Workplace Spirituality: A Catalyst for Job Satisfaction? Exploring Cultural and Gender Contingencies

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Work-Place spirituality is on the fast track and those days are gone when scholars face problem in defining the same. Spirituality has deep relation with personality and all the linked abstracts with personality are in lab with workplace spirituality at current time. This study is one of the case of that chain where spirituality is observed with job satisfaction, organizational culture and role of gender. The method for gathering the data was stratified random sampling. 457 replies were obtained from 500 teaching faculty members at several universities in Khyber Pakhtunkhwa, Pakistan, who were given an approved questionnaire. AMOS and SPSS Package-21 have been used to find analytical results. The tool's validity and dependability were guaranteed. Values for the model fit index were confirmed. The study has shown and analyzed the model's path coefficient with and without moderating and interaction factors. It was discovered that Work-place Spirituality has encouraging behavior for job satisfaction of the employee and organizational culture further enhance the behavior while gender is unaware about the behavior of WPS. The study's role in literature and industry has been defined. At the completion of this inquiry, there are limitations and recommendations based on the findings.

1. Introduction

Workplace spirituality (WPS) has been increasingly important in the corporate sector over the past ten years and has become a central topic in management and organizational studies (Howard, 2002). Despite the growing interest of scholars, the gap still exist, which suggests that it has a great deal of potential for organizational growth (Vimansha & Samantha, 2019). Businesses are putting policies in place to address employees' spiritual needs as they become more aware of the value of WPS (Foster & Foster, 2019). WPS also fosters employee innovation (Bantha & Nayak, 2021) and is especially valuable in educational environments, producing more dedicated faculty members and well-rounded, polite scholars (Ashraf et al., 2014; Hassan et al., 2016).

The extract talks about WPS, an Eastern idea that is becoming more popular in businesses due to its ability to improve organizational results and universities are recognized as the best places to investigate the same (Sharmaa & Singh, 2021). Van der Walt and de Klerk (2014) claims that its impacts will be higher when organizational and personal spirituality coincide. According to Darling & Chalofsky (2009), spirituality will eventually play a major role in corporate culture, especially in reaction to underemployment crisis.

Organizations are dehumanized workplaces devoid of spirituality, according to Bharadwaj and Jamal (2020). They suggest using spirituality to create a humanized company, which is relevant to both genders since it has no moderating effect on performance.

This study defines spirituality as "spirit at work" (Cacioppe, 2000; Danish, et al. 2014), with "Meaningful Work, Inner life, Organizational value alignment and Sense of Connectedness" being the important components.

Enough research is available on JS but it can never be ignored as it create best ambassadors, advocate and loyal champions (Judge, Zhang, & Glerum, 2020). A strong waves for the need of JS were observed with the new challenges carried by covid-19 (Nemteanu, Dinu, & Dabija, 2021). Dodanwala, Santoso, & Yukongdi, (2023) mentioned the challenging demands of the organizations, job stress, turnover and the need of JS recently. Inayat and Jahanzeb (2021) in-pictured the worse political and economic situation of Pakistan, especially in Peshawar (KP) and its control on productivity and the starring role of job satisfaction (JS).

This study uses organizational culture (OC) as a moderating variable (De Klerk et al., 2014; Shahbaz & Ghafoor, 2015) and focuses on JS (Petchsawang & Duchon, 2009) in response to the literature demand. The impact of demographic factors is also taken into account.

The study of WPS has gained popularity due to the serious social, economic, and environmental problems caused by a lack of kindness, love, and humanity as well as an excess of human greed brought on by fierce competition (Ashraf, Simsab, Nazish & Farooqi, 2014; Cacioppe, 2000). The impact of WPS on organizational outcomes such as JS, which is influenced by OC, has not received enough attention in the literature to date, especially when it comes to Pakistan, and then KP where there are number of crises inside and outside the organization. By

investigating the moderating effects of gender, this study seeks to close this gap to some extent Litalien, Atari, & Obasi, 2022). By adding the investigating of moderating impacts of OC and gender, it becomes the first study to look at the relationship between WPS and JS in Khyber Pakhtoonkhwa (KP), Pakistan's university system.

The goal of this effort is to determine WPS's direct impact on JS as well as OC's moderating influence.

a.   What impact does WPS have on JS?

b.   How does WPS affect JS in the scenario where OC acts as a moderating variable?

c.   How the link between WPS and JS is affected by the demographic variable of gender.

