

Beyond Traditional Engagement: An Empirical Assessment of the Nomological Network of the Human Spirit at Work

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Abstract

Engagement is a widely recognized concept globally, crucial for assessing and predicting job and organizational performance. However, some question the need for new constructs that resemble established ones. Similarly, workplace spirituality varies in academic definitions, challenging its validity. Yet, emerging literature suggests a clear link between spirituality at work (SAW) and engagement at work (EAW), both connected to the human spirit, albeit unexplored empirically. This research aims to establish epistemological congruence between EAW and SAW. Drawing on existing literature emphasizing their similarities, this study integrates them as 'Engagement of Human Spirit at Work' (EHSW). Analyzing two data samples (n1=166, n2=253 respondents) confirms a robust EHSW nomological network with interrelated antecedents and consequences. This study advances EHSW literature, strengthening the theoretical foundations of engagement and workplace spirituality. This study also discusses theoretical implications, bolstering these domains within academic discourse.

Keywords: engagement; workplace spirituality; spirit at work; nomological network; job involvement; job satisfaction; in-role performance; intention to stay

Introduction

Engagement has been a prevalent concept in the industry and practitioner's literature. There has been a critical debate around engagement in academic circles in the last thirty years. The discussion picks its steam with critiques pointing out a need for a concept that seems relatively similar to constructs that have already been developed and validated, like organizational commitment, job involvement, and job satisfaction (Byrne et al., 2016; Christian et al., 2011). Numerous studies on engagement, both academic and industry-related, have been previously carried out. Consultant and industry-practitioner literature emphasize an engaged workforce's pecuniary and bottom-line outcomes (Wefald & Downey, 2009b). Academic literature on engagement emphasizes individual employee-based outcomes like commitment, involvement, and satisfaction. Engagement has also been defined through burnout literature, counting engagement to be at the extreme continuum of burnout (Maslach

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& Leiter, 1997). Schaufeli et al. (2002) define engagement as vigor, dedication, and absorption. A concept epistemologically linked to engagement is workplace spirituality. Spirituality at Work or Workplace Spirituality (WS) is defined as "aspects of the workplace, either in the individual, the group, or the organization, that promote individual feelings of satisfaction through transcendence" (Giacalone & Jurkiewicz, 2010, p. 13).

Engagement requires individuals to be present while working (Kahn, 1990). Similarly, spirituality requires individuals to be present momentarily by practicing mindfulness (Pawar, 2008). The content analysis of engagement and spirituality resonates

with the spirit at work and involvement of the complete self at work (Saks, 2011). Ignoring the spirit may lead to disengagement and loss of productivity (Duchon & Plowman, 2005). Literature suggests that the outcomes of both the constructs lead to an experience of wholeness, completeness, and utilization of self at work for the employees (Saks, 2011). Spirituality can provide meaning and be instrumental in providing quality of life at work –(Lee et al., 2003). Saks (2011) reckons spirituality is the primary element that could meet the higher-order needs of employees. On examining both the constructs minutely, it can be stated that the antecedents and consequences of both EAW and SAW are similar conceptually, albeit they have not been tested empirically to further the theory on the subject. Also, on closely observing the related literature, it becomes evident that the concepts of engagement and spirituality at work are congruent conceptually and theoretically. Therefore, this study problematizes the absence of any meaningful theoretical study that rigorously examines the integration of EAW and SAW. This study also postulates the overarching integrated construct as the 'engagement of human spirit at work' (EHSW). Therefore, to study this aspect of the research thoroughly, the following research question can be posited:

RQ1: Can the tautologically and epistemologically similar constructs EAW and SAW be integrated into EHSW?

The nomological network of a construct provides evidence of construct validity (Cronbach & Meehl, 1955); further, the network should be based on a robust theoretical framework, and the observable constructs in the network should firmly establish intertwined relationships (Cronbach & Meehl, 1955; Kumar et al., 2021). Therefore, this study also proposes to empirically examine the nomological network of EHSW in the presence of related antecedents and consequences. Therefore, the following research question can be proposed:

RQ2: What are the various intertwined constructs (antecedents and consequences) of EHSW that can form a nomological network of EHSW?

The intended contribution of this study is threefold. First, this study proposed to further the work of Kahn –(1990, 1992, 2010) and May et al. (2004) to explain the human spirit at work and to relook at the measure proposed to determine the engagement of the human spirit at work (EHSW). Second, it was posited to bring epistemological congruence to the constructs of EAW and SAW. It was further postulated to empirically examine both the constructs, EAW and SAW, to assess the scope of integrating the constructs conceptually and theoretically. Third, through this research, the nomological network of engagement of human spirit at work (EHSW) is proposed to be determined and, in the process, advance the subject's literature. The manuscript is structured as follows: beginning with the theoretical underpinnings of the constructs EAW, SAW, and Human Spirit at Work. After that, it is proposed to assess the nomological network of EHSW and then theorize hypotheses concerning the related antecedents and consequences. This is followed by the method section covering the participant's details and the methodology. The measures section provides details of the item generation process and subsequent testing as per the deductive approach advised by Hinkin (1998). In the results section, the pilot testing results (n=109) is discussed along with the exploratory factor analysis (EFA) results on the first sample of the study (n=166), where the structure of EHSW is discussed and the factor structures of the various antecedents and consequences of EHSW. With the aid of the second sample of (n=253) participants, cross-validation the factor structure through confirmatory factor analysis (CFA) is done. The proposed hypotheses is then examined and addressed by employing structural equation modelling. Finally, the novel findings and the theoretical implications of the study is discussed.

Theoretical Underpinnings

Engagement at Work

Originally, Kahn (1990) pioneered the research on psychological engagement through ethnographic study and explained that engaged employees are involved in their work roles in a cognitive, physical, and emotional manner, experiencing meaningfulness, safety, and availability. Working further on Kahn's (1990) ethnographic study, May et al. (2004) explored the determinants and effects of the employees' psychological engagement at work. Among the research done on engagement, the Utrecht Work Engagement Scale (UWES) —(Schaufeli et al., 2006) has been the most frequently used and validated measure.

Kahn (2010) provides much-required clarity in the engagement literature by spelling out subtle features of an engaged employee. He explains that engagement is beyond an employee working hard; engagement is more pronounced when an employee can express oneself. He also states that engagement starts with channelizing efforts and energy (vigor) into the work but does not end there. Engagement is when an employee cares about the work, is fully aware of the situation, and expresses self without being defensive; van Berkel et al. (2014) state that engagement could be augmented when employees know their feelings and actions. An engaged employee brings all the data to work, whether it is thoughts, feelings, intuition, or experiences, and this is done not for show purpose or for being applauded (Kahn, 1992). Kahn (2010) further explains that engagement is a delicate and tricky phenomenon that requires intensity and focus. To sustain an employee for a more extended period needs interventions. The interventions could be meaningful work, a safe workplace, or employee availability. Meaningfulness could propel a spiritual employee to be engaged - (Izak, 2012).

