

A MEDIATION ANALYSIS ON WORKPLACE SPIRITUALITY, QUALITY OF WORKLIFE, JOB SATISFACTION AND MOTIVATION

J ALDRIN

Department of Commerce, Faculty of Humanities and Science, Meenakshi Academy of Higher Education and Research (MAHER), Deemed to be University, Chennai. E-mail: aldrinj@rediffmail.com

P AMBIKA

Department of Commerce, Faculty of Humanities and Science, Meenakshi Academy of Higher Education and Research (MAHER), Deemed to be University, Chennai. Email: ambikap@maherfhs.ac.in

S P MANICKA VASUGI

Department of Commerce, Annai College of Arts and Science, Kovilacheri, Kumbakonam (Affiliated to Bharathidasan University, Trichy), Tamil Nadu, India. Email: smanickavasugi@gmail.com

Abstract

The current study sought to investigate the relationship between workplace spirituality and motivation among diverse engineers. This study investigated the influence of workplace spirituality (WPS) on work life quality, job satisfaction (JS), and motivation. Using a professional survey, the researcher discovered that there is a mediation impact of work life quality on the link between workplace spirituality and job happiness. Hayes' process macro of multiple regression was used by the researcher to examine the mediation influence of workplace spirituality and motivation. The survey sample comprises of 200 software engineers, 148 of whom work in private enterprises.

Keywords: Workplace spirituality, Job satisfaction, Motivation, Multiple regression, Engineers

INTRODUCTION

In today's era doing a job with satisfaction is very important for one's healthy and happy living. An employee's reaction to the circumstances and conditions of their work can be defined as job satisfaction (Stewart and Wiener, 2020). Organisations are converting their behaviour into more spiritual and ethical values in their businesses (Mehta and Joshi, 2010). Workplace spirituality not only tries to motivate employees but it also integrates individuals with each other. Workplace spirituality can help the employees to get attached with their policies and strategies at the workplace, with their colleagues and maybe fulfilled with the self-actualization or esteem needs by feeling like a part of the organisation. If the self-actualization or esteem needs will be fulfilled then an employee may get much motivated towards his/her work. Spirituality cannot directly be inculcated by others, but it is one's inner feelings.

JS means an employee's inclination towards his/her work (Malka and Chatman, 2003). Job satisfaction is unidimensional in nature i.e., in current job circumstances, the emotional retaliation of employees (Porter and Lawler, 1968). JS plays a pivotal role at every stage of life, for each employee. Job satisfaction is important for the employees of every field whether, doctors, engineers, nurses, managers, HR and etc.

Quality of work life is something related to the well-being of an employee. The enlargement of organisations leads towards the satisfaction of employee's needs; this is fundamentally the quality of work life movement (McGregor, 1960). The perspective of the employees towards the quality of the jobs in day-today's life is the well-being of the employees at their workplace, is what dealt in the quality of worklife (Weaver, 2009).

Motivation can be contrasting for different people. For one, motivation can be a bonus and for the other, motivation can be transfer. It totally depends upon one's need and want. It is different for different people. There are various studies on motivation with different theories. Intrinsic and extrinsic motivation, both play a vital role. At workplace also, motivation is very important. If one is not motivated for his/her job, then he /she may also not be satisfied with a job. Due to this the performance of the employee may decline. So, to improve the effective and efficient working of an employee, organisation should take care of employee's job satisfaction and should motivate them to work also.

There is a wealth of literature on workplace spirituality, job happiness, worklife quality, and motivation. However, this is the first study to look at the impact of these characteristics on software developers. The researcher wishes to investigate the impact of workplace spirituality on worklife quality, job satisfaction, and motivation. The researcher also want to investigate the role of job satisfaction in mediating the link between workplace spirituality and motivation. However, researchers have not paid attention to the mediation influence of worklife quality. As a result, the researcher attempted to investigate the mediation impact of worklife quality on the link between workplace spirituality and job satisfaction in this study.

