

Workplace Spirituality as a Mediator to Individual Spirituality and Organizational Performance in a Hospitality Business: An Evidence from Hotel X, Clarkfield, Angeles City, Pampanga, Philippines

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Abstract

Through this study, we want to determine whether workplace spirituality has mediating effects between individual's spirituality and organizational performance in a hospitality business in Hotel X, Clarkfield, Angeles City, Pampanga, Philippines. We used the Spirituality Assessment Scale developed by Hamilton Beazley, PhD targeting one hundred twenty-nine respondents. As far as we have known, our study may serve as one of the pioneering studies of spirituality in the hospitality industry. Overall, hotel employees (the management and rank-and-file) are relatively more spiritual as shown on the Spirituality Assessment Scale, which are made up of two dimensions: spirituality definitive dimension and spirituality correlated dimension. The correlational analysis showed that the employees' spirituality moves in the same direction as to how employees find meaning and purpose to their work and how they perceived organizational performance. Also, there is no significant difference on the assessment of the spirituality and organizational performance among the employees based on the respondents' level of education, except under the components of inner life, meaning at work & personal responsibility. Hence, we encouraged businesses in the hospitality industry to promote spiritual activities in the workplace.

Keywords: *individual spirituality, organizational performance, workplace spirituality*



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INTRODUCTION

Organizational behavior speaks of values and cognitive processes within the organization and by adopting spirituality on a personal level to the organization prompts people to consider ethical practices which leads individual and societal transformation (Kourie 2009; Naidoo 2014). Hence, spirituality in the workplace entails becoming aware of your higher self where one seeks to be purposeful in life and work (Kinjerski&Skrypnek 2004; Schreuder& Coetzee 2011). Spirit at work involves interpersonal, physical, emotional, mental and spiritual characteristics, and positive effect with its motivating energy facilitating service regardless of challenges (Kinjerski&Skypnerk 2004) thus, increases commitment and productivity (Naidoo 2014).

With this in mind, the influence of leadership invoking spirituality in the organization may have contributed to the culture of organizational spirituality. Spirituality in the company and importance of spirituality in the workplace has developed in response to the personal quest of the leader (Beazly 1998; Houston & Cartwright 2007).

Spirituality by a definition in Fleming (2004), as one or a combination of (1) faith relationship with the transcendent, (2) inter-connectedness of one's self, others, and the universe, and (3) individual effort to construe a sense of personal meaning. The other scholars define spirituality, among other things, to include belief in the transcendent quality of some kind of higher power (Kale &Shrivastava, 2003, King, 2007; Paloutzian, Emmons, &Keortge, 2003). Fry (2003) described

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spirituality as reflecting “the presence of a relationship with a higher power or being that affects the way in which one operates in the world” (p. 705). Also, D. McKee (2003) reported Bruce and Novinson’s definition of spirituality as a “search for meaning and value, which includes some sense of the transcendent” (p. 57). This implies spirit is the life force that inhabits us when we are alive and breathing (Garcia-Zamor, 2003). In this article, spirituality is defined as the journey to find a sustainable, authentic, meaningful, holistic, and profound understanding of the existential self and its relationship/inter connectedness with the sacred and the transcendent, and this definition must be exclusiveness separated from religiosity.

Religiosity, on the one hand, Lisagor (2020) defined it as the practice of set of texts, practices and beliefs about the transcendence shared by a community, which also involves a relationship with God; while spirituality, is about a person’s relationship with the transcendence involving questions that confront one as a human being, and it may or may not involve relationships with God. Hall (2020) also distinguishes spirituality from religiosity: spirituality is the connection with one’s soul to God, Higher Power, Supreme Being Creator, Source, Nature, or Holy Transcendence, while religiosity related to a personalized or institutionalized system, which grounded belief and reverence for a supernatural power we known as universe creator and ruler.

In In Brady (2019), religiosity is about the personal set or institutionalized system of religious attitudes, beliefs, rites, ceremonies and practices, the service and worship of God or the supernatural. While spirituality connotes an experience of connection to more supreme; living everyday life in a reverent, worshipful and sacred manner. It is also the aspect of humanity that refers to that pertains to the ways individuals seek and express meaning and purpose, and the way to experience connectedness to the moment, to self, to others, to nature, and to something that is significant or sacred. Spirituality, however, doesn’t dismiss faith and often leans more heavily on a more direct experience of the soul or divinity.