2. Literature Review
2.1 Spirituality

While religion is particular set of faith and beliefs, WPS is about perseverance, tolerance, connection, purpose, and mental alignment with workplace norms and standards (Afsar and Rehman, 2015). Two primary types of work-place spirituality (WPS) are individual level WPS (IWPS) and organizational level WPS (OWPS) (Milliman et al., 2003; Marques et al., 2006; Kolodinsky et al.,2008).

The wisdom of a purposeful life, fulfillment, and a sense of association with others are included in Individual-Workplace-Spirituality (IWPS) (Krishnakumar & Neck, 2002; Milliman et al., 2003) and expresses a sense of connectivity that is essential to comprehending spirituality (Mitroff & Denton, 1999; Darling & Chalofsky, 2009). Spirituality is the pool of attitudes, belief, values and feelings which shape person's conduct (Moore & Casper, 2006). Dimensions of IWPS include connectivity, values alignment, and meaningful work (Milliman, Czaplewski, & Ferguson, 2003). IWPS acknowledges that companies can differ in their spiritual makeup (Vander Walt & deKlerk, 2014) and reflects a person's spiritual values and their implications within the organizational environment (Kolodinsky et al., 2004). Although spirituality is innate in all people, each person's level of spirituality varies (Javanmard, 2012). Spirituality is an essential component of personality, according to Sarmad and Bashir (2016).

In organizations, employees collaborate towards a common goal, making their individual tasks interdependent and fostering the development of Organizational Workplace Spirituality (OWPS) (Javanmard, 2012). For OWPS to thrive, the organization must embrace spiritual values such as trust, respect, justice, benevolence, and humanism (Kolodinsky et al., 2008; Giacalone & Jurkiewicz, 2003). While individual employees may or may not identify with spirituality (Vander Walt & deKlerk, 2014). IWPS and OWPS are not the same thing. Rather, OWPS is an organizational movement that promotes workers' spiritual development (Neal, 1997), driven by underlying organizational values and culture that promote transcendence, connectedness, and

overall joy in the workplace (Giacalone & Jurkiewicz, 2003). Ultimately, OWPS emerges from the collective IWPS of employees within a supportive atmosphere (Vander Walt & deKlerk, 2015). Ashmos and Duchon (2000) identified four main components of WPS: "a. inner self; b. meaning of work; c. sense of connectedness; and d. values alignment with workplace".

2.2 JS

Numerous studies on JS have yielded a variety of conclusions but generally speaking, JS is a state of mind that is associated with a satisfying and happy work experience (Locke, 1976) and the work environment play a vital role for that state of mind (Tegoret al., 2023). To measure JS, Stamps and Piedmont (quoted by Awais, Malik, and Qaisar, 2015) created six measurements: "money", "autonomy", "task requirements", "organizational policy", "interaction" and "professional status". The fundamental five elements that determine JS are the workplace environment, coworkers, superiors, organizational image, and organizational vision (Antvor, 2010). The three facets of JS, suggested by Weiss et al. (1967) and Locke, (1976), (General JS (GJS), Intrinsic JS (IJS), and Extrinsic JS (EJS)) are used in this study.

2.3 WPS and JS

According to dispositional theory, certain people are naturally inclined to have particular personality qualities that make them more satisfied in both personal and professional contexts (Wainaina, Iravo & Waititu, 2014) while Social-exchange-theory explain that society compute the whole value of a affiliation by deducting all costs from all gains. An employer-employee relationship, satisfaction is a critical component (Wainaina, Iravo & Waititu, 2014). Sarmad and Bashir (2016) suggest that spirituality can be seen as a personality measure, wherein each of the five traits—conscientiousness, extraversion, agreeableness, and neuroticism—have a substantial impact in promoting satisfaction. For Noor and Arif (2011), WPS enhances fulfillment in both personal and organizational life.

JS has been demonstrated to be positively impacted by IWPS (Vander & deKlerk, 2014; Pawar, 2009; Kolodinsky et al., 2008; Milliman et al., 2003). Nonetheless, it is thought that OWPS has a greater impact on JS than does IWPS (Crawford et al., 2009). An individual with IWPS but not OWPS may experience job discontent, which could lead to a more general sense of unhappiness in life (Van der Walt & van Klerk, 2014).

