ASSESSING THE EFFECT OF WORKPLACE SPIRITUALITY AND SPIRITUAL INTELLIGENCE ON PSYCHOLOGICAL WELLBEING OF HEALTHCARE EMPLOYEES IN THE PERIOD OF COVID-19: A CASE FROM KARACHI, PAKISTAN

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Abstract. *This study examines the impact of workplace spirituality, and spiritual intelligence on the psychological well-being of employees in Karachi, Pakistan. In this study, the explanatory research type was executed by adopting the deductive approach to test the framed hypothesis of the study. Moreover, 350 respondents were taken as a sample particularly employees employed in the hospital were selected for data collection and gave responses based on their availability. For the investigation of the data, SPSS was used. The study outcomes specified that there was a noteworthy association among workplace spirituality, spiritual intelligence, and the psychological well-being of employees. Furthermore, there was a statistically substantial effect of workplace spirituality and spiritual intelligence on the psychological well-being of employees. Organizations should focus on improving spiritual intelligence and spirituality at work to manage the psychological well-being of their employees because it ultimately affects the organization's performance. Therefore, to enhance the psychological well-being of healthcare professionals' managers must focus on providing training to improve the workplace spirituality and spiritual intelligence to deal with the current confronted challenge that is COVID-19 and to prepare them for the forthcoming challenges.*

Introduction

The well-being of employees is equally valuable for workers and organizations. Employees spent a noteworthy part of their life putting their efforts for the betterment or enhancement of the organization. Henceforth, the organization must encourage the well-being of employees in the workplace (Harter, Schmidt & Keyes, 2002). Therefore, referring to one aspect of well-being is workplace spirituality. Staude (2005) indicated that spirituality is viewed as a process of transformation that plays a consolidative part to integrate the different shreds of

life including the physical side as well as emotional facets along with occupational, intellectual, and rational sides as well. As a result, spirituality includes the facet of connectedness that is aligned with not only oneself but also others and a superior meaning or presence towards the work or environment. Thus, well-being among employees in organizations is a significant problem that should inhabit a much more projecting place in the mainstream for some reasons in the organizational study, not in normal circumstances but also conditions like COVID-19 (Danna & Griffin, 1999; Durmuş & Durar, 2022). In a stressful environment especially during and after Covid 19 spirituality can help employees to manage their stress effectually to perform better (Chand & Koul, 2012; Rogers et al., 2022).

As per Killinger (2006), spiritual workers are seen as more optimistic as well as having work meaningfulness which eventually helps them to perform efficiently. On the other side, stress induced by workaholism due to the presence of the Covid 19 situation can lead to affect emotional and spiritual well-being (Rogers et al., 2022). Furthermore, affected well-being in the presence of stress at the workplace can lead to higher absenteeism and low-performance level which in turn increase the organizational expenditure as well in the form of claims related to health compensation by employees (Bhui, Dinos, Galant-Miecznikowska, de Jongh & Stansfeld, 2016). Deal with the challenges posed above during and after the Covid 19 situation, spiritual well-being is the major factor to deal with challenges (Kelley, Dollahite, James, & Marks, 2022).

Referring to the other side of the spiritual aspect is spiritual intelligence. As per Zohar and Marshall (2000) explanation it is a kind of intelligence that can supplementary progress the life of people and related activities to help them to understand their meaningful responsibilities is delineated as spiritual intelligence. Therefore, the higher the spiritual intelligence an individual has perhaps the fallouts in better relations with others and better quality of life (Young, 2012). Accordingly, spiritual intelligence is measured as the capability to do actions with intelligence by giving meaning to every behavior and understanding other feelings while conserving their inner as well as outer peace through developing spiritual intelligence level regardless of the confronted conditions such as Covid-19 (Kessi, Suwardi, Mukhtar, Asmawiyah, & Pratiwi, 2022; Syahidah & Farida, 2022; Wigglesworth, 2011). According to Spreitzer and Porath (2012), employees' well-being is a critical facet nowadays of organizational existence and growth globally. Spirituality has been primarily focused on existence as well as having control to maintain person's inner being and peace level.

Therefore, the presence of the spirituality facet can vary from person to person. Employees nowadays in organizations are suffering from problems linked to a low sense of community along with having self-esteem and spiritual presence, absence of meaningfulness towards the work as well as immorality which in turn result in producing anxiety and organizational politics among employees (Ibrahim et al.,

2020; Khodayarifard, Mansouri, Besharat, & Lavasani, 2019; Nasina et al., 2011; Neal, 2000). Organizations are now facing a new challenge regarding the management of human resource well-being. Today, working is an important part of an individual's life which in turn, employs an undue impact on an individual's well-being on performance level. What drives success both inside and outside the workplace is employee well-being (Tina & Wendy, 2017). It becomes significant to study the relationship between psychological well-being as well as spirituality at the workplace, and spiritual intelligence.