Hence, spirituality is distinguished from institutionalized religion by being characterized as a private, inclusive, non-denominational, universal human feeling; rather than an adherence to the beliefs, rituals, or practices of a specific organized religious institution or tradition. This distinction is important in the spirituality at work literature since one might not get along with another, as Mitroff and Denton’s (1999b) showed that 60% of the respondents could had positive views of spirituality, but negative views of religion. Religious beliefs and spiritual beliefs may differ in the ways in which they are practiced. However, each practice is aligned to lead to a closer to the truth, either path or the combination of both is the personal and subjective expression of one’s journey of awakening, therefore religion and spirituality are not mutually exclusive and may complement each other (Brady, 2020).

Since we want to include respondents of various religious sects, we take spirituality, not religiosity, as the main point in this study. Our title is consistent with Lisagor (2020), Hall (2020) and Brady (2019). We will use the Spirituality Assessment Scale developed by Beazley (1998) to be answered by its employees. A target of one hundred twenty-nine respondents will be achieved to reach a level of reliability of survey result. The scale is to be measured and interpreted to declare each respondent to be “relatively more spiritual” or “relatively less spiritual” depending upon the scores. The scale would significantly measure spirituality as a human behavior consisting of affective, cognitive, and behavioral dimensions thus relating these results to the performance of employees in the organization. Based on this scale, we want to measure the organizational

performance from the point of views of human resources, philosophical, and interpersonal perspectives.

LITERATURE REVIEW

Numerous studies have connected workplace spirituality, individual spirituality and organizational performance with one another and with other variables. In Kolodinsky et al. (2008), job involvement, organizational identification and work reward satisfaction have a positive relationship with organizational spirituality, and has a negative relationship to organizational frustration.

In Pahuja (2020), a positive relationship among Workplace Spirituality, Organizational Commitment Employees, and employees with high levels of workplace Spirituality, improved the organization commitment. Moreover, employees who are connected with their work, when performing task in their specialised field, will be committed. Since workplace spirituality enhances organizational commitment. Walt and Klerk (2014) argued that a positive relationship between workplace spirituality and job satisfaction must promote and support spiritual values to create a spiritual environment. The other variables related with workplace spirituality are work-life balance, employee commitment and job satisfaction. In Garg (2017), workplace spirituality is a necessary condition to explain the aforementioned variables. Also, there is a positive correlation between organizational citizenship behavior, workplace spirituality and job satisfaction in a workplace environment (Garg, Punia & Jain, 2019). Further Garg (2020) discussed that workplace spirituality was also found to be a necessary condition for organizational performance. He also found out that the organizational citizenship behavior also partially mediates the relationship between workplace spirituality and organizational performance. Milliman et al. (2017) showed that workplace spirituality connected not only through tradition organizational behaviors, but also through positive organizational scholarship movement; confirming the Person Environment Fit (PE) Fit Theory that the greater meaning and purpose will enhance the work level. In Zare (2013), spirituality can be integrated in three different perspectives which will lead to organizational performance and improved profit. From a human resources perspective, spirituality enhances employee's sense of well-being and quality of life. From a philosophical perspective, spirituality gives employees a sense of purpose and meaning at work. From an interpersonal perspective, spirituality creates a connection between employees and community. In Mujib (2018), when employees face a lot of challenges while in the organization, such as boredom, lack of motivation, missing sense of purpose and loss of productivity which could be addressed through workplace spirituality to provide meaning and connectedness towards their work. In Mousa and Alas (2016), meaningful work and sense of community dimensions of individual spirituality have a significant correlation relationship with organizational commitment approaches (affective, continuance and normative), while organizational values had very weak effect on the three approaches of commitment. This is taken from the context of public primary school teachers in Egypt. In Karakas (2010) extensively studied one hundred forty (140) literatures, summarizing how spirituality effects on performance in organizations. Spirituality benefited organizational performance in three ways: first, spirituality enhances employee well-being and quality of life; secondly, spirituality also provides employees a sense of purpose and meaning at work; and lastly, finally spirituality provides employees a sense of inter-connectedness with the organization and community. Spirituality benefited employees and organizational from the three perspectives which are from a human resources perspective, philosophical perspective, and interpersonal perspective. Spirituality in organizations focuses on developing employee's well-being by giving them a sense of purpose and meaning while developing community and connectedness. It also leads emotionally, spiritually and socially abundant workplaces as spirituality helps in reducing burnout and anxiety, loss of meaning and depth and self-centeredness, egoism and greed. The ideal benefits for employees create

empowered, committed, passionate, self-reflective, highly aware, compassionate and benevolent employees. Spirited employees are engaged with passion, alive with meaning and connected with compassion.

