

Workplace spirituality and job satisfaction: Moderating role of intrinsic and extrinsic values

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ABSTRACT

Workplace spirituality has gained attention of researchers in last two decades. Material investment is no more considered to be an enough ingredient towards getting desired outcomes from the employees. Work Values is also taken into consideration by the culture, anthropology, sociology and organizational behavior research arenas. The present work is collaborating the two constructs in a moderation relationship to check their interactive effect on the job satisfaction of employees. More specifically, this paper will contribute by incorporating the Intrinsic and Extrinsic Values as a moderator in relationship of workplace spirituality and job Satisfaction. The data for this purpose was obtained through self-administered questionnaires in a survey form public and private banks of Pakistan. Total 450 questionnaires were distributed resulting in 49.78% response rate and 224 questionnaires are checked for hypothesized relationships. The results of the study revealed that Workplace Spirituality is a strong predictor of Job Satisfaction. Intrinsic values have also found to moderate the relationship between workplace spirituality and Job satisfaction in such a way that this relation becomes stronger in presence of high intrinsic values employees. Extrinsic values have also moderated the Workplace Spirituality and Job Satisfaction relationship but its impact was negative. Lastly implications for managers are discussed and future research directions are given.

Key Words: Workplace Spirituality (WS), Intrinsic Values (IV), Extrinsic Values (EV), Job Satisfaction

INTRODUCTION

Organizations have been transformed from materialistic to spiritual in global transition occurred in last decades (Giacalone & Jurkiewicz, 2003; Mousa & Alas, 2016). Reducing cost through downsizing and job cut off has resulted in an insecure workplace environment where managers confront the problem of employees' productivity and job satisfaction. In ambiguous business circumstances, mergers and acquisitions has also increased the problems associated to psychological behaviors and it has become a challenge for the managerial staff to help employees to work in changing environment (Afsar, Badir, & Kiani, 2016; Haung & Lin, 2014). Employees in such a workplace are reluctant to decide where do they stand and either

they are valued by the organization or not (Walt & Klerk, 2014). The uncertain and transactional relationships give rise to high level of turnover intentions, frustration, stress and reduce in-role performance and satisfaction. Recent work on workplace spirituality has identified it as a tool to cater with all such problems of negative attitudes and behaviors (Sherma & Kumar, 2013) that clearly indicates significance of workplace spirituality (Cash & Grey, 2000). Employees cannot be isolated from their spirits at workplace (Gracia-Zamor, 2003) as it was practiced in industrial revolution period. Work and life were considered separate domains. But gradually continuous studies on human behavior have revealed that ultimately it is human mind that certifies competitive advantage (Burack, 1999) so spirits have to be given utmost importance both by leaders and employees for survival (Marschke, Preziosi, & Harrington, 2011). Employees need to get connected towards their inner selves while performing within the boundaries of an organization, they want to have bonding with their work and they also require a sense of connection with entire universe. Workplace spirituality's function is also to satisfy these needs of employees (Kolodinsky, Giacalone, & Jurkiewicz, 2007; Ueda & Ohzono, 2012).

Workplace Spirituality if allowed to nourish by the organization, employees will perceive Spirituality at their Workplace and congruence can occur producing positive results for the organization (Walt & Klerk, 2014). The research has revealed that spiritual values carried by employees determine many of job related outcomes (Kale & Shrivastava, 2003) including Job Satisfaction (Pawar, 2009; Chawla & Guda, 2010; Walt & Klerk, 2014, Piryaei & Zare, 2013) Job Performance (Neck & Millimen, 1994; Petchsawanga & Duchon, 2012) Wellbeing (Ajala, 2013) Organizational Commitment (Rego & Cunha, 2008), Ethical Behaviors (McGhee & Grant, 2008), Job Involvement (Huang & Lie, 2014). But there is scarcity of the evidence how it works more effectively. Intrinsic and extrinsic factors both have been researched widely to test their impact on job outcomes such as productivity, job involvement, creativity and satisfaction (Watanabe & Kanazawa, 2009). But there is no evidence how employees' intrinsic and extrinsic values play a moderating role in workplace spirituality and job satisfaction relationship.

