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Spirituality Matters: A Structural Analysis of Workplace Spirituality and its Outcome

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Abstract

SMEs world over significantly contributes to employment generation and economic activities. But in SMEs, specifically in Pakistan, employees have a high turnover intention and low morale resulting in low job and organizational performance. Researchers believe that spirituality in the workplace can address these issues. Thus, this study aims to examine the effect of spirituality on job satisfaction, organizational performance, loneliness, and turnover intention. It also examines the mediating roles of loneliness and work values. The study collected a sample of 415 SME employees in Karachi. We found that workplace spirituality positively affects job satisfaction, loneliness, and turnover intention. Our results related to the effect of spirituality on turnover intention and loneliness contradicts the past literature. However, we found that loneliness mediates workplace spirituality and turnover intentions. Our results also support the moderating effect of work values on workplace spirituality and job satisfaction. A lack of social values may promote loneliness and unhappiness at work in SMEs and other business entities.

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To reduce these feelings, SMEs must develop a conducive spiritual environment.

Keywords: *Spirituality, loneliness, job satisfaction, organizational performance, turnover intentions, and work values.*

Introduction

Researchers and academicians acknowledge that human resource is the most important element for the growth and sustainability of an organization. Companies with strong and talented workers pools have a competitive advantage over others (Mattare, Shah, & Monahan, 2022). Thus, firms should develop a conducive working environment to promote employees' positive feelings and behaviors. Consequently, it will enhance employees' dedication and motivation, leading to sustainability and growth (Rosati & Faria, 2019; Swanson, 2022). Creating a conducive working environment in Pakistan's SMEs is challenging as their employees must do multiple jobs concurrently. The studies suggest that turnover intention rates in local SMEs are subsequently high. Low turnover intention enhances a firm's reputation, and high turnover intention promotes employee dissatisfaction resulting in low organizational performance (Shah, Haider, Alvi, Kiani, & Arif, 2021; Albtoosh, Ngah, & Yusoff, 2022).

The spiritual environment significantly affects job satisfaction, organizational performance, and turnover intentions. It also decreases employees' loneliness resulting in low turnover intention. Work values are also important, as they significantly affect work-related outcomes (Usmani & Hassan, 2022). Very few studies have examined the impact of spirituality on related organizational outcomes.

Given the above discussions, the study has articulated the following research questions:

1. What is the impact of spirituality on job satisfaction, organizational performance, loneliness, and turnover intention?

2. What is the mediating role of loneliness on turnover intention?

3. Do work values moderate spirituality and turnover intention?

Literature Review and Hypothesis Development

Spirituality and Job Satisfaction

Job satisfaction is an extensively researched topic in social sciences. Researchers have

conceptualized job satisfaction from different perspectives (Garg, Punia, & Jain, 2019). According to Aftab et al. (2022), employees' emotional state arises after evaluating their jobs, which could be optimistic or vice versa. Others, including Zaidi, Ghayas, and Durrani (2019) and Aftab et al. (2022) argue it is employees' evaluations of their jobs. Researchers have examined job satisfaction with different variables, including attitudes, turnover intention, and organizational performance. Abbas, Idrees, and Rehman (2020) assert job satisfaction is the variation in "employees' expected and received award," which could be tangible and intangible.

Many theories have discussed job satisfaction, including "Dispositional Theory and Need Fulfillment Theory" (Dubey, Pathak, & Sahu, 2020; Hashim, Faisal, & Khan, 2022). The Disposition Theory assumes job satisfaction is a personality phenomenon. Thus, the theory assumes job satisfaction depends on personality traits, including "core-self-evaluation, perception of work and environment." Need Fulfillment Theory relates to Maslow's Theory of Motivation (Cho, 2019; Ashgar, 2022). Thus, when an employee reaches "self-actualization," the employee has achieved "spiritual and emotional completeness." Extending these theories, researchers think satisfaction is the outcome of needs fulfillment (Baroudi, Tamim, & Hojeij, 2022).

Many employees, irrespective of the environment and work conditions, are satisfied with their life and work. Such intrinsic employees connect themselves with work and the people around them, suggesting such employees are highly spiritual (Sony & Mekoth, 2019). Workplace spirituality promotes "optimism, integrity, excellence, oneness, righteousness, and loveliness." All these aspects relate to spirituality (Yarim, 2021). Spirituality, besides direct effect, indirectly affects job satisfaction. For example, it reduces job stress and promotes a conducive work environment leading to job satisfaction (Lawande & Jadhav, 2020). Orpina and Jalil (2022) document that spirituality promotes job satisfaction and negatively affects turnover intentions.

