

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

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The focus of this study was to examine the existence of workplace spirituality in the organizations of Pakistan and its association to the employee's attitudes which were most likely to be observed on the workplace including organizational commitment, intrinsic job satisfaction, organizational based self-esteem, and job involvement. Incorporating a comparative study design, the research investigates three dimensions of workplace spirituality namely, meaningful work, sense of community, and alignment with organizational values and their association with organizational commitment, intrinsic job satisfaction, organizational based self-esteem, and job involvement. The sample reflects the opinion of 400 employees working in profitable and non-profitable organizations in Pakistan. Findings indicated that employees of profitable organizations report higher levels of workplace spirituality as compared to non-profitable organizations. According to *t*-test, a significant mean difference between these two groups was also observed.

*Keywords.* Workplace spirituality, meaningful work, organizational commitment, intrinsic job satisfaction

As in today's world, organizations are more prone towards adopting different beneficial strategies in order to gain more profit, so the importance of workplace spirituality enhance with this organizational approach. This calls for instigating spirituality into the

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workplace, where people work and find the ultimate satisfaction for their souls as well. Employees, who find meaning in their work, anchored in strong connection with work community and find themselves aligned with the values of their organization show stellar attitudes and enhanced productivity as described by Wong (2003).

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

### **Workplace Spirituality**

A framework of organizational values evidenced in the culture that promote employees' experience of transcendence through the work process, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy (Giacalone & Jurkiewicz, 2003). Most of the individuals successfully reached to their profession, and were in their middle or older ages but they faced anxiety and quite confused about the meaning of their life. As a result, they try their best to assimilate life values and career values (Donde & Dennis, 2000; Neal, 1997). Donde and Dennis (2000) justifies the need for stronger sense of community at work by asserting that people are more indulged and engaged in their professions and hard-pressed towards uprising their career which leaves them with a very less time to spend with their families, friends, and neighbors. This instigates them to seek social bonding within their organization which occupies most of the time of their days and years.

Wong (2003) describes self-sacrificing, love, and care as the main attributes of spirituality which ultimately play their role to enhance organizational productivity. Aydin and Ceylan (2009) gave great importance to leadership spirituality and considered it as an essence for them to enhance the skills and abilities of workers to perform better. Spiritual leaders are the ones who try to build good association between employees and the organizations. Usman and Danish (2010) identifies that spirituality have a great impact on the culture of organizations. Sense of spirituality is quite helpful for the workers in the execution of their tasks which in the end increase the profitability of the organizations. Robbins (2002) believes that old practice of religion is no more effective and people are in search of

some spiritual shelter; hence, spiritual forces emphasize that individual may strengthen themselves by purifying their inner-selves.

### **Meaningful Work**

Numerous researchers defined it as searching for deeper meaning and purpose, living one's dream, expressing one's inner life needs by seeking meaningful work, and contributing to others (Ashmos & Duchon, 2000; Fox, 1994; Neal, 1998). This dimension of workplace spirituality basically deals on the employee's individual level. Meaningfulness in work revolves around the fundamental concept of seeking a profound sense of meaning, drive, and purpose in work. It is created through analyze that how an employee deals with the routine work (Milliman et al., 2003). According to Ashmos and Duchon (2000), this dimension deals at the group level stimulating the human behavior that focuses on the interaction and relationship that employees share with their coworkers.

### **Sense of Community**

This dimension deals at the group level stimulating the human behavior that focuses on the interaction and relationship that employees share with their coworkers. Community at workplace concerns about having emotional connection or relationship with others at workplace (Ashmos & Duchon, 2000). Need for deeper sense of community at work emerged with the emergence of changing modern life styles. Sense of community is not new phenomena but its execution has some novelty in itself. People spend more time at workplaces limiting their interaction with families, neighbors, and friends (Donde & Dennis, 2000). This creates the belief that people are connected emotionally to each other with the sense of connecting their inner self with the inner self of others (Maynard, 1992; Miller, 1992; Milliman et al., 2003). The sense of community includes the genuine feelings of being a part of organization as a family. The main purpose of behind this approach is to give employees a sense of ownership about their organization and maintain an environment their employees can spend maximum time like their home; and at the end of day this policy would favor the organization.

