Spirituality” that have been discussed in this study. These determinants are: 1) Sense of Community, 2) Meaningful Work, and 3) Inner Life.

3.4 Research Approach

The research methodology used for this study is based on a quantitative approach as the research is quantitative in nature. This study examines the impact of three determinants of workplace spirituality on occupational stress with mediating role of employee satisfaction. Furthermore, this study targets the health sector of Islamabad, Pakistan. Hence, it is noteworthy to tell that the target population of this study involves the healthcare professionals/workers of Islamabad, Pakistan that are either frontline workers or take other organizational duties within the healthcare organizations. The purpose of this study is to examine the wellbeing provided by the hospitals towards its employees i.e. doctors/nurses/paramedics etc. and what kind of practices are being held here in order to lower down the impact of stress amongst employees, while ensuring they are satisfied with their jobs. To simply put it through, the approach used for this study is that of deductive reasoning. Reasoning that begins with general ideas and leads to specific conclusion is called deductive reasoning (Dudovskiy, 2016). In deductive reasoning, the hypotheses are developed first and are tested afterwards (Flick, 2015).

3.5 Research Method

Researcher asked the participants about their experience at their workplace i.e. healthcare sector (hospitals) in order to explore the relationship between workplace spirituality and occupational stress. Researcher gathered 277 responses from healthcare professionals including doctors, physicians, specialists, surgeons, nurses and assistant workers from several hospitals in Islamabad, Pakistan, in order to evaluate the research hypotheses. Personal information about the respondents including their gender, age, and designation was provided at the beginning of the questionnaire. To deliver the survey, Google form was used.

3.6 Data Collection

3.6.1 Primary Data

The major part of the information was gathered with the help of primary data through research questionnaire. A total of 277 responses gathered using an online Google form.

3.6.2 Secondary Data

Secondary data is the data that is not first handedly gathered by the researcher, rather, it has already been collected by other departments and has been in record already. Researchers can now use the previously obtained data from the primary sources without any limitations. It is important to adopt a proper methodology while conducting secondary research because the collected data affects the final outcome. In order to understand the impact of workplace spirituality on occupational stress, secondary data was also used for this study.

3.7 Research Instrument

The data collected for this study is gathered through a survey method which includes a structured questionnaire. The questionnaire is formulated by adopting scales from the literature. For the ease of participants, the questionnaire is divided into sections based on each variables. The variables used in this study are developed variables. The research questionnaire is well designed and includes all necessary questions that are required to obtain the desirable data. As a significant element of the research, the questions from the questionnaire are included in the appendix.

3.8 Research Sample and Sampling Technique

A sample size of 277 participants is used for this study, selected through random sampling of the probability sampling method, in order to examine the experiences of healthcare professionals/workers in Islamabad, Pakistan. To ensure the accurate representation of the given population, random sampling technique is used (The Economic Times, 2021). For the population size of health sector of Islamabad, this sample size was considered accurate and has been used in previous studies, such as "Workplace Spirituality and Turnover Intentions Among The Doctors Working In Private Hospitals In Karachi, Pakistan" by Hussain et al. (2020) and "Impact of workplace spirituality on employee attitudes and engagements. Pakistan Business Review" by Iqbal et al. (2021). The use of random sampling ensured the representation of the target population. Reliability and validity of the results further increased by using this technique.

3.9 Research Strategy and Data Analysis Methods

In order to understand and process the study step by step, development of research strategy is very important (Jenny, 2014). With the help of research strategy, the researchers are able to conduct research in a scientific and timely manner. Resultantly, high quality data is achieved and report is prepared. By conducting a research strategy, we will be able to find out answers for the objectives of our study and hence, get the desired results.