May et al. (2004) identified the human spirit as a part of a human being (refer to an employee here) seeking self-fulfillment by expressing self at work. They posited that the human spirit would 'thrive' when employees are immersed in their work. This behavior of being wholly immersed at work is referred to as being in the state of flow (Csikszentmihalyi, 1990). The spirit at work is defined as "a term that describes the experience of employees who are passionate about and energized by their work, find meaning and purpose in their work, feel that they can express their complete selves at work, and feel connected to those with whom they work" (Kinjerski & Skrypnek, 2004, p. 27). Extending the work of Kahn (1990), May et al. (2004) proposed that an individual's human spirit would 'thrive' when s/he can harness their cognitive, emotional, and physical dimensions at work.

Spirituality at Work

Spirituality at work translates into a sense of calling (Fry, 2003); transcendence of self, holism, harmony, and growth (Ashforth & Pratt, 2010); spiritual values and behaviors; exhibition of spirituality leading to the integration of self and profession and ultimately engagement (Jurkiewicz & Giacalone, 2004); satisfaction through transcendence (Giacalone & Jurkiewicz, 2010); meaningfulness and fulfillment and experience of wholeness and completeness at work (Krishnakumar & Neck, 2002); calling, sense of community and membership (Garg, 2017; Pfeffer, 2003); and spiritual consciousness —(Gupta et al., 2011).

Human spirit at work

The debate on the validity of the concepts of engagement and spirituality at work has been prevalent. The idea of engagement does not find credence in the academic literature; some consider it a 'fad' as it overlaps with already validated

measures like job satisfaction, flow - (Wefald & Downey, 2009a), job involvement, organizational commitment, organizational citizenship behavior –(Macey & Schneider, 2008; Saks, 2006). However, documented studies claim otherwise that job satisfaction and organizational citizenship behavior are positive engagement outcomes. They bring holistic connection with work and, subsequently, greater life fulfillment (Saks, 2011). Similarly, with SAW, different definitions have surfaced in academic literature with weak validity –(Joshi & Jain, 2016; Kinjerski & Skrypnek, 2004; Kumari et al., 2022). Some researchers even state that the concept of 'spirituality at work' lacks the intellectual rigor a construct should have. A literature review on workplace spirituality (Dubey & Bedi, 2023) also underscores that the unique and idiosyncratic nature of spirituality as a phenomenon contributes to the conceptual confusion in the field of workplace spirituality. Based on opposing views, researchers claim that spirituality is pervasive in every organization; however, the levels of self-censure or organizational leadership determine the extent of expression –(Lips-Wiersma & Mills, 2002). Fry (2003) opines that fulfillment at work can be desired when spirituality is integrated with the work at hand. Akin to the concept of disengagement, a dispirited workplace can demoralize employees, induce burnout and stress-related diseases manifesting into absenteeism, and have higher turnover intentions among employees (Garcia-Zamor, 2003).

A clear link between spirituality at work and engagement has emerged; engagement and spirituality are concerned about spirit at work. Saks (2011) viewed spirituality as essential to fulfilling higher-order needs. This proposition can gauge the connection between engagement and spirituality – Can spirituality in a meaningful way impact engagement-related psychological conditions "(Roof, 2015)? The link between engagement and spirituality has been studied by positing spirituality

as an engaging component of the work arena (Sheep & Foreman, 2012). Workplace spirituality defines an individual's experience of joy, vigor, transcendence, awareness, alignment of self with meaningful work in the organization, and a sense of community connection (Kinjerski & Skrypnek 2004). This camaraderie provides a feeling of completeness and joy (Giacalone & Jurkiewicz, 2003). Also, the recognition experienced by employees having inner life nurtures will be facilitated by meaningful work for the community (Ashmos & Duchon, 2000). Individuals will experience alignment with organizational values (Milliman et al., 2003). Roof (2015) concluded that engagement and spirituality are new-age constructs, and studies can use other measures to gauge engagement and spirituality to bring texture to future inquiries (p. 596). For an employee to be engaged, spirituality can be integrated with work. Research studies have established antecedents of engagement, but few identified research have linked WS and work engagement; research validates engagement as the outcome of spirituality at work —(Petchsawang & McLean, 2017). Research reflects that if an employee finds meaningfulness at work and is free to express oneself spiritually, it may lead to engagement at work (Ashmos & Duchon, 2000). There is support for a strong relationship between engagement and spirituality at work "(Roof, 2015), and studies can explore this further. This research hypothesizes that the construct – 'engagement of human spirit at work' should also include workplace spirituality as a dimension. Therefore, the quest of this study, which is the refinement of detailed research (Kumar, 2013), is to redefine engagement and spirituality at work by integrating them and revalidating the term 'engagement of human spirit at work (EHSW).'

Thus,

H1: Engagement at work (EAW) and Spirituality at work (SAW) can be integrated as different dimensions of one construct, viz., EHSW. Proposing

the nomological network of EHSW

Previous research has empirically tested engagement as an outcome or a network of constructs like job satisfaction, commitment, and job involvement - (Macey & Schneider, 2008; Wefald & Downey, 2009a). A previous nomological engagement network was tested using big five personality traits and transformational leadership as antecedents and job satisfaction, affective commitment, and turnover intentions as outcome variables –(Wefald et al., 2011). Although the positioning of engagement is similar in both networks, the antecedents differ. This study proposes to assess the position of EHSW in the larger scheme of interventions and outcomes through a nomological network, "as learning more about a theoretical construct is elaborating the

nomological network in which it occurs..." (Cronbach & Meehl, 1955). The study uses the literature review to derive the predictors and outcome variables. The authors do not propose any digression from traditional literature. Only the most relevant predictors and outcomes of EHSW have been included in the study design to maintain a parsimonious network (figure 1). In response to Saks '(2019) call for future researchers "to test the ever-evolving nomological network of EE [employee engagement], this study proposes studying the network positing the relationship of engagement with its predictor variables (antecedents) and outcomes (consequences). Further, examining the relationship between the variables under study is imperative while testing a nomological network. The study proposes to assess relationships through hypotheses development that could ascertain other associations at the model-building stage.

