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Impact of workplace spirituality on job satisfaction: Mediating effect of trust

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Abstract: Workplace spirituality is a renowned topic now-a-days and is gaining gratitude and value among academicians and industrial people. Workplace spirituality (WPS) aims at meaningful work, sense of community, and value of organization. The purpose of the present study is to examine the relationship between workplace spirituality dimensions and work satisfaction by taking trust as a mediator. Using convenience sampling, a five-point Likert scale questionnaire is used to get data from teachers working in the education sector. Two hundred questionnaires were rotated in universities and 174 responses were generated. Multiple regression is used to test the hypotheses of the study using Barron and Kenny's method. The results showed that WPS has a significantly positive relationship with trust and trust significantly mediates the impact of workplace spirituality on job satisfaction. In future, new dimensions should be added to workplace spirituality. New moderators should be checked along with the mediator. Creativity in the form of improved communication among the teachers can be generated with the help of the promotion of workplace spirituality. The findings indicated that there is a positive relationship between WPS and job satisfaction and trust between employees would mediate the interaction of WPS and job satisfaction as the *p*-values are less than .05.

ABOUT THE AUTHORS

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PUBLIC INTEREST STATEMENT

Workplace spirituality includes many aspects like meaningful work, sense of community, and organizational value. Workplace spirituality is intended to interconnect past experiences and develop trust among employees in a way that would lead the organization into a better and productive environment. Due to the absence of spirituality in the workplace, the organizational environment becomes challenging which would create hurdles and issues. The present study examines the relationship between spirituality in the workplace and the job satisfaction in the presence of trust. It showed that trust would mediate the interaction between workplace spirituality and job satisfaction in a positive way and would act as a positive bridge between them. As a result, many problems like stress, absenteeism, and frustrating environment can be minimized education sector should focus to align the values of schools and universities with the respected teachers as they have to deal with the students which are the future of Pakistan.

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1. Introduction

Apart from religious doctrine, workplace spirituality has a potential relevance with the prosperity of employee, organizations, and societies. It connects the essence of workers with his or her activities and task, resulting in enhanced commitment with the organization and job satisfaction (Leigh, 1997; Milliman, Czaplewski, & Ferguson, 2003; Mirvis, 1997) that provides firmness to organization and increases performance (Giacalone & Jurkiewicz, 2003; Jurkiewicz & Giacalone, 2004).

Technology overrides conventional workplaces to increase the revenues of the stakeholders without any major leverage affecting the revenues, thus creating a loss of organizational spirituality at many workplaces (Khan, Khan, & Chaudhry, (2015).

According to Van der Walt and de Klerk (2014), from past years in the field of research work, workplace spirituality has gained vital importance which would generate trust within employees. The academic research gap is still present as this topic is still in its developing stage and many empirical research works showed significant interaction between workplace spirituality and positive task output and job satisfaction (Van der Walt & de Klerk, 2014).

In the present era, companies are facing many hurdles due to the absence of spirituality in the workplace, for example: stress, absenteeism, and organizational politics (Ashmos & Duchon, 2000; Lee & Zemke, 1993; Leigh, 1997; Nasina, Pin, & Pin, 2011; Neal, 2000). Peers who felt that meaning exists in their work and have a sense of connection and interaction in the working environment provided better performance and even added up value by their dedication toward the betterment of the working environment (Gull & Doh, 2004).

2. Literature

2.1. Workplace spirituality

Workplace spirituality inculcates past practices of interconnectivity and a feeling of trust between individuals, who are a part of a particular work process, which subsequently instigate cooperative feelings and lead to an overall organizational culture that is driven by motivation, exemplified by a positive response, and unanimity and harmony among the individuals, consequently, uplifting the cumulative performance of the individuals, and in turn aiding to the organizational excellence as a whole, as suggested by Afsar and Rehman (2015).

Religion and workplace spirituality are poles apart (Afsar & Rehman, 2015; Milliman et al., 2003). Workplace spirituality is more focused on the theme of tolerance, patience, the feel of interconnectivity, purpose and acceptability of the mind to the norms of the organization, integrated together to shape personal values, whereas religion is marked by a specific belief system, a particular system of faith and set of beliefs (Afsar & Rehman, 2015).

There have been a few studies on workplace spirituality, in which the concept was not only tested empirically but also put into operations. The research by Afsar and Rehman (2015) was one of the studies which pioneered in testing workplace spirituality's effects on the commitment of the organization along with the involvement of the job in dimensions such as community sense, aligning of values, and meaningfulness of the work.