WPS can improve JS (Deigle, 2012) that can be enhanced with moderation (Reineck & Furino, 2005; Chawla & Guda, 2010; Chand & Koul, 2012; Gupta et al., 2014; Van-der & de-Klerk, 2014; Hassan et al., 2016; Khan et al., 2016). This is especially true when trust is involved. Furthermore, there exists a correlation between spiritual intelligence and elevated JS, which subsequently amplifies organizational commitment (Awais et al., 2015).

2.4 OC's Moderating Function

An organization's procedures, mission, and vision all reflect the founder or leader's spiritual principles (Konz and Ryan, 1999), which are the foundation of the organization's culture (as stated in Moor, 2008). Moor (2008) presents three possible situations that could arise from this viewpoint: The spiritual values of the founder are either fully embraced by the employees, the organization embraces the spiritual values of each individual employee, or a combination of both sets of values takes place. For this reason, companies frequently select people who share their values; otherwise, inconsistencies between an employee's personal and company beliefs may result in employee attrition. According to Vander Walt and deKlerk (2015), OC thus reflects the overall spirituality of top management or leaders. Ariani, (2023) and Alzubi et al. (2023) found that OC is responsible for JS. While Awais et al. (2015) contend that organizational culture and principles can convey spirituality, Charoensukmongkol et al. (2015) see WPS as a component of OC.

The customs, principles, and ideas that set one organization apart from another are referred to as OC (Hofstede, 1980). Four constructs are included in Hofstede's model: a. mission, b. consistency, c. involvement, and d. adoptability. These constructs are further itemize shown in figure 2.1 (Denison et al., 2006).

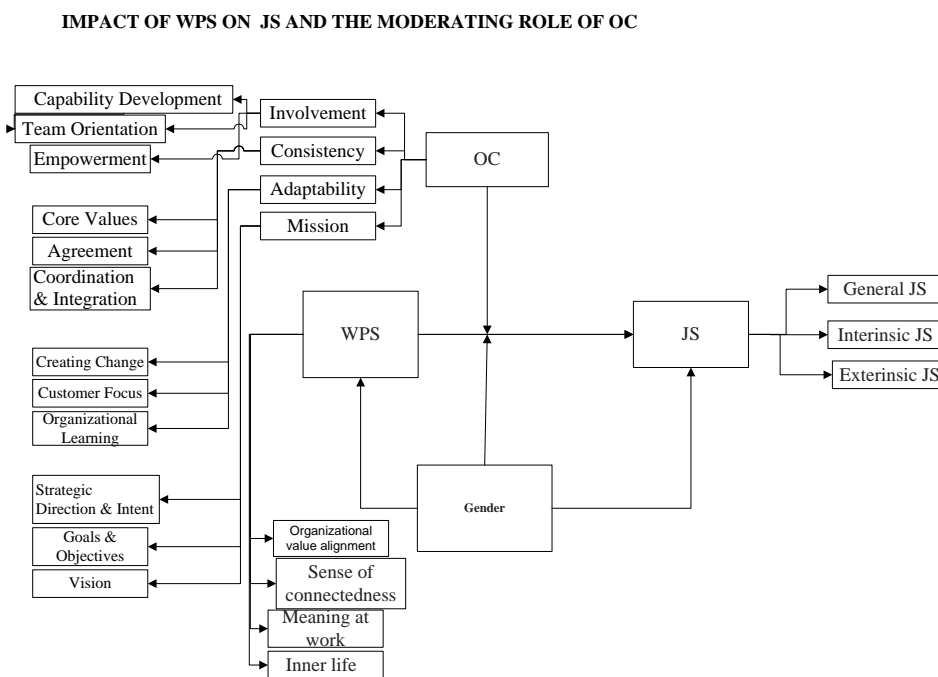## 2.5 Hypothesis

H1. JS benefits from the use of WPS.
H2. OC improves the bond between WPS and JS.
H3. Gender intervenes the bond between WPS and JS?

Figure No1: Theoretical Framework

IMPACT OF WPS ON JS AND THE MODERATING ROLE OF OC

3. Methodology
3.1 Approach

According to Babbie (1993), survey methodology is the most often used data collection method in the social sciences. The survey instrument allows the researcher to gather a variety of subject-related data (Yin, 1994). According to Uma Sekaran (1999), this approach is quite common in studies such as people's perception, attitudinal studies, and current studies. Surveys are particularly useful when there is a huge population.