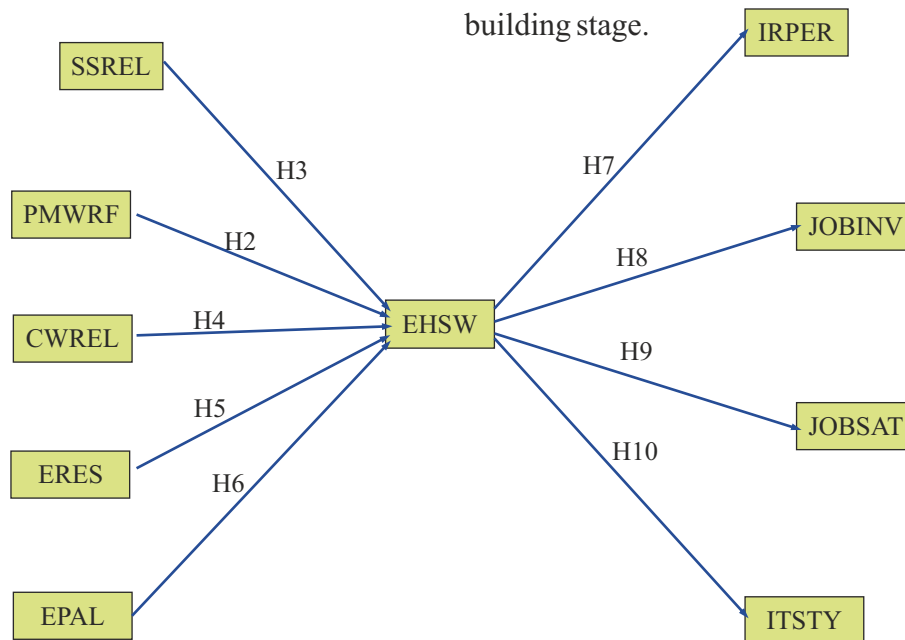


Figure1: Proposed Nomological Network of EHSW

SSREL Supportive Supervisory Relations; PMWRF Psychological Meaningfulness and Work Role Fit; CWREL Co-worker Relationship; EPAL Employee's Psychological Availability; IRPER In-Role Performance; JOBINV Job Involvement; JOBSAT Job Satisfaction; ITSTY Intention to Stay

Antecedents of EHWS

Several studies have hypothesized important antecedents of engagement at work; significant among those are transformational leadership –(Wefald et al., 2011); big five personality type –(Wefald et al., 2011); authentic leadership, and employee trust –(Hsieh & Wang, 2015); organizational trust and ethics (Hough et al., 2015); perceived organizational support, job characteristics, perceived supervisor support, reward and recognition —(Saks, 2006; Zhong et al., 2016); meaningfulness, availability, and safety (May et al., 2004).

Psychological Meaningfulness

From a job's viewpoint, meaningfulness is the *significance* of an employment goal, which an individual employee appraises, keeping one's core principles and values in perspective. The Social Exchange Theory (SET) explains that the employees would report higher engagement when introduced to enhanced and exigent tasks (Cropanzano & Mitchell, 2005).

The academic fraternity's scholarly consensus on the relationship between spirituality at work and meaningfulness is akin to engagement (Pfeffer, 2003). Researchers have linked meaningfulness to spirituality (Ashmos & Duchon, 2000; Kinjerski & Skrypnik, 2004; Milliman et al., 2003). Studies have explored the employee's association with specific work roles (Kristof, 1996); such roles aligned with the individual's self-concept augment a meaningful work state (May et al., 2004). A supposed fit between an individual's self-visualization and the subsequently assigned work role could extend the conditions of perceived meaningfulness, engagement, and spirituality (Brief & Nord, 1990; Krishnakumar & Neck, 2002). Employees experience such perceived fit and completeness through enriched jobs –(Saks, 2006), the absence of which could cause burnout (Maslach et al., 2001). The authors propose to test

the impact of meaningfulness and work role fit in the nomological network of EHSW:

H2: Psychological Meaningfulness and Work Role Fit (PMWRF) are positively associated with EHSW

Perceived organizational and supervisor support:

An individual experiences psychological safety at work when one can employ themselves without negativity and fear of negative consequences. Employees experience when they perceive that their superiors and organization would support them when required.

A supportive organization that cares for its employees should get dividends in return as they are fearless and do not hesitate to try new things –(Kahn, 1990; Saks, 2006). Researches claim that perceived organizational support predicts organizational engagement - (Maslach et al., 2001; Schaufeli & Bakker, 2004). Studies have drawn parallels between perceived organizational support and perceived supervisor support, and such support systems in the organization reportedly lead to higher engagement levels (Rhoades & Eisenberger, 2002). The literature asserts the importance of supervisory, organizational, and leadership support for an employee to be engaged at work; therefore, the author proposes:

H3: Supportive Supervisory Relations (SSREL) is positively associated with EHSW

Co-worker Relations:

Sustenance and support from colleagues envisage engagement at work —(Maslach et al., 2001; May et al., 2004; Schaufeli & Bakker, 2004). Studies report that an absence of peer support systems could cause employee burnout (Maslach et al., 2001). The employees feel rewarded when they experience favorable interactions with their co-workers leading to a sense of engagement (Kahn, 1990).

Rewarding social identification could predict engagement at work, and absence may lead to disengagement (May et al., 2004). Similarly, the literature on spirituality at work recognizes interconnectedness (Mitroff & Denton, 1999). Spirituality is a feeling of bonding with self and others, including peer groups, and experiencing connectedness (Krishnakumar & Neck, 2002; Milliman et al., 2003). Studies have explored the sense of community, meaningful work, and alignment with work as dimensions of spirituality (Milliman et al., 2003). Calling, connectedness, and membership is tested in the study by framing the following hypothesis:

H4: Rewarding co-worker relations (CWREL) is positively associated with EHSW

Job Resources:

Studies have linked engagement with social exchange theory –(Cropanzano & Mitchell, 2005; Saks, 2006). An employee would feel obliged to return the favor of the organization after receiving socio-economic benefits –(Saks, 2006). Similarly, Kahn (1990) posits that if the organization provides employees with adequate resources, they will perform better at work and feel engaged. The author proposes the following hypothesis:

H5: 'Job resources' is positively associated with EHSW

Psychological availability refers to the readiness an employee experiences at work. This readiness believes that a person will invest oneself in work physically, intellectually, and psychologically (Kahn, 1990; May et al., 2004). Employees may believe they cannot garner the required resources (motivation and mental ability) to carry on with the work at any given time. They are more likely to be disengaged –(Laba & Geldenhuys, 2016). The author proposes the following hypothesis:

H6: Psychological Availability (EPAL) is positively associated with EHSW

Outcomes of EHWS

Literature suggests a positive relationship between spirituality and engagement at work with organizational outcomes like job satisfaction –(Pawar, 2009; Saks, 2006), job involvement (Milliman et al., 2003; Pawar, 2009), intention to quit –(Milliman et al., 2003; Shantz et al., 2016), actual turnover (de Lange et al., 2008), performance –(Ashmos & Duchon, 2000; Bakker & Bal, 2010; Demerouti & Bakker, 2006). In a nomological network examination, the inclusion of consequences of the construct under study is justified if the inclusions enrich the network (Cronbach & Meehl, 1955).

Studies have examined engagement as mediating variable between the antecedents (transformational leadership, personality, work conditions) and outcomes (intention to leave, increased withdrawal, lower performance, job satisfaction, and affective commitment –(Maslach et al., 2001; Wefald et al., 2011). The present study draws heavily from Kahn's (1990) and May et al. (2004); however, both studies do not incorporate specific consequences of engagement. Kahn (1992), however, mentions that engagement could lead to individual and organizational levels consequences.

The consequences of having spirituality and engagement at work are similar. Similar to the individual level consequences of engagement, spirituality at work reportedly leads to high job involvement, high intention to stay, and high satisfaction from the job (Millman et al., 2003). In conclusion, the researchers have developed engagement and spirituality as independent constructs in the academic literature; however, the researchers can explore integrating the two constructs. Saks (2011) opines that the two constructs may co-exist in any organization.