The data that is collected through the questionnaires is quantitative data. Quantitative analysts use numbers to demonstrate the true character of specific items (Will Kenton, 2020). Furthermore, data is analysed by using SPSS. Data is validated by reliability, validity and normality tests before applying any test to it, so that authentic results can be achieved. To check the hypotheses, regression analysis and correlation analysis will be used and the mediation test will be done by HAYES process using SPSS. The results achieved from these tests will be able to illustrate the relationship between all the variables that are discussed in detail in the next chapter.

4. Chapter - Data Analysis and Results

4.1 Introduction

This chapter will present the results of the study with the help of the techniques described below in detail which includes; demographic analysis, descriptive analysis, correlation analysis, reliability analysis, regression analysis, and mediating analysis. These statistical tests will be used to validate and analyze the data that is collected through the questionnaire. The analysis will further lead to the results of the study.

4.2 Demographic Analysis:

Data was collected from 277 respondents. Data related to gender, job title, employment duration and age was collected. According to the results, 140 respondents were male who consist of 50.5 percent of the total sample size whereas 137 respondents were female which consist of 49.5 percent of the total sample size.

Similarly, data related to job title was also collected which shows that the maximum respondents of this study are doctors. There are 135 respondents who are doctors which comprise of 48.7 percent of the total sample size. There are 45 respondents who are nurses which consist of 16.2 percent of the total sample size. Only 13 respondents are technician who are working in hospitals which consist of 4.7 percent of the total sample size. 85 respondents who consist of almost 30 percent of the sample have occupation other than doctor, nurses and technician.

Data relate to job tenure was also collected. 49 respondents have worked for 1 year, 38 respondents have experience of 2 years, 52 respondents have 3 years of experience, 65 respondents have 4 years of experience and 73 respondents have 5 years of experience.

Data related to age was also collected which shows that 42 respondents who consist of 15.2 percent of the sample size have age between 18 and 25. There are 87 respondents who have age between 26-30 years who consist of 31.4 percent of the total sample. Maximum respondents have age between 31 and 35 years in which there are 89 respondents who consist of 32 percent of total sample. There are 59 respondents who have age above 35 years.

Gender					
Description		Frequenc y	Percent	Valid Percent	Cumulative Percent
	Male	140	50.5	50.5	50.5
	Female	137	49.5	49.5	100.0
	Total	277	100.0	100.0	

Table 1 Demographic Analysis: Gender

Job Title					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
	Doctor	135	48.7	48.7	48.7
	Nurse	45	16.2	16.2	65.0
	Technicia n	13	4.7	4.7	69.7
	Other	84	30.3	30.3	100.0
	Total	277	100.0	100.0	

Table 2 Demographic Analysis: Job Title

Length					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
	1.00	49	17.7	17.7	17.7
	2.00	38	13.7	13.7	31.4
	3.00	52	18.8	18.8	50.2
	4.00	65	23.5	23.5	73.6
	5.00	73	26.4	26.4	100.0
	Total	277	100.0	100.0	

Table 3 Demographic Analysis: Length of Employment

Age					
Description		Frequency	Percent	Valid Percent	Cumulative Percent
	18-25	42	15.2	15.2	15.2
	26-30	87	31.4	31.4	46.6
	31-35	89	32.1	32.1	78.7
	35 and above	59	21.3	21.3	100.0
	Total	277	100.0	100.0	

Table 4 Demographic Analysis: Age

4.3 Descriptive Statistics:

Descriptive statistics helps to determine the statistical data related to the variables which include the minimum response collected from respondents, maximum value, mean value, standard deviation and skewness. According to the results, the minimum value for workplace spirituality is 2 which means respondents disagree to this, the maximum value is 5 which shows strongly agree, mean value represents average data which in this case is 4 means that on an average respondents agreed to the statements provided in the survey. The skewness for workplace spirituality is near to zero which means that there is normal distribution of data with a little skewness on the left side.

The minimum value for occupational stress is 1.57 which means respondents disagree to this, the maximum value is 4.57 which shows strongly agree, mean value represents average data which in this case is 3 means that on an average respondents have neutral views to the statements provided in the survey. The skewness for occupational stress is near to zero which means that there is normal distribution of data with a little skewness on the right side.