LITERATURE REVIEW

As stated by the gathered literature review and research conceptual framework, hypotheses depicting the association between variables workplace spirituality, job satisfaction, quality of work-life and motivation, were suggested accordingly. The association model among variables is explained in figure 1, which is as follows:

Workplace Spirituality and Job Satisfaction

In this new globally transforming era, organizations are turning their money-minded behaviour into the spiritual one (Giacalone & Jurkiewicz, 2003; Mousa & Alas, 2016). This may help the employees of the organizations to get more straight and divine ideas at their workplace. Spirituality at workplace not only accelerates the right ideas for workplace but it also inculcates the emotions and emotional behaviour of the employees. Fatima et al., (2017) posited that workplace spirituality predicts job satisfaction of employees. Feeling relaxed while performing a task at the workplace, lead to spirituality which in turn influences the satisfaction towards the job.

There are three major aspects of workplace spirituality, which are connected with job satisfaction (Ashforth & Pratt, 2010). These aspects are namely

1. self-transcendence (associating to something which is greater than a person),
2. holism and harmony (a standard of self-mastery, originality, and balance), and
3. Growth and development of personnel (self-actualization).

They explained that transcendence makes the association and holism and harmony leads to consistency then growth commands completeness.

A study was conducted on part-time employees and posited that certain aspects of workplace spirituality have a positive significant impact on job satisfaction (Milliman et al., 2003). There are several studies that laid down that workplace spirituality leads towards job satisfaction i.e., more spirituality at workplace, high will be the satisfaction among employees towards their job (Pawar, 2009; Gupta et al., 2013; Chawla & Guda, 2010; Lazar, 2010; Altaf & Awan, 2011). Workplace spirituality has been researched with various other factors like workplace deviant behaviour, commitment and self-reported individual performance, job involvement and organizational commitment, intrinsic values, total quality management, trust and etc. (Putra et al., 2014; Rego et al., 2007; Pawar, 2009; Fatima, 2017; Adawiyah, 2020; Hassan, 2016). With the help of above discussed literature, the researcher would like to hypothesize:

H1: Workplace spirituality has a positive significant influence on job satisfaction.

Workplace Spirituality and Quality of Worklife

Quality of life is really very important for everyone. For a good quality of life one who is working, need a good quality of work life, which is actually based on psychological, mental satisfaction or their well-being. Employee wellbeing has grabbed a lot of attention of researchers and organisations too and it was concluded that work spirituality influences employee well-being (Sheep, 2006), which in turn may possibly influence the quality of worklife.

Well-being not only impacts the employees, but it also influences the organisations in great ways (Walia and Nishtha, 2018). There are studies that conclude that workplace spirituality impacts well-being (Karakas, 2010; Mckee et al., 2011; Walia and Nishtha, 2018). However, as per the researcher's reach, no study is found which depicts the effect of workplace spirituality on the quality of worklife. Hence, the following has been hypothesized:

H2: Workplace spirituality has a positive significant influence on the quality of worklife.

Workplace Spirituality and Motivation

As discussed earlier job satisfaction is affected by motivation and workplace spirituality leads towards job satisfaction. Further, workplace spirituality can also motivate employees to do work better and perform their activities much more effectively and efficiently. Organisations that follow a high level of workplace spirituality are assumed to positively influence employee motivation (Jurkiewicz & Giacalone, 2004). The association between workplace spirituality and motivation was accepted in previous research (Hackman & Oldham, 1976).

Previously available literature also depicts the association between workplace spirituality and motivation (Urduan & Maehr, 1995; Fry, 2003). Milliman et al., (2003) also laid down the link between workplace spirituality and motivation. Workplace spirituality consists of values that are deep-seated inside a person, this may affect the behaviour of a person towards his actions, which in turn may lead towards motivation. With the help of the above available literature, researchers hypothesize:

H3: Workplace spirituality has a positive significant influence on motivation.