In-role Performance: Engaged employees are likely to achieve higher appraisal and ratings on in-role performances - (Bakker et al., 2004); additionally, previous studies suggest a positive causal association between engagement at work and in-role performance - (Christian et al., 2011; Zhong et al., 2016).

H7: EHSW leads to higher in-role performance (IRPER)

Engagement is a broader term that captures three psychological conditions - emotional, cognitive, and physical (Kahn, 1990). Job Involvement is the cognitive condition of psychological recognition (Kanungo, 1982) and an essential facet of engagement (Macey & Schneider, 2008). Previous studies consider job involvement to be the consequence of employee engagement –(Saks, 2006), as employees may get deeply engaged with their work and become more job involved (May et al., 2004). Similarly, the literature suggests a positive relationship between spirituality and job involvement (Kolodinsky et al., 2008). Therefore, the author proposes to examine the following:

H8: EHSW leads to higher job involvement (JOBINV)

Job satisfaction :

affirms positive emotions experienced from a good review appraisal at work –(Locke & Henne, 1986). Studies report a distinct positive association between engagement and job satisfaction - (Karatepe, 2013; Macey & Schneider, 2008; Pawar, 2008; Saks, 2011; Wefald et al., 2011). Researchers have postulated that engagement expands satisfaction to include energy and activation; hence, engagement is considered a broader construct (Macey & Schneider 2008). Previous studies establish that spirituality at work is positively related to job satisfaction (Sheep & Foreman, 2012).

H9: EHSW leads to higher job satisfaction (JOBSAT)

Intention to Stay:

Studies have postulated a negative relationship between engagement and turnover intentions - (Karatepe, 2013). Research depicts that engaged employees are likelier to stay on the job - (Schaufeli, 2013; Wefald et al., 2011). Therefore, the author proposes the following:

H10: EHSW leads to a higher intention to stay at work (ITSTY)

Method

This study seeks to classify, assess, and illustrate the engagement of the human spirit at work (EHSW) prevailing in organizations today. The two critical objectives of this study include a scale that measures EHSW and its most relevant predictors and the second to develop a nomological network of EHSW that integrates the drivers (antecedents) and outcomes (consequences) in a single network. The investigation and validation process followed the five-step recommendation (Hinkin, 1998). The first stage included item generation, leading to survey administration. Variable reduction through exploratory factor analysis (EFA) is the third stage. The fourth stage included confirming the component structure using confirmatory factor analysis (CFA). The fifth stage covered the validity assessment, viz., construct validation. SPSS version 21 was used to conduct EFA and AMOS version 20 to conduct CFA and path analysis.

Participants

The researchers administered the test battery to 698 employees from Information Technology, Banking, and Education sectors. The percentage of respondents returning the set was 65%; the final sample size comprised 453 respondents. Twenty-

four respondents had filled less than 90% of the questions; hence, they were liable for deletion (Hair et al., 2019). Further, 10 were unengaged respondents, whose responses had a reported variability of less than 30%. The author randomly segregated the sample into two samples, $n_1 = 166$; $n_2 = 253$, to explore and confirm the underlying structures. The sample composition was even, with 47.5% male and 52.5% female. 17.66%, 32.6%, and 49.64% of respondents were from the top, middle, and lower-level management, respectively

Measures

The study's epistemological underpinning was that of realism of Indic philosophy. The items conceived in the test battery were taken from already established scales validated in western literature but sufficiently modified to meet the authenticity of the Indian concept of engagement and spirituality at work and other related dimensions. For instance, those items involving slang or commonly used western phrases uncommon in India were rephrased in the test battery.

Item Generation

The item generation process relied on the existing standardized scales of constructs. Various scales were analyzed, and cultural unity defined the choice of questions. More known phrases and terms replaced those items not generally used in the Indian context. The deductive approach recommended by Hinkin (1998) was applied to generate items. Each indicator was analyzed to avoid unwarranted, unnecessary items, puzzling questions, indistinct or unclear questions, loaded or leading questions, and constrained linguistics (Page & Meyer, 2000; Whitley, 2002). This study used a five-point Likert scale to rank the level of agreement of the respondents ranging from Strongly Disagree to Strongly Agree) with each

statement.

Psychological Engagement:

The study employed a standardized and widely used psychological engagement scale (May et al., 2004). One item measuring emotional engagement read, "I often feel emotionally detached from my job," was rearticulated as "I often feel emotionally attached to my job" to create Indian alignment. The people of the India Pacific region consider the word 'detachment' as keeping away from material pleasures the world has to offer, hence the rearticulating.

Workplace Spirituality (WS):

As per the conceptualization, the study empirically tested the integration of engagement and spirituality at work owing to structural, content, and nomological underpinnings. The study adapted the five items scale measuring WS developed by (Kumar & Singh, 2013), e.g., "My work provides me with inner source of inspiration as if the work I am doing is my 'calling.'"

Antecedents

Psychological Meaningfulness:

The scale consisted of six indicators adapted from the research of (Spreitzer, 1995) and (May, 2003), e.g., "My job activities are personally meaningful to me."

Work Role Fit:

The study uses the four-item scale that May (2003) developed to measure work role fit, e.g., "The work I do on this job helps me satisfy who I am."

Rewarding Co-worker Relations:

The scale of May (2003) having ten indicators was

used to measure co-worker relations, e.g., "I sense a real connection with my co-workers."

Supportive Supervisory Relations:

The study employed a ten-item test battery of May et al. (2004), in which the first six indicators were adapted from the work of (Oldham & Cummings, 1996), and the other four indicators were taken from (Butler, 1991) standardized test battery, e.g., "My supervisor encourages employees to participate in important decisions."

Consequences

The study proposed to test the consequences of having an engaged workforce.

In-Role Performance (IPER): seven indicators that measure IPER (Williams & Anderson, 1991) was employed here, e.g., "I perform tasks that are expected of me."

Job Involvement (JINV): The ten-item standardized test battery (Kanungo, 1981) was used to measure involvement in the job, e.g., "I am very much involved personally in my job."

Job Satisfaction (JSAT): Five standardized indicators scale (Brayfield & Rothe, 1951) was used to measure job satisfaction, e.g., "I find real enjoyment in my work."

Intention to Stay (ITST): In this study, a five-item scale of continuance commitment scale (Meyer et al., 1993) is used, e.g., "I will probably look for a new job with another company in the next year."

Results

Pilot testing was carried out on 109 respondents to

ascertain that the indicators of the test battery were relevant and easily understood by the intended respondents (Whitley, 2002). All the respondents returned the questionnaire, making a sample size of 95; this exceeded the minimum required to conduct such tests (Page & Meyer, 2000). The test battery reported reliability.