Our study makes several offerings to the extant literature: firstly, the workplace spiritual impact has been assessed with psychological well-being. Secondly, through this study, an effort has been made to find out the extent spiritual intelligence contributes to psychological well-being. Thirdly, this study has been conducted among hospital employees in Karachi, Pakistan at finding out the impact of workplace spirituality and spiritual intelligence on psychological well-being.

2. Review of Literature

2.1 Workplace Spirituality and Psychological Wellbeing

According to Emmons (2000), spirituality can be seen as a quality that is needed to be intricate as well as present in every worker to a slightly dissimilar degree, and individuals go beyond the physical as well as the material world in order to experience a greater level of self-realization through spirituality. Moreover, Krishnakumar and Neck (2002) spirituality is accentuated as a perpetual exploration aimed at giving meaning and fulfillment to life. In addition, spirituality present in the workplace might perhaps be considered to be at all levels including individual, group, and organization as well that as explained by researchers like Milliman et al. (2003) and Pawar (2008). Conferring to Krishnakumar and Neck (2002) and Muavia, Hussain, Sahibzada and Ismail (2022) at the level of the individual workplace spirituality is demarcated as a phenomenon in the workplace that reflects worker experiences concerning having a sense of meaning and purpose in life, community, along with belonging to the organization and transcendence at work. On the other side, workplace spirituality at the level of group spiritual climate is displayed through significance along with having a meditative level of experience at work, a sense of social work, community, as well as environment together with authenticity.

Furthermore, from the level of organization, spirituality is demarcated through the culture that encourages workers to experience transcendence via processes intricate in the workplace to facilitate the environment of connectedness which in turn fallouts to giving inclusiveness as well happiness feelings (Giacalone & Jurkiewicz, 2003). Moreover, there are three constituents of workplace spirituality

that have been recognized by researchers like Ashmos and Duchon (2000) which contain the inner life, meaningful association with work, and a sense of belonging in the direction of the betterment of the community. Whereas interconnection is the presence among the factors like higher power, human beings, and environment, as well as including living belongings (Liu & Robertson, 2011), and social responsibility fulfillment by the corporate and in-house (internal) marketing (Vasconcelos, 2011).

Zou and Dahling (2017) noticed that workers with a higher level of spirituality were protected from harmful influences on subjective well-being. According to Keyes (2002), subjective well-being is a way to denote psychological well-being and proposes that emotional well-being encompasses emotional vitality whereas psychological and social well-being comprises positive functioning. Positive psychological or subjective well-being is a collection of three kinds of well-being specifically: emotional together with psychological, as well as social side. According to Friedli (2009), psychological well-being is considered a state whereby persons distinguish their abilities to manage their life and work stresses effectively and productively and contribute positively to their society.

The well-being term is closely related to the contentment of life. Psychological well-being is the blend of feeling good and working efficiently (Winefield, Gill, Taylor & Pilkington, 2012). Connection of well-being to the environment of the workplace over and done with exciting work and with the presence of a pleasing environment can lead to guaranteeing the well-being of employees. Spirituality in the workplace has been seen as an important aspect to improve the well-being of employees (Bakke, 2005). Therefore, the encouragement of spirituality at work for employee well-being is of the greatest importance not only to workers but also to communities as well as organizations (Krishnakumar & Neck, 2002). Workplace spirituality has been seen as a factor that has a substantial effect on different facets such as augmented level of pleasure, satisfaction, engagement, psychological well-being, and commitment as explicated by Fry (2005); Paloutzian et al. (2003); Reave (2005); and Sharma and Kumra (2020).

Karakas (2010) explicated that spirituality increases the overall well-being related to employees. McKee, Driscoll, Kelloway and Kelley (2011) found a positive relationship between spirituality and employees' psychological, physical as well as spiritual well-being. Subsequently, a similar view is shared by the researcher that spirituality in the workplace plays a role in improving the emotional, social, psychological, and mystical well-being of workers (Pawar, 2016). Henceforth, spiritual practices can be defending against threats a person confronted at the psychological level such as burnout and psychological health (stress and anxiety) (Ho et al., 2016). Currie (2001) accentuates the physical and psychological health of employees. The investigator recommended an environment free from stress as well as physically safe for personnel to safeguard their well-being.

H$_1$: Workplace spirituality has an impact on psychological well-being.