Job Satisfaction and Motivation

Westwood (1992) explained motivation as an inner state which precipitates a desire or buoys the employees or a person to act. Locke (1969) laid down that when a person feels that he/she got appraised in his/her job, it leads to a happy and emotional state, this is known as job satisfaction. According to two-factor theory of Herzberg et al. (1959), there are two factors that influence job satisfaction i.e., hygiene factors and motivation factors. Hygiene factors comprise of salary, company administration and policy, supervision and etc. However, motivators include, achievement, recognition, growth, responsibility and etc. (Srivatasva & Tang, 2021). These factors explain that if an employee is growing if he/she is recognized in the organization and responsibility is given to him with authority then they can feel satisfied towards their job which may lead towards the motivated behaviour for the job. There are studies that concluded the decisive association between job satisfaction and motivation (Kadir & Amalia, 2017; Ayalew et al., 2019; Hajiali, 2022). So, the researcher hypothesized:

H4: Relationship between Workplace spirituality and motivation is mediated by job satisfaction.

Quality of Worklife and Job Satisfaction

According to Efraty et al. (1991), the quality of a person's working life affects their attitude and behaviour, including how satisfied they are with their jobs. The term "quality of work life" refers to an employee's level of physical and psychological safety at their place of employment as a whole (El Badawy et al., 2018). These days, research is paying a lot of attention to worklife quality.

Self-Determined theory (SDT) can be used as a basis for the relationship between QWL and JS, as associating with the domain of their own, SDT can elucidate the extrinsic and intrinsic need for people to perceive themselves as self-determined and competent (Lee, Back & Chan, 2015). Moreover, Kano's three-factor theory (1984) can also be used for depicting the relationships between QWL dimensions and JS dimensions (Diana et al., 2020).

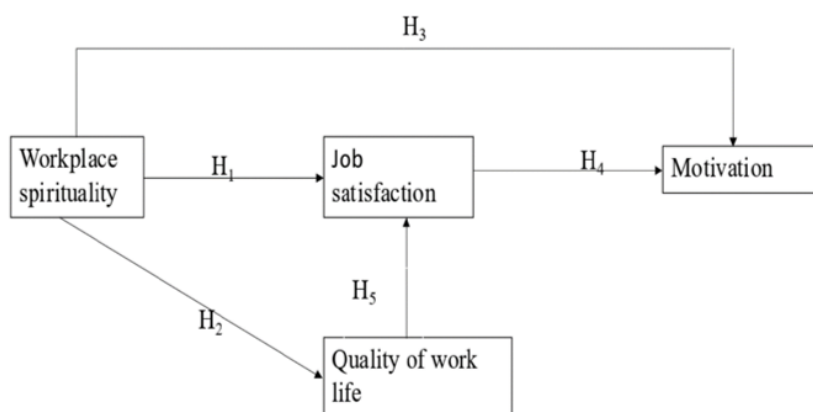
Numerous studies (Porter, 1961; Ertürk, 2022; Hall et al., 1970; Danna & Griffin, 1999; Swapna, 2015; Firmansyah, 2017; Budiartma, Suparman, & Dwi, 2018) have discovered a connection between QWL and JS. Additionally, there are research that discovered a connection between QWL and JS (Chan & Wyatt, 2007; Lee et al., 2015; Gayathiri & Ramakrishnan, 2013; Swapna, 2015). With the help of the discussion above, it can be seen that there is a relationship between job satisfaction and quality of life at work, as well as a relationship

between quality of life at work and workplace spirituality. However, to the researcher's knowledge, there is no study that examines the mediating effect of QWL on workplace spirituality and job satisfaction. So, the researcher makes an assumption.

H5: Relationship between workplace spirituality and job satisfaction is mediated by quality of work life.

There are a lot of studies done on workplace spirituality and its antecedents, but this would be the first study that is going to survey the combination of workplace spirituality, quality of worklife, job satisfaction, and motivation. Moreover, the major research gap of this research is the mediation effect of job satisfaction on the relationship between workplace spirituality and motivation. Another major research gap includes the mediation impact of quality of worklife on the association between workplace spirituality and job satisfaction. However, according to the researcher, this would be the first study to check the impact of workplace spirituality on the quality of worklife.