Exploratory factor analysis (EFA) was employed to condense the indicators, remove unjustified items, and identify primary drivers of EHSW (Pallant, 2005). The study used the first sample set of $n=166$ respondents for EFA, a sample size higher than the minimum adequacy for EFA ($n=100$) (Hair et al., 2019). The examination of the correlation matrix depicted an inter-item coefficient higher than 0.30 (Tabachnick et al., 2019). The Kaiser-Meyer-Olkin (KMO) value accounting for sampling adequacy reported a value of 0.824, and Bartlett's test of Sphericity reported significance ($p < 0.05$), making the data set fit for factor analysis. According to the study propositions, to integrate the constructs of engagement and spirituality at work, the items measuring psychological engagement, viz., physical, cognitive, and emotional, and the items measuring spirituality at work were first analyzed for EFA. The study employed three rounds of EFA by using principal component analysis. In the first two rounds, the factors having less than three items and factor loadings less than 0.60 were deleted to have a high-quality factor structure. The final item set retained had two factors explaining 62.540% variance. The author labeled the two factors identified as the sub-constructs of EHSW as Spirituality at Work (SAW) and Engagement at Work (EAW), lending support to *Hypothesis 1*. The factor loadings suggest stable and structural adequacy to the factor matrix (table 1). The subscales of EHSW have acceptable reliability ($\alpha = 0.821$) and so converted into a composite score.

Table 1: Exploratory Factor Analysis of the Engagement of Human Spirit at Work Scale

Items	Component	
	SAW	EAW
My work provides me with inner source of inspiration as if the work I am doing is my 'calling'	.873	
I feel a sense of connectedness while performing my job	.852	
My work adds a lot to the general purpose of my life	.821	
My job allows me to unleash my full potential	.814	
My personal goals are aligned with the organizational goals	.647	
My own feelings are affected by how well I perform my job		.750
I exert a lot of energy performing my job		.720
I stay until the job is done		.695
I get excited when I perform well on my job		.691

SAW: Spirituality at Work; EAW: Engagement at Work

Antecedents of Engagement of Human Spirit at Work (EHSW)

The antecedents of EHSW, as identified in the literature, were subjected to EFA to fixate upon an underlying factor structure and explore any new structure to be included in the network (Cronbach and Meehl, 1955). The preliminary examination revealed the KMO = 0.860, indicating functional sampling adequacy (Tabachnick & Fidell, 2001). Bartlett's Test of Sphericity (Bartlett, 1954) reported significance ($p < 0.05$). The correlation matrix reported significant correlations among the variables, and no two items correlated greater than 0.80, negating the singularity problem. Each item was checked for KMO by browsing the anti-image matrix; the reported value exceeded the minimum recommended for data adequacy (Tabachnick & Fidell, 2001). The study employed principal component analysis with Varimax (orthogonal) rotation to extract the underlying factor structure. After two rounds of EFA and deleting items with factor loadings of less than 0.60, the analysis confirmed five factors with 63.632% of explained variability. Two items of work role fit loaded with the items measuring psychological meaningfulness construct, inferring a high correlation between the two constructs. All the other items loaded on their pre-conceived factors, and there was no reported

issue of cross-loadings lending credence to the test battery employed. The components were labeled as previously conceptualized - *Supportive Supervisory Relationship (SSREL)*, *Psychological Meaningfulness and Work Role Fit (PMWRF)*, *Co-workers Relationship (CWREL)*, *Employee Resources (ERES)*, and *Employee Psychological Availability (EPAL)*.

Parallel analysis entails the generation of random eigenvalues for comparison against eigenvalues generated from the data. Determining an appropriate number of components is a tough call for researchers and may lead to over or under-extraction of components; in such cases, parallel analysis has consistently proven accurate (Franklin et al., 1995). In the program, data permutations and raw data are used with random normal data of 1000. In this, the PCA eigenvalues from the data higher than the parallel analysis eigenvalues from the parallel random data can be preserved (Franklin et al., 1995, p. 99). In the present analysis, the fifth factor had an eigenvalue of 1.864, and parallel analysis reported 1.54; for the sixth factor, the eigenvalue reported was 1.003, and parallel analysis reported 1.47, confirming the results of EFA.

The analysis reported the Cronbach's alpha values as

0.926, 0.898, 0.875, 0.812, and 0.825 for *SSREL*, *PMWRF*, *CWREL*, *ERES*, and *EPAL*, respectively exceeding the minimum recommended value of 0.70, thus, showing strong reliability (Whitley, 2002).

Confirmatory Factor Analysis

The fourth stage recommends using confirmatory factor analysis (CFA) (Hinkin, 1998). The second sample set of n=253 respondents was employed to cross-validate the factor structure. The dimensionality of the underlying structure was established through EFA. At least three measured variables have indicated latent constructs that prevent the model from being under-identified (Hair et al., 2019). Two items measuring *ERES* and having a standardized regression weight of less than 0.50 were removed from further analysis. No identification, specification, or Heywood case was reported. The measurement model was examined based on the strength and significance of the path estimates. Each identified predictor loaded at a remarkable significance level of $p < 0.001$.

The χ^2 / DF of the CFA model 1.876 (< 3) shows a

good model fit. The Root Mean Square Error of Approximation (RMSEA) is an absolute fit index that reported an acceptable value of 0.073. The Root mean square residual (RMR) is 0.048, which meets the conservative cut-off limit of 0.05; the Standardized Root Mean Square Residual (SRMR) reported 0.0752. For incremental fit indices, Comparative Fit Index (CFI) and Incremental Fit Index (IFI) reported a moderate fit of 0.891 and 0.892, meeting traditional fit requirements (Hair et al., 2019).

The construct validity of the tested underlying structure was assessed through four caveats (Hair et al., 2019). First, the standardized regression estimate ranged from 0.527 to 0.926, with most items estimating more than 0.70. Second, the average variance extracted (AVE) for each factor was greater than 0.50 establishing convergent validity; third, the AVE should be more than the maximum shared variance (MSV) for meeting discriminant validity criteria (table 2). Fourthly, the construct reliability (CR) and MaxR(H) values were higher than the recommended value of 0.70 and 0.80, respectively, specifying adequate convergence or internal reliability.

Table 2: Validity assessment of the antecedents of EHSW

	CR	AVE	MSV	MaxR(H)	ERES	SSREL	PMWRF	CWREL	EPAL
ERES	0.774	0.543	0.116	0.841	0.737				
SSREL	0.939	0.630	0.126	0.940	0.295	0.794			
PMWRF	0.902	0.539	0.183	0.912	0.340	0.139	0.734		
CWREL	0.901	0.567	0.183	0.909	0.280	0.355	0.428	0.753	
EPAL	0.859	0.675	0.119	0.906	0.264	0.220	0.345	0.220	0.822

CR: Composite Reliability; AVE: Average Variance Extracted; MSV: Maximum Share Variance; MaxR(H): Maximum Reliability, SSREL – Supportive Supervisor Relations, PMWRF- Psychological Meaningfulness and Work Role Fit, CWREL – Co-worker Relations, ERES Employee Resources, EPAL – Employee's Psychological Availability

The robustness of the CFA model has also been tested through multi-group CFA in which the sample was divided into specific groups based on management levels and experience in the organization (control variables). Each group's regression coefficients were examined using a

pairwise comparison method. Few cases reported significant differences attributed to different management levels and experience groups under study. The invariance test negates differences in the model due to factors other than the constructs in the nomological net.