Our research loitered around the measures defined by Afsar and Rehman (2015) as it has been verified and tested many a times before by various researchers. These measures cover the dimensions of spirituality that deal with an individual's personal life and that the individuals might not

enlighten their attitudes and behaviors toward work in true essence at the organization, in particular job outcomes.

Most of the researchers have a view that experiencing spirituality is considered to be one of thoughtful ways in respect to work, through which one can practice the divine in the universe (Neck & Milliman, 1994). Rare research has been conducted by looking into the spiritual nature of work (Neck & Milliman, 1994).

Neck and Milliman (1994) observed that now-a-days people are more spiritually oriented not only in their regular life but also in their work. Perception of Szekely (1973) is unique as he explained that work is considered as the servant of man rather than a master. Attitude and behavior are important toward work not the form of work. The objective of workplace spirituality is to reach the highest potential and to have positive behavior and interactions with the universe. Maslow's perception regarding self-actualization relates to the sense of spirituality (Neck & Milliman, 1994). Organizations whose objectives are based on the spiritual values provide more opportunities for personal growth and development. And this sense of growth will help in increasing employee's passion and enthusiasm (Neck & Milliman, 1994).

Workplace spirituality prevails in the culture and increases peer knowledge and it enables their feelings toward others (Giacalone & Jurkiewicz, 2003). It is all about seeking spirituality path in work, as a chance to proceed and to add up value to the community in a meaningful way. It includes kindness, empathy and support of others, and about truth and trust to themselves and others. Peers and organization should use their values more properly by integrating them in their work. However, integration between the vertical and horizontal spiritual values and dimensions helps organizations to develop interlinked motivations and actions.

USA executives who prefer more individualistic culture are now moving toward spiritual values, which in return enhance worker's commitment toward the organization (Neck & Milliman, 1994). Thus, workplace spirituality enhanced the companies as well as employees' performance as said by (Neck & Milliman, 1994). If work is without soul, then life would be withered as well. There are actually three main views regarding spirituality, in which the most essential is origin opinion: one is sacred assessment and other one is an existentialist view (Krishnakumar & Neck, 2002).

Marques (2005) explained that WPS contains many benefits for the organization like it enhanced trust among people, increased interconnectedness, and assisted to create more motivated organizational culture which would lead the organizational performance completely. He said that eventually lead the organization toward excellence. Many researchers put light on the WPS, like: organizations acknowledge and foster the individual perspective of spirit (Thompson, 2000). According to Thompson (2000), organizations are a collection of individuals; so their (individual) spiritual needs must also be fulfilled accordingly, not on the organizational level.

When organizations implement spirituality at the larger level, individual needs of spirituality are suppressed under this organizational spirituality, so the individual becomes dissatisfied and spiritually is low at his workplace (Krishnakumar & Neck, 2002). Informal interpersonal group process can have considerable bearing at both, whether individuals decide to flexibly show their religiousness and communal concerns (Lips-Wiersma & Mills, 2002).

Lots of benefits have been gaining prominence by reframing the looks of spirituality and silencing in the context of assessment of penalties, growth of relationships, and the communal individuality of an individual (Lips-Wiersma & Mills, 2002). Spiritual expression is strongly related to the individual and collection procedures which might not be governed straight by the organization in proper settings (Lips-Wiersma & Mills, 2002).

Spirituality in leadership also helps organizations fulfill their goal of effectiveness. When in a specific organization if a leader is spiritually strong, it means that the culture prevailing in that organization would also be healthy and he would act as a bridge between the managers and employees (partnership) to communicate effectively and to feel themselves to be equally responsible for organizational goals (DePree, 1989). Existence of leaders is only to serve followers (Greenleaf, 1973) and the roots of leadership also exist in the spiritual philosophy.

There are three dimensions of workplace spirituality: engaging in work, community sense, and inner life connection. A person's inner self is oriented toward his work and interaction to the community in work environment is known as workplace spirituality (Kinjerski & Skrypnek, 2006; Luis Daniel, 2010). Meaning at work is the interaction of employee with their routine work at their individuality, having motivation, having realities, and having wishes to have involvement in tasks, which would give meaning to their life and with others (Overell, 2008), as it becomes a source for generating different traits in an individual like happiness, contentment, and accomplishment. Sense of community is about the interaction and relation among one another and community stands for a strong bound between people (Duchon & Plowman, 2005). Organizations set norms and values which are accepted by every member, and abrupt change in the environment effects organizational values (Gupta, Kumar, & Singh, 2013). Milliman et al. (2003) claimed that the most vital factor for satisfaction is organizational values. This dimension is about linking organizational value with peer's value and this alignment indicates the value of a person's value which is more important for the contribution to societal dreams (Milliman et al., 2003).