3.2 Population and Sample

The whole faculty at Khyber Pakhtunkhwa's public sector universities served as the research population. There are twenty-nine (29) public universities in KP, with around 5,000 teaching staff members employed by these institutions overall (Latif & Din, 2020). Because they provide religious services, university professors are the ideal candidates for data collecting (Ashraf et al., 2014; Wainaina et al., 2014). They are accountable, their dedication influences the organization's overall productivity, knowledgeable, and experienced staff members are crucial for data collecting (Shahbaz & Ghafoor, 2015).

Choosing the right sample size requires careful consideration, and the ideal option is to increase the sample size as the model's parameter count rises. A smaller sample size can be achieved by reducing the number of parameters (a parameter is any numerical or quantifiable quantity that requires statistics for its estimations). According to Rex (2011), sample size for structural-equation-modeling (SEM) might not be less than 200. Bentler & Chou (1987) state that in a SEM, a sample unit must consist of five or more for a single parameter. A sample size of 377 was obtained by using an online calculator to calculate the sample size based on the population size, response rate, confidence level, and marginal error (Raosoft, 2019).

The study used a sample size of 500, to lower sampling error and provide a more precise estimate of the population's true mean. Lundin and Söderholm's 1995 study, "A theory of the temporary organization," explains the value of organization's duration. One can never undervalue the importance of an organization's age. Employee behavior, decision-making processes, corporate culture, and actions will all always reflect it (Belak, 2016; Kunze et al., 2021; Lam et al., 2021). Therefore, stratified random sampling based on university age, was utilized to cover the diversity. By using simple random sampling, four universities/strata out of twenty-nine and 500 employees out of 5,000 were chosen (Latif, et al., 2024). The questionnaire has been distributed among the strata using a ratio-based sampling technique.

3.3 Data Collection and Analysis Tools

In order to measure all relevant constructs and arrive at a solution, the researcher distributed an adopted questionnaire to faculty members at the sampled institutions, obtaining data both personally and via emails. Thus, 457 (91.4%) of the 500 responses were obtained in order to measure the model. Two kinds of studies were found in the literature. The first was intellectual

and theoretical, whereas the second was empirical in nature. For a thorough understanding and knowledge, both kinds were taken into consideration.

The study employed questionnaires from Ashmos and Duchon (2000), Weiss et al. (1967), Denison, Young, and Jae Cho (2006) to measure the variables WS, JS, and OC (table 3.1). A Likert scale with seven points has been employed. Seven experts and pilot study participants have evaluated the instrument's content validity. For every variable dimension, a minimum of three items were chosen. Table 3.1 presents details about the variables, such as their dimensions, quantity, and origin of the items.

Table No1: Description of Variables and its Items

Variables	Dimensions		Items	Total Items	Source
WPS	Inner life.		3	12	Ashmos and Duchon, (2000).
	Meaningful Work.		3		
	Sense of Connectedness.		3		
	Organizational value alignment.		3		
JS	GJS.		2	08	Weiss et al.'s (1967).
	IJS.		3		
	EJS.		3		
OC	Involvement.	Empowerment.	3	9	Denison, Young and Jae Cho (2006)
		Team Orientation.	3		
		Capability. Development.	3		
	Consistency.	Core Values.	3	9	
		Agreement.	3		
		Coordination. Integration.	3		
	Adaptability.	Creating Change.	3	9	
		Customer Focus.	3		
		Organizational. Learning.	3		
	Mission.	Strategic Direction & Intent.	3	9	
		Goals & Objectives.	3		
		Vision.	3		
Total			56	56	

3.4 Instruments for Analyzing Data

The most practical research instrument in the social sciences for managing a wide range of observable, unobserved, endogenous, and exogenous variables is the structural equation model (SEM) (Golob, 2003). Pomykalski et al. (2008) lists the many benefits of SEM approaches and gives SEM greater weight than regression. For example:

1. SEM allows for the simultaneous estimation of all the coefficients.

2. SEM permits a variable to be used simultaneously as a dependent and independent variable, something that regression is unable to manage.

3. Multi-collinearity is the major issue in multiple-regression, it may be evaluated and modeled in SEM.

4. The brilliance of SEM lies in its utilization of latent variables, which remove error and produce reliable coefficients.

According to Gefen et al. (2000), CBSEM (covariance based structural equation modeling) is the finest suitable method for confirmatory study, which this study is. All statistical results were made, being covariant (Hair, Gabriel, & Patel, 2014; Afthanorhan, 2013; Tenenhaus, 2008), by SPSS, AMOS and the Amos Plugin tools created by Gaskin and Lim (2016).