The minimum value for employee satisfaction is 1.3 which means respondents strongly disagree to this, the maximum value is 5 which shows strongly agree, mean value represents average data which in this case is 4 means that on an average respondents agreed to the statements provided in the survey. The skewness for workplace spirituality is near to zero which means that there is normal distribution of data with a little skewness on the left side.

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
WS	277	2.00	5.00	4.0729	.47007	-.160	.146
OS	277	1.57	4.57	2.9118	.51360	.625	.146
ES	277	1.38	5.00	3.6819	.80176	-.535	.146
Valid N (listwise)	277						

Table 5 Descriptive Statistics

4.4 Reliability Analysis:

Reliability analysis will determine if the data is reliable or not. This means that if the test is conducted again then same results will be obtained. According to the researchers, the reliability values above 0.7 are considered to be very good which means data is highly reliable and values below 0.7 are acceptable. Cronbach Alpha test was used in this study to determine the reliability of the data. According to the results, the value for workplace spirituality is 0.888 and for employee satisfaction it is 0.947 which means data is highly reliable. Whereas the value for occupational

stress is 0.594 which means this is acceptable reliability. So we conclude that the findings of our study are reliable.

	Reliability Statistics	
	Cronbach's Alpha	N of Items
WS	.888	10
OS	.594	7
ES	.947	8

Table 6 Reliability Analysis

4.5 Correlation Analysis:

Correlation analysis helps to determine the strength of the relationship between the variables. The values for correlation lies between +1 and -1. This represents that the value of +1 shows strong positive correlation and a value of -1 shows strong negative correlation, whereas the zero shows no correlation. According to the results of the study, there is a negative correlation between workplace spirituality and occupational stress i.e. $r = -.377, p = 0.000$. There is a positive correlation between workplace spirituality and employee satisfaction i.e. $r = .747, p = 0.000$. There is negative correlation between employee satisfaction and occupational stress i.e. $r = .477, p = 0.000$.

Correlations				
		WS	OS	ES
WS	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	277		

OS	Pearson Correlation	-.377**	1	
	Sig. (2-tailed)	.000		
	N	277	277	
ES	Pearson Correlation	.747**	-.477**	1
	Sig. (2-tailed)	.000	.000	
	N	277	277	277
<p>** . Correlation is significant at the 0.01 level (2-tailed).</p> <p style="text-align: center;"><i>Table 7 Correlation Analysis</i></p>				

4.6 Regression Analysis:

Regression analysis will determine the impact of independent variable on depend variable. According to the results, one unit change in workplace spirituality will bring negative 0.05 units change in occupational stress, t value being less than cut off point of +-1.96 and results being insignificant. The hypothesis that there is negative relationship between workplace spirituality and occupational stress is partially accepted.

According to the results, one unit change in employee satisfaction will bring negative 0.283 units change in occupational stress, t value being higher than cut off point of +-1.96 and results being significant. The hypothesis that there is negative relationship between employee satisfaction and occupational stress is fully accepted.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.160	.250		16.647	.000
	WS	-.050	.087	-.046	-.579	.563
	ES	-.283	.051	-.442	-5.540	.000
a. Dependent Variable: OS						

Table 8 Coefficients (a)

According to the results, one unit change in workplace will bring positive 1.274 units change in employee satisfaction, t value being higher than cut off point of ± 1.96 and results being significant. The hypothesis that there is positive relationship between workplace spirituality and employee satisfaction is fully accepted.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.507	.280		-5.377	.000
	WS	1.274	.068	.747	18.632	.000
a. Dependent Variable: ES						

Table 9 Coefficients (b)

4.7 Mediation Analysis:

Mediation analysis provided by Preacher and Hayes was used in this study. This determined the total effect of workplace spirituality on occupational stress, indirect effect i.e. through mediation and direct effect. According to the results, the total effect of both the variables on occupational stress is -4.114 and results being significant. The direct effect of workplace spirituality on occupational stress is -.0505, results being insignificant as $p=.0000$, the value of LLCI and ULCI incorporate zero so the results are insignificant.