The objective of this paper is to establish a moderation

effect of Intrinsic and Extrinsic Values in relationship of Workplace Spirituality and Job Satisfaction. As literature has persistently given consideration on the Spirituality at Workplace, it is interesting to investigate the new avenues in this empirical research. Moreover, Workplace Spirituality literature is concentrated in United States (Rego, Cuhna, & Souto, 2007) and little focus is in Eastern countries (Sheng & Chen, 2012). So, it is quite rational to investigate the Workplace Spirituality's phenomenal role in Pakistani working context. Previous research remains quiet in providing evidence for the relationship of Workplace Spirituality, Work Values and Outcomes in this direction. This study is unique in this context that it has embarked the moderation of Work Values particularly intrinsic and extrinsic in Workplace Spirituality's literature.

LITERATURE REVIEW

Workplace Spirituality

Spirituality is the identification of a person to the spirit (Piryaei & Zare, 2013). Spirit is hidden part of human existence irrespective of whatever religion is being followed and it provides a feeling of sacredness to an individual even without restriction of following religious norms (Zinnbauer, Pargament, & Scott, 1999). Spirituality has broader meaning than religion (Ajala, 2014). Laabs (1995) posited that religion should not be included while defining Spirituality. Mitroff and Denton (1999) in their qualitative research affirmed that Spirituality and Religion are independent of each other. But Spirituality cannot be detached completely from religion as most of religious people are also spiritual. If dependency relationship is absent between Spirituality and religion then at least interdependence is present (McGhee & Grant, 2008).

Increasing interest of researchers in studying the Spirituality at Workplaces after 1950s was an indication of diversion of Western thinking that shifted from materialism to new theories that supported hidden things away from materialism (Bosch, 2009). Spirituality is taken as a source in search of transcendence, meaning, relatedness and values in modern societies (Carrette & King 2005). Workplace Spirituality has still not been defined in concrete words and it is still in developing stages (Giacalone & Jurkiewicz, 2003; Kolodinsky et al., 2007). Workplace Spirituality is seemed to get attention by the researchers in its overall essence while attempting to define this construct (Walt & Klerk, 2014). Concise definition of Workplace Spirituality by Mitroff and Denton (1999a) is that spirituality at work is experiencing a connection to one's inner world, people around him and lastly with entire universe. Grant, Neil and Stephens (2004) stated Workplace Spirituality is the degree to which employees feel their job and workplace as sacred. Giacalone and Jurkiewicz (2010) defined Workplace Spirituality more concisely as feeling of delight and comprehensiveness in work which is obtained by connecting to a higher intangible power.

Kolodinsky et al. (2007) posited that Workplace Spirituality has three perspectives including Personal

Spirituality, Organizational Spirituality and Interactive Spirituality. At personal level, spirituality is about the spiritual values carried by a person and how these values impact the work related outcomes. Organizational Spirituality is perception of employees about the spiritual values supported and nourished by the organization. In earlier employee may be spiritual but have no support for spiritual values from organization while in later organization itself promotes spirituality. Interactive Spirituality results from the interaction of both Individual and Organizational Spirituality.

Moxley (2000) asserted that Spirituality is a construct that has impact on all the arenas of human life and it also profoundly influences all forms of communication. Thus from this statement it can be implied that Spirituality should be given consideration as collective, psychological and metaphysical truth while researching for employees' outcomes. Empirical research on Workplace Spirituality is less owing to its consideration as a delicate and incomplete interpreted phenomenon (Mitroff & Denton, 1999). There is a need to empirically investigate the Spirituality at workplaces (Walt, 2007). The aspects of Workplace Spirituality are briefly explained as under:

Inner life. This aspect of workplace Spirituality as stated by Mitroff and Denton (1999) is about feeling connection to inner world, people around and the whole universe. The employees feel spirituality at workplace when the work provides them a connection to inner world. They relate themselves to their colleagues and find their work beneficial to universe.

Sense of community. This aspect in Workplace Spirituality was added by Milliman, Czaplewski and Ferguson (2003). Ashmos and Duchon (2000) described it as a deep connection of an employee to his fellow beings which is based on human need of being a part of a group or community.