3.5 Research Analysis

3.6 Descriptive

Measures of this study, displayed in Tables 4.1 and 4.2, asserts that Pakistani society, and the KP in particular, has a high masculinity index as cited by Shah, (2013). Shah went on to say that, there was a peak of similarity in the education industry across Pakistan. A noteworthy variation in the sample sizes of the male and female participants was observed. The research was conducted in field of higher educational institution (table.4.1). The average age of respondents in this study is 39 years. The greatest mean value belongs JS.

Variances are shown by standard deviation values in table 4.2 are greater than one. While Table 4.3 display the relationship between the measure's indicators, where higher relation among the same and comparatively weaker relation among the constructs of different variables can be observed.

Table No 2: Descriptive Analysis of Categorical Data

Demographic variable	Category	Sample size	Percentage
Gender.	Male.	383	83.80
	Female.	74	16.20

Table No 3: Statistics of Implicit Variable

	N.	Mean.	Std. Deviation.
WPS	457	4.9114	1.19009
JS	457	5.0669	1.26670
OC	457	4.2722	1.03731
N	457		

Table No 4: Correlation

	IL.01	IL.02	IL.03	MW.04	MW.05	MW.06	SC.07	SC.08	SC.09	OVA.10	OVA.11	OVA.12	IJS.13	IJS.14	IJS.15	EJS.16	EJS.17	EJS.18	GJS.19	GJS.20
IL.01	1																			
IL.02	.7	1																		
IL.03	.7	.7	1																	
MW.04	.7	.7	.7	1																
MW.05	.7	.6	.6	.74	1															
MW.06	.6	.6	.7	.71	.77	1														
SC.07	.7	.7	.7	.66	.72	.68	1													
SC.08	.7	.6	.6	.66	.71	.63	.7	1												
SC.09	.7	.6	.6	.66	.68	.71	.7	.6	1											
OVA.10	.7	.6	.6	.72	.71	.66	.7	.8	.7	1										
OVA.11	.7	.7	.7	.73	.69	.67	.7	.7	.6	.81	1									
OVA.12	.7	.6	.6	.69	.70	.65	.7	.7	.6	.78	.81	1								
IJS.13	.5	.5	.5	.57	.48	.47	.5	.5	.4	.55	.52	.49	1							
IJS.14	.5	.4	.5	.53	.47	.50	.5	.5	.4	.56	.51	.51	.80	1						
IJS.15	.5	.4	.5	.55	.48	.48	.5	.5	.4	.57	.54	.53	.81	.82	1					
EJS.16	.5	.4	.5	.54	.48	.47	.5	.5	.4	.57	.53	.53	.78	.78	.83	1				
EJS.17	.5	.4	.5	.56	.50	.49	.5	.5	.4	.57	.55	.52	.78	.79	.83	.82	1			
EJS.18	.5	.4	.4	.51	.44	.45	.4	.5	.4	.55	.51	.51	.77	.80	.80	.80	.81	1		
GJS.19	.5	.5	.5	.57	.50	.50	.5	.5	.4	.58	.58	.57	.77	.80	.81	.80	.81	.85	1	
GJS.20	.5	.5	.5	.59	.53	.51	.5	.5	.5	.62	.59	.57	.80	.80	.83	.81	.82	.83	.87	1

3.7 Inferential Analysis

For Hair et al. (2014), the indicator's loading rate must be 0.5 or greater, to be considered convergent. Composite reliability (CR) must have a value of at least 0.7 and cannot be less than the average variance extracted (AVE) (Gaskin & Lim, 2016). Additionally, every value of MaxR(H), the maximal reliability criterion, is greater than 0.8 (Hancock and Mueller, 2001). Therefore, the convergent-validity is normal/acceptable, as shown in table 4.4.

AVE is typically used in the analysis of discriminant validity. Any latent variable's correlation with its measures should be less than the value of AVE (Kline, 2023), which is true in the current study when we compare table. 4.3 with table 4.4. According to Alarcon et al. (2015) and Gaskin & Lim (2016), an acceptable AVE value is 0.5, however it is preferable to be greater than 0.7. According to Gaskin and Lim (2016), table 4.4 displays an AVE that is higher than 0.7 and bigger than its corresponding "Maximum Shared V-ariance" (MSV). Moreover, according to Hu et al. (1999), the CR values exceed the AVEs. Thus, discriminant validity is at a rational level.