H1: Workplace spirituality stimulates positive job satisfaction.

Work Spirituality and Organizational Performance

Over the last few decades, academicians' and researchers' interest in workplace spirituality has increased significantly. Their research has shifted from the mechanism paradigm (i.e., rationality calculation and sciences) to the spiritual paradigm that focuses on "consciousness and understanding" (Al-Mahdy, Emam, & Hassan, 2022). Researchers focus on spirituality as they are deeply concerned with aligning the depth of spirituality with the dimensions of work. Others think the research on spirituality has increased as researchers are concerned with increasing organizational productivity (Joelle & Coelho, 2019).

The spiritual paradigm asserts that individuals use their hands and their heart or spirit while working in an organization (Fanggidae, Kurniawati, & Bahweres, 2020). At the same time, literature documents that most individuals bring their arms and brains to work and leave their souls at home (Hassan et al., 2021; Khan, Sahadev, Rashid, & Banerjee, 2022). Spirituality at work is not about converting employees from one religion to another or changing their religious beliefs (Indradevi, 2020). Organizations that ignore the spiritual aspects of employees at the workplace fail to activate employees' creativity and potential (Hunsaker & Ding, 2022). Consequently, employees develop themselves as "holistic human being" (Hassi, Balambo, & Aboramadan, 2021).

Spirituality connects individuals to specific traditions or religions but aligns with "broader personal values and philosophy" (Aboramadan & Dahleez, 2021; Sökmen & Yasrebdoost, 2022). Spirituality motivates employees to nourish their souls, develop a sense of purpose at work, and develop connectedness with others and the workplace community (Garg, 2020). Although spirituality is an essential aspect of most religions, they are entirely different concepts—the former advocate how to behave at work without indulging in a religion. The latter focuses on following the norms and other religious requirements (Fanggidae, 2018). Spirituality in the context of the Western World focused on "self-expression and empowerment, and secular spirituality" (Zahrah, Aziz, & Hamid, 2018). Researchers assert it is improper to distinguish between spirituality and religion at work (Adnan, Bhatti, & Farooq, 2020). Extending this argument, researchers assert that organizations should create an environment that allows employees to practice their religion while respecting the beliefs of other religions (Maidl et al., 2022).

However, other authors argue against the imposition of a distinction between spirituality and religion in the workplace. Researchers claim that effective leaders should create an environment for employees to express their religion and respect the religious beliefs of others (Phipps & Benefiel, 2013). Ranasinghe and Samarasinghe (2019) argue that the roots of spirituality have stemmed from religion and the traditions between the two are highly connected. Extant literature suggests misaligning spirituality and religion at work may create problems. Reddy (2019) asserts that spirituality at work helps employees recognize the inner meaning of life and nourish the meaning of work and connectedness with employees. Besides focusing on individuals' emotional intelligence and IQ, organizations that focus on learning also focus on enhancing their spiritual aspects (Yadav & Maheshwari, 2019; Hunsaker & Ding, 2022). Despite different conceptualizations of spirituality, most researchers believe it is a multidimensional facet that helps individuals derive the real meaning of their existence and lives (Adnan, Bhatti, & Farooq, 2020; Cohen et al., 2022).

Extant literature documents that business entities that promote conducive spirituality

enhance job performance and organizational commitment. Consequently, such an organization outperforms those with little or no spiritual culture (González-González, 2018; Yu, 2022). In addition, such businesses are more efficient with a higher growth return than firms with low spiritual cultures (Rathee & Rajain, 2020). Extending this argument, researchers argue that firms with spiritual cultures can promote employees' job performance and organizational commitment (Indradevi, 2020). Many managers have a narrow perspective of spirituality, believing that spirituality only helps improve productivity (Kotze, Nel, & Smit, 2022). Indradevi (2020) assert that it improves individuals' productivity and helps make them more human.

Commitment has three facets: "affective, normative, and continuance" (Jeon & Choi, 2021). Affective commitment relates to spirituality and organizational commitment. Extending this argument, researchers think that personal identity relates to what employees are and what they are. Affective commitment increases employees' perception suggesting that the organization cares about them (González-González, 2018; Van-Waeyenberg et al., 2022). The factors contributing to effective commitment are "social interaction, social recognition, and social capital" at the workplace (Aboramadan & Dahleez, 2021). When an organization internalizes its norms and values based on social interaction and engagement, it promotes normative commitment in the employees. Socialization in a business motivates employees to reciprocate and internalize organizational values and norms. Continuous commitment motivates employees to appreciate the cost of staying in an organization (Dubey, Pathak, & Sahu, 2020).