Hence based on above mentioned papers, we can conclude that Individual spirituality is positively related to intrinsic, extrinsic and total work reward satisfaction. However, we found out that there are rarely studies in the hospitality industries. Hence, we want to investigate whether spirituality could give the equivalent effect in the hospitality business.

Purpose of Present Study

We want to determine the level of spirituality and to determine whether there is a relationship between employees' spirituality and organizational performance at Hotel X Clarkfield, Angeles City, Pampanga. Further, we also want to assess employees' spirituality in order to find ways in improving organizational performance. Our samples attempt to answer the following questions:

1. How may the respondents be grouped according to the following profile categories?
 - a) Department
 - b) Level of Current Position
 - c) Number of Years in the Leadership Position or non-leadership position
 - d) Gender
 - e) Age
 - f) Educational Level
2. What is the level of spirituality as assessed by Hotel X employees using the Spirituality Assessment Scale by Beazley (1998)?
3. How do employees perceive themselves, each other, and their organizations by using the Finding Meaning and Purpose at Work by Ashmos and Duchon (2000) ?
4. Is there a relationship between employees' spirituality and organizational performance at Hotel X, Clarkfield, Angeles City?
5. What are the possible recommendations?

Validity of Results

In Franklin (2010) the internal consistency score for the overall Spirituality Assessment Scale (Beazley,1998) 1 instrument was equal to .92, while the internal consistency for the subscales ranged from a low of .76 to a high of .89 (O'Brien, 2002) which means the instrument can be used as a good measurement for the subscales and overall spirituality score. Further, in Salkind (2006), a Cronbach's alpha over .80 that indicated a good fitting variable, while a Cronbach's alpha over .70 indicates a moderate fitting variable. In short, the our SAS could provide a reliable measurement for the degree of spirituality in individuals that could lead to valid results.

Research Framework

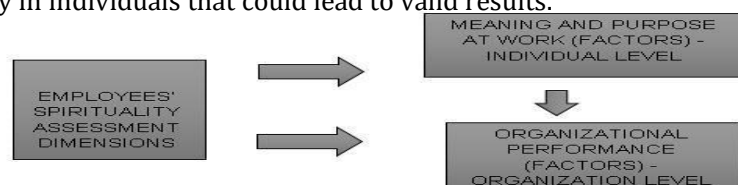


Fig.1: Research Framework

Note: Figure 1 shows the input of the study are the results of the survey which were then analyzed based on the scoring and assessment instructions of the selected questionnaire. Statistical analyses were used to analyze and interpret the results are then the basis for recommendations for improvement.

The study was limited to assess of the Hotel X employees in March 2017 that only include management and rank-and-file employees. The analysis and interpretation are only limited on how employees perceive themselves, each other, and the organization they are currently working for. With the foregoing literature and established research gap, this study set up the following hypothesis the following based from the derived from the framework, are as follows:

Ho1: There is no direct relationship between employees' spirituality (dimensions) and organizational performance (factors).

Ha1: There is a direct relationship between employees' spirituality (dimensions) and organizational performance (factors).

RESEARCH METHOD

Currently, Hotel X has one hundred twenty (129) employees that include management and rank-and-file employees distributed among ten (10) departments which are further divided into fifteen (15) sub-groups where the participants of the study came from. The participants were asked to answer the survey forms which comprise of three parts. Sampling was not applied because all the participants were required to answer the survey.

Table 1 List of Departments and Sub-groups in Hotel X

CODING	DEPARTMENTS AND SUB-GROUPS	CATHOLIC	INC	BORN AGAIN	TOTAL
1	Corporate Office	4			4
2	Human Resource Clinic	5			5
3	Finance / Audit	2			2
4	Finance / MIS	2			2
5	Finance / Cost Control	4			4
6	Finance / Purchasing	3			3
7	Finance / Accounting	5			5
8	Finance / F&B Cashier	3			3
9	Front Office	9			9
10	Sales & Marketing	5	1		6
11	Housekeeping	32	3	1	36
12	Engineering	11			11
13	Food Production	24			24
14	Food & Beverage	11			11
15	Security - CCTV	4			4

	TOTAL	125	3	1	129
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Instrument

The questionnaire has three parts. The first part contains profile categories such as department, level of current position, number of years in the position, gender, age and educational level.

