

# Impact of Workplace Spirituality on Frontline Medical Staff's Sense of Happiness in The Workplace: Empirical Evidence From The Public Health Sector in Duhok City, Kurdistan Region-Iraq

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## Abstract

Medical staff in general and front-line medical staff in particular work in difficult working conditions, and it is expected that this will affect their sense of happiness in the work environment. Therefore, in these difficult circumstances, they need the availability of workplace of spirituality that motivates them to perform their tasks efficiently.

This descriptive study contributes to reducing the gap in the experimental studies conducted in this field by examining the impact of workplace spirituality including meaningful work, sense of community, and alignment with organizational values on the frontline medical staff's sense of happiness in the workplace. This study adopts a quantitative approach using a survey questionnaire to collect data from 237 frontline medical staff in four public hospitals in Duhok city, Kurdistan region of Iraq.

The results showed that all dimensions of workplace spirituality have a significant positive impact on sense of happiness in the workplace among frontline medical staff. The results also support the acceptability of the proposed model. The study recommended that the hospital administrations surveyed should work to enhance the medical staff on the front lines' sense of happiness in the workplace.

**Keywords:** Workplace Spirituality, Happiness in the Workplace, Frontline Medical Staff, Public Hospitals, Kurdistan Region of Iraq.

## 1. Introduction

In the recent years, the literature has witnessed many studies related to the development of positive emotions in the workplace, most notably the feeling of happiness while performing work, because happy employees are the most creative and most interested in achieving quality of work, and thus this is reflected in organizations and they become more efficient and productive. The concept of happiness in the workplace has become a major concern for contemporary organizations, to retain employees and achieve high levels of job satisfaction for them, and many of these organizations are willing to spend money in order to hire trainers who can conduct training programs in order to keep their employees happy in the workplace (Gangwani et al., 2020).

On the other hand, interest in workplace spirituality has increased during the recent period by academics and organizations alike because of its significant impact on individuals, work groups, and the organization (Sulastini et al., 2023). Workplace spirituality is an urgent and essential need for contemporary organizations in general and hospitals in particular, as it highlights the spiritual values of workers in the workplace as one

of the important values because it is related to the human condition and enhances the desire and activity of employee at the workplace, and also includes inspiration on how to integrate with the vision and mission of the organization. It is seen as a positive resource that helps employees deal with stress, enhances creativity and solves work problems, facilitates flexibility and helps employee to manage their emotional issues, as well as lead them to perform well at work, be committed, and be satisfied (Moloud et al., 2023).

Based on the priorly mentioned sources, achieving happiness in the workplace among employees is a necessary requirement in all contemporary organizations, including hospitals and health centers in particular. It is certain that there are many factors that impact happiness in the workplace, and according to the current study, workplace spirituality may be one of these factors. Therefore, the current study attempts to reveal the extent to which workplace spirituality impact the frontline medical staff's sense of happiness in the workplace in the health sector in the city of Duhok, Kurdistan Region of Iraq.

For the purpose of completing the requirements of the current study, after the introduction, a literature review on workplace spirituality and happiness in the workplace will be presented, then the study methodology will be presented, followed by the presentation of the study results, then their discussion, and finally presenting the conclusions and suggestions.

## 2. Literature Review

This section defines the main elements of the study including workplace spirituality and happiness in the workplace.

### 2.1. Workplace Spirituality

The word spirituality is derived from the Latin word “spiritu” which refers to the breath of life. People often confuse religion and spirituality, thinking that they are the same thing, but in fact they are completely different. A distinction can be made between spirituality and religiousness, spirituality expresses an internal belief system on which the individual relies to obtain strength and comfort, while religiousness expresses institutional beliefs, religious, rituals, and practices (Gaur, 2019).