Meaningful work. A work which provides joy, energy and is important for a person is a meaningful work as described by Ashmos and Duuchon (2000). A deep sense of meaning and person is derived by performing such a work which is close to spirit. A meaningful work is not only challenging but it is also living in one's dreams (Milliman et al., 2003).

Work Values

Work Values are the desired goals that are aimed to achieve from the work (Salary, promotions) or favorable behaviors to depict at workplace (cooperation and friendly relations) (Ros, Schwartz, Surkiss, 1999). Work Values inventories were given by many researchers and most of work on values started after 1950s. Ginzberg, Axelrad and Herma (1951) divided Work Values into three categories that are relating to work, work outcomes and the situational work factors. Super (1957) combined the last two categories and put the work values into two types that were intrinsic and extrinsic values. Elizur (1984) posited that work values have shown *instrumental Outcomes*: persuasion for extrinsic benefits, *Cognitive Outcomes*: Urge for achievement and accomplishment, *Affirmative Outcomes*: Need for Connectedness and cooperative work environment.

Ros et al. (1999) based on Schwartz (1992) value theory

gave a four dimensional Work Value inventory grounded on basic human values that included Intrinsic, Social, Power and Extrinsic Values. From these values Intrinsic and Extrinsic Values are taken in consideration in this study.

Intrinsic values. The employees tending towards intrinsic work orientation have thirst for accomplishment and strive to find meaning in their work. They value work situations that could enhance their skills and give them a sense of competence. Career advancement ladder is perceived important by such employees if it is congruent to their intrinsic needs (De Vos, Buyens, & Schalk, 2003).

Extrinsic values. The extrinsic value orientation inclines an employee towards extrinsic rewards attainment. Such employees perceive their work worthy if it ensures material benefits such as salary, security and promotions. They value economic gains on work meaningfulness.

Workplace Spirituality and Job Satisfaction

Job Satisfaction has been researched widely by many organizational behavior researchers. Locke (1976) gave a comprehensive definition of Job Satisfaction as an emotional state of employee after evaluation of his/her job that could be pleasing and optimistic or vice versa (as cited in Saari & Judge, 2004). Malka and Chatman (2003) stated Job Satisfaction as an employee's orientation towards his/ work. To state it in different but contextually similar words it is evaluative judgment a person has about his/her work either positive or negative (Keller & Semmer, 2013). Having a crucial role in workplaces, Job Satisfaction is extensively researched and linked to many other variables concerned to employees' attitude (Lather & Balian, 2001). Rai and Sinha (2002) posited that Job Satisfaction is the difference between expected and received rewards. Lesser the difference higher will be satisfaction. From a number of theories on job satisfaction, two are most generally discussed and researched including dispositional theory and need fulfillment theory (Walt & Klerk, 2014), and both of these theories are in congruence to the current study's context. Dispositional theory has its roots back in 1913 where Job Satisfaction was considered as a personality's phenomenon (Judge, Thoresen, Bono, & Patton, 2001; Saari & Judge, 2004) and significant results of Job Satisfaction were found by Judge et al. (2004) to one of personality trait i.e. Core-self Evaluation (pattern of perceiving the work and environment by an employee depending on his/her disposition). Need Fulfillment theory can be explained through Maslow's (1954) hierarchy of needs which states that a person strives to grow until it reaches to self-actualization stage of growth. Self-actualization is the point in life of a person where he achieves spiritual and emotional completeness.

Based on these two theories, we can postulate that from perspectives of both the theories, Job Satisfaction could be an outcome either if base is disposition or the need fulfillment. Being possessing dispositional feature, some people are satisfied irrespective of environment. Intrinsically they have tendency to feel satisfied from their work as well as life. Thus, they strive to get satisfaction by finding meaning in their life

and work and by connecting to the people around which is nothing else than spirituality. Explaining in workplace spirituality's context as final need of a person to be fulfilled, self-actualization is also about attaining self-transcendence values of optimism, integrity, excellence, oneness, righteousness and loveliness (Walt & Klerk, 2014).