The existing literature also suggests that employees' commitment promotes job and organizational performance (Hassan et al., 2021). Given the above discussions, it is important to appreciate the effect of spirituality on organizational culture and performance. Spirituality contributes toward organizational stability and performance, affecting normative commitment in a business entity. Affective and normative commitments guide employees on how to relate to each other. At the same time, spirituality promotes affective commitment leading to trust and competitive culture in a business entity (Al-Mahdy, Emam, & Hassan, 2022). Extant literature documents that spirituality reduces "stress and conflict and increases work performance" (Adnan, Bhatti, & Farooq, 2020). Employees in an organization that has spiritual culture promote "honesty, trust, shared vision, and integrity," leading to the interconnectedness" between organizations and employees. The workplace spiritually impacts individuals and organizations. At the individual level, it relates to employees' affective and cognitive experience. At the organizational level, spirituality aligns with organizational culture, norms, and values affecting employees' behaviors and decision-making (Hassi, Balambo, & Aboramadan, 2021; Bhandari & Hallowell, 2022).

Spirituality spills over personal life, enhancing satisfaction levels at home and work. When individuals have sufficient time and resources for their families and friends, it enhances their organizational and job performance (Hassi, Balambo, & Aboramadan, 2021; Pradhan et al., 2022). Consequently, employees can save time and energy for family, friends, peers, and social interaction (Yadav & Maheshwari, 2019). Extant literature also documents that spirituality correlates with "satisfaction, employee feelings of frustration, job involvement, and organizational identification" (González-González, 2018; Yu, 2022). Given the above discussions, we argue that:

H2: Workplace spirituality promotes organizational performance.

Spirituality and Loneliness

Employees in non-conducive environments stay in their employment as they do not have any other options. Consequently, it stimulates emotional detachment and a desire to find other jobs. Literature documents that loneliness is an important precursor to turnover intention (Kanbur & Kanbur, 2020; King et al., 2022). Employees suffering from loneliness are unsatisfied since they believe the firms do not fulfill their intrinsic and extrinsic needs. As a result, they are willing to leave their employment (Firoz & Chaudhary, 2021). Ashfaq, Mustapha, and Irum (2020) document that workplace spirituality reduces loneliness and enhances psychological safety, leading to low turnover intention. Thus, employees with high spirituality have a "sense of community, meaning in work, self-esteem, integrity, self-worthiness and value fit" (Charzyńska et al., 2020).

Employees who align their values with organizational values are more engaged with organizational activities. Employees perceive that organizations nurture spiritual needs to reduce emotional deprivation and promote a social companionship culture, enhancing satisfaction and reducing turnover intentions (Ghayas & Bhutto, 2020; French, Purwono & Shen, 2022). Many studies have documented that firms that do not help employees develop spiritual needs increase their loneliness, leading to high turnover intention. Despite the association between spirituality and turnover, loneliness has a varying effect on turnover intention. Employees who are less lonely socially interact with other employees, promoting social bonding and attachment toward work and reducing turnover intention (Hwang & Yi, 2022).

H3: Spirituality negatively affects turnover intention.

H4: Spirituality negatively affects loneliness.

H5: Loneliness mediates the relationship between spirituality and turnover intention.

Job Satisfaction and Organizational Performance

Researchers have examined the association between job satisfaction and organizational performance from different perspectives and domains with varying results (Kaštelan Mrak, & Grudić-Kvasić, 2021). The three components, i.e., satisfaction, job performance, and job satisfaction, have a causal relationship. Miah (2018) concluded that "satisfaction and performance" are correlated. On the contrary, based on empirical results, Alrazehi et al. (2021) suggested that job satisfaction has an insignificant association with "turnover intention and production quality." Literature documents that satisfaction and productivity are causally related. Firms are focusing on increasing employee satisfaction and benefit from high productivity (Muterera et al., 2018; Mastur, Soim, Haryanti & Gufron, 2022). Employees' performance is related to rewards and positive outcomes (Al-dalahmeh, Khalaf, & Obeidat, 2018).