### **Work Attitudes**

An attitude is a positive / negative feelings or mental state of readiness, learned and organized through experience that exerts specific influence on a person's response to people, objects, and

situations (Hettiararchchil et al., 2014). The dimension of workplace spirituality basically deals on the employee/individual level and meaningful work. Meaningfulness in work revolves around the fundamental concept of seeking a profound sense of meaning, drive, and purpose in work. It revolves around the base routine work (Milliman et al., 2003). Spirituality at workplace depicts the assumptions about the employees that they have their own individual motivations, expectations, drives, quests, and emotions involved in the work process they perform and it give their life a purpose and a sense of achievement (Hawley, 1993).

### **Alignment with Organizational Values**

This component of workplace spirituality encompasses the interaction of employees with the larger organizational purpose (Mitroff & Denton, 1999) and this dimension implies to the organizational level. Giacalone and Jurkewicks (2010) linked workplace spirituality with both expressions of vision and individual's cultural beliefs. According to Milliman et al. (2003), employees are more concerned towards gratitude and reception of their devoutness towards their organizations. A third aspect of spirituality in the workplace occurs when individuals experience a strong sense of alignment between their personal values and their organization's mission and purpose. A profound study of organization's culture, origin of organization and management style contributes in the development of employees' personal values and goals alignment with organizational values. Shahbaz and Shakeel (2012) state that spirituality at workplace is an emerging concept and as the work attitudes of employees are being affected which in turn influence the performance of the organization. On similar grounds, comprehensive relationship also existed between employees' organization based self-esteem and workplace spirituality. Noor and Arif (2011) declared that job satisfaction is a positive outcome of workplace spirituality in medical professionals. Chawla and Guda (2010) found a positive relationship between spirituality at work, job satisfaction, and job commitment. Bodla and Ali's (2010) also observe direct relationship between dimensions of spirituality, job satisfaction, and organizational commitment. According to Zafar, (2010), religiosity and workplace spirituality are present in various organizational sectors of Pakistan such as armed forces and education.

**Workplace spirituality as predictor of organizational commitment.** Organizational commitment has been defined as a

condition in which an individual feels a bond with their organization and wishes to maintain membership in the organization (Mowday et al., 1979). There are three main components of organization that are mostly hypothesized in the recent studies, namely: continuance, normative, and affective (Meyer & Allen, 1997). For current study, Mowday et al. (1979) conceptualization of organization commitment is used since it is the most well-known aspect of this construct and is most commonly used to study organizational commitment. Empirical literature showed that dimensions of spirituality relate to given key job attitude that is organizational commitment. Meaningful work is intrinsically personal concept than the challenges or tasks one faces in the organization while performing on the job, it is also believed to have a positive impact over employee attitudes towards their organization encouraging them to build and sustain organizational commitment (Milliman et al., 2003). Similarly, Trott (1996) stated that having a sense of connectedness to one's organizational community, enhances the sense of staying committed to his organization. Milliman et al. (2003) also stated that providing the employee with a meaningful goals and providing them the environment that best fits with their values, could also nourishes the employee being committed as it leads to the employee's inner self aligned with organizations values and goals.

Alignment with organizational values too is said to be playing as a holder that keeps the employees committed to his organization. It is postulated that the organizations that provides their employees with the environment been aligned with their employee's sense of values and responds to their inner desires attached with their work, are more likely to have the employees that put their best efforts to make the organizations succeed (Milliman et al., 2003). Brown (1992) proposed that greater employee satisfaction and its ultimate result in the form of commitment towards the organization could be obtained through prevailing sense of community in the organization. The organizations which identify and are responsive to the employee's sense of spiritual needs, values, and inputs and are providing such environment within their working premises, experience the workforce which holds strong sense of pride, harmony, and loyalty among each other (Catlette and Hadden, 1998). Hawley (1993) proposed this type of environment to produce more committed and satisfied workforce who put harder efforts to make the organization succeed and owns the failures.

#### **Workplace spirituality predicting intrinsic job satisfaction.**

Intrinsic job satisfaction and job involvement are attitudinal variables that presents as a perception of employees as how they experience