Altaf and Awan (2011) found moderation effect of workplace spirituality in relation of job overload and job satisfaction. Workplace spirituality increases the job satisfaction by lowering the job stress and creating a positive work environment. Workplace spirituality has also found to positively related to job satisfaction in an exploratory research by Chawla and Guda (2010) and negatively related to intention to leave. Walt and Klerk (2014) posited in their research that Workplace Spirituality has been ignored for many years to explore positive effects that it has on attitude related work. They also confirmed through empirical study that Workplace Spirituality positively influences the Job Satisfaction. Piryaei and Zare (2014) in their study on 300 employees in an industrial company in Iran confirmed positive relation of Workplace Spirituality to Job Satisfaction and Organizational Commitment. Their stance of moderating role of individual spirituality in relationship of Workplace Spirituality and outcomes was also validated through results. Based on literature support it can be hypothesized that:

H₁: Workplace Spirituality is positively related to Job Satisfaction.

Moderating Role of Work Values in Workplace Spirituality and Job Satisfaction Relationship:

Type of values carried by employees has remained an area of significance for human behavior researchers in determining the employees' outcomes and their impact on organizational functioning. Personal and professional lives both are influenced by the values carried by employees (Karishnakumar & Neck, 2002). Extrinsic benefits do play role in employees work related outcomes but these are not the only the predictor (Hoffman, 2010). Intrinsic Values have got significant support to positively influence creativity, job involvement and productivity (Watnabe & Kanazawa, 2009). Malka and Chatman (2003) in a longitudinal study on MBA students concluded that after 4-9 years values showed significant impact on the job satisfaction of those people. Income increments also increased the job satisfaction of students that where high on extrinsic values while students high on intrinsic values were less satisfied even after income level was raised. Memmer, Whiston and Hartung (2013) provided empirical evidence about the influence of Work Value orientation on the Job Satisfaction of the family physicians. Their work showed that if the work is not providing a feel for the value attainment then the Job Satisfaction is hindered. Only congruence of Work Values and the Work ensures Job Satisfaction. Researchers intend to find those stable factors that are away from situational factors in influencing Job Satisfaction (Lather & Balian, 2001).

Literature provides a clear indication that Job Satisfaction is affected by the Workplace Spirituality as well as the Work

Values. It provides initial support for the proposed relationship of the Workplace Spirituality, Job Satisfaction and Work Values. Based on the evidence of direct link of Job Satisfaction with Workplace Spirituality and Work Values we can hypothesize that:

H₂: Work Values (Intrinsic, Extrinsic) moderate the relationship between Workplace Spirituality and Job Satisfaction in an opposite manner.

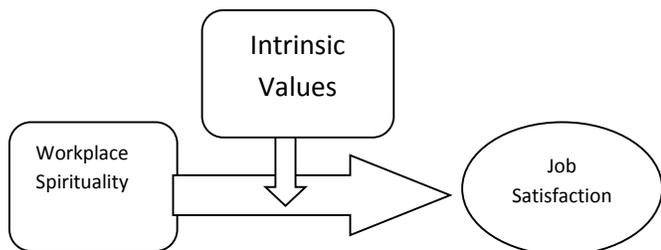


Figure 1 Theoretical Framework

Figure 1 shows conceptual model for the current study which demonstrates how workplace spirituality influences job satisfaction of employees after interaction of intrinsic and extrinsic values.

METHODOLOGY

The research was based on deductive reasoning and study purpose was hypotheses testing. The method used for data collection was survey in which non-contrived study setting was used. Unit of analysis was ‘Employees’ who were chosen to check the moderating role of Work Values in relationship between Workplace Spirituality and dependent variables (Job Satisfaction). The respondents were in natural environment without any controls to respond towards the questions. The cross-sectional time horizon was selected to gather the responses of employees. Questionnaires were decided to use as tool to conduct survey.

Employees were chosen based on non-probability conveniences sampling. Public and private service sector employees from the banks were approached. Capital city Islamabad, Lahore, Gujranwala from Punjab province, Mardan and Abbottabad from Khaiber Pakhtunkha province were cities from where the data was collected.