Figure 1: Theoretical framework and hypotheses



Source: Author's compilation

METHODOLOGY

Participants

With the help of snowball sampling, the data were collected from the engineers. The main sample of the study consists of software engineers of private companies. The engineers who are currently working in the private companies of Delhi-NCR were asked to fill the questionnaires through online mode. The questionnaires were mailed to them or were floated to them with the help of social networks i.e., WhatsApp and Facebook. The population of the present study consists of software engineers only as the engineer's workplace spirituality is not much explored by the researchers. A total of 200 questionnaires were floated over two months. 170 responses were received. However, 22 responses were not included for further analysis, as they were not correctly filled. Among the participants 68.9% were males. Moreover, the majority of the participants, i.e., 85.1% were of age between 18-35 years and were unmarried

(61.5%). 38.5% were graduates, followed by postgraduates and professionals, and others. Most of the respondents were earning between Rs.20,001- Rs.40,000, followed by Rs.40,001- Rs.60,000 and less than Rs.20,000. However, only 9.5% of respondents were earning more than 80,000 and only 6.8% were earning between Rs.60,000 - Rs.80,000.

Measures

All the measures in the present survey used a five-point Likert scale where 1 stands for strongly disagree and 5 stands for strongly agree, except job satisfaction scale, which was on a scale from 1= very dissatisfied and 5=very satisfied. Scale reliability was checked and accepted at 0.932 (Nunnally et al., 1967) .The measures were taken from previously developed scales.

Workplace spirituality: six items of workplace spirituality were adapted from Ashmos and Duchon (2000). A sample item is “I experience joy in my work.”

Quality of worklife: five items of quality of worklife were adapted from Sirgy et al., (2001). An example of an item is “I feel physically safe at work.” Motivation: 4 items were adapted from Guay et al., (2000) an example statement would be, "I am currently involved in this organisation because I find participating in its activities to be intriguing. Job satisfaction: four items of job satisfaction were adapted from the Minnesota satisfaction scale (1967). An example item includes “Being able to keep busy all the time.”

Data Analysis and Data Findings

Now, to test the hypotheses Hayes PROCESS MACRO was adopted, with the help of SPSS 23 was used. Model 4 was used to test both the mediation effects. Firstly, mediating influence of quality of work life on work place spirituality and job satisfaction was tested. Secondly, job satisfaction as a mediator between workplace spirituality and motivation was checked.

Job Satisfaction as a Mediator on the Relationship between Workplace Spirituality and Motivation.

Here H₁, H₃ and H₄ were tested. With the help of model 4 of Andrew Hayes, present model explains 58.65% (R²) of the total variance (see Table 1) and it is statistically significant as p=0.0000 i.e., p<0.05.

Table 1: Model Summary

R	R-sq	MSE	F	df1	df2	p
.7658	.5865	7.1798	207.0435	1.0000	146.0000	.0000

As per Barron and Kenny (1986), there are certain conditions for mediation. The first and foremost condition is fulfilled as the coefficient of IV i.e., workplace spirituality (WPS) on DV i.e., motivation without a mediator (C Path) came out to be 0.7133 and it is statistically significant i.e., p=0.000 (p<0.05), with which we accept our H₃. Moreover, the coefficient of the independent variable (workplace spirituality) on mediating variable (job satisfaction) is 0.4744 (A Path) (H₁ is accepted) and the coefficient of mediating variable (job satisfaction) on the dependent variable (motivation) is 0.4766 (B Path) and both the values are statistically significant. As the mediator variable (job satisfaction) enters in the association between

workplace spirituality and motivation (C' Path) the coefficient comes down from 0.7133 to 0.4873 and it is statistically significant (see table 2). Hence, there is the presence of partial mediation of job satisfaction on the association between workplace spirituality and motivation (H4 is accepted). With the help of this, we accept our H1, H3, and H4. The effect of mediation can also be seen in the indirect effects table, as zero does not lie in between ULCI (Upper Limit Confidence Interval) and LLCI (Lower Limit Confidence Limit), which shows the presence of mediating effect (see table 3).