All business entities expect high performance and productivity from employees. To enhance organizational performance, organizations set several goals that help them retain qualified and motivated employees. Consequently, it results in a pool of satisfied employees that helps their growth and sustainability (Ahakwa, Yang, Tackie, & Atingabili, 2021).

H6: Job satisfaction promotes organizational performance.

Work Place Spirituality, Work Values, and Job Satisfaction

Zhang (2020) asserts that employees' values stimulate their personal and professional lives. Employees' values significantly affect their attitudes and behaviors related to jobs and organizational outcomes. Intrinsic values stimulate "creativity, job involvement, and productivity." Extrinsic benefits significantly affect employees' job-related outcomes. In addition, other important precursors to job-related outcomes are intrinsic rewards (Garg, Punia, & Jain, 2019). A longitudinal study by Malka and Chatman (2003) found that a salary increase positively affects extrinsic employees' job satisfaction. But at the same time, it does not increase intrinsic employees' job satisfaction. A study based on empirical evidence concluded that "work value orientation" enhances the job satisfaction of "family physicians." The study also asserts that when the work does not provide a "feel for value attainment," it will not enhance job satisfaction (Bouwkamp-Memmer, Whiston, & Hartung, 2013). The association between spirituality and job satisfaction may increase or decrease due to work values. Thus we argue:

H7: Work value moderates the relationship between workplace spirituality and job satisfaction.

Conceptual Framework

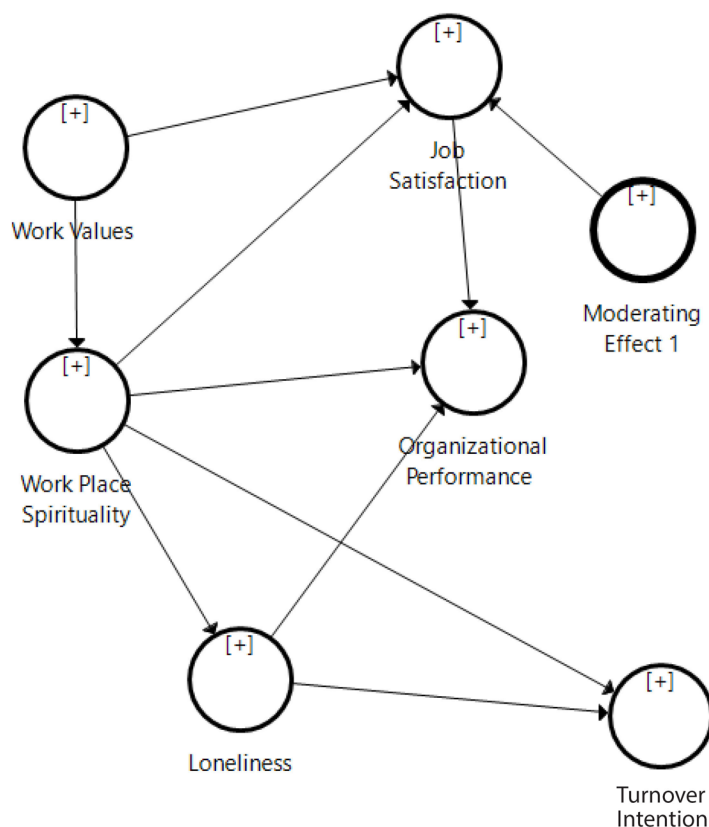Given the above theoretical discussion, the study developed a new model in Figure 1.

Figure 1: Conceptual Model

Methodology

The study's objective is to examine the impact of job satisfaction, workplace spirituality, work values, and loneliness on organizational performance. It also examined the impact of workplace spirituality on job satisfaction and turnover intentions, along with the moderating role of workplace spirituality and the mediating role of loneliness. The developed model has three variables related to spirituality and another three related to organizational drivers.

Population and Sample Size

The SMEs world over significantly contributes toward GDP and generating economic activities. As per SMEDA, there are more than 5 million SMEs in Pakistan. Of this, about 40% are in Karachi. Employees in SMEs are also victims of job-related stress. Given its importance, the study has focused on the employees of SMEs in Karachi. Specifically, we have focused on the textile sector of Karachi. It is neither feasible nor advisable for a large population to collect the data from the whole population. Thus recruited enumerators have drawn the samples non-randomly from SMEs (Textile sector) in Karachi. We have selected this sector as it significantly contributes to GDP and job creation.