their work on current job and organization. Intrinsic job satisfaction revolves around the elements that create certain individual attitudes, such as achievement, responsibility, advancement, and growth (Herzberg et al., 1959). Job involvement relates to the degree to which an individual identifies his tasks and participates actively to performance effectively considering it to satisfy his self-esteem (Blau, 1986). As Trott (1996) states that employees tend to nourish their learning and growth accompanied by achievements who are provided with meaningful work, purposeful goals and the key components of community in the organization's environment, and is less likely to experience burnout. Those who are open to meaningful and purposeful relationships, which are key aspects of community, are more likely to grow, learn, and achieve at work and less likely to experience job burnout. Catlette and Hadden (1998) and Hawley (1993) suggested that organizations enjoy more motivated and energized workforce which is provided with the environment in the organization which is responsive to the employee's needs and desires of keeping sense of values and purpose. Additionally, Kraimer (1997) and Riordan et al. (1997) proposed that the organization is more likely to have satisfied and productive workforce if the sense of purpose and values among the employees are nurtured. The findings of Milliman et al. (1999) which were similar to the findings of Collins and Paras (1994), who suggested that prevailing strong sense of community is strongly associated to employee satisfaction and motivation, which also comes with the alignment of one's values with the values of the organization. While Peters and Waterman (1982), postulated that it is more likely that a workforce would be satisfied and motivated to perform and achieve for the organization if are provided with higher meaning in the work processes and its content.

#### **Workplace spirituality as predictor of job involvement.**

Numerous studies (Catlette & Hadden, 1998; Hawley, 1993) proposed that work force is more motivated to perform and achieve higher in the organizations who pay special attention in responding to employee sense of values and purpose. It has also been stated that employees are more likely to be productive and satisfied workforce (Kraimer, 1998; Riordan et al., 1997). To further explain the above mentioned studies, Milliman et al. (1999) suggested that employee satisfaction and motivation have a strong and positive relation with employees being strongly connected to its working community and organizational values. Individuals provided with the work which match their potentials and capabilities, are more likely to exhibit the full potential at work (Jaques, 1996).

**Workplace spirituality dimensions predicting organization based self-esteem.** According to Pierce et al. (1989), organization based self-esteem (OBSE) is said to be the degree to which an employee believes that the organization they work, perform, and thrives to achieve success for, is satisfying his inner and personal needs. Employees who possess believe of higher OSBE, views themselves as a respected and worthwhile part of their organizations. They feel more important and meaningful in the best interest of the organization (Millimman et al. 2003). According to Pierce et al. (1989), organizational OBSE is positively related to the other organizational outcomes including employee satisfaction, commitment towards the organization, citizenship behavior and job performance. Anderson (1997) stated that the aspects which are key to OBSE including trust and respect of the employee within his organization are directly linked to the employee's sense of connectedness to his community of workplace. While Trott (1996) explains the employee's spiritual wellbeing which is described as to have sense of community and alignment with the values of the organization, will said to have positive association to the psycho/socio reconciliation of the employees.

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

As it is mentioned earlier, that workplace spirituality has not been researched before on the non-profitable organizations sector and previously it has not been studied with the comparison of two sectors that is, profitable and non-profitable organization. As this was suggested by Nazir and Malik (2013) that workplace spirituality dimensions should also be studied in other sectors, this study propose a hypothesis which aims to study the relationship existence between

workplace spirituality and employee's work attitudes in non-profitable organizations and to compare its results with profitable organizations. On the basis of above literature, following hypotheses are phrased:

### **Hypotheses**

- 1a. The greater the experience of personal purpose and meaning in one's work, higher the organization commitment of the individual.
- 1b. The greater sense of community at work, the more will be the organization commitment of the individual.
- 1c. The greater the alignment of one's personal values with organizational values, higher will be the organization commitment of the individual.
- 2a. The greater the experience of personal purpose and meaning in one's work, more will be the intrinsic work satisfaction of the individual.
- 2b. The greater sense of community at work, higher will be the intrinsic work satisfaction of the individual.
- 2c. The greater the alignment of one's personal values with organizational values, the greater the intrinsic work satisfaction of the individual.
- 3a. The greater the experience of personal purpose and meaning in one's work, the greater the job involvement of the individual.
- 3b. The greater sense of community at work, the greater the job involvement of the individual.
- 3c. The greater the alignment of one's personal values with organizational values, the greater the job involvement of the individual.
- 4a. The greater the experience of personal purpose and meaning in one's work, the greater the organization-based self-esteem of the individual.
- 4b. The greater sense of community at work, the greater the organization-based self-esteem of the individual.
- 4c. The greater the alignment of one's personal values with organizational values, the greater the organization-based self-esteem of the individual.

5. There is significant difference between the relationship of workplace spirituality dimensions and employee's work attitudes in profitable and non-profitable organizations.

## Method

### Sample

A cross-sectional study was conducted to collect the data related to workplace spirituality and employee work attitudes. The employees of corporate sector organizations operating in Rawalpindi and Islamabad constituted the target sample. In this regard, non-governmental organizations (NGOs) were considered as non-profit organizations in contrast to corporate organizations as profitable organizations. Sample was acquired from 5 non-profitable and 3 profit making organizations through convenience sampling technique. Detailed demographics are presented in Table 1.