The second part is using the Spirituality Assessment Scale developed by Beazley, composed of thirty (30) statements where there are two dimensions that were measured: definitive dimension and correlated dimension. The definitive dimension of spirituality refers “to a specific behavioral dimension that is essential to the concept of spirituality and exclusive to it. This dimension is based on the definition of spirituality used in development of the Scale. The definitive dimension is “living a faith relationship with the Transcendent that includes prayer or meditation. While, the correlated dimensions of spirituality refer to behavioral dimensions that are not exclusive to spirituality but that nevertheless contribute to its definition. They cannot be considered definitive dimensions because they may be correlated with influences other than spirituality (Beazley, 1997).

The last part of the survey is using the Finding Meaning and Purpose at Work Co-authored by Ashmos and Duchon (2020), which included statements of perceptions about workplace experiences having thirty-four (34) statements and the reflection of the employees’ work unit they are currently assigned in having thirty-two statements (32). These questionnaires were distributed among targeted respondents for a short period of time.

Through an informed consent, survey questionnaires from recruited participants, were provided in order to accomplish a survey questionnaire. The self-administered survey already provides the results because each respondent had the option to self-tally the answers. Secondary sources of information quotes from publications, such sources include comments on, interpretations of, or discussions about the original research conducted abroad. The analysis primary and secondary sources plus the review of survey results would determine the extent of spirituality and organizational performance at Hotel X, Clarkfield in Angeles City, Pampanga.

Design

The researcher used a cross-sectional descriptive research, which according to Mendoza (2012, page 114), serve two primary purposes: “(1) to portray accurately the characteristics of a particular phenomenon, and (2) to determine the frequency with which the phenomenon occurs or associated with something else.” The units of analysis are individuals, and the point of focus of the research design is the characteristics. Characteristics study the state of being for individuals, thereby as units of analysis (Mendoza, 2012). The research is considered as an analytical, since statistics was used to explain or give substance to a theory and non-experimental, since the instrument to be used is a survey.

Frequency distribution, correlational analysis and analysis of variance were used to measure the frequency of identified responses of the target respondents.

Pearson correlation of analysis was used to explain the relationships between variables. The variables include the total scores of the two dimensions based on the Spirituality Assessment Scale results, these are the definitive dimension (DD) and correlated dimension (CD). The six mean ratings under individual factors under the Finding Meaning and Purpose at Work survey are blocks to spirituality (BTS), conditions for community (CFC), inner life (IL), meaning at work (MAW), personal connection with others (PC) and personal responsibility (PR) and two mean ratings under organizational factors which are individual and the organization (IO) and organizational values (OV) were all correlated.

Ethical Considerations

For confidentiality purposes, the researcher has used the name of Hotel X as a disguise for the real name of the hotel. The consent of the participants was obtained and assurance not to reveal personal information based on the results was explained. Email was sent to the authors of the surveys to avoid copyright infringement. Results of the research were used for academic and knowledge preservation purposes only. References of the authors are acknowledged by citing them as references of the study.

Results

Table 2 presents the number of participants as of date and are presented under the following profile categories. The groupings will help determine whether there is a significant difference on the assessment of spirituality among the employees of Hotel X.

Table 2 Frequency Distribution Results

DEPARTMENT / SUB-	LEVEL OF CURRENT	NO YEARS IN			EDUCATIONAL
GROUP	POSITION	THE POSITION	GENDER	AGE	LEVEL
129	129	129	129	129	129

Table 3 presents the frequency distribution of the respondents as to different departments and sub-groups where most of the participants are from Housekeeping department which accounts 27.90% of the total respondents followed by Food Production with 18.60%.

Table 3 Frequency Distribution per Department / Sub-Group

DEPARTMENT / SUB-GROUP	Frequency	Percent	Cumulative Percent
Corporate Office	4	3.1	3.1
Human Resource Clinic	5	3.9	7.0
Finance / Audit	2	1.6	8.5
Finance / MIS	2	1.6	10.1
Finance / Cost Control	4	3.1	13.2
Finance / Purchasing	3	2.3	15.5
Finance / Accounting	5	3.9	19.4
Finance / F&B Cashier	3	2.3	21.7

Front Office	9	7.0	28.7
Sales & Marketing	6	4.7	33.3
Housekeeping	36	27.9	61.2
Engineering	11	8.5	69.8
Food Production	24	18.6	88.4
Food & Beverage	11	8.5	96.9
Security - CCTV	4	3.1	100.0
Total	129	100.0	

Table 4 presents the groupings of the participants according to the number of years in the leadership / non-leadership position. Most of the respondents are fall under the 6 to 9 years position.