The sample size is important for the validity of the results. Different researchers suggest different techniques for the minimum sample size. Most researchers believe a sample of 384 will be appropriate for a very large population. This study recruited five enumerators who distributed 445 questionnaires and received 425 responses. After the initial screening, we discarded ten incomplete questionnaires.

Researchers recommend probability sampling if the sample frame is available. Since it was not available, we used non-probability sampling. It took us two months to collect the data, as the enumerators had to follow up with the respondents through email, personal visits, and mobile calls.

Ethical Consideration

Before administering the questionnaire, the enumerators took permission from the management of the SMEs. All the respondents participated in the survey voluntarily. Enumerators told respondents they could discontinue filling out the questionnaire at any time. The enumerators also informed them the study would use the data for academic purposes and would not share the personal data with others.

Scales and Measures

The questionnaire used in the study has two parts. Part one measured demographic factors, and the second part of the questionnaire contained six latent variables and 53 indicator variables adpapted from past studies.

Table 1: Summary of the Adopted Questionnaire

Constructs	Sources	Items	Reliability in Past studies
Workplace Spirituality	Rego and Cunha (2008) and Milliman et al. (2003)	11	0.777 to 0.784
Work Values	Consiglio et al. (2017)	10	0.769 to0.825
Job Satisfaction	Weiss et al. (1967)	7	0.821 to 0.865

Loneliness	Wright et al. (2006)	15	0.720 t0 0.843
Organizational Performance	Ho (2008)	6	0.750 to 0.797
Turnover Intention	Kazmi et al. (2020)	4	0.734 to 0.824

Before administering the survey, we recruited 15 BBA students to test the questionnaires' readability, wording, and contents. The students did not face any issues in the comprehension of the questionnaire. Therefore, we administered it to the target audience, which in our case were SME employees.

Statistical Analysis

The study used Smart PLS for data analysis since researchers recommended it for the complex model. Another advantage of the software is it gives predictive power to the model and simultaneously generates moderating results. In the study, we initially generated a measurement model which generated results related to reliability, convergent validity, and discriminant validity. Subsequently, we checked the predictive power of the measurement model based on Q square and R square values. Finally, we generated the structural model for the results of the hypotheses.

Results and Findings

Measurement Model

The study initially generated a measurement model presented in Figure 2, followed by results related to validity, reliability, predictive power of the model, and model fit indices.
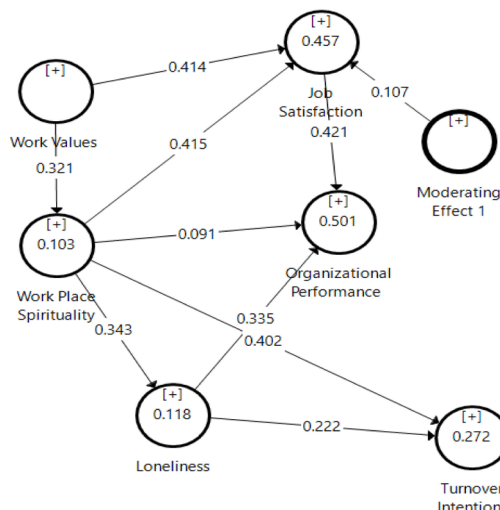

Figure 2: Measurement Model

Descriptive Analysis

In this section, we have discussed "descriptive" aspects of the data focusing on mean, Cronbach's Alpha, Skewness, and Kurtosis values. Table 2 depicts the summary of the results.

Table 2: Descriptive Analysis

	Cronbach's Alpha	Mean	Std.	Skewness	Kurtosis
Turnover Intention	0.814	3.699	2.192.	2.755	1.120
Job Satisfaction	0.786	3.685	1.090	2.995	1.100
Loneliness	0.856	4.327	1.758	1.556	2.373
Organizational Performance	0.809	3.706	2.300	2.788	2.300
Work Place Spirituality	0.780	4.103	1.368	2.369	1.048
Work Values	0.802	4.580	1.666	1.444	2.199

The results show that the mean values range between 3.685 and 4.580. Cronbach's Alpha value is the highest for loneliness (Mean= 4.327, SD= 1.758, α=0.856) and the lowest for workplace spirituality (Mean= 4.103, SD= 1.368, α=0.780). Since all Cronbach's Alpha values are greater than 0.70, it is safe to assume the constructs on the data set collected from the SMEs have acceptable internal consistency. All the Skewness and Kurtosis values range between ± 3.50, suggesting that the study's constructs do not deviate from the requirements of univariate normality.