Total 450 questionnaires were disseminated through visits in banks and survey was personally administered by the researcher. More than one visit in an organization was made if required to ensure the validity of survey and to avoid wrong entries due to work pressure of employees. 224 questionnaires were found good to be included as valid responses with 59.78% response rate.

All levels of employees were approached for data collection including top, middle and lower level management. 10.5% respondents were from top level management, 55% middle managers and 34.5% lower management staff. 51.1% respondents were male (Mean=1.33, St. Deviation=0.471) and 51.8% were married (Mean=1.52, St. Deviation=0.509). 59.8%

employees were from public banks and 40.2% from private banks. Area of specialization of banking employees covered diversified backgrounds. Most of employees were specialized in finance (45%), 20% in management, 15% in marketing, 15% in Information technology (IT), 5% in other social sciences. Age of respondents (Mean=30.73, St. Deviation=7.54) was variable where 13.5% employees were less than 25 years age. 70.4% were less than 35 years, 12.5% were less than 45 years and 3.6% were above 45 years. Respondents were also varied in terms of number of working years. 62.1% employees were having less than 5 years working experience, 21.8% with less than 10 years’ experience, and 12.8% with less than 20 years’ experience. Table 1 shows the demographical details of the respondents.

Questionnaire was divided into two parts. In first section, employees were asked questions relating to their demography in order to differentiate them on the basis of their socio-biological status. In second section, responses on different set of variables in study were evaluated by employee himself/herself. All the variables were self-reported.

Questionnaire contained 5-point Likert scales for Workplace Spirituality and Job Satisfaction. In which 5 showed “strongly agree” and 1 as “strongly disagree”. Values were measured on 4-point Likert where 4 indicated a value item as “Very Important” and 1 as “Not at all important”.

Workplace Spirituality

Spirit at work scale by Kinjerski and Skrypnek (2006) was used measure the spirituality perceived by an individual at workplace. Spirit at work scale consists of 18 items on 5-point Likert scale in which 5 is for “strongly agree” and 1 for “strongly disagree”. Higher the points on this scale means higher the workplace spirituality perceived by the employees. 0.95 is the reliability reported for spirit at work scale by Kinjerski and Skrypnek (2006) and 0.96 by Wanger (2010). Cronbatch alpha obtained for this study was 0.90. High Cronbach alpha for spirit at work scale exhibited its reliability in Pakistan’s scenario as other parts of world. Each item in the scale was perceived by respondents in its true sense. Items in this scale were such as “I receive inspiration or guidance from a Higher Power about my work”.

Job Satisfaction

Three item 5-point Likert scale by Cammann, Fichman, Jenkins ad Klesh (1983) was used to measure the Job Satisfaction of employees. Previous studies reported Cronbatch alpha for this scale upto .Cronbatch alpha obtained for Job Satisfaction in present study was 0.85. Higher the scores in this scale means higher job satisfaction of employee. Items measuring Job Satisfaction were such as “I like working here” and “I am with my job”.

Work Values

Work value inventory by Ross et al. (1999) was utilized to measure the scores of employees on their values. 10 items were contained in this inventory to evaluate the work values preferences of employees. 4-point Likert scale items’ responses ranged from “very important” (4) to “not at all important” (1).

High scores on a particular value items demonstrates the inclination of that employee towards that value and vice versa. Cronbach alpha obtained for intrinsic values was 0.74 and for extrinsic values was 0.73. High alpha reliability obtained for these values proves scale validation in Pakistani workplaces.

Data Analysis Tools

To infer about the data collected on the basis of hypothesized relations Statistical software package SPSS 17 (Statistical Package for Social Sciences) was used. For validation of scales utilized for evaluating the variables, reliability test was run in which Cronbach alpha for all the scales was more than 0.70. To get general view about the normality of data mean, median, standard deviation, Skewness and Kurtosis was found in descriptive statistics. To ascertain that the items in a scale are striking the construct and they are collectively working to measure the variable, reliability test was performed. In which inter-item consistency is reliable or not was checked through finding Cronbach alpha coefficients.