Workplace spirituality prevailing in an organization will induce positivity, if there's any type of organizational issues, it might even include organizational commitment (Piryaei & Zare, 2013). By looking into the literature, Fry (2003) recommended that spiritual need related to the community and meaning at workplace will induce positivity in employee's commitment to the organization. Milliman et al. (2003) observed that companies' spiritual values, including organization's existence for cause, are associated in a positive manner toward peer's work behavior.

2.2. Workplace spirituality and job satisfaction
The idea of spirituality has attracted many managers, researchers, and experts since the last decade. The interesting fact is that despite above 70 explanations of workplace spirituality, as found through a detailed literature review, none have been universally acknowledged as its definition. WPS plans, for individuals, augment an increment in the gauge of cheerfulness, job fulfillment, devotion, and commitment (Khan, Sabri, & Nasir, 2016).

Giacalone and Jurkiewicz (2003) have performed an empirical study and noted that WPS does have an effect on peer's attitudes by playing a vital role. Gupta et al. (2013) conducted a study in which they checked out the effect of WPS on company products, these products include job satisfaction. Job satisfaction is most a positive and effective response toward job which comes out as a result of comparison between the actual results and the desired one (Cranny, Smith, & Stone, 1992).

WPS dimensions are important for accomplishing inner self needs of employees and it would help a lot and persuade positive response from employees. Hence, significant impact exists between workplace spirituality and job satisfaction (Gupta et al., 2013). Piryaei and Zare (2013) provides us with information, which is as follows:

Meaningful work brings positivity in JS. Community at workplace is also positively associated with job satisfaction. Organizational value will provide significant results regarding job satisfaction.

Fairbrother and Warn (2003) performed an empirical study on navy trainees and said that WPS has a direct impact and influence on job satisfaction as he related impact of WPS on conflict. (Ashmos & Duchon, 2000; Mitroff, Mitroff, & Denton, 1999) suggested the direct relationship between MW and spirituality and job satisfaction. Many additional studies have been done in the field

of medicine by collecting responses from nurses in which researchers conducted that nurses feel more satisfaction regarding their work when spirituality in an environment is present (Reineck & Furino, 2005).

Most of the empirical research emphasized the interaction between workplace spirituality and worker satisfaction toward work. According to Chawla and Guda (2010), research on sales employees, in order to know the relation among WPS, JS, and range of its leaving, showed that the results were totally positive among WPS and JS.

2.3. Workplace spirituality and trust

Humans contain a quota of emotional quality (Rahman, Osmangani, Daud, Chowdhury, & Hassan, 2015), encapsulating spiritual intellect, trustworthiness, appeal, consideration, and an acumen of being good, according to Rahman et al. (2015). Keeping this in view, workplace spirituality can be viewed by two different angles. It could be based on experience of individuals with their inner feeling, or their experiences can be operationalized at the external environment of their workplace (Rahman et al., 2015). Therefore, in order to formalize a learning system, to influence the attitudes of employees by workplace spirituality, knowledge sharing is very vital (Rahman et al., 2015).

The literature gives us support related to the importance and it applications in the organization. The literature defines trust as a level of expectancy that one group will never behave in a way to take benefit of the condition (Gefen, Karahanna, & Straub, 2003). The main foundation for any organization is trust which is also an alternate to control the internal system of an organization (Cummings & Bromiley, 1996). In order to generate cooperation among employees, trust can play a main role (Sheep, 2006). There has been increasing focus on trust, as the hierarchy of the organization is turning to the flexible mode (Dirks & Ferrin, 2001; Mayer, Davis, & Schoorman, 1995).

Many antecedents, characteristics, and results of trust and distrust are described in a variety of perspectives, with the aim to increase the trusting environment and exclude distrust (Dimoka, 2010). Lee, Lee, and Tan (2015) conducted empirical research on the impact of trust and distrust on customer loyalty. The traits of trust and distrust were treated differently as both were different in a psychological position. Thus, people respond differently when they trust and distrust, and behave accordingly. Existence of trust among two parties turned into a long-lasting association which in turn would reduce doubts and supposed risks (Moorman, Deshpande, & Zaltman, 1993).