According to the results, the indirect effect of workplace spirituality on occupational stress i.e. via path of employee satisfaction is -0.3609, results being significant as $p=.0000$, the value of LLCI and ULCI does not incorporate zero so the results are significant. So in this the mediation of employee satisfaction is approved.

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_cs
-4.114	.0610	-6.7401	.0000	-.5316	-.2912	-.3765

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_cs
-.0505	.0872	-.5786	.5634	-.2222	.1212	-.0462

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
ES	-.3609	.0739	-.5094	-.2206

5. Chapter – Conclusion and Recommendations

As discussed in the chapter 1, this study aims to examine the impact of workplace spirituality on occupational stress in the health sector of Islamabad, Pakistan while mediation of employee satisfaction is also noted in the study. A questionnaire survey method was used to investigate the correlation between the variables. When data was gathered through a sample size of 277 participants, it was further analyzed using a number of tests including reliability, regression, correlation, and Hayes test analysis by using SPSS.

This study helps understand the importance of workplace spirituality as companies from 21st century desire that the employees that serve them, bring their whole selves to the organizations which includes bringing their spiritual side too on the table. In today's times, a growing number of employees is recorded to be seeking meaningful life at work as unlike traditional times, monetary gains aren't the only contributors of success, but peace and content at work is equally desirable. People today desire a lifestyle that involves meaningful work and it inspires them every day. Healthy relations with coworkers has become a new normal which enable employees to feel a part of community and provide their valuable input in the organization. Much evidence is provided by researchers like Fourie (2014) that employee morale and productivity is significantly increased when they feel content at their work, their inner goals are nourished in the outer workplace, the work they do provide meaning to their life and they are far better satisfied and hence, committed with their organizations.

It has been derived from the results that workplace spirituality and its dimensions have a negative impact on occupational stress. This indicates that, workplace spirituality promotes employee satisfaction and productivity in workers and helps achieve desirable results in terms of organizational goals as well as content in personal life. It has positive influence on employee well-being rather than becoming a contributor of adding occupational stress in employees. Stress has many deteriorating effects on the well-being of human beings in general, and when they start to advance in a typical work setting, the physical, mental, and emotional health of employees happens to be negatively affected which outspread to an extent that they tend to face hindrances in performing their everyday tasks.

Modern contemporary organizations highly take into consideration the importance of alleviating stress from employee's life and are focusing on factors like workplace spirituality, which has proven to gain much recognition, and shows positive impact in the well-being and satisfaction of employees in this study. Thus, the results of this study contributes to the body of knowledge of the interrelation of the variables being discussed, and can be applied to different work settings as well as sectors to study and analyze a broader impact of the variables, and their relation with each other in future.

5.1 Recommendations and Future Implication

The study conducted on the 'Impact of workplace spirituality on occupational stress with mediating role of employee satisfaction in health sector of Pakistan' provides empirical evidence that it holds significance within this sector. The theoretical framework provided for this study shows how workplace spirituality can improve the dynamics of healthcare sector/organizations in Islamabad, Pakistan. In order to obtain work life balance and content within the workplace, it is important to include and practice the dimensions of workplace spirituality so that employee satisfaction can be achieved and the impact of stress can be eliminated.

As it has been noted that this study faces the issue of time constraint and is lagging in the context of sample size so to improve the validity of the results and provide a larger horizon for the study, the sample size and population size can be enhanced and data can be gathered from people of different ages, races, backgrounds and regions. With a broader sample size, impact of different cultures can also be studied within this study. A larger sample size also proves to improve the accuracy, reliability, and validity of the study.