Cronbach's Alpha and Composite Reliability (CR) have been used to find reliability metrics. Cronbach Alpha's lowest allowable range is 0.5 (George & Mallery, 2003). A lowest value of 0.7 is essential for the coefficient of CR (Nunnally & Bernstein, 1994). For assessing dependability, CR is a more accurate and less biased method than Cronbach's Alpha; a value of .7

or above is necessary (Alarcon et al., 2015; Raza et al., 2016). Based on the Cronbach's Alpha in table 4.5 and the CR values in table 5, the current study's tool was deemed credible.

Table No 5: Validity Statistics

	CR	AVE	MSV	MaxR(H)	WPS	JS	Culture
WPS	0.977	0.917	0.808	0.981	**0.958**		0.403***
JS	0.990	0.970	0.482	0.993	0.694***	**0.985**	0.426***
Culture	0.959	0.854	0.296	1.012			**0.928**

Table No 6: Reliability Statistics

Cronbach's Alpha.	Cronbach's Alpha, Based on Standardized Items.	No of Items.
0.983	0.986	56

3.8 Model Fit

Conformity Factor Analysis, were confirmed with AMOS 21. Several fit index were taken into consideration for model fitness, and their cutoff values were confirmed, with Latif, et al. (2024) study. Fit index table. 4.6 announce the news of model acceptability as all the values are within normal range. The TLI value is .95, which satisfies the condition set forth by Hu and Bentler (1999), the RMSEA value, which needs to be less than .06, being .038 in this case and all the others fit index values are in better positions than required. Thus, the model is simply fit with no uncertainty.

Table No 7: Fit Index

NFI	CFI	GFI	TLI	CMIN/DF	SRMR	RMSEA
0.91	0.95	0.91	0.95	1.69	.09	0.038

3.9 Test of Structural Relationship

When the estimated parameter value is more than 1.96, the structural relations are believed to be significant (Hair et al. 2006). AMOS Statistics 21 has been used to determine the link between the constructs.

The regression weights, as presented in table 8, indicate the strength of the correlations between the constructs. The null-hypothesis of H1 is not accepter with the CR value (16.58) as discovered greater than 1.96 (Table 4.7), which results in the adoption of the alternative hypothesis, H1 (JS benefits from the use of WPS).

Table No 8: "Regression Weights: (Group number 1 - Default model)"

			Estimates.	S.E	C.R	P.
JS	<----	WPS	.736	.044	16.588	***

3.10 Moderating Effect of OC

The data was normalized, the independent and moderating variables were multiplied to form an interaction variable, and the route diagram involving the independent, dependent, moderating, and interaction variables was created in AMOS in order to determine the moderation effect (Gaskin, 2011). Model was determined fit when the values of CMIN/DF, RMR, GFI, AGFI, NFI, RFI, IFI, TLI, CFI, and RMSEA given in table 4.9, were compared to their cutoff-values and all the values were found satisfactory. Table 8 indicates that all regression weight values were deemed significant. Therefore, it was concluded with statistical proof that H2 is accepted and OC improves the bond between WPS and JS.

Table No 9: "Regression Weights. (Group number 1 - Default model)."

			Estimate.	S.E	C.R	P.	Label.
ZJS	<---	ZCulture	.588	.017	34.515	***	par_1.
ZJS	<---	Interaction	.080	.015	5.223	***	par_2.
ZJS	<---	ZWPS	.603	.019	31.264	***	par_3.

Table No 10: Model Fit Index

Model	P	CMIN/DF	RMR	GFI	AGFI	NFI. Delta1	RFI. rho1	IFI. Delta2	TLI. rho2	CFI.	RMSEA.
Default model.	.004	4.417	.003	.991	.934	.996	.979	.997	.984	.997	.087