Table 1 showed distribution of demographics along total sample as well as profitable and non-profitable organizations. Frequency distribution consisted of gender of the supervisor, age, educational qualification, and income range, tenure in the present organization and hiring status across both types of organizations (profitable and non-profitable).

### Measures

The questionnaires used in the current study were associated to the different variables of workplace spirituality and employee's work attitudes. The questionnaire booklet comprised of two sections. Section 1 consisted of construct of items associated to workplace spirituality dimensions and section 2 consisted of construct of items associated to employees' work related attitudes. Respondents were required to rate their associated perceptions to the items of the following scales on 7-point Likert fluctuating from *strongly disagree* (1) to *strongly agree* (7); with high scores indicating more presence of that construct.

Table 1  
*Demographic Characteristics of the Participants (N= 400)*

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

**Measure of Workplace Spirituality.** In the present study, workplace spirituality was assessed with three scales developed by Ahmos and Duchon (2000); that is Meaningful Work Scale (6 items), Sense of Community Scale (7 items), and Alignment with Organization Scale (8 items). For the current sample, the alpha coefficient for both type of organizations was found to be 0.82, 0.81, and 0.85 for Meaningful Work Scale, Sense of Community Scale, and Alignment with Organization Scale; respectively.

**Organizational Commitment Scale.** Seven items Organizational Commitment Scale (Mowday et al., 1979) was used to assess degree of commitment in employees with their organization; while, coefficient alpha of 0.89 was acquired for both types of organizations in the current sample.

**Organization-Based Self-Esteem Scale.** Five items were selected from the scale developed by Pierce et al. (1989) Organization-Based Self-Esteem Scale. In the present study, the coefficient of 0.85 was obtained as an index of internal consistency.

**Intrinsic Work Satisfaction Scale.** Four items were selected from scale developed by Nathan et al. (1991) assessing attitude of employees regarding the factors associated to work including responsibility, growth, advancement and achievements. For the present sample, reliability of the scale was found to be 0.86.

**Job Involvement Scale.** Four items were selected from Kanungo (1982) scale as a measure of employees' ability of active participation towards his/her work and deem his/her performance vital to their self-esteem. Alpha coefficient of 0.82 was achieved in the current study.

## **Procedure**

Official permissions were acquired from the executive heads of the organizations. Respondents were approached at their workplace. They were briefed about the purpose of the study and also assured about the confidentiality of the personal information. Informed consent was also acquired and questionnaire booklet was administered on the respondents on individual basis. Later, they were thanked for providing the valuable information.

## **Results**

Correlation analysis was given along with regression analysis. Finally for comparison between the two groups (profitable vs. Non-profitable organizations) Levene's sample *t*-test results were delineated.

The Pearson Product Moment correlation matrix given in Table 2 shows that in case of profitable organizations, correlation between all the dimensions of workplace spirituality, that is, sense of community is positively related to organizational commitment, OBSE, intrinsic work satisfaction, and job satisfaction. Meaningful work is positively associated with organizational commitment, OBSE, intrinsic work

satisfaction, and job satisfaction. In addition, alignment with organizational is also positively linked with organizational commitment, OBSE, intrinsic work satisfaction, and job involvement.

Table 2

*Correlation Matrix for All Study Variables for Both Organizations (N = 400)*

Variables	1	2	3	4	5	6	7
1. Sense of Community	–	.40**	.73**	.32**	.33**	.49**	.74**
2. Meaningful Work	.70**	–	.45**	.28	.25**	.27*	.18*
3. AOV	.73**	.71**	–	.62	.31**	.29*	.28**
4. Organizational Commitment	.59**	.66**	.60**	–	.56**	.61**	.35**
5. OBSE	.62**	.61**	.63**	.73**	–	.37**	.55**
6. Intrinsic Work Motivation	.46**	.52**	.60**	.56**	.68**	–	.36**
7. Job Involvement	.39**	.47**	.50**	.61**	.66**	.70**	–

*Note:* Correlation values above diagonal = Non-Profitable Organizations; Values below diagonal = Profitable Organizations; AOV = Alignment with Organizational Values; OBSE = Organization Based Self-Esteem

\*  $p < .01$ . \*\*  $p < .00$

Table 2 further shows that in case of non-profitable organizations, all the dimensions of workplace spirituality (sense of community, meaningful work, and alignment with organizational values) are significantly positively associated with organizational commitment, OBSE, intrinsic work satisfaction, and job satisfaction.