Moreover, it is recommended to use longitudinal design of research study rather than only cross sectional research if the impact of variables is to be examined for a longer period of time and in future as well. Another future implication is that since this study is conducted within the Pakistani context, it can also be replicated and correlation of these variables can be studied in some other country/region, due to the emerging concept of inclusion of workplace spirituality in modern organizations in almost every developed/developing part of the world.

5.2 Research Implications

5.2.1 Theoretical implications

This study is demonstrated and proven to be effective in terms of understanding and inculcating workplace spirituality and its three main dimensions into any workplace organization, in order to diminish the impact of occupational stress which leads to a number of minor and major problems. This study will help provide theoretical basis and a wider knowledge base to research students who intend to study variables used in this study, primarily the dimensions of workplace spirituality (sense of community, meaningful work, and inner life), and how they are studied together with the dependent variable of this study; occupational stress, with the mediating role of employee satisfaction in the context of healthcare sector of Islamabad, Pakistan. Furthermore, for future HR students, this study provides comprehensive knowledge on importance of employee satisfaction. The students will also get assistance in understanding the dynamics of healthcare system in Islamabad, Pakistan and what are the major challenges that are faced by many and require immediate attention. Theoretically, this study provides evidence that workplace spirituality and its dimensions have a negative impact on occupational stress, whereas, employee satisfaction mediates the role between workplace spirituality and occupational stress as shown by the Hayes process in the research analysis. Hence, this study is a significant addition to the literature and the hypotheses and results derived through it can be used by further researchers.

5.2.2 Practical Implications

This study holds high importance for policy makers, government, health sector strategists, and other higher authorities who can successfully bring about a change in the healthcare sector for its betterment. In order to keep up with the changing dynamics of workplaces, it is important to implement new practices that are different from those of traditional eras, and are the new need of time. Policy makers and management departments of healthcare organizations will practically benefit from this study as the results compel to mold their current practices and bring about a change as per the needs of employees as well as the organization. Employees will be highly benefitted from this study and its highlighted importance of workplace spirituality and repeated emphasis on work life balance, safeguarding employee rights and perks, encouraging spiritual elements in the decision making process, and ensuring a sense of community, and healthy work boundaries and relationships alongside many other factors, that result in positivity, productivity, satisfaction, and commitment of employees with the job. This study practically suggests how

occupational stress can be reduced and employee satisfaction as well as customer satisfaction can be enhanced while studying the impact and implementation of dimensions of workplace spirituality in a given work setting.

5.3 Research Limitations

The problems faced by researchers while conducting the study are known as limitations to that study. The limitations restrict the researcher to certain points e.g. limited time period, restricted sample size and may also extend to geographical restrictions, while conducting the research. This study was conducted within a bracket of 4-6 months, so it was only convenient to gather the sample size of 277 respondents. To provide an extensive study with a larger number of respondents, more time as well as data extracted from people from different backgrounds and geographical locations is important to obtain, so that the results gather are more accurate and valid. This help describe a scenario in a bigger picture and enhances its validity. With the provided study, the whole population of healthcare workers in Pakistan cannot be generalized, as the study only focused on the healthcare organizations/hospitals in Islamabad.

Another limitation of this study is that it is cross-sectional in nature. It is the study where data is collected and analyzed at a specific point of time. Most of the researchers who conducted their research on similar variables used a cross-sectional study design. In order to study, examine and understand variables and their relations for over a longer period of time, and enhance their understanding for the future, a longitudinal study is preferred.

Another such limitation of the study is that for the collection of data, only the questionnaire survey method is used which narrows the scope of the results.

Lastly, the variables of this study that are workplace spirituality, occupational stress, and employee satisfaction are only studied in the health sector, and their impact on each other is not examined in other sector and industries like educational sector, agricultural sector, construction industry, manufacturing industry etc. This is why, the results of the relations of these variables is also restricted to this specific sector of Pakistan.