Table 4 Frequency Distribution based on the Number of Years in the Position

NUMBER OF YEARS IN THE LEADERSHIP / NON-LEADERSHIP POSITION	Frequency	Percent	Cumulative Percent
Under 3 Years	18	14.0	14.0
3 – 5 Years	2	1.6	15.5
6 – 9 Years	107	82.9	98.4
16 – 20 Years	2	1.6	100.0
Total	129	100.0	

Table 5 lists down the different levels of the current position held by the respondents where the respondents is a combination of management and rank and file employees.

Table 5 Frequency Distribution based on the Level of Current Position

LEVEL OF CURRENT POSITION	Frequency	Percent	Cumulative Percent
Rank and File	94	73	73
Middle Management	31	24	97
VP	2	1.5	98.5
Director	2	1.5	100.0
Owner	0		
Total	129	100.0	

Shown on Table 6 are the distribution of the respondents where 72.9% are male and 27.1% are female.

Table 6 Frequency Distribution based on Gender

GENDER	Frequency	Percent	Cumulative Percent
Male	94	72.9	72.9
Female	35	27.1	100.0
Total	129	100.0	

Shown on Table 7 are the distribution of the respondents based on the age bracket on which 70% fall under Below 40 age group.

Table 7 Frequency Distribution based on Age

AGE	Frequency	Percent	Cumulative Percent
Under 40	91	70.5	70.5
40 - 54	27	20.9	91.5
55 - 65	11	8.5	100.0
Total	129	100.0	

Table 8 Frequency Distribution based on Level of Education

LEVEL OF EDUCATION	Frequency	Percent	Cumulative Percent
High School	34	26.4	26.4
Some College	52	40.3	66.7
Associate	3	2.3	69.0
Bachelors	38	29.5	98.4
Masters	1	.8	99.2
Doctorate	1	.8	100.0
Total	129	100.0	

Table 9 Results of Descriptive Statistics

Dimension / Factor	Scores / Mean	Interpretation
Spirituality Definitive Dimension Score	54.03	Relatively More Spiritual
Spirituality Correlated Dimension Score	89.98	Relatively More Spiritual
Spirituality Overall Assessment Score	144.01	Relatively More Spiritual
Blocks to Spirituality MEAN*	2.66	Disagree
Conditions for Community MEAN	5.61	Agree
Inner Life MEAN	5.68	Agree
Meaning at Work MEAN	5.50	Agree
Personal Connection with Others MEAN	5.40	Agree
Personal Responsibility MEAN	5.95	Agree
Organizational Values MEAN	5.29	Agree
Individual and the Organization MEAN	4.55	Slightly Agree

Table 9 summarizes all the spirituality dimensions as described in the instrument both for the definitive and correlated dimension scores. The definitive dimension of spirituality refers to a specific behavioral dimension that is essential to the concept of spirituality and exclusive to it. This dimension is based on the definition of spirituality used in development of the Scale. The definitive dimension is “living a faith relationship with the Transcendent that includes prayer or meditation.”

The correlated dimensions of spirituality refer to behavioral dimensions that are not exclusive to spirituality but that nevertheless contribute to its definition. They cannot be considered definitive dimensions because they may be correlated with influences other than spirituality.

Table 10 provides the correlation results using Pearson R correlation analysis between dimensions and factors. The blue shade shows weak positive correlation while the green shade manifests moderate positive relationship. Most of relationship are low or weak positive correlation except those correlated with Block to Spirituality (BTS) since the interpretation for these should be interpreted in reverse because these contain negative statements. The decision therefore is to **reject H01**: There is no direct relationship between employees' spirituality (dimensions) and organizational performance (factors).