There is a divergence of views concerning workplace spirituality, thus, it is difficult to determine a comprehensive and acceptable definition of workplace spirituality in the literature (Krishnani, 2023). Kendall (2019) defines workplace spirituality as “*the recognition by management that the inner lives of employees are nurtured through meaningful work that occurs in the context of society*”. It is also defined as “*the personal experience and expression of an individual's passion in determining the workplace and work*” (Chatterjee, et al., 2022). According to Khan, et al. (2022) workplace spirituality expresses employees' interactions and communications with their jobs, with their co-workers, and with the organization in which they work. With regard to the workplace spirituality dimensions, it is conceived on three levels: First, meaningful work which expresses spirituality in the workplace at the individual level. Meaningful work expresses the importance of the work itself, meaning that it is considered valuable and contributes to improving organizational results (Aboobaker et al., 2022). According to the concept of workplace spirituality, meaningful work does not mean that the individual benefits from the advantages he obtains, or that the work is only a kind of challenge, but also includes other things such as the presence of meaning and the true purpose of the individual's work (Alsaadi & Khalil, 2018). The second dimension is the sense of community which expresses spirituality in the workplace at the group level, and indicates that individuals see themselves as interconnected and that there is a relationship between the individual self and the inner self of others, it involves the loving, support, empowerment, and loyalty of colleagues (Omar et al., 2022). The sense of community is one of the main factors and indicators of the individual's decreased desire to leave the workplace and move to another job. The reason for this is that leaving work or leaving the organization by an individual who has social ties represents a sacrifice of social resources. The third dimension is alignment with the organization's values, and this dimension reflects the workplace spirituality at the level of the organization as a whole, and indicates that employees are eager to work in an organization whose goal is not merely to maximize wealth, but rather, it is dominated by an organizational climate characterized by a high sense of ethics and integrity, which contributes significantly to achieving the wellbeing of the organization's members, its customers, and society as well (Aboobaker, et al., 2022: 9).

Thus, the researchers define workplace spirituality for the purposes of the current study as a set of values and motivations present within the hospital that enhance the positive behavior of a member of the medical staff, whether in individual or group work in the hospital through purposeful work and a sense of

community and aligning its values with the hospital's values, which contributes to achieving happiness in their work.

## 2.2. Happiness in the Workplace

Happiness has intrigued philosophers since the dawn of written history, but it has only recently become a subject of psychological research (Shelke and Shaikh, 2023). Happiness is often expressed as "life satisfaction", which is the degree to which an individual likes the life he lives (Merdeka et al., 2020).

Happiness in the workplace is a term that was not widely used in academic research until recently, and the situation has changed recently, as many studies have appeared in the literature that investigated the effects of happiness in the workplace, and the factors that influence it. (Staniskiene et al., 2021; Diaz Pincheira & Carrasco, 2018). According to Bataineh (2019) happiness in the workplace is more than just the individual's feeling of pleasure, positive emotional experience, enjoyment and good feelings, but also includes having a meaningful work life. Agustien and Drain (2020) defined it as a positive feeling resulting from the fact that the individual knows the meaning of work manages and influence it, and he feels it at all times of work. it, so that he can achieve maximum performance and satisfy himself at work.

From Odeesh (2022) point of view, it is positive psychological state generated by human resources when they feel that the requirements for achieving their goals are available in the work environment and they are not afraid of exposure to dangerous situations, which increases their attachment, and loyalty to their organization, thus maximizing the quality of their outputs.

Rahmi (2018) believes that happiness in the workplace creates many good things, such as improving the quality of goods and services, increasing productivity and sales, achieving innovation and creativity, which is reflected positively in increased employee and customer satisfaction and increased sales volume. It also increases the organization's ability to adapt to the external environment and contributes to achieving flexibility and reducing costs. As well as reducing work turnover and absenteeism. Kun and Gadanez (2019) argue that good physical health is associated with individuals who feel happy in the workplace, and that individuals who are happy in the workplace have better mental health, live longer, work better, cope calmly with stressful events, and have positive relationships with their colleagues. They have high levels of job satisfaction, and they transfer happiness from the workplace to their homes. According to Dhamija (2021), happiness in the workplace stimulates the employee's activity, increases his focus on work, enhances his innovation, develops social relationships and participation in group events, as well as maintaining the employee's mental activity.

According to Odeesh (2022), happiness in the work place can improve the physical health of employees, make them feel safe, improve their ability to make the right decisions, and raise their morale, thus generating positive attitudes towards their organizations. Happiness in the workplace can be affected by many factors of the work environment such as the physical office environment, job characteristics, leadership style, organizational culture, and workplace social relations (Erkus & Afacan, 2021).

Based on the above, the researchers believe that organizational happiness is the sum of the happiness of the individuals working within the organization, and that a happy organization provides information to employees and works as a work team, and there is high trust between management and workers. Organizational happiness expresses a set of positive emotions that employees have toward the organization. Conversely, in an organization in which happiness is low, employees' emotions are negative and result from fear, anger, anxiety, depression, and resentment. Accordingly, the researchers define organizational happiness for the purposes of the current study as:

The state in which medical staff feel comfortable, safe, and satisfied in the workplace, which creates motivation in them to perform a successful and effective role, in addition to completing their job tasks efficiently.

## 3. Methodology

This section outlines the methodology of the study including problem statement, objectives, significance, hypotheses development, questionnaire, and procedures of the study.