Table 2: Mediating Effect of Js on Relationship between Wps and Motivation

	Coeff	SE	t	p-value	LLCI	ULCI
(A Path) WPS → JS	0.4744	0.0449	10.5560	.0000	0.3856	0.5632
(B Path) JS → MOTIVATION	0.4766	0.0759	6.2805	.0000	0.3266	0.6265
(C Path) WPS → MOTIVATION	0.7133	0.0463	15.4038	.0000	0.6218	0.8049
(C' Path) WPS → MOTIVATION	0.4873	0.0547	8.9066	.0000	0.3791	0.5954

Table 3: Results for Indirect Effect of Wps on Motivation In The Presence Of Js

Indirect effects	Effects	Boot SE	Boot LLCI	Boot ULCI
JS	0.2261	0.0653	0.1026	0.3611

Qwl as a Mediator on the Relationship between Workplace Spirituality and Job Satisfaction.

Here H1, H2, and H5 were tested. Here also Barron and Kenny's (1986) approach was used to explain the mediation effect. The first and foremost condition is fulfilled as the coefficient of independent variable (IV) i.e., workplace spirituality on dependent variable (DV) i.e., job satisfaction without a mediator (C Path) came out to be 0.4744 and it is statistically significant i.e., $p=0.000$ ($p<0.05$), with which we accept our H1. Moreover, the coefficient of the independent variable (WPS) on mediating variable (QWL) is 0.7798 (A Path) (H2 is accepted) and the coefficient of mediating variable (QWL) on the dependent variable (JS) (B Path) is 0.3458 and both the values are statistically significant. As the mediator variable (QWL) enters in the relationship (C' Path) the coefficient comes down from 0.4744 to 0.2074 (see table 4) and it is statistically significant. Hence, there is partial mediation of quality of work life on the association between workplace spirituality and job satisfaction (H5 is accepted). With the help of this, we accept our H1, H2, and H5. The effect of mediation can also be seen in the indirect effects table, as zero does not lie in between ULCI and LLCI, which shows the presence of mediating effect (see table 5).

Table 4: Mediating Effect of Qwl on Relationship between Wps and Js

	Coeff	SE	t	p-value	LLCI	ULCI
(A Path) WPS → QWL	0.7798	0.0542	14.3890	.0000	0.6727	0.8870
(B Path) QWL → JS	0.3458	0.0626	5.5252	.0000	0.2221	0.4695
(C Path) WPS → JS	0.4744	0.0449	10.5560	.0000	0.3856	0.5632
(C' Path) WPS → JS	0.2047	0.0637	3.2119	.0016	0.0787	0.3307

Table 5: Results for Indirect Effect of Wps on Js In The Presence Of Qwl

Indirect effects	Effects	Boot SE	Boot LLCI	Boot ULCI
QWL	0.2697	0.0569	0.1578	0.3803

DISCUSSION AND CONCLUSION

The results offer very helpful insight for the organisations that hire software engineers. The positive impact of WPS on job satisfaction (JS) was clearly seen in the present research. With this, the researcher accepted the H1 of the study i.e., workplace spirituality influences job satisfaction of software engineers. Organisations should adopt spiritual behaviour at the workplace so that their employees, here engineers, can extract more and more satisfaction towards their job. This may help them to work more curiously, more positive thoughts can hit them, which in turn will head towards more effective and efficient work of them. The well-being of employees affects the quality of work. However, it was concluded in the present study that workplace spirituality influences the quality of work life (H2 accepted), which the major is finding.

In the present research, it is found by the researcher that workplace spirituality influences motivation, with which the researcher accepts the H3 i.e., workplace spirituality influences motivation. The reason behind this could be explained as the workplace spirituality increases in the organisations, they may get more positive vibes at their workplace which may lead towards more positive work attitude, as a result, employees get motivated towards their job. Workplace spirituality may help the employees to gather more courage and positive ideas towards their work, as a result, there is an increase in motivation of the employees. The association between workplace spirituality and motivation has been surveyed in earlier researches also (Jurkiewicz & Giacalone, 2004; Chalofsky & Krishna, 2009; Afsar, Badir & Kiani, 2016).