Table 10 Table of Correlation

Dimension / Factor	Spirituality Definitive Dimension	Spirituality Correlated Dimension	Spirituality Overall Assessment	Conditions for Community MEAN	Inner Life MEAN	Meaning at Work MEAN	Personal Connection with Others MEAN	Personal Responsibility MEAN	Organizational Values MEAN	Individual and Organization MEAN
Spirituality Definitive Dimension	1	.699**	.875**	.553**	.560**	.459**	.326**	.695**	.350**	.120**
Spirituality Correlated Dimension	.699**	1	.958**	.440**	.437**	.361**	.191**	.522**	.295**	.030**
Spirituality Overall Assessment	.875**	.958**	1	.520**	.521**	.428**	.260**	.632**	.340**	.068**
Blocks to Spirituality MEAN	-.634**	-.425**	-.542**	-.249**	-.378**	-.196**	-.082**	-.375**	-.296**	.184**
Conditions for Community MEAN	.553**	.440**	.520**	1	.697**	.600**	.555**	.589**	.515**	.519**
Inner Life MEAN	.560**	.437**	.521**	.697**	1	.508**	.388**	.523**	.560**	.526**
Meaning at Work MEAN	.459**	.361**	.428**	.600**	.508**	1	.716**	.606**	.571**	.461**
Personal Connection with Others	.326**	.191**	.260**	.555**	.388**	.716**	1	.362**	.445**	.444**
Personal Responsibility MEAN	.695**	.522**	.632**	.589**	.523**	.606**	.362**	1	.404**	.352**
Organizational Values MEAN	.350**	.295**	.340**	.515**	.560**	.571**	.445**	.404**	1	.639**
Individual and the Organization MEAN	.120**	.030**	.068**	.519**	.526**	.461**	.444**	.352**	.639**	1

** Correlation is significant at the 0.01 level (2-tailed).
 * Correlation is significant at the 0.05 level (2-tailed).

Table 11 Correlation Analysis between Factors and Dimensions

		Sum of Squares	df	F	Sig.
Blocks to Spirituality MEAN	Between Groups	57.867	14	4.189	.000
	Within Groups	112.487	114		
	Total	170.355	128		
Conditions for Community MEAN	Between Groups	15.394	14	1.507	.119
	Within Groups	83.163	114		
	Total	98.557	128		

Inner Life MEAN	Between Groups	28.138	14	1.564	.100
	Within Groups	146.537	114		
	Total	174.675	128		
IO MEAN	Between Groups	4.168	14	.818	.649
	Within Groups	41.505	114		
	Total	45.673	128		
MAW MEAN	Between Groups	9.413	14	.827	.639
	Within Groups	92.709	114		
	Total	102.122	128		
OVMEAN	Between Groups	15.646	14	1.187	.295
	Within Groups	107.340	114		
	Total	122.986	128		
PC MEAN	Between Groups	13.828	14	1.092	.373
	Within Groups	102.219	113		
	Total	116.047	127		
PR MEAN	Between Groups	29.078	14	1.655	.075
	Within Groups	141.842	113		
	Total	170.920	127		

CONCLUSION

Overall, Hotel X employees (management and rank and file) are relatively more spiritual as shown on the Spirituality Assessment Scale. Basing on the correlational analysis, the employees' spirituality moves in the same direction as to how employees find meaning and purpose to their work and how they perceive organizational performance. However, some items have weak correlation particularly in terms of personal connection with others which may be due to the nature of the business where a 24-hour operation is required. Employees work on a shifting schedule that varies on a weekly basis having different composition of employees per shift, per department which make it impossible for employees to have a personal interaction with co-employees. Therefore, a weak correlation in terms of personal connection with others is a possible result which could work to the advantage of management. Too much familiarity in the workplace may result to unnecessary activities.

In addition, the survey results of the spirituality assessment and finding meaning and purpose at work are almost in unison among all the different groupings based on the profile categories of respondents. It can establish that overall, the level of spiritual maturity of these employees are in the same level. A possible contributing factor to this is employees predominantly belong to the same religion- Catholic religion. Having similar beliefs and values based on their religiosity can affect their level of spirituality as it moves in the same direction as a result of this study.

The factors under finding meaning and purpose at work, based on the average mean rating, still have room for improvement since the study provides information on the level of spirituality of

its employees and how it affects organizational performance. The paper will also help the management to determine whether the employees of the organization are motivated based on the level of spiritual as perceived by them. Since the employees' spirituality contributed positively in the organizational performance, some of the recommendations to top management and Human Resource Department could possibly include:

1. holding spiritual activities such as Lenten and Advent retreats and recollection at least once a year;
2. creating a place or area of worship for employees and customers;
3. assigning a coordinator or committee represented by various members belonging to the different departments to hold spiritual events or activities. Corporate social responsibility programs may be included as one of the activities;
4. partnering with religious congregation to initiate and facilitate spiritual events;
5. further assessing company's mission statement and core values that may include the concept of spiritual mission and identity;
6. and forming training programs on value formation for both leaders and subordinates.

The underlying purpose of this study will give an idea to the management of Hotel X the importance of spirituality among their employees in the work place. How can an organizational culture embrace the concept of spirituality as a way to create harmony in the workplace and manifest this to its environment. This would later can create an impact on how employees will become more engaged in work, develop a sense of community and become more work oriented while feeling the community that surround it (Hassan et al., 2016).

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