### 3.1. Problem Statement

Frontline medical staff work long hours, have little time for rest and recreational activities, and shorter sleep than the average adult in other work environments, and thus, an increased number of infections poses a greater risk to them as they have to make physical contact with patients, as medical staff in general and front-line medical staff in particular work in difficult working conditions, it is expected that this will affect their sense of happiness in the workplace (Ilea et al., 2023; Rus et al., 2022; Temsah, 2020).

In the work environment in which frontline medical staff work, spirituality in the workplace is an important motivator for them to make an effort, sacrifice, take risks, and contribute to achieving the hospitals' primary goal of patient care and treatment (Boluarte et al., 2020). Accordingly, the current study attempts to answer the following question that expresses the problem of the study: Does workplace spirituality impact the frontline medical staff's sense of happiness in the workplace in the health sector in the city of Duhok, Kurdistan Region of Iraq?

### 3.2. Objectives

The main objective of this study is to examine the impact of workplace spirituality on happiness in the workplace, and sub-aims are:

- to determine the level of workplace spirituality in the hospitals included in the study,
- to diagnose the level of happiness in the workplace among frontline medical staff's in the surveyed hospitals,
- to examine the impact of workplace spirituality on happiness of workplace among frontline medical staff's, and
- to determine which dimension of workplace spirituality ranks first in its impact on happiness in the workplace among frontline medical staff's?

### 3.3. Significance

This study gains its importance in linking two vital subjects which are workplace spirituality and happiness in the workplace. This study is the only study conducted in the health sector of the Kurdistan Region of Iraq.

The findings of this study will provide insightful knowledge about how workplace spirituality can enhance the medical staff's sense of happiness in the workplace, and this can help academics, researchers, and decision makers who want to support and promote the level practicing of workplace spirituality, which may reflect positively on the medical staff's sense of happiness in the workplace, and thus increase their level of job satisfaction and improve their performance and the performance of hospitals.

### 3.4. Hypotheses Development

The relationship between workplace spirituality and happiness in the workplace has been an area of interest for many years. However, this relationship in the health sector has not been explored yet.

Golparfar and Abedini (2014) investigated the relationship between workplace spirituality and job happiness. The study sample included 204 employees working in the field of revenue collection and customs in the Isfahan and Tehran cities. The most vital finding of the study is the existence of a positive statistically significant relationship between workplace spirituality and job happiness.

A study conducted by Yaghoubi and Motahhari (2016) on a public organization in the Golestan governorate in Iran, which included a sample size of 127 employees in this organization, showed that organizational spirituality leads to happiness in the workplace.

With the aim of investigating the nature of the relationship between the dimensions of workplace spirituality including meaningful work, unity, and alignment with the organization's values and perceived happiness in employee behavior, Hasannejad et al. (2017) conducted a study, and the sample consisted of 239 employees at Qom University Iran. The most notable finding of the study is the presence of a statistically significant positive relationship between the dimensions of work spirituality and perceived happiness in employees' behavior.

The results of a study conducted by Mahipalan and Sheena (2019) in a number of government schools within the southern region of India showed the existence of significant relationships between workplace spirituality and subjective happiness among school teachers. The results also indicated that workplace

spirituality can play a vital role in building intrinsic motivation for long-term happiness among school teachers.

Upadhyay (2019) conducted a study with the aim of investigating the role of spiritual leadership in achieving happiness in the workplace. The study sample included 324 employees working in the service sector in northern India. The results of the study confirmed the presence of a positive significant effect of spiritual leadership on happiness in the workplace. The results also showed the presence of a mediating role for emotional commitment and positive social behavior in the relationship between spiritual leadership and happiness in the workplace.

Muhamed et al. (2022) conducted a study with the aim of investigating the relationship between workplace spirituality, represented by its dimensions (inner life, meaningful work, and sense of community) and happiness in the workplace. The study sample consisted of 122 employees at the Technical and Vocational Education and Training Corporation in Sarawak, Malaysia. The results of the study indicated that the dimensions of workplace spirituality contribute to achieving happiness in the workplace.

Within that framework, Figure (1) proposes the following framework for the study.

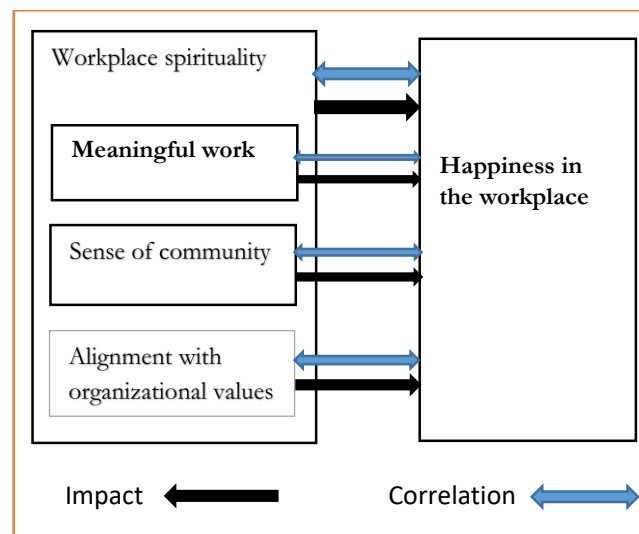


Figure 1. Study Framework.