Trust is essential for many reasons; the literature said trust had arisen from transactional exchange relations and this object had produced many benefits like promotion and gave relations depend on loyalty, sharing and mutual link among each other, which is known as relational trust (Rousseau, Sitkin, Burt, & Camerer, 1998). Trust plays a vital role in mediating the relationship among WPS and job satisfaction. Past research studies have shown us that trust gave a boosting relation among workplace spirituality and job satisfaction. Marques (2005) explored the spirituality that prevailed in the workplace, which consisted of the interconnectedness and trust between each other involved in that work process.

Along with it, Krishnakumar and Neck (2002) examined various viewpoints of spirituality and explained possible benefits, by providing the freedom model based on spirituality, including the aspects of trust and creativity. Jurkiewicz and Giacalone (2004) came up with a review of spirituality and its influence on the organization by proposing a framework that included numerous values such as trust. And according to that, trust can be defined as "condition where one can firmly believe on the traits and truth of the company and its members". Due to the presence of WPS, more respect is considered as everyone started to show concern about each other.

Other researchers such as Burack (1999) gave three main components of WPS: internal, external, and integrated, and told that trust is another important output for those employees who perceive spirituality in the workplace. Luis Daniel (2010) examined the ripple effect which explained that the

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presence of spirituality in the environment would engage workers in team performance, which would be shown in their strength, support, and higher trust.

Trust prevailing among members is an essential concept as it has provided a number of benefits in favor of organization and for the employees as well (Dirks & Ferrin, 2001; Kramer, 1999). Theoretical model was given by Luis Daniel (2010) which shows the positivity of WPS on team effectiveness which became an important part of company culture in result of which it would give different environments consisting of respect, empathy, regard, innovation, and trust.

2.4. Trust and job satisfaction
According to Asgari, Ahmadi, and Jamali (2015), mutual interconnectedness and trust worthiness between individuals working together in a particular work process, powered by optimism and friendliness of these individuals, form a very motivating culture of the organization, which in turn enhances total performance, consequently resulting in a steady excellence of an organization.

Job satisfaction is considered as one of the important elements of employee attitudes because employees would perform more and in a better way when their JS level is increased. Driscoll (1978) explained the effectiveness of trust and involvement in decision-making in order to predict satisfaction. He illustrated that near future organizational trust would be considered as the predictor of satisfaction and as a result showed that trust was an efficient predictor of satisfaction than participation. The relationship between the trust of work team and its effectiveness with their outcomes (like job satisfaction) has been checked by Costa (2003) and researcher came up with the results that it had a significant relationship.

Ward (1997) also worked on 137 workgroups and found significant relation among satisfaction, trust, and teamwork. Allen, Bergin, and Pickar (2004) checked the positive linkage between trust and team satisfaction. Framework of team effectiveness and efficiency revealed that some intergroup and intragroup actions directed workgroup effectiveness where satisfaction was included; later on, it has been seen that trust was an important key factor in effectiveness and satisfaction (Gladstein, 1984).

When workplace spirituality focused on meaningful work and engagement, providing purpose and involvement (Ashmos & Duchon, 2000), it engaged employees more toward the work, kept the employee happy, and integrated themselves into their work (Duchon & Plowman, 2005; Jurkiewicz & Giacalone, 2004). In real, WPS is known for increasing intrinsic satisfaction and quality of life (Crawford, Hubbard, Lonis-Shumate, & O'neill, 2008; Marques, 2005; Milliman et al., 2003; Vandenberghe, 2011).

3. Theoretical framework
WPS having MW, SOC, Comp., and OV will show the impact on job satisfaction. According to Maginnis (2001), a person moving toward spiritual direction gets success in many ways including his or her inner requirements and purpose of life. Spirituality at workplace would ultimately enhance the level of JS due to the satisfaction of internal needs and desires. On the other side, spirituality which is present in the workplace delivers a cozy and relaxing surrounding and makes peers glad, not with respect to their working environment but about their life. WPS enlightens trust among the workers which will boost up job satisfaction. Making work more meaningful, providing compassion, generating organizational values spiritually, and incubating a sense of community have given us 19 themes which included ethics, honesty, integrity, and, most importantly, trust (Marques, Dhiman, & King, 2003). Many researchers emphasized that trust is an important key factor for team satisfaction (Luis Daniel, 2010). Driscoll (1978) studied that trust and involvement in decision-making are the antecedents of satisfaction (Figure 1).