The present survey also found the mediating aspect of job satisfaction on the relationship between workplace spirituality and motivation (H4 accepted). According to the present survey, as the workplace spirituality increases, motivation of the employees also increases, in the presence of job satisfaction. Hence, as the organisations will adopt more workplace spirituality, the effect of it will lead towards higher job satisfaction, as it may give them more positive thoughts for their work may lead towards positive actions, with which employees may get high job satisfaction, which in turn may lead towards more and more motivation. H5 also got accepted, which states that quality of work life mediates the proposed relationship. Quality of work life (QWL) plays a very important role at the workplaces of employees. If there will be so much stress and workload over employees, then they may feel exhausted and if there will be eustress then the results of the employees can make drastic changes (positive) in the organisations. According to this study, as there will be more workplace spirituality then there will be more job satisfaction, in the presence of quality of work life. Workplace spirituality may lead towards the good quality of work life of the employees, with the help of which they may feel light and eustress at their workplace, in turn, more job satisfaction of employees take place. These two results were the major research gap filled by the current work. The present

study could help the organisations to figure out how workplace spirituality can lead towards more motivation, higher job satisfaction, and good quality of work life.

Limitation of the Study

The study was conducted on the private companies of Delhi-NCR. In further studies, government engineers could be studied. In further researches, researchers could confine the study to a particular company also. The same study can be carried out in other cities and parts of the country. As snowball sampling was used in the present study, further stratified or cluster sampling can be used for the survey. Due to COVID-19, the research was performed with the help of online platforms only. So, in the future, as the country will get over this pandemic, the research could be conducted by performing face-to-face structured interviews or else by floating the questionnaires in the hard copy. The present study used Hayes process macro for analysis, in the future SEM (Structural Equation Modeling) could also be used. The present study found out that there is a mediation effect of job satisfaction and quality of work life on the association between workplace spirituality and motivation and workplace spirituality and job satisfaction, respectively. Further studies could study the reason behind this mediation effect.

Practical implications for Asian Business

The culture of Asia is very versatile in nature. Different countries follow different rules for businesses. The perspective of each and every country is so dynamic, but one trait which must be common in each country can be their spirituality. Ways of spirituality may vary accordingly, but the presence of it is must.

The present study explores one Asian country i.e., India. The study stimulates that how workplace spirituality plays a vital role in JS, QWL and motivation. Although, the different countries work differently, their way of handling situation and decision-making skills are also different, but the present study will help to explore that, irrespective of these changes' spirituality is something which is common in all. The spirituality is there in every country, but it is not followed at workplaces. The research depicts that in all countries spirituality should be followed at workplace so that Asian people can engross more and more satisfaction towards their job and hence their productivity can take a hike. Asian countries have to take sheer steps to motivate employees and work better. Companies should follow spirituality. In some Asian countries, at workplaces, businesses have maintained their work life quality, but in some its absence acts as obstacle for employees. As the present study lays down that quality of work life is very important, the Asian countries should adopt traits that helps to maintain quality at the workplaces, to motivate employees to perform better. The better the employees will work, more the effective and efficient work will be carried out. The effective and efficient work will help businesses will help business to grow and with this employee's growth will also take a hike.

The adaptation of spirituality in different Asian countries will help the businesses of the companies to get new ideas. As employees will incline towards spirituality, they will get new divine ideas for their work which will help them to come up with new ideas and in turn

generation of satisfaction takes place. Hence, this study helps the Asian countries to enhance spirituality and encourage employees to work better. The Asian countries consist of many communities. The large pool of communities, act differently. When this pool of community's work, the different adaptation of working styles are witnessed. This difference is not just because of contrast in their thoughts but also because of change in their spirituality. Asian countries will help to conclude, with this study, how they all are same in some or other traits, after having all such differences.

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