To set the relationship among all the variables bi-variate correlation analysis was carried out. The relationship between variables was found significant if r is between +1 and -1. A confidence interval level was set at 95% which means level of significance i.e. p-value was less than 0.05. To control the multi-collinearity problem between the variables, the Mean Centering was performed. In centering the Mean each Mean value was subtracted from overall Mean and in this way the variables were standardized. To determine the variance explained in the dependent variables (Job Satisfaction) by independent variable (Workplace Spirituality), regression analysis was conducted in two steps wherein control variables were entered in first step and Workplace Spirituality (IV) in second step. For establishing the moderation of Work Values (Intrinsic Values and Extrinsic Values) in relationship of Workplace Spirituality with Job Satisfaction, hierarchical regression analysis was conducted in four steps. In step 1, controls were entered, in 2nd step, the constructs of Work Values were entered one by one. In 3rd step, both the moderator (Work Values) and independent variable (Workplace Spirituality) were entered. And in the last step interaction term (moderator×IV) were entered. The moderation was confirmed if interaction term explained variance in dependent variable and it was statistically significant.

DISCUSSIONS

Descriptive Statistics

Table 1 provides details about the descriptive statistics and internal consistencies of the variables in study including one independent variable i.e. Workplace Spirituality, dependent variable (Job Satisfaction), and two Moderators i.e. Intrinsic and Extrinsic Values. The Cronbach alpha coefficient obtained for all the variables is greater than the general rule of $\alpha > 0.7$ (Nunnally & Bernstein, 1994). Skewness and kurtosis values shows that the data is normally distributed so Pearson Correlation analysis was performed on normal distribution.

Table 1
Descriptive Statistics and Internal Consistencies of Variables in Study

Variables in Study	Mean	Std. Deviation	Skewness	Kurtosis	Alpha α
Job Satisfaction	3.8140	.59278	-0.847	0.613	0.852
Spirituality	3.8033	.52264	-0.724	0.649	0.895
Intrinsic Values	3.3110	.56470	-0.642	0.185	0.74
Extrinsic Values	3.3170	.64403	-0.903	0.798	0.73

Bi-Variate Correlation Analysis

Correlation matrix was obtained by running correlation test in SPSS that shows significant relation among the variables in study. Correlation matrix indicates that direct links are well established in right directions. Table 2 provides a clear picture of relations among the variables in study.

Table 2
Correlation Coefficient between Workplace Spirituality, Work Values, Job Satisfaction

Items	1	2	3	4
Job Satisfaction	1.00	-	-	-
Intrinsic Values	0.312**	1.00	-	-
Extrinsic Values	0.269**	0.517**	1.00	-
Workplace Spirituality	0.454**	0.374**	0.290**	1.00

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

It is evident from the correlation matrix that the independent variable (Workplace Spirituality) has significant correlation with dependent variables that are job satisfaction, $r = 0.454$ with $p < 0.001$ for job satisfaction.. Work Values as moderating variables are also found to significantly predict the dependent variable. R value for correlation between intrinsic values and job satisfaction is 0.312 with $p < 0.001$. Extrinsic value correlates with job satisfaction with $r = 0.269$ and $p < 0.001$. Correlation matrix also demonstrates that the Workplace Spirituality (IV) and four Work Values (Moderator) are also related to each other. To reduce the multicollinearity issue between the variables, the Mean Values were centered and variables were standardized. So, the correlation values provide a preliminary support for the hypothesized direct relations among the variables.

Regression Analysis

To address the main aim of establishing the relationship between the variables, regression analysis was performed. The direct links and moderation relations were checked by conducting hierarchical regression analysis.

Workplace Spirituality and Job Satisfaction

To find the direct link between the workplace spirituality and job satisfaction, control variable i.e. Organization and Type of Organization was entered in first step of regression analysis and then workplace spirituality was entered in second step.