3.1. Hypothesis
Following will be the hypotheses based on the above framework, which are as follows:

H1: Workplace spirituality dimensions have a positive impact on job satisfaction.

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Figure 1. Theoretical framework.
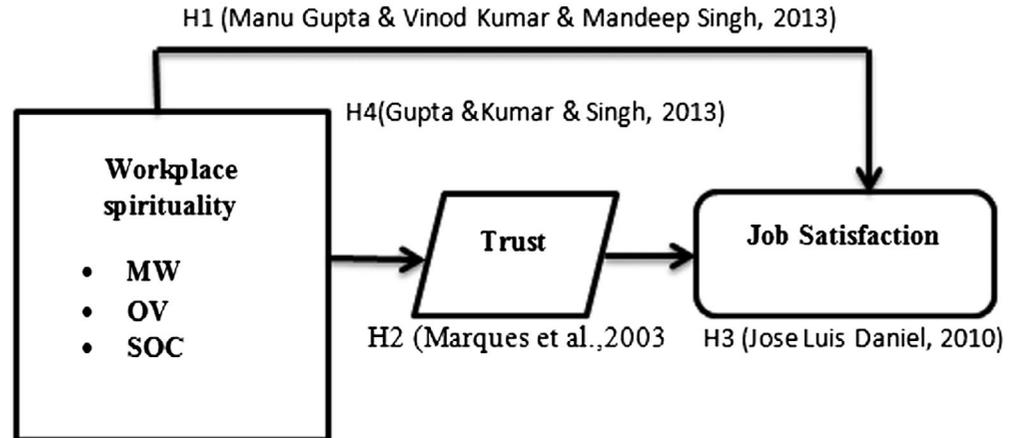
H2: Workplace spirituality dimensions have a positive and significant impact on trust.

H3: Trust has a positive and significant impact on job satisfaction.

H4: Trust has a positive mediating impact between the relationship of workplace spirituality and job satisfaction.

4. Research methodology

4.1. Sample selection
Using convenient sampling, the target is to focus on the education sector including universities and colleges.

4.2. Population frame
Using questionnaires to collect data, the aim is to circulate 200 questionnaires to the targeted respondents. After obtaining information, the data will be analyzed.

4.3. Unit of analysis
Employees like faculty members working in the colleges and universities are targeted.

4.4. Type of the study
The type of the study is causal, as by increasing one factor will help increase the other.

4.5. Time horizon
Keeping in mind the cost and time restriction, a cross-sectional study has been conducted.

4.6. Researcher's strength
The data are collected in minimal setting. Information is collected in the normal setting of the organization.

4.7. Instrument development/selection
The data collection method was quantitative. Questionnaires were used to collect data from the education sector including colleges and universities. These questionnaires were adopted from previous published researches and were molded according to the present culture of the organization (Sekaran, 2006). In order to measure trust, the researcher used the scale of (Ayoko & Pekerti, 2008). This was based on the five-point Likert scale where strongly disagree = 1 to strongly agree = 5. And for measuring JS, the researcher used Minnesota Satisfaction Questionnaire (Weiss, Dawis, & England, 1967). For measuring WPS, the scale of (Petchsawang & Duchon, 2009) has been used.

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4.8. Proposed data collection procedures

The data are collected through questionnaires from the education sector mostly from SZABIST Islamabad, COMSATS Sahiwal, COMSATS Vehari, and WISH Institute. Two hundred questionnaires were distributed and some data were also collected using Google online survey system. Around 51 responses were obtained online and the rest were through questionnaires hardcopy.

4.9. Proposed data analysis techniques

After the collection of sufficient amount of data from the targeted respondents, the aim is to use the statistical analysis software SPSS for the analysis of the data. Analysis of demographic variables, reliability analysis, and regression analysis will be used to interpret the results of the study.

5. Data analysis

5.1. Reliability

Cronbach's alpha was used by running the test in SPSS and its value should be near .7 given by Cronbach and Meehl (1955). Different items of variables were measured. Results showed the presence of consistency that lie among items and that they are free from measurement error (Table 1).

The alpha for meaningful work is .755 and it has a reasonable internal consistency. Sense of community is .733 which is also reasonable consistent, and Cronbach's alpha for organizational value is .804 giving another reasonable consistency. Mediator which is trust has an alpha of about .833. Dependent variable which is job satisfaction has .765 alpha, showing a very good internal consistency.