The study tested the common method bias using a common latent factor (CLF) method. CLF determines if there is a chance that the model is affected by any bias arising from the study design used. The standardized regression weights for the CLF were above 0.40, reporting no low loadings, negating common method bias's impact.

The study design used CFA to confirm the factor structure of the outcome variables with the second sample of 253 respondents. The standardized regression weight of every item reported a range of 0.562 to 0.949 significant at ($p < 0.01$) level. No issues concerning identification, specification, or Heywood case problem were reported.

Reliability and Validity Assessment

Three items of *IRPER*, two items of *JOBINV*, and one item of *JOBSAT* had to be eliminated to meet the requirements of convergent and discriminant validity. The validity analysis shows a fully validated set of EHSW consequences. Along with the composite reliability and MaxR(H) indicating high reliability, Cronbach's alpha to analyze the internal consistency was used. The Cronbach's alpha values were 0.840, 0.904, 0.895, and 0.825 for *JOBSAT*, *IRPER*, *JOBINV*, and *ITSTY*, respectively, exceeding the minimum recommended value of 0.70, respectively thus, showing strong reliability (Whitley, 2002). The correlation and reliability statistics of the network are provided (table 3).

Table 3: Correlations, and Reliabilities (Cronbach's α)

	SSREL	PMWRF	CWREL	ERES	EPAL	IRPER	JOBINV	JOBSAT	ITSTY	EHSW
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
SSREL (1)	(.926)									
PMWRF (2)	.429**	(0.898)								
CWREL (3)	.368**	.388**	(0.875)							
ERES (4)	.274**	.307**	.202**	(0.812)						
EPAL (5)	.264**	.393**	.208**	.246**	(0.825)					
IRPER (6)	.339**	.534**	.337**	.354**	.418**	(0.904)				
JOBINV (7)	.372**	.472**	.345**	.221**	.151*	.379**	(0.895)			
JOBSAT (8)	.445**	.601**	.323**	.225**	.218**	.398**	.559**	(0.840)		
ITSTY (9)	.295**	.531**	.216**	.219**	.205**	.418**	.521**	.606**	(0.825)	
EHSW (10)	.448**	.675**	.411**	.283**	.389**	.528**	.625**	.607**	.561**	(0.821)

N=253 * $p < 0.05$, ** $p < 0.01$

SSREL Supportive Supervisory Relations; PMWRF Psychological Meaningfulness and Work Role Fit; CWREL Co-worker Relationship; ERES Employee Resources; EPAL Employee's Psychological Availability; IRPER In-Role Performance; JOBINV Job Involvement; JOBSAT Job Satisfaction; ITSTY Intention to Stay

The primary indicators in the AMOS output are the χ^2 / DF , RMR, baseline comparison, and RMSEA. As per Iacobucci (2010), the standards of model fit of these indices are as follows:

$\chi^2/DF = < 3$, $IFI = > 0.9$; $CFI = > 0.9$; $RMR = < 0.10$ and $RMSEA = < 0.80$

The CFA findings for the model exhibited a very good fit. The study produced $\chi^2/DF = 2.263$, $CFI = 0.935$, $IFI = 0.936$, $RMR = 0.033$ and $RMSEA = 0.071$.

Multi-group CFA and common method bias test was used to establish the robustness of the CFA

model on consequences. The procedures adopted established no impact of control variables and any other externalities on the generated dataset.

Structural Equation Modeling

Structural Equation Modeling is a suitable method for analyzing nomological networks, as the researchers can assess the causal relationship between predictors and consequences - (Cronbach & Meehl, 1955; Ramirez et al., 2013). Maximum likelihood estimation has been employed to test the network, given its robustness to normality violations.

For *H2*, it is proposed that psychological meaningfulness and work role fit (PMWRF) will positively predict EHSW. Based on the path analysis results, PMWRF is predicting EHSW (Standardized Regression Weight (SRW) = 0.512, $p < 0.001$), supporting *H2*.

In *H3*, it is posited that supportive supervisor relations (SSREL) will positively predict EHSW. The path analysis reports SSREL EHSW (SRW = 0.147, $p < 0.01$), supporting *H3*.

In *H4*, it is hypothesized to assess the prediction strength of Co-worker relations (CWREL) on EHSW. The analysis reports CWREL EHSW (SRW = 0.133, $p < 0.01$), supporting *H4*.

In *H5*, it is theorized that employee job resources (ERES) associates with EHSW. The structural model did not support *H5*, ERES EHSW (SRW = 0.033, $p = 0.481 > 0.05$), rejecting *H5*. The final network does not include ERES and has therefore been sufficiently modified.

In *H6*, it is posited that the employee's psychological availability will predict EHSW. The model network reported the following, EPAL EHSW (SRW = 0.121, $p = 0.012 < 0.05$), supporting *H6*.

Therefore, out of the five antecedents proposed in the network, only ERES did not report a statistically significant predictor of EHSW. Consequences, as proposed originally, were tested through structural equation modeling. In *H7*, engagement of human spirit at work (EHSW) was theorized to lead to a positive outcome for the organization, viz., higher in-role performance (IRPER). The results show the following, EHSW IRPER (SRW = 0.261, $p < 0.001$), supporting *H7*.

For *H8*, *H9*, and *H10*, it was posited that EHSW would lead to a higher job involvement (JOBINV), job satisfaction (JOBSAT), and intention to stay (ITSTY). All the three hypothesis *H8*, *H9*, and *H10* were supported through the analysis as following, EHSW JOBINV (SRW = 0.452, $p < 0.001$), EHSW JOBSAT (SRW = 0.321, $p < 0.001$), EHSW ITSTY (SRW = 0.307, $p < 0.001$) (table 4) (figure 2). The variance inflation factor (VIF) test was used to detect multicollinearity among the predictor constructs. The VIF values of the predictor's report: SSREL=1.316; PMWRF = 1.457; CWREL=1.252; EPAL = 1.200. The reported VIF values were less than the conservative threshold of 3 (Hair et al., 2019), negating any multicollinearity issue.

The enrichment of the nomological net is either the addition of more constructs or the justification of a relationship in the net (Cronbach & Meehl, 1955). The network can be improved and provide more significant meaning; therefore, the study proposed to test other relationships.

H11: Job satisfaction leads to a higher intention to stay in the organization.

The nomological net confirms the existing theory on the relationship between job satisfaction and intention to stay –(Saks, 2006). The results support the hypothesis JOBSAT ITSTY (SRW = 0.420, $p < 0.001$).

H12: Job satisfaction leads to higher job

involvement.

The relationship between job satisfaction and involvement is not a thoroughly researched study; however, earlier studies establish that job satisfaction predicts job involvement in an organizational setting (Kahn, 1990; Kinjerski & Skrypnik, 2004; Krishnakumar & Neck, 2002; Saks, 2011). The network supports the hypothesis JOBSAT JOBINV (SRW = 0.285, $p < 0.001$).

H13: Psychological meaningfulness leads to job satisfaction.

There are many reasons for an employee to be satisfied with the job. However, the top contributors to job satisfaction are motivational, among which is the job's meaningfulness –(Chalofsky & Krishna, 2009). This study reiterates the positive relationship between

meaningfulness and job satisfaction PMWRF JOBSAT (SRW = 0.314, $p < 0.001$).