2.2   Spiritual Intelligence and Psychological Wellbeing

Considering the spiritual intelligence (SI) side, it is the capability to act, be compassionate as well intelligent to sustain both sides such as internal & external independence without bearing in mind any conditions (Nachiappan et al., 2014). Furthermore, SI is considered the ability to ask regarding a meaningful life. It will enhance psychological well-being and help acquire the goals (Sahebalzamani et al., 2013). Researchers like Miller-Perrin & Mancuso (2014) have recognized that spirituality has a huge link with an optimum presence on one side and the well-being of humans on the other side, which is supposed to deliver a suitable purpose for a meaningful life. Zsolnai (2011) has shared that internationally spiritual wisdom has always prearranged prodigious worth towards cleaning the heart which in turn improves the quality of decision-making where understanding or aim could not be a sufficient basis for realization.

As per Nandram (2010), spirituality can respond to numerous dilemmas which are experienced in actual life and business life for entrepreneurs, managers, and leaders. As per Taghizadeh (2015) spirituality has been well-thought-out as a central component of intelligence because it forecasts functioning and adaptation and competencies that allow individuals to solve problems and reach objectives. In addition, spiritual intelligence is recognized as a feasible intelligence and this salutation is being dynamically displayed in the world of business as explained by Sisk (2015).

Accordingly, as per Ronel and Gan (2008), intelligence in the form of a spiritual side supports integrative insight of humans related to completeness and rational out there acquisitiveness, which pushes individuals near a spiritual pathway and consequently aids them to handle unbearable situations. The outcomes presented that there was an important association that exists between spiritual intelligence and psychological well-being with having a drive (purpose) in life (Sahebalzamani et al., 2013). Another study conducted by Khadijeh, Mahbobeh and Ramezan (2017) found a significant association between spiritual intelligence and well-being at the psychological level. Desai (2016) found a positive association among adults between spiritual intelligence and well-being at the psychological level.

H$_2$: Spiritual intelligence has an impact on psychological well-being.

2.3 Research Framework

A research framework has been developed based on the above literature as shown in Figure 1.
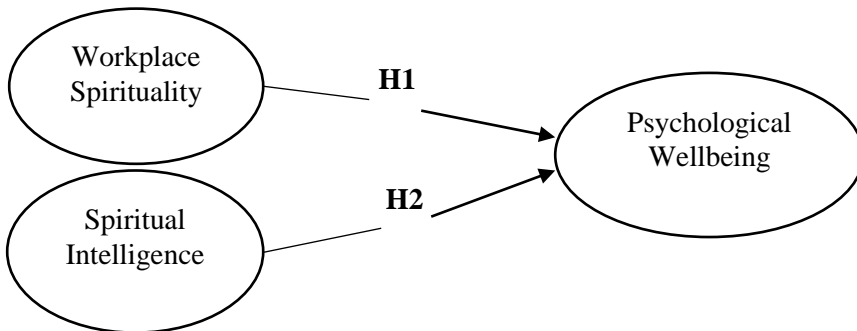

Figure 1: Research Framework

3. Methodology of the Research

This study was explanatory. While a approach was adopted to see the impact of workplace spirituality & spiritual intelligence on the psychological well-being of employees. The scope of the study was limited to the data collected from the employees working in hospital-based on their availability via using purposive sampling with a sample of 350 employees. To analyze the congregated data SPSS was employed for analysis. The Warwick–Edinburgh Mental Well-being Scale was adopted to measure psychological well-being (Tennant et al., 2007). Petchsawang and Duchon (2009) scale were adopted to measure three dimensions of workplace spirituality: transcendence, mindfulness, and meaningful work. King (2008) Spiritual Intelligence Self–Report Inventory scale was adopted to measure Spiritual intelligence. In our study, there were 238 males and 112 females participated as a representative sample.

4. Results

4.1 Descriptive and Reliability Statistics

The descriptive statistics of the study variables are presented in Table 1. Workplace spirituality has the lowest mean value of 3.85, Std. Dev =.65, spiritual intelligence has a mean value of 3.96, Std. Dev=.68 whereas psychological well-being has the highest mean value of 4.04, Std. Dev =.73. The value of Cronbach's Alpha for psychological well-being was .972 containing 14 items. For workplace spirituality value of Cronbach's Alpha is .952 comprised of 18 items. The value of Cronbach's Alpha for spiritual intelligence is .984 for 24 items. The acceptable values of alpha, range from 0.70 to 0.95 (DeVellis, 2003).