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Appendix

Questionnaire

Gender

- Male
 Female

Age:

- 25-30
 31-35
 36-40
 40 and above

Length of Employment:

- 1
 2
 3
 4
 5

Workplace Spirituality:

1. I feel part of a community in my immediate workplace.
 Agree Strongly Agree Disagree Strongly Disagree Neutral
2. I have had numerous experiences in my job which have resulted in personal growth.
 Agree Strongly Agree Disagree Strongly Disagree Neutral
3. I am evaluated fairly here
 Agree Strongly Agree Disagree Strongly Disagree Neutral
4. At work, we work together to resolve conflict in a positive way.
 Agree Strongly Agree Disagree Strongly Disagree Neutral
5. I experience joy in my work.

Agree Strongly Agree Disagree Strongly Disagree Neutral

6. The work I do is concerned with what I think is important in life.

Agree Strongly Agree Disagree Strongly Disagree Neutral

7. I look forward to coming to work most days

Agree Strongly Agree Disagree Strongly Disagree Neutral

8. I feel hopeful about life.

Agree Strongly Agree Disagree Strongly Disagree Neutral

9. My spiritual values influence the choices I make.

Agree Strongly Agree Disagree Strongly Disagree Neutral

10. Prayer is an important part of my life.

Agree Strongly Agree Disagree Strongly Disagree Neutral

Occupational Stress:

1. Conditions at work are unpleasant or sometimes even unsafe.

Agree Strongly Agree Disagree Strongly Disagree Neutral

2. I feel that my job is negatively affecting my physical or emotional well-being.

Agree Strongly Agree Disagree Strongly Disagree Neutral

3. I have too much work to do and/or too many unreasonable deadlines.

Agree Strongly Agree Disagree Strongly Disagree Neutral

4. I feel that job pressures interfere with my family or personal life.

Agree Strongly Agree Disagree Strongly Disagree Neutral

5. I receive appropriate recognition or rewards for good performance..

Agree Strongly Agree Disagree Strongly Disagree Neutral

6. I find it difficult to express my opinions or feelings about my job conditions to my superiors.

Agree Strongly Agree Disagree Strongly Disagree Neutral

7. I am able to utilize my skills and talents to the fullest extent at work.

Agree Strongly Agree Disagree Strongly Disagree Neutral

Employee Satisfaction:

1. I am satisfied with my current job.

Agree Strongly Agree Disagree Strongly Disagree Neutral

2. I have a good relationship with my colleagues and supervisors.

Agree Strongly Agree Disagree Strongly Disagree Neutral

3. I am satisfied with my salary and overall compensation package.

Agree Strongly Agree Disagree Strongly Disagree Neutral

4. The organization offers competitive benefits (e.g., healthcare, retirement plans, etc.).

Agree Strongly Agree Disagree Strongly Disagree Neutral

5. I feel adequately rewarded and recognized for my contributions.

Agree Strongly Agree Disagree Strongly Disagree Neutral

6. The physical workplace (office, facilities, etc.) is comfortable and well-maintained.

Agree Strongly Agree Disagree Strongly Disagree Neutral

7. The organization promotes a healthy work-life balance.

Agree Strongly Agree Disagree Strongly Disagree Neutral

8. I intend to stay with the organization in the foreseeable future.

Agree Strongly Agree Disagree Strongly Disagree Neutral

Workplace Spirituality and Occupational stress

ORIGINALITY REPORT

11 %	9 %	7 %	4 %
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	www.researchgate.net Internet Source	1 %
2	repository.uwtsd.ac.uk Internet Source	1 %
3	Submitted to Higher Education Commission Pakistan Student Paper	<1 %
4	"The Palgrave Handbook of Workplace Spirituality and Fulfillment", Springer Science and Business Media LLC, 2018 Publication	<1 %
5	ww.ijicc.net Internet Source	<1 %
6	researchspace.ukzn.ac.za Internet Source	<1 %
7	www.coursehero.com Internet Source	<1 %
8	Soheil Saadat, Seyed Mohammad Ghodsi, Kavous Firouznia, Mahyar Etminan, Khadijeh	<1 %