Figure No 2: Path Coefficient of Observed Variable (Interaction Variable)
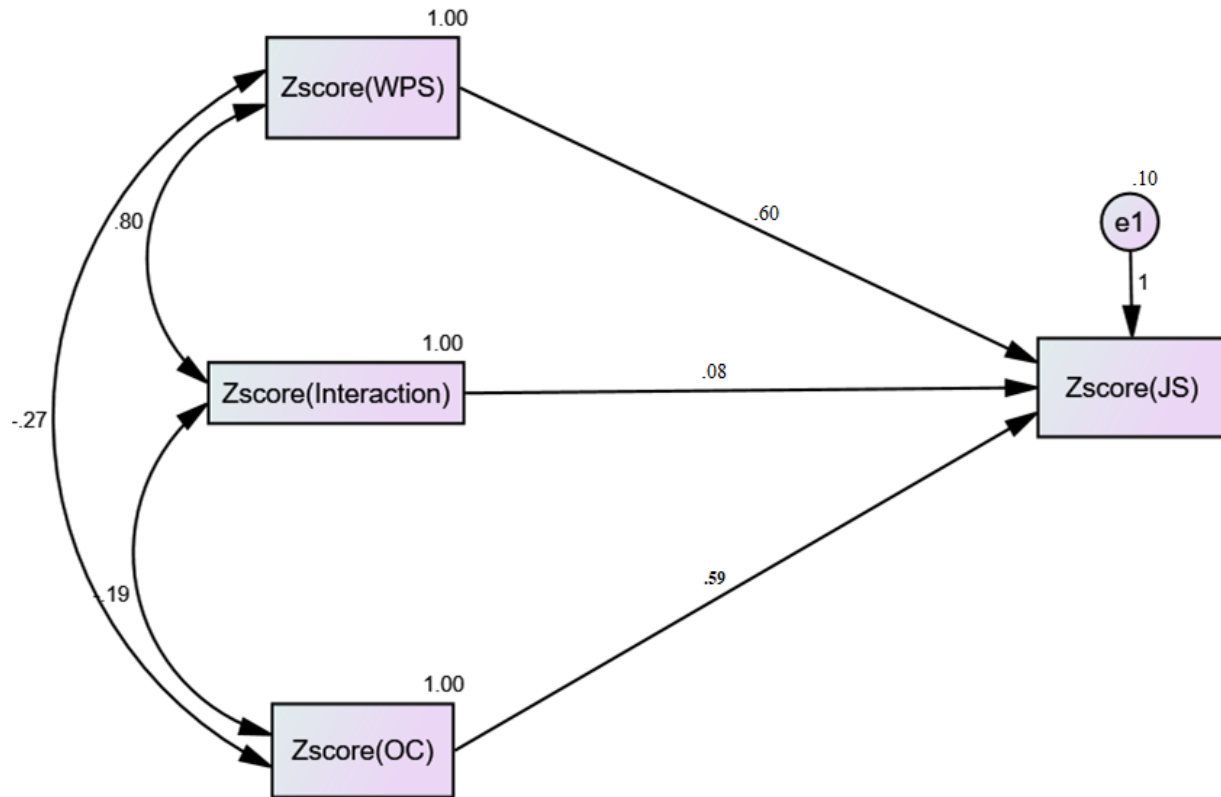
3.11 Demographic Variables' Effect

To investigate the moderating influence of the gender, the model was separated into groups according to its needs. The power of the relationship among the variables in each group was indicated by the regression weight and its significant values.

The "Pairwise Parameter Comparisons" table 4.11 uses to determine the critical ratio (CR). According to Neeraj (2017), Pappachan and Koshy (2016), and Jenatabadi (2014), the alternative hypothesis is rejected and the null hypothesis is accepted if the value of CR is less than or equal to 1.96. The paper investigated the subsequent estimation: H3. Gender intervenes the bond between WPS and JS.

Table 11 shows that the male (.603) and female (.759) regression weights for WPS and JS are significant and positive relation for both the gender but with different strength. When pairwise parameter was compared in table-11 the CR value was found below 1.96. Consequently, it disproves H3 and confirm that gender did not intervene the bond between WPS and JS.

Table No 11: Regression Weights

			Estimate.	S.E.	C.R.	P.	Label.
Male							
ZJS	<----	ZWPS	.602	.021	27.701	***	par_1
Female							
ZJS	<----	ZWPS	.759	.111	6.848	***	par_4

Table No 12: "Pairwise Parameter Comparisons of Male and Female"

Critical Ratios for Differences Between Parameters	
	par_4.
par_1.	**1.383**

4. Results

4.1 Results Overview

Chapter 4 displays the model of the study. An arrow connecting two constructs in the model point to a hypothesis. The models and tables display the estimated values for the β coefficients and their corresponding CR values. Every relationship depicted in the preceding chapter is important.

4.2 IV and DVs

The figure 12 displays the outcome for IV and DVs. The route and CR rate in table 12 indicate a favorable link between WPS and JS, as explained in H1.