5.2. Correlation analysis

Correlation matrix between meaningful work and sense of community is .61 which shows a strong relation among both of them. Meaningful work and organization value have the value .53 which exhibits a strong association (Table 2). Inter correlation among trust and meaningful value is .57 and is another strong and significant relation. It shows that JS and trust have .62 which is significant as well.

Table 1. Scale measurement for pilot testing (*N* = 174)		
Variable	**Cronbach's alpha**	**No. of items**
Job satisfaction	.765	4
Meaningful work	.755	6
Sense of community	.733	5
Organizational value	.804	5
Trust	.833	4

Table 2. Correlation analysis for IVs and DVs (*N* = 174)					
Variables	**MW**	**SOC**	**OV**	**Trust**	**JS**
MW	1				
SOC	.611**	1			
OV	.529**	.625**	1		
Trust	.575**	.680**	.599**	1	
JS	.707**	.649**	.623**	.625**	1

*p < .05.

**p < .01.

Table 3. Regression analysis for IVs and DVs (*N* = 174)					
Steps	*β*	*t*	*F* value	Adjusted *R*^{2}	Sig.
IVs and DVs					
MW and JS	.436	6.985			.004
SC and JS	.223	3.291	88.832	.61	.000
OV and JS	.253	4.009			.001
IVs and MED					
MW and Trust	.196	2.877			.005
SC and Trust	.410	5.533	88.832	.527	.000
OV and Trust	.2339	3.472			.001
MED and DV					
Trust and JS	.625	10.5	110.301	.52	.000
IV + MV and DV					
MW + Trust and JS	.436, .402	6.9, 6.4			.000, .000
SC + Trust and JS	.223, .160	3.2, 2.2			.001, .02
OV + Trust and JS	.253, .216	4.00, 3.3			.000, .001

n = 254; *p* < .01.

**Significance, *p* < .01; *p* < .05.

5.3. Regression analysis for mediation

Baron and Kenny's (1986) multiple regression has been performed to analyze mediation (Table 3). After checking out that *F*-value is significant, regressions will be run further in order to see the impact of IVS on DVS. And its four steps have completed, which are as follows:

In first step, dimensions of WPS were regressed with job satisfaction. Here, the researcher observed the coefficient table in order to see the significant relationship between workplace dimensions and job satisfaction. Standardized beta values are given for MW, SOS, and OV. And they forecasted that by increasing 1 unit in MW will enhance .436 in JS.

Same is the case: by enhancing 1 unit in SOC will tend to increase .233 in job satisfaction and by increasing 1 unit in OV will intend to enhance .253 in JS. They all give a positive impact with job satisfaction. These are the standardized betas and due to their significant relation, first hypothesis is accepted which shows a positive impact of WPS dimensions on job satisfaction. After first significant relations among IVS and DVS, second step will be taken into account and here the workplace spirituality dimensions will be considered with the mediator which is trust and here trust will be act as the dependent variable.

Table will show us the standardized beta values which are .196 for meaningful work, .410 for sense of community, and .239 for OV which show that WPS dimensions have a significant impact on trust which acts as the dependent variable. By 1 unit increase in meaningful value will increase .19 unit in trust which indicates a significant relation among them.

Due to the increase of 1 unit in SOC .410 unit increase in trust is measured, which ultimately is a significant one. In the same way, by enhancing 1 unit in organization value will increase .239 in trust which is also positive. *T*-values are 2.877, 5.53, and 3.472 which are above 2 given by Leech, Barret, and Morgan (2005).

In the last step, mediator will be regressed by taking work satisfaction as the dependent variable. And after seeking the table, all values are significant and hence impact of mediator on the dependent variable is significant. One unit increase in trust will enhance .62 unit in job satisfaction, which is significant with each other. Its *t*-value is 10.5.

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In the final step, all the independent variables, meaningful work, sense of community, organizational value, and mediator which is trust, are regressed with dependent variable which is JS. The above table shows that by 1 unit increase in MW .436 unit increase is observed in JS, by increasing 1 unit in SOC will tend to increase .225 unit in JS, and by enhancing 1 unit in OV will increase .223 unit in JS.