Convergent Validity

Convergent validity explains a construct's theoretical association with indicators based on composite reliability and AVE. We have summarized the results related to convergent validity in Table 3.

Table 3: Convergent Validity

	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Turnover Intention	0.824	0.876	0.639
Job Satisfaction	0.796	0.852	0.537
Loneliness	0.868	0.912	0.775
Organizational Performance	0.816	0.875	0.638
Work Place Spirituality	0.798	0.854	0.693
Work Values	0.822	0.871	0.629

The results show that all the composite reliability values are at least 0.70, and AVE values are greater than 0.60, suggesting the constructs do not deviate from the

requirements of convergent validity.

Discriminant Validity

Before generating a structural model, it is necessary to ensure that all the constructs are unique and distinct. We, in this study, have used Fornel and Larcker's (1981) criteria for discriminant validity. The results presented in Table 4 show a summary of the results.

Table 4: Discriminant Validity

	TA	JS	LN	OP	WPS	WV
Turnover Intention	0.799					
Job Satisfaction	0.674	0.733				
Loneliness	0.360	0.495	0.88			
Org. Performance	0.623	0.637	0.575	0.799		
Work Place Spirituality	0.478	0.547	0.343	0.437	0.77	
Work Values	0.449	0.536	0.578	0.562	0.321	0.793

The results show that Pearson correlation values are lesser than the square root of AVE, suggesting that the constructs used in the study are "unique and distinct."

The Predictive Power of the Model

The study has assessed the model's predictive power based on R-square and Q-square values presented in Tables 5 and 6, respectively. Since R-square values are greater than 0.20 and Q-square values are more than 0.00, it is safe to assume that the measurement model has adequate predictive power.

Table 5: R-square Value

	R Square	R Square Adjusted
Job Satisfaction	0.356	0.356
Organizational Performance	0.858	0.858

Table 6: Q-square value

	SSO	SSE	Q^2 (=1-SSE/SSO)
Turnover Intention	4792	4005.293	0.164
Job Satisfaction	5990	4573.742	0.236
Loneliness	3594	3277.003	0.088
Organizational Performance	4792	3280.216	0.315
Work Place Spirituality	4792	4534.258	0.054

Structural Model

The study has articulated five direct, one mediating, and one moderating hypotheses, which we tested through bootstrapping. The summarized results are presented in Table 7.

Table 7: Hypothesis Results

	β	T Stat.	P Values	Results
W. P. S. -> Job Satisfaction (H1)	0.415	17.666	0.000	Accepted
W. P. S. -> Organizational Performance (H2)	0.091	3.807	0.000	Accepted
W. P. S. -> Turnover Intention (H3)	0.402	16.896	0.000	Rejected
W. P. S. -> Loneliness (H4)	0.343	11.677	0.000	Rejected
W.P. S->Loneliness -> Turnover Int. (H5)	0.076	6.386	0.000	Accepted
Job Satisfaction->Organizational Performance (H6)	0.421	16.927	0.000	Accepted
Moderating Effect 1 -> Job Satisfaction (H7)	0.107	5.089	0.000	Accepted

The results show that all the relationships were significant. But we still rejected hypotheses three and four because they are positively significant, contrary to the articulated hypotheses that suggest negative effects. Our results support the mediating effect of loneliness on spirituality and turnover intention. And the moderating effect of work values on spirituality and job satisfaction.
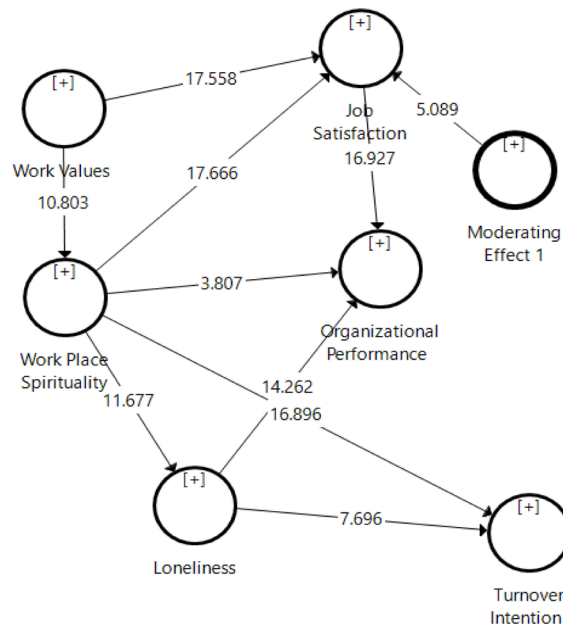