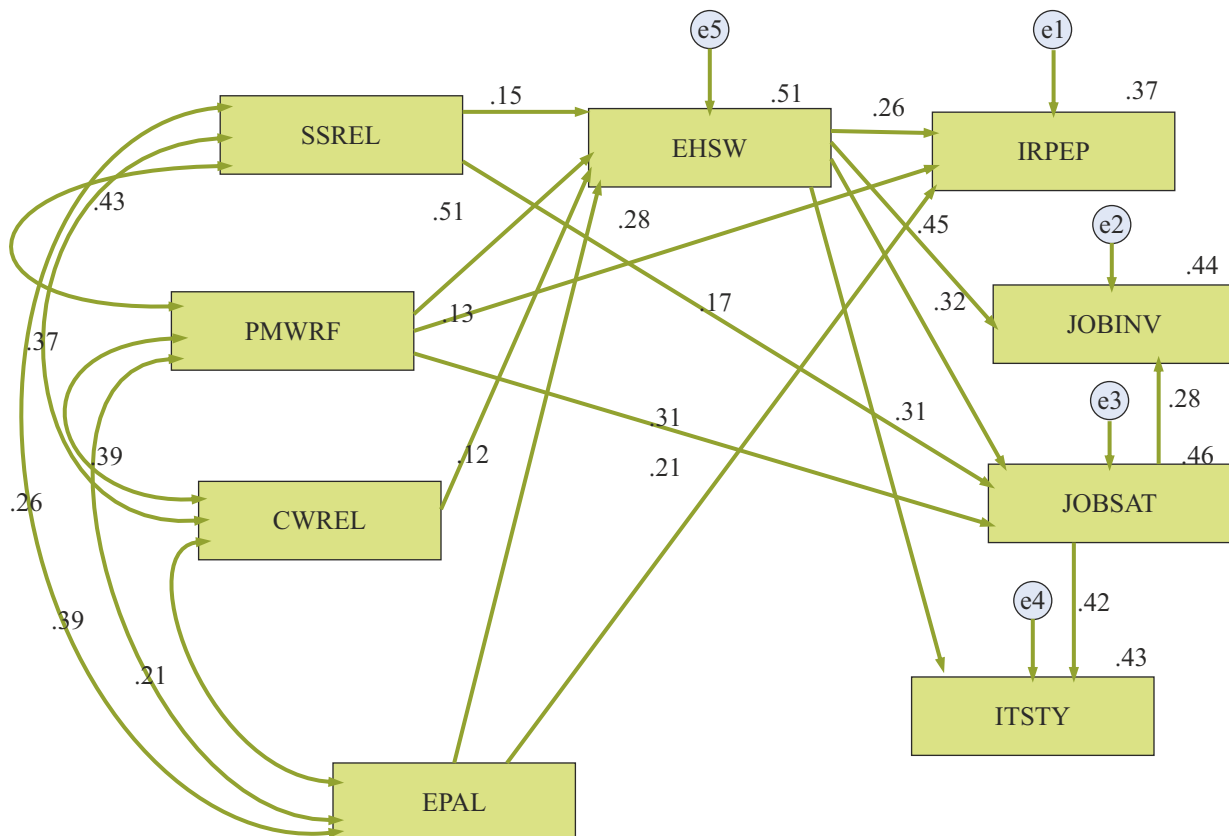
H14: Psychological meaningfulness leads to higher in-role performance

People exert on a work to make it count as it feels good, but they know when their work is excellent and meaningful –(Chalofsky & Krishna, 2009). Therefore, employees will perform better when they perceive the work as meaningful, supporting the hypothesis PMWRF IRPER (SRW = 0.314, $p < 0.001$).

H15: Employee's psychological availability leads to higher in-role performance

This proposition tests whether an employee psychologically ready to work on a task can excel or perform well. The results depict a significant positive relationship between the two constructs EPAL IRPER (SRW = 0.208, $p < 0.001$).

Figure 2: Nomological Network of Engagement of Human Spirit at Work



SSREL Supportive Supervisory Relations; PMWRF Psychological Meaningfulness and Work Role Fit; CWREL Co-worker Relationship EPAL; Employee's Psychological Availability; IRPER In-Role Performance; JOBINV Job Involvement; JOBSAT Job Satisfaction; ITSTY Intention to Stay

Table 4: Assessment of the nomological network relationships and hypotheses

Relationships			Estimate	S.E.	C.R.	P	SRW	Addressing Hypotheses
EHSW	←	CWREL	.151	.056	2.706	.007**	.133	H4 Supported
EHSW	←	SSREL	.116	.040	2.921	.003**	.147	H3 Supported
EHSW	←	PMWRF	.503	.052	9.656	***	.512	H2 Supported
EHSW	←	EPAL	.295	.117	2.522	.012*	.121	H6 Supported
JOBSAT	←	EHSW	.154	.031	4.951	***	.321	H9 Supported
JOBSAT	←	PMWRF	.148	.030	4.894	***	.314	H13 Supported
JOBSAT	←	SSREL	.063	.020	3.149	.002**	.167	H11 Supported
JOBINV	←	EHSW	.623	.081	7.644	***	.452	H8 Supported
ITSTY	←	EHSW	.302	.059	5.111	***	.307	H10 Supported
IRPER	←	EPAL	.228	.061	3.760	***	.208	H15 Supported
IRPER	←	PMWRF	.123	.031	4.018	***	.277	H14 Supported
JOBINV	←	JOBSAT	.817	.170	4.811	***	.285	H12 Supported
ITSTY	←	JOBSAT	.861	.123	6.996	***	.420	H11 Supported
IRPER	←	EHSW	.118	.031	3.795	***	.261	H7 Supported

***Sig at 0.001 level, **Sig at 0.01 level, * Sig at 0.05 level

SSREL Supportive Supervisory Relations; PMWRF Psychological Meaningfulness and Work Role Fit; CWREL Co-worker Relationship; EPAL Employee's Psychological Availability; IRPER In-Role Performance; JOBINV Job Involvement; JOBSAT Job Satisfaction; ITSTY Intention to Stay

The nomological network provides a marvelous fit with the data ($\chi^2 = 35.781$, $df = 16$, $p < .01$, $\chi^2/df = 2.236$; $GFI = 0.971$; $NFI = .962$; $CFI = .978$; $RMSEA = .070$ (p -close 0.130; $p > 0.05$).

A sector-wise analysis was conducted for the model, in which the overall model specifications remained similar. Some relationships were not significant, for instance in the education sector, SSREL did not associate with EHSW significantly ($\beta = 0.07$, $p = 0.410$) and EHSW did not impact ITSTY significantly ($\beta = 0.05$, $p = 0.636$). IT and Banking sectors resembled the overall results. The inherent work design in the education sector, where the concept of supervisor and supervisory relations is not pronounced, can probably be attributed to the insignificant impact of SSREL on EHSW. Also, the employees' turnover intentions in the education sector are not impacted by the EHSW, probably due

to the inherent nature of job security that the jobs in the education sector provide.