Now by looking into the second (constant), by increasing 1 unit in MW, OV, SOC, and in trust will increase units of about .402, .160, .216, and .153 in job satisfaction. They have significant values which are ranging in the line of $p < .05$ and $p < .01$. Here, the *t*-values are 6.9, 3.2, 4.0, 6.4, 2.2, and 3.3. ANOVA will give us the significance of the model (Sakaran, 2003). The table tells us that the model is significant, having the value .000.

Here, the value of *F* is 65.191 which are significant and the researcher can proceed with Baron and Kenny's (1986) steps further. Here, *F*-value is 88.832 which tells that there is 88% variance among the predictor variables. Significance value is showing that it is significantly ($p < .001$) forecasts the D vs. its adjusted R^2 is 52% variance of independent variables.

F-value is 88.832 which tells that there is 88% variance among the *P*.Var, OV, MW, and sense of community. Significance value is showing that it is significantly ($p < .001$) indicates the Dependent vs. its adjusted R^2 is 61% variance of independent variables. *F*-value is 88.832 which tells that there is 88% variance among the *P*. Var, OV, MW, and sense of community. Significance value is showing that it is significantly ($p < .001$) which is indicating the value of Dependent vs. its adjusted R^2 is 52% variance of IVs.

6. Discussion

By increasing workplace spirituality, satisfaction is improved with regard to work (Marques et al., 2003). The complete scenario will pass through trust. Trust acts like a bridge between JS and WPS (Kramer, 1999). Trust will also increase job satisfaction. Overall, in the educational sector, there is an existence of WPS, leading the direction toward that of increased trust and improved job satisfaction, which will give many advantages to the organization related to performance, productivity, work commitment, and engagement. Statistics proved the intensity of the relation among workplace spirituality including MW, SOC, and OV with trust and the way it creates and enhances employee satisfaction toward their job in an organization.

When there is purpose toward work and employees are facing some challenges toward the meaning of work, there tends be an increase in the level of trust and assured position on the organizational traits and its colleagues as well (Kramer, 1999). Chand and Koul (2012) gave their findings that spirituality in the environment of the organization would give equality between work satisfaction and life satisfaction by increasing the performance as the values of the employees would become part of the organizational values. It would decrease stress by increasing job satisfaction as their *t*-values were −15.862 and −3.27.

Naimon, Mullins, and Osatuke (2013) conducted a research on workplace spirituality on incivility ideas and they came up with the findings that WPS is related with many outputs such as work satisfaction, job stress, and organization frustrated environment. Their findings were that workplace spirituality is significantly associated with idea of incivility as its *t*-value is −3.73. Van der Walt and de Klerk (2014) gave research work on workplace spirituality and job satisfaction using Pearson correlation method as their analysis method. Van der Walt and de Klerk (2014) indicated that there is a positive correlation between WPS and work satisfaction (*r* .47 and $p < .001$).

In the present research paper, relationship between workplace spirituality and job satisfaction is significant as the *p*-value is less than .005. This result is supported by many previous researches in which WPS and satisfaction regarding job are significantly related as the mean value was 45.7 (Milliman et al., 2003). Van der Walt and de Klerk (2014) explained that workers in the company

would expect the organization to depict their spiritual values in proper way as the mean value is 45.7, showing that there are strong spiritual values prevailing in the company.

7. Implications, recommendations, and limitations

7.1. Managerial and industrial implications

The study has many practical realities inside it, which can provide benefits to them. For example, management is looking for profit, managers have to try and find out the ways through which they can retain their workers. Hence, through it, universities can retain their faculty members by knowing their needs so that they could find out their significance of life during work. By applying the present study, universities can give an open platform for personal growth by enhancing job satisfaction through workplace spirituality. They can make them realize that through purposeful activities, by feeling communal, and by making their organizational values a trusting environment can be enhanced. People will start trusting each other and as a result will lead to satisfaction regarding work.

Educational sector can create cultural transformation by creating workplace spirituality. They should conduct different sorts of spiritual lectures, meditation, and integrity for other religions and sects. Through such training, workplace will be more spiritual and abrupt cultural transformation will improve, which would enable people to speak the truth and trust each other. Hence, increased trust will direct them toward workplace satisfaction. Positive changes are observed, for example, increased work commitment and engagement, and there will be less attrition and absenteeism.

Education sector, by focusing on the presence of workplace spirituality, will help them give an idea about their task performance, which must be performed first and which must be in the end. It eventually will make them work on time and will even manage their work load. Having values related to the spiritual building will make employees more ethical regarding values and behavior and increase trust among workers.