Figure 3: Structural Model

Discussion and Conclusion

Discussion

The following sections depict the results and their relevance to past studies. Our results show that workplace spirituality positively affects job satisfaction, which aligns with past studies. Many past studies have extended Dispositional and Need Fulfillment Theories" and found that spirituality is a precursor of job satisfaction. Since Disposition Theory relates to personality traits, including "core-self-evaluation, perception of work and environment," employees with these traits will be more satisfied with jobs than others (Dubey, Pathak & Sahu, 2020). At the same time, the Need Fulfillment Theory postulates that when employees reach self-actualization, they are more inclined toward emotional and spiritual completeness. Therefore, such employees' job satisfaction does not depend on extrinsic motivation. The intrinsic motivation motivates them to keep working without any rewards. The intrinsic aspect allows employees to connect with themselves with other stakeholders. Such employees are less affected by job-related stress and can save resources (time and energy) for families and peers (Cho, 2019). Thus, they can balance work and job-related stress. Precursors of spirituality are "optimism, integrity, excellence, oneness, righteousness, and loveliness." All these aspects individually and collectively enhance employees' job satisfaction (Lawande & Jadhav, 2020). Research also documents that organizations with spiritual cultures have highly satisfied employees leading to sustainable relationships with employers (Chawla & Guda, 2010).

The study suggests that "spirituality enhances job performance." Our results have validated the findings of many past studies, including those of Adnan, Bhatti and Farooq (2020). Spirituality at work directly affects job performance and normative and affective commitments leading to organizational stability and job performance (Hassan et al., 2021). Both normative and affective commitment enhance employees' motivation and job performance leading to organizational performance. Workplace spirituality encourages employees to care for others, reducing job-related stress and promoting "honesty, trust, shared vision, and integrity." All these aspects individually and collectively enhance job performance (Adnan, Bhatti, & Farooq, 2020). Studies stress promoting spiritual culture in an organization as it is a precursor to employees' wellbeing, motivation, and performance.

Our study found that workplace spirituality positively affects loneliness and turnover intention. These findings are inconsistent with the past studies. One of the reasons for the inconsistent results is that employees align workplace spirituality with religiosity and cannot relate it with turnover intentions and loneliness. However, our study validates

past studies that suggest loneliness mediates spirituality and turnover intentions. Employees in a non-conducive environment become lonely, and consequently, their intention to leave the place of employment increases. Firoz and Chaudhary (2021) argue that employees' loneliness increases turnover intention. At the same time, researchers also believe that loneliness indirectly affects turnover intentions (Kanbur & Kanbur, 2020).

Employees in non-conducive environments stay in their employment as they do not have any other options. Consequently, it stimulates emotional detachment and a desire to find other jobs. Literature documents that apart from other factors, loneliness is an important precursor to turnover intention (Kanbur & Kanbur, 2020). Employees suffering from loneliness are unsatisfied since they believe the firms do not fulfill their intrinsic and extrinsic needs. As a result, they are willing to leave their employment (Firoz & Chaudhary, 2021). Employees who align their values with organizational values are more engaged with organizational activities. Researchers believe organizations nurture spiritual needs to reduce emotional deprivation and promote a social companionship culture, enhancing satisfaction and reducing turnover intentions (Ghayas & Bhutto, 2020).

Employees' values promote their behavior towards the job and wellbeing. The study found that work values moderate "workplace values spirituality and job satisfaction." This finding supports earlier studies (Garg, Punia, & Jain, 2019). Work values are a precursor of intrinsic values. Intrinsic values stimulate "creativity, job involvement, and productivity." Extrinsic benefits significantly affect employees' job-related outcomes. In addition, other important precursor to job-related outcomes is intrinsic reward (Garg, Punia, & Jain, 2019).

Conclusion

The study's objective is to examine the impact of job satisfaction, workplace spirituality, work values, and loneliness on organizational performance. It also examined the impact of workplace spirituality on job satisfaction and turnover intentions, along with the moderating role of workplace spirituality and the mediating role of loneliness. Based on a sample of 415 collected from Karachi's SMEs, we found that workplace spirituality positively affects job satisfaction, loneliness, and turnover intention. Our results related to the effect of spirituality on turnover intention and loneliness contradicts past literature. However, we found that loneliness mediates workplace spirituality and turnover intentions. Our results also support the moderating effect of work values on workplace spirituality and job satisfaction.