Multiple regression analysis was conducted to determine the predicting role of dimensions of workplace spirituality in relation to organizational commitment, OBSE, intrinsic work satisfaction, and job involvement (see Table 3).

Table 3 showed that all dimensions of workplace spirituality, which is meaningful work, sense of community and alignment with organizational values are significant predictors of work related attitudes including organizational commitment, OBSE, intrinsic work satisfaction, and job involvement. This pattern has been found consistent along employees working in both profitable and non profitable organizations. These results provided complete support for all the proposed assumptions; except for predicting intrinsic work satisfaction from meaningful work in non-profitable organization was found nonsignificant.

Table 3  
*Regression Analysis on Predictive Role of Dimensions of Workplace Spirituality across Profitable and Non Profitable Organizations*

Criterion Variables	PO	NPO	R	Adjusted	F
	$\beta$	$\beta$		R <sup>2</sup>	
<b>Meaningful Work (Predictor)</b>					
Organizational Commitment	.66 <sup>***</sup>	.45 <sup>***</sup>	.59	.35	110.52 <sup>***</sup>
Organization Based Self Esteem	.61 <sup>***</sup>	.18 <sup>*</sup>	.62	.38	123.52 <sup>***</sup>
Intrinsic Work Satisfaction	.52 <sup>***</sup>	.11	.46	.20	53.50 <sup>***</sup>
Job Involvement	.47 <sup>***</sup>	.18 <sup>*</sup>	.39	.14	35.77 <sup>***</sup>
<b>Sense of Community (Predictor)</b>					
Organizational Commitment	0.59 <sup>***</sup>	.32 <sup>***</sup>	.66	.43	156.21 <sup>***</sup>
Organization Based Self Esteem	0.62 <sup>***</sup>	.31 <sup>***</sup>	.61	.37	120.37 <sup>***</sup>
Intrinsic Work Satisfaction	0.46 <sup>***</sup>	.14 <sup>*</sup>	.52	.26	73.40 <sup>***</sup>
Job Involvement	0.39 <sup>***</sup>	.17 <sup>*</sup>	.47	.22	57.25 <sup>***</sup>
<b>Alignment with Organizational Values (Predictor)</b>					
Organizational Commitment	.60 <sup>***</sup>	.45 <sup>**</sup>	.60	.36	113.45 <sup>***</sup>
Organization Based Self Esteem	.51 <sup>***</sup>	.36 <sup>**</sup>	.63	.40	115.00 <sup>***</sup>
Intrinsic Work Satisfaction	.68 <sup>***</sup>	.22 <sup>**</sup>	.60	.36	116.00 <sup>***</sup>
Job Involvement	.53 <sup>***</sup>	.27 <sup>**</sup>	.50	.24	67.09 <sup>***</sup>

Note. PO = Profitable Organizations; NPO = Non-Profitable Organizations

\*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .00$ .

Levene’s independent sample *t*-test is used to compare the two groups across profitable and non-profitable organizations. Findings showed that there is significant difference between two groups across all attributes except meaningful work. It has been found that sense of community in profitable organizations ( $M = 5.19$ ,  $SD = 0.86$ ) is greater as compared to non-profitable organizations ( $M = 4.89$ ,  $SD = 0.93$ ) and there is a significant difference ( $t = 3.26$ ,  $p < .00$ ). However, there is nonsignificant difference on meaningful work ( $t = .83$ ,  $p > .05$ ) between profitable organization ( $M = 5.13$ ,  $SD = 0.92$ ) and non-profitable organizations ( $M = 5.05$ ,  $SD = 0.97$ ). In addition, alignment with organizational values ( $t = 2.14$ ,  $p < .04$ ) is more expressed by employees of profitable organizations ( $M = 4.99$ ,  $SD = 0.79$ ) in comparison to non-profitable organizations ( $M = 4.80$ ,  $SD = 1.02$ ). There is significant difference in organizational commitment ( $t = 3.46$ ,  $p < .01$ ) in profitable organization ( $M = 5.10$ ,  $SD = 0.90$ ) is more than non-profitable organizations ( $M = 4.73$ ,  $SD = 1.25$ ). There is also a notable significant difference in organization based self-esteem ( $t = 4.60$ ,  $p < .00$ ) in profitable organization ( $M = 5.17$ ,  $SD = 0.86$ ) which is more in comparison to non-profitable organizations ( $M = 4.68$ ,  $SD = 1.25$ ). Likewise, intrinsic work satisfaction ( $t = 3.24$ ,  $p < .02$ ) in profitable organization