Table 3
Regression Analysis for the Main Effects of Workplace Spirituality on Job Satisfaction

B	R ²	ΔR^2	Sig.
0.518***	0.011*	0.197***	.000
	0.208***		

N=224, Control Variables are Organization and Type of Organization
* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Results show Workplace Spirituality is positively related to Job Satisfaction ($\beta=0.518$, $p<0.001$) and the variance explained by workplace spirituality in Job Satisfaction is statistically significant ($\Delta R^2= 19.7\%$)

Moderated Regression Analysis

The moderation of two types of Work Values in relationship of Workplace Spirituality and Job Satisfaction was analyzed by hierarchical regression analysis performed in four steps. For finding the moderation of Work Values on Workplace Spirituality and Job Satisfaction, control variables were entered in first step which were ‘Organization’ and ‘Type of Organization’. In 2nd step while running regression analysis for moderation analysis of every Work Value, Values were entered one by one. In 3rd step workplace spirituality was also entered with individual work value. And in the last step, the interaction term was entered.

Table 4
Regression Analysis of Intrinsic Values with Job Satisfaction as Dependent Variable

	Beta (β)	R ²	ΔR^2	Sig.
Step 1:				
Controls		0.011*		
Step 2:				
Intrinsic Values	0.327***	0.231***		
Step 3:				
WS×IV	0.301	0.259	0.028	.000

Hierarchical regression analysis in Table 4 shows that intrinsic values regressed on Job Satisfaction, a significant model was produced ($\beta=0.327$, $p<0.000$) depicting Intrinsic Values as strong predictor of Job Satisfaction which explained 23.1% variance. When interaction term (WS×IV) was entered resulting in a significant model ($\beta= 0.301$, $p<0.000$). Thus, this regression analysis showed that Intrinsic Values play a significant role in relationship between Workplace Spirituality and Job Satisfaction. Variance explained by interaction term is 2.8% which means there is a moderation of intrinsic values in workplace spirituality and Job Satisfaction. Employee working in a spiritual workplace and high intrinsic values is more satisfied. Intrinsic Values enhance the relationship between the Workplace Spirituality and Job Satisfaction.

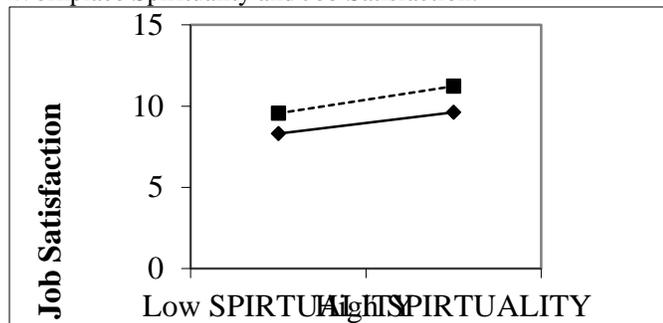


Figure 2 Interactive Effect of workplace Spirituality and Intrinsic Values on Job Satisfaction

Figure 2 explains the significant interaction of Workplace Spirituality and Intrinsic Values. It is evident that positive

relation of Workplace Spirituality and Job Satisfaction is stronger and significant when intrinsic values are high.

Table 5
Regression Analysis of Extrinsic Values with Job Satisfaction as Dependent Variable

	Beta (β)	R ²	ΔR^2	Sig.
Step 1:				
Controls		0.011	0.011	.040
Step 2:				
Extrinsic Values	0.242***	0.228***	0.217***	
Step 3:				
WS×EV	-0.191	0.243	0.015	

N=224, Control Variable are Organization and Type of Organization: WS=Workplace Spirituality, EV= Extrinsic Values * $p<0.05$, ** $p<0.01$, *** $p<0.001$

Table 5 shows the moderated regression analysis of Extrinsic Values in relation between Workplace Spirituality and Job Satisfaction. After controlling for organization and type of organization, when Extrinsic Values were entered in regression analysis, it gave a model having 21.7% variance explaining power in Job Satisfaction ($\beta=0.242$, $p<0.001$). Finally, interaction term (WS×EV) was entered that confirmed the moderating role of Extrinsic Values in relationship between Workplace Spirituality and Job Satisfaction ($\beta= -0.191$, $p<0.05$).