Implications

A lack of social values may promote loneliness and unhappiness at work in SMEs and other business entities. To reduce these feelings, SMEs must develop a conducive spiritual environment. However, it is difficult to change the culture of SMEs. The organizations must identify what spiritual values are important. Subsequently, they should map it with existing values in an organization. The gap in the existing and desired values may help firms to re-allign their values. Besides formal training and seminars, firms must arrange social activities like annual picnics and dinners at different religious festivals for the employees. Such activities increase social interactions and reduce job and home-related stress. While developing missions and visions, firms should also involve employees and other stakeholders. Such involvements increase employee engagement, and they perceive that firms care about employee wellbeing.

Limitations and Directions for Future Research

Demographic factors have a varying effect on job performance, job satisfaction, and turnover intentions. Therefore, we recommend that future researchers examine demographics' moderating effect on job satisfaction, turnover intention, and loneliness. Our study used a cross-sectional research design. The study collected the sample from SMEs in Karachi, and other researchers can extend the conceptual framework for measuring employees' views on the issue in other cities and sectors. Future studies could use an experimental design or mixed methodology. Future studies can use other important spiritual consequences: "trust, positive emotions, organizational role stress, and perceived organizational support." Unlike past findings, we found that spirituality positively affects turnover intention and loneliness. We advise others to examine these relationships to see whether these relationships are specific to SMEs in Karachi or not.

Annexure 1

Constructs and items used in the questionnaire

Workplace Spirituality

WSP1. Experience joy in work.

WSP2. Spirit is energized by work.

WSP3. Work is connected to what I think is important in life.

WSP4. I Look forward to coming to work.

WSP5. See a connection between work and social good.

WSP6. Understand what gives my work personal meaning.

WSP7. Working cooperatively with others is valued at my organization.

WSP8. Feel part of a community here at my organization.

WSP9. Believe people support each other her.

WSP10. Feel free to express opinions.

WSP11. Think employees are linked with a common purpose.

Job Satisfaction

JS1. Level of satisfaction from own performance.

JS2. The attitude of the boss.

JS3. Competence of supervisor in making decisions.

JS4. Satisfaction with pay and work hour.

JS5. Chances for growth in this job.

JS6. The attitude of co-workers.

JS7. Getting any appreciation for doing a good job.

Trunover Intenton

TI1. Most often I think about switching my job.

TI2. If I get chance I will join another organizaiton.

TI3. I intend to leave my job because of supervisor behavior.

TI4. I intend to join other organization due to low salary package.

Lonlinelnes

L1. I often feel alienated from my co-worker.

L2. I feel myself withdrawing from the people I work with.

L3. I often feel emotionally .distant from the people I work with.

L4. I feel satisfied with the relationships I have at work.

L5. I often feel isolated when I am with my co-worker.

L6. I often feel disconnected from others at work.

L7. I often feel isolated when I am with my co-workers.

L8. I experience a general sense of emptiness when I am at work.

L9. I have social companionship/ fellowship at work.

L10. I feel included in the social aspects of work.

L11. Here is someone at work I can talk to about my day to day work problems if I need to.

L12. There is no one at work I can share personal thoughts with if I want to.

L13. I have someone at work I like.

L14. Can spend time with on my breaks if I want to.

L15. There are people at work who take the trouble to listen to me.

Organizational Performance (Finance)

OP1. I am satisfied with the profitability of my firm.

OP2. I am satisfied with the return on investment of my firm.

OP3. I am satisfied with the total sales growth of my firm.

Organizational Performance (Marketing)

OP4. I am satisfied with the market share of my firm.

OP5. I am satisfied with the profit ratio of my firm.

OP6. Our customers are satisfied with our firm.

Work Values

WV1. Personal success through demonstrating competence according to social standards.

WV2. Social status and prestige, control or dominance over people and resources.

WV3. Preserving and enhancing of the welfare of those with whom one is in frequent personal contact.

WW4. Understanding, appreciation, tolerance, and protection for the welfare of all people and for natural.

WV5. Safety, harmony, and stability of society, of relationships, and of self.

WV6. Respect, commitment, and acceptance of the customs and ideas that traditional culture or religion provide the self.

WV7. Restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norm.

WV8. Independent thought and action choosing, creating, exploring.

WV9. Excitement, novelty, and challenge in life.

WV10. Pleasure and sensuous gratification for oneself.

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