Table No 12: IV and DVs Relation

Summary of Hypotheses			
Hypotheses	Estimate	CR	Accepted/Not Accepted
H1. JS benefits from the use of WPS.	.736	16.587	Accepted

4.3 Moderating effect of OC

The moderating influence of OC is suggested in hypotheses H2 to enhance the link between WPS and JS. Prior to examining the moderating effect of OC, it is crucial to validate its direct relationship with independent variables. Theoretical justification will be needed for any substantial interaction impact, if any, if the direct effect was shown to be minor (Andersson, Cuervo-Cazurra, & Nielsen, 2020).

Positive and significant connection was identified among the dependent variables of the model and OC. Additionally, the anticipated affirmative correlation of the moderating variable (OC), as outlined in H2, was explored, discovered and displayed in Figures 2 and Table 13. It is evident that, as suggested in H2, the provision of an appropriate corporate culture will further

strengthen the relationship between WPS and OC. The validity and truth of H2 propositions have also been established, and table 13 and figure 4.4 display the necessary values.

Table No 13: OC Moderating Effect

Summary of Hypotheses

Hypotheses	Estimate	CR	Accepted/ Not Accepted
H2. OC improves the bond between WPS and JS.	.080	5.223	Accepted

4.4 Effect of Demographic Variables

Male and female are categories that make up gender. Gender is suggested to modify the association between the study's IV and DVs in hypothesis H3. Our findings indicate that gender has no moderating influence on the link between WPS and JS (table. 14). The hypothesis, H3, was not supported by the investigation.

Table No 14: Effect of Demographic Variables

H3. Gender intervenes the bond between WPS and JS?

Summary of Hypotheses

Hypotheses	Estimate	CR	Accepted/Not Accepted
H3. Gender intervenes the bond between WPS and JS?	Male=.603 Female=.759	1.383	Not Accepted

5. Discussion and Conclusion

This study closes a research gap on the link between WPS and JS by examining the moderating effects of OC and demographic variables. The main goal was to evaluate the relation concerning WPS and JS and the ways in which OC and demographics influence this relationship. The study's research objectives addressed how JS benefits from the use of WPS, how OC improves the bond between WPS and JS, and how Gender intervene the bond between WPS and JS. The analysis was driven by hypotheses collected from the literature.

According to the study, there is a beneficial correlation between WPS and JS and OC strengthen this association. It emphasizes how spirituality may greatly improve organizational results and that people who lack WPS may suffer from the repercussions. Despite the paucity of research to date, the significance of WPS for organizational success is emphasized (Vimansha, Ranasinghe Samantha & Samarasinghe, 2019).

The results of this investigation verified that WPS is essential to improving JS. According to empirical findings, JS can vary by 73.6% for every unit variation in WPS. OC accelerate the relation between WPS and JS while gender did not appear to have any moderating influence.

5.1 Implications

This study contributes to the corpus of knowledge by looking at the association between WPS and JS and exploring the moderating effects of OC and demographic factors. According to earlier research (Lim & Choi, 2017; Habeeb, 2019), businesses should foster a work environment that promotes WPS so that staff members can develop their capacity for tolerance, empathy, self-awareness, and selflessness. These claims are supported empirically by this investigation.

Given that organizational practitioners frequently concentrate on enhancing work satisfaction through various techniques, organizations should support WPS to improve JS. Putting an emphasis on concepts like employees' inner lives, meaningful work, sense of connection, and alignment with company values, decision-makers are encouraged to support WPS in their organizations.

In order to optimize the benefits of WPS on JS, management should also give top priority to reorganizing and promoting OC, since this can either promote or inhibit WPS (Fanggidae, 2018). In order to further assist WPS, the study recommends that firms look into employee involvement in decision-making, consistency of activities, adaptability, and mission alignment.

Rich II, (2012) and Fedele & Knibbe, (2013) discuss and found that usually it is considered that women are more spiritual than men are but it is not so. Similarly, Bharadwaj & Jamal, (2020) and Iqbal & Ahmad, (2020) also support the result of current study. During literature search no confrontational results were found were found. Improvement in WPS raises JS significantly, and this effect is amplified by company culture and gender did not significantly mitigate the association of WPS-JS.

5.2 Recommendations and Limitations

The study's limited generalizability may stem with its concentration on Khyber Pakhtunkhwa's higher education institutions. Future studies might cover more industries or regions. To understand more specific implications, future research should examine the interactions between the various WPS constructs. Further research on organizational outcomes like as employee motivation, performance, and attrition rates may yield more profound understandings of the advantages of WPS. To further improve our understanding of WPS, future researchers should take into account additional moderating factors including organizational justice and leadership philosophies. Impact of gender can also be explored in more detail.

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