( $M = 4.82$ ,  $SD = 0.89$ ) is higher as compared to non-profitable organizations ( $M = 2.50$ ,  $SD = 1.09$ ). Finally, significant difference is observed on job involvement ( $t = 3.36$ ,  $p < .01$ ) which is greater in profitable organizations ( $M = 5.04$ ,  $SD = 0.97$ ) in comparison to job involvement in non-profitable organizations ( $M = 4.65$ ,  $SD = 1.33$ ). Mean scores of all attributes of Profitable organizations are higher from the non-profitable organizations showing that employees of profitable organizations are more committed, have higher self-esteem, more satisfied, and involved in their jobs as compared to their counterparts working in non-profitable organizations.

Based on results, it can be concluded that there is significant difference between organizations of corporate sector and non-profitable organizations with respect to the dimensions of workplace spirituality, particularly, sense of community which is greater in profitable organizations. On the other hand, work attitudes namely organizational commitment, OBSE, and job involvement are significantly varying in two sectors, found to be greater in profitable organizations.

## Discussion

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

work, alignment with organizational values, organizational commitment, intrinsic work satisfaction, and sense of community.

While on the other hand, Nazir and Malik (2013) come to this conclusion that public sector employees share strong association of job involvement and OBSE through sense of community as well as organizational commitment through aligned values with meaningful work. These previous researches clearly support the comparison of this study that workplace spirituality does exist in both sectors which influence the outcomes of the individuals associated with organization. However, the difference of opinion between different studies existed on the intensity of the associations of the variables. The reasons which might potentially be causing the difference are discussed under conclusion heading. In this study, it is witnessed that there are very low associations between meaningful work and attitudes of commitment, work satisfaction, OBSE, and job involvement which depicts that employees in non-profitable organizations are not been provided with such quality of spirituality levels which fulfills employees' inner needs. Results do advocate that there is existence of spirituality at non-profitable workplace; however, the comparison with profitable organizations shows that the levels of spirituality which is been provided by the profitable organizational consultants are not been met to such extent by the HR professionals of the non-profitable organizations.

### **Limitations and Future Directions**

This study has number of limitations. First, this study only focused on the relationship between the dimensions of workplace spirituality and employee's work attitudes. However, the variables that may mediate or moderate the relationship were not been studied through this research. Therefore, it invokes an insight in this direction that which variables can mediate or moderate, for example, supervisory support, leadership dimensions, training and coaching, HR system, and organizational culture can also be studied with respect to workplace spirituality and work attitudes. Second, the sample tested was limited which would not create a generalized view of results obtained. Moreover, the study was cross-sectional; while, longitudinal study should be held to test the same hypotheses. Third, the tested sample was taken from corporate and non-profitable/social sector only. However, public sector institutes were not considered under research. It provides another direction that existence of workplace spirituality and its association with work attitudes can also be studied among the employees of public sector. Moreover, a comparison can

also be considered between private and public sector institutes which would create a generalized view of employees of Pakistan. Fourth, there is great potential to study workplace spirituality and work attitudes with other variables like employees well-being and work-life balance being influenced with combined effect of workplace spirituality and work attitudes. Fifth, study can be conducted in other sectors which include telecom sector, lodging sector, and marketing sector as well. Finally, it was observed through this study that non-profitable organizations have low correlations of workplace spirituality dimensions' association with employee's commitment and satisfaction, OBSE, and job involvement as well. The results highlighted that employees who were employed on the status of contract were less inclined to be satisfied and less involved along with low OBSE and commitment. This point may be studied in future that whether contract based hiring status actually influences spirituality dimensions on individual behaviors or not.

### **Conclusion**

To conclude this research study, it is essential to highlight the point that HR consultants of non-profitable organizations need to focus on the environment they are providing to their employees. In order to hold a workforce which is satisfied, motivated to achieve, committed towards organizations, involved in job to strive for best interest of organization, it is essential to give employees with the environment which promises to satisfy their inner needs, providing them work which energizes them, and feelings of enjoyment. Creating a culture of genuine sharing and care connects the employees in a strong bond which creates an atmosphere of being an organizational family. Supporting and encouraging environments incorporate the same in them, helping each other, and working in a team connects them to work for the benefit for all the stake holders irrespective of their self-interest. The findings of this study suggested that organizations which focus on providing spiritual environment to their employees would be assistive in creating committed and satisfied workforce which in itself will be an asset of an organization.

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