Bayesian estimation for each hypothesis on AMOS 20 was also conducted. The posterior distribution of the parameters viz., the mean and standard deviation are generated through parameter vectors. It was found the regression weights centered around the point estimate by employing the Bayesian estimation, showcasing that the weights lie in the range.

Discussion

After more than 30 years of academic discourse on engagement, specific questions still loom before the academic fraternity. This study is a novel intervention to provide meaning to the construct of engagement of the human spirit at work. As Kahn

(2010) puts it, engagement requires "depth of intensity and focus that cannot be constantly sustained... engagement is a far more delicate phenomenon, trickier to create and sustain". (p. 22). The sustenance of employee engagement necessitates specific psychological conditions, as established in prior research (Kahn, 1990; May et al., 2004). This investigation introduces an additional dimension to the discourse on employee engagement, one centered on spirituality within the workplace, aiming to elucidate the factors contributing to differential levels of employee engagement. It is established that engaged employees are characterized by their fearlessness in pursuing actions they perceive as morally right (Kahn, 2010). This attribute of fearlessness is derived from the experience of serenity, transcendence, and a profound sense of connectedness with one's work, colleagues, and self. Consequently, the infusion of spirituality into the work environment is posited to facilitate a deeper and more substantial level of employee engagement (Saks, 2011), rendering it a potentially influential managerial intervention in the context of employee engagement. It is noteworthy that previous scholarly inquiries have separately explored the theoretical foundations of engagement and spirituality, affirming their distinct but highly correlated natures within the constructed sphere (Saks, 2011). Thus, the theoretical amalgamation of engagement and spirituality at work is justified. This research endeavor serves to refine and synthesize the constructs of engagement and spirituality due to their inherent epistemological overlap, thereby addressing our initial research question, RQ1, and consequently supporting H1. In this study, a comprehensive discussion and empirical validation of the concept of "engagement of the human spirit at work" (EHSW) was undertaken. The current research on the network of Engagement of the Human Spirit at Work (EHSW) builds upon foundational investigations into psychological engagement (Kahn, 1990; May et al., 2004). This study

strategically situates EHSW within a concise and contextually relevant framework of antecedents and consequences, delineating interwoven relationships that facilitate a comprehensive epistemological understanding and the advancement of EHSW as a construct. Empirical analysis robustly validates all proposed hypotheses. The antecedents introduced in this research exhibit substantial and statistically significant direct associations with EHSW. Specifically, psychological meaningfulness (H2), supportive supervisory relations (H3), co-worker relations (H4), job resources (H5), and psychological availability (H6) are all found to have strong positive relationships with EHSW, thus affirming the theoretical assertions. This empirical validation bolsters the construct of EHSW by grounding it firmly in the empirical realm.

Furthermore, the nomological network of EHSW, as explored through Research Question 2 (RQ2), garners empirical support. The anticipated positive relationships between EHSW and the intended outcomes are upheld as hypothesized. These outcomes encompass in-role performance (H7), job involvement (H8), job satisfaction (H9), and intention to remain within the organization (H10). This empirical substantiation not only extends but also enriches the existing body of knowledge in this domain. This research positions EHSW within a well-structured theoretical framework, reinforcing its empirical validity by establishing strong associations with its antecedents and demonstrating its positive impact on a range of consequential outcomes. The findings herein contribute significantly to the scholarly understanding of EHSW and its implications in the organizational context.

To summarize, the construct of 'engagement of the human spirit at work' was accentuated and this study provided guidelines for measuring EHSW. Secondly, the epistemological congruence to the constructs – Engagement at Work and Spirituality at

Work was examined and was labelled as Engagement of the Human Spirit at Work (EHSW). Both the constructs were empirically examined and the desired reliability and validity of EHSW was established. Thirdly, the study verified the veracity of the nomological network of EHSW and, in the process, validated the intertwined constructs, i.e., the antecedents and consequences of EHSW.

Theoretical Implications

The study contributes to the epistemological foundation of EHSW, giving a new perspective on engagement and spirituality at work that has been previously overlooked despite evidence that shows congruence in the concepts of engagement and spirituality at work. This is the first study that integrates engagement and spirituality at work into one construct and empirically validates the same. Researchers have studied the strong inter-relationship of the constructs above (Saks, 2011) but still considered spirituality an antecedent of engagement. In understanding epistemology, this study confirmed the tautological relationship between the two. This proposition may look farcical, and there may be debates on integrating the two concepts. However, if the antecedents and consequences of the constructs are studied in a nomological network as this research did, it does not remain just a point to ponder! Although the term 'engagement of human spirit at work' has been defined before (May et al., 2004), this study has progressively extended the meaning and described that the two constructs are intertwined. This study postulates that EHSW constitutes two dimensions: engagement at work (EAW) and spirituality at work (SAW). The commonalities exhibited between the two dimensions are phenomenal. First, the meaning of the dimensions is closely related to the spirit at work and encompasses wholeness, completeness, and employee well-being (Milliman et al., 2003; Saks, 2011). Second, both the dimensions cover the crucial aspect of connectedness – with work, co-workers, self, or

clients (Kahn, 1990; Kinjerski & Skrypnek, 2004; Krishnakumar & Neck, 2002; Saks, 2011). Third, the models researched over time have established a clear relationship, i.e., engagement and spirituality, to have a causal and robust impact on individual and organizational outcomes. This study has demonstrated that when the dimensions of EAW and SAW are integrated into EHSW, it leads to higher in-role performance, job involvement, job satisfaction, and intention to stay in the organization. Therefore, future studies should consider validating spirituality at work as an essential dimension of engagement of the human spirit at work (EHSW) rather than an antecedent or predictor of engagement.

Practical Implications

The practitioner's literature on engagement is rich and signals the importance of employee engagement for the industry. With the world experiencing the rude shock of Covid-19, the implications for the industry have changed dramatically (Kniffin et al., 2021). Employees now realize the importance of well-being, and the deliberations around great resignation to retain talent are being felt more than ever. This research stresses the importance of 'engaging the human spirit at work' over just 'engaging' the employees. The researcher believes that aligning work with the general purpose of life and being able to sense connectedness with work could be a game-changer in sustaining intensity and focus. It is also recommended that the managers focus on strengthening psychological meaningfulness and enhancing work-role fit, maintaining supervisory support, and ensuring cordial co-worker relationships for fostering engagement of the human spirit at work. These interventions would be essential to convert engagement from a momentary to a sustained experience for the employees.

Limitations and Scope for Future Research

Future research about integrating EHSW could test

other validated scales of work engagement and workplace spirituality to establish consistency. It would be intriguing to draw comparable results if research scholars could employ different scales of SAW and EAW and integrate EHSW in future studies. These studies will take us a step ahead in creating parsimony in engagement and workplace spirituality research, where the problematization would majorly focus on integration. Secondly, this study did not manipulate the independent variables, and due to this, it cannot be concluded that the models and estimators used in this study are causally identified. Scholars can research further and test the research question by employing an experimental setting to manipulate potential variables sufficiently to make further claims on the subject.

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