The presence of WPS dimensions in the organization will help workers be more tolerated and patient toward working environment, there will be less stress, and high commitment to their work as well as to the organization. With the help of this, an organization can retain its best-performing workers.

The presence of a positive relation among SPW, trust, and JS will help in developing greater sense of regard for organization, and for the community as well. Due to this, an organization will gain competitive edge with respect to having better employees and the company can even manage their cost in search of efficient workers.

7.2. Academic implications

This study is adding new ways of thinking for academicians by lightening up that in the culture of Pakistan, the educational sector has some importance with respect to the concept of spirituality at workplace. Hypotheses were accepted overall which ensured the academicians that by increasing the WPS in the education sector, trust among people will boast up, and hence there will be greater satisfaction in work. This study has validated the past studies as well that people in the organization are looking for more meaningful and purpose-oriented work; they are seeking for a feeling of community and desire support from their colleagues. Due to the interlinked spiritual values, both parties, organization and workers, will go for mutual trust, providing benefits from both sides in terms of organizational as well as individual.

7.3. Future directions and limitations

Following can be the future orientations which one can consider in order to elaborate and make the study more explicit:

- Most of the dependent variables can be used instead of job satisfaction, for example, absentee-ism, OCB, and organizational commitment can also be considered.
- Hare trust has been used as the mediator; most of the mediators and moderators can be used, for example: job stress, POS, and positive feelings, in the future studies.
- The present study focused on the educational sector; future research can observe the impact of WPS on many other sectors like non-profit organizations and insurance companies as well, as these sectors are most important and they are people oriented as well. Profit generation is important for insurance organizations and non-profit organizations are related to social responsi-bilities. WPS helps in creating and diverting the employees toward involvement in a better way, if they are not engaging in their work and the communities (Word, 2012).
- Further, many dimensions of workplace spirituality can also be seen in order to check their impact on trust, to seek that by passing through trust whether they will increase satisfaction with respect to job or not. These dimensions can be compassion, transcendence, and mindfulness (Petchsawang & Duchon, 2009).
- The present research focused on the overall job satisfaction; in future, the impact of spiritual workplace can be seen on the broader aspect of job satisfaction like on "intrinsic work satisfac-tion" as well "extrinsic work satisfaction". Yilmaz (2002) stated that the intrinsic satisfaction that an employee gets is associated with the success and achievement from the work performed and he indulges in enjoyment level of that work and gets the feeling of autonomy in it. Demographic impact has also been checked in the present study.

7.4. Limitations

Though the study is adding up value in the industry, further polishing is required as the time was limited, consisting of four months only, leading to a cross-sectional study. Time and resource constraints were unavoidable, so only one sector was noticed. Hence, the researcher was unable to lighten up the study by hitting sectors like non-profit organizations, insurance companies, and tele-communications. This study focused on limited dimensions of WPS like MW, SOC, and OV, which makes the researcher bound to see the concept only in that specific area, hence limiting the scope of the study, as there are many dimensions to it.

The overall concept of trust and job satisfaction was included, but time was short; otherwise, their dimensions would have been articulated in this study in a proper way. Issue of generalizability was observed as people's response toward questionnaire was very obvious like they did not give impor-tance to the research work and they thought that it was a waste of time to give response in a better responsible way.

8. Conclusion

Spirituality in workplace will enable workers to embed in their work and let them interact with others, which comes up with the prosperity both for the employees and for the organization (Elmes & Smith, 2001; Lewin & Regine, 2000). Hence, organizations, whether they are public or private, or surviving and competing in the twenty-first century, should enhance and compute WSP on a regular basis (Marques, 2005).

(Milliman et al., 2003) explored that by providing the workers with the explicit direction will lead them to be more creative. Due to the presence of a positive impact of WPS on job satisfaction through trust, providing the faculty members better ways in which to communicate and interact will improve communication and make them good at their integrity, honesty, and trust.

Educational sector must go for the initiation of workplace spirituality, for the production of meaningful work, by integrating its values according to the individual's values, and by making itself more responsible for community. It will lead them to create a trusting environment, where people will not only start to depend on each other but also rely on their company. Spiritual workplace having

meaningful workplace will help in considering peers' well-being, through realizing that employee's life is not only restricted to office life.

WPS is important for every company; it is not only mandatory to the educational sector because now it is the era of spirituality in the working environment. Hence, on a continual basis, organizations must focus on workplace spirituality for leading trust and job satisfaction in the company.

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