Table 1 *Descriptive and Reliability Statistics*

Variables	Mean	Std. Deviation	Alpha Value
Workplace Spirituality	3.85	.65	.952
Spiritual Intelligence	3.96	.68	.984
Psychological Wellbeing	4.04	.73	.972

4.2 Correlation Analysis

Moreover, workplace spirituality and psychological well-being have a significant relationship (r=.799, p=.000), whereas a strong correlation exists between spiritual intelligence and psychological well-being (r =.827, p=.000). The correlation values propose that the adopted constructs are unique and discrete (Cohen et al., 2013).

Table 2 *Correlation Analysis*

Variables		1	2	3
Workplace	r value	1.00		
Spirituality (1)	P-Value			
Spiritual	r value	.827**	1.00	
Intelligence (2)	P-Value	.000		
Psychological	r value	.799**	.920**	1.00
Well-being (3)	P-Value	.000		

4.3 Regression Results

The effect of workplace spirituality and spiritual intelligence on psychological well-being was tested through regression analysis. The outcomes of the analysis are presented in Table 3. The outcomes of the analysis show that the value of R is .923 which signifies a high degree of association between variables. The R square value is 85.1% which signifies total variation in psychological; well-being has been explained by workplace spirituality and spiritual intelligence. In addition, workplace spirituality has a positive and statistically significant effect on the psychological well-being of employees (ß =.136, p<.05) whereas, spiritual intelligence has a positive and statistically significant effect on the psychological well-being of employees (ß =.875, p<.05).

Table 3 *Regression Model Summary, Anova, and Coefficient*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.923[a]	0.85	0.85	0.28
ANOVA	Sum of Squares	df	F	Sig.
Regression	158.676	2	994.54	.000
Residual	27.681	347		
Total	186.357	349		

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.052	0.094		0.559	0.577
Workplace Spirituality	0.136	0.041	0.121	3.296	0.001
Spiritual Intelligence	0.875	0.039	0.82	22.277	0

a. Dependent Variable: Psychological Wellbeing

Consequently, the regression equation for our study is as follows:
Psychological Wellbeing = 0.052 + 0.136 (Workplace Spirituality) + 0.875 (Spiritual Intelligence)
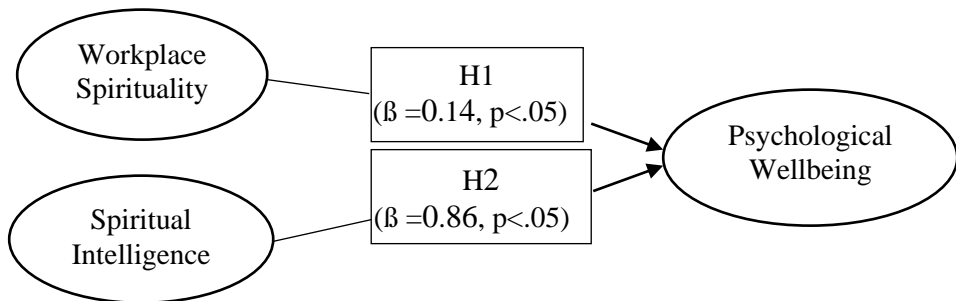

Figure 2   Results of the Regression Analysis

5.   Discussion

The first hypothesis regarding workplace spirituality having an impact on psychological well-being was accepted as the p-value is less than 0.05. The outcomes of the study are per the study undertaken by Mckee et al., (2011) found a positive association of some workplace spirituality dimensions with employees' psychological well-being whereas the same view is shared by Pawar (2016). Therefore, spiritual practices can help defend against psychological threats such as burnout and psychological health (Ho et al., 2016).

The second hypothesis regarding the impact of spiritual intelligence on psychological well-being was accepted as a p-value less than 0.05. The result is in line with Sahebalzamani et al., (2013) study which showed a significant association between spiritual intelligence with psychological well-being and having a purpose in life. Khadijeh et al., (2017) also found a significant association between spiritual intelligence and psychological well-being. Desai (2016) found a positive association among adults concerning spiritual intelligence and its link with psychological well-being.

6.   Conclusion, Limitations, and Implications

This study has examined the impact of workplace spirituality, and spiritual intelligence on the psychological well-being of employees working in a hospital. The results indicate a positive significant influence of workplace spirituality and spiritual intelligence on psychological well-being. In addition, organizations should focus on improving spiritual intelligence and spirituality at work to manage the psychological well-being of their employees because it ultimately affects the organization's performance. Therefore, to enhance the psychological well-being of healthcare professionals' managers must focus on providing training to improve the workplace spirituality and spiritual intelligence to deal with the current confronted challenge that is COVID-19 and to prepare them for the forthcoming challenges. Future studies may examine the moderating influence of spiritual intelligence on workplace spirituality and the psychological well-being of employee's link. Future researchers may examine other dimensions of well-being with workplace spirituality and spiritual intelligence.

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