CONCLUSIONS

The correlation analysis provided initial support for the hypothesized direct and moderation relationship of four Work, Workplace Spirituality and Job Satisfaction. Mean Centering provided base for standardized independent variables by controlling for multicollinearity problem. The hierarchical regression analysis run for different hypotheses demonstrate that all the hypotheses have been confirmed.

Hypothesis 1 was substantiated through regression results. It has been confirmed that Workplace Spirituality has its role in predicting the Job Satisfaction in employees. Researchers has stance that spiritual people are more satisfied from their work and it was suggested by Van Dar Walt and De Klerk (2014) that empirically this relationship should be investigated by applying regression analysis and this implication is applied in this study. The direct link of workplace and Job Satisfaction relation was confirmed in literature (Van Dar Walt, 2007; Chawla & Guda, 2010; Altaf & Awan, 2011; Pawar, 2009; Noor & Arif, 2011; Van Dar Walt & De Klerk, 2014). Present study has also revalidated the previous work on direct relation between two constructs. When employees find meaning in their work and they establish a deep connection to their inner world as well as outer world, then they start feeling satisfaction from their Job. Thus experiencing spirituality at workplace paves paths towards Job Satisfaction.

Spirituality provides Joy, hope, sense of perfection and accomplishment, and remaining in such feeling help employee to perform better at a spiritual workplace. The role of Work Values in socio-economic and organizational contexts has widely been researched and their significance cannot be ignored in mind makeup and behaviors of people who following such

values. Anthropology and cultural studies give values a role of nucleus in determining the actions shown by the people residing in specific culture. Organizational Cultures are also shaped by the values that are institutionalized with the passage of time. Values are held by the organizations as well as by the employees who are serving that organization. Values match or mismatch produces results that could be encouraging or discouraging. Schneider Attraction, Selection and Attrition model very impressively describes this values match phenomenon. Individual and Organizational spirituality both will interact to create workplace spirituality. By explaining it through Schneider model, it could be claimed that employees with a specific set of values will be attracted towards the organization and if these are spiritual values of organization then people with spiritual values will prefer to work in that organization. Both the values of employees and of organization will contribute in Workplace Spirituality and resultantly will influence the outcomes. This process is proved in the current study by significant moderation of work values in Workplace Spirituality and job Outcomes relationship. Specific set of values carried by people influence the relationship and in this study's it influenced positively by strengthening the relationship. Literature support has proved that Work Values positively direct the Job Satisfaction. The satisfaction of the preferred values instigates positive energy in employees and employees reciprocate it with enhanced job outcomes. If extrinsic values are high on work value ladder of employee then salary increments, promotion, job security and other material rewards can stimulate the Satisfaction level, performance, commitment and other work related but they might not absorb spiritual wellbeing. The moderating role of values on Workplace Spirituality and Job Satisfaction in this study has validated the direct relations of the variables as well.

Hypothesis 2 spoke about the moderating role of work values on Job Satisfaction. Each work value was checked for moderation. Intrinsic values significant moderation has been significantly proved empirically and if we speak logically then this moderation has contextual justifications. Intrinsically motivated people value work that allows them to achieve perfection in their work; they search for meaning in their work and keep striving to relate work to their soul. Workplace Spirituality also meant for searching meaning in work and get connected to inner self through work. Thus, Workplace Spirituality's positive influence on the Job Satisfaction is reinforced if employees bear intrinsic values. Extrinsic Value preference apparently seems in contradiction to the Spirituality. But if we speak about finding meaning in work, maintaining cooperative and friendly work relations and remain connected to inner self and others around, then all these aspects Workplace Spirituality will remain questionable if basic need of job security, good salary and career advancement remain unfulfilled. Spirit in work will remain absent if work will not satisfy the basic criterion set for job by an employee. Thus extrinsic values moderation in Workplace Spirituality and Job Satisfaction relationship is justified.

LIMITATIONS AND RECOMMENDATIONS

There remained some limitations in current study which could be tackled in future research. Data set was based on non-probability sampling in the current work. Future research work could be based on other sampling methods to have incorporation of varied responses. This study is limited to job satisfaction but other outcome variables can be studied. Few dispositional factors can also be studied as moderator between Workplace spirituality and outcomes.

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