**(H1):** There is a significant correlation at ( $\alpha \leq 0.05$ ) between workplace spirituality and frontline medical staff's sense of happiness in the workplace.

From this main hypothesis, the following sub-hypotheses emerged:

**(H1<sub>a</sub>):** There is a significant correlation at ( $\alpha \leq 0.05$ ) between meaningful work and frontline medical staff's sense of happiness in the workplace.

**(H1<sub>b</sub>):** There is a significant correlation at ( $\alpha \leq 0.05$ ) between sense of community and frontline medical staff's sense of happiness in the workplace.

**(H1<sub>c</sub>):** There is a significant correlation at ( $\alpha \leq 0.05$ ) between alignment with organizational values and frontline medical staff's sense of happiness in the workplace.

**(H2):** Workplace spirituality impacts significantly and positively at ( $\alpha \leq 0.05$ ) on frontline medical staff's sense of happiness in the workplace.

From this main hypothesis, the following sub-hypotheses emerged:

**(H2<sub>a</sub>):** Meaningful work impacts significantly and positively at ( $\alpha \leq 0.05$ ) on frontline medical staff's sense of happiness in the workplace.

**(H2<sub>b</sub>):** Sense of community impacts significantly and positively at ( $\alpha \leq 0.05$ ) on frontline medical staff's sense of happiness in the workplace.

**(H2<sub>c</sub>):** Alignment with organizational values impacts significantly and positively at ( $\alpha \leq 0.05$ ) on frontline medical staff's sense of happiness in the workplace.

### 3.5. Questionnaire

The questionnaire was the main tool for collecting data, and its final form consisted of three sections. In the first section, the front-line medical staff were asked to provide data regarding their age, gender, marital status, job title, number of years of service in the current hospital, and academic qualifications. The second section included 18 items adapted from the Alsaadi and Khalil (2018) scale designed to measure workplace spirituality, and 6 items were allocated to each dimension of workplace spirituality (meaningful work, sense of community and alignment with organizational values). The third section consists of 20 scale items designed to measure happiness in the workplace, modified version of Singh and Agarwal (2018) and Del Junco et al. (2013).

The five-point Likert scale was relied upon to determine the degree of agreement or disagreement to the scale items, and the scale ranges between (5) strongly agree and (1) strongly disagree. The statistical package SPSS program version 24 was used for the purpose of analyzing the data.

### 3.6. Procedures and Participants

The target group in the current study consists of the frontline medical staff including doctors, medical assistants, nurses and medical technicians who work in public hospitals located in the city of Duhok, the Kurdistan Region of Iraq. The first step in our research process was to obtain the approval from the Presidency of Health Duhok Governorate to conduct our research, and its approval was obtained to conduct the research in four public hospitals namely: Azadi Teaching Hospital, Reconstructive Surgery Burns Hospital, Kavin Hospital, and Lalaf Hospital. In the second step, we contacted these hospitals, and the study population was identified through human resource records in these hospitals. The total number of the frontline medical staff in these hospitals was 248 at the time of conducting this study. 248 questionnaires were distributed manually during the months of April and May in 2021, the number of retrieved responses suitable for analysis was 237, i.e. the response rate was 96%.

## 4. Results and Empirical Analysis

This section presents the results and empirical analysis of the study, including the relprofile of respondents, results of reliability and normal distribution test, descriptive statistics and correlation analysis, and results of regression analysis.

### 4.1. Profile of respondents

Table (1) presents profile of the respondents. Majority of the respondents were male 128 (54%) with 109 (46%) respondents were female.

Table 1. Profile of Respondents.

Category	Frequency	%
Gender		
Male	128	54.0
Female	109	46.0
Age		
20-35 years	67	28.3
36-50 years	107	45.1
51 years or older	63	26.6
Marital status		
Single	44	18.6
Married	184	77.6
Other	9	3.8
Job title		
Doctor	87	36.7
Medical assistant	55	23.2
Nurse	57	24.1
Medical technician	38	16.0
Years of work in the current hospital		
Less than 5 years	28	11.8

Between 5 and 10 years	40	16.9
Between 11 and 20 years	93	39.2
21 years or more	76	32.1
Academic qualification		
High school certificate (nursing)	45	19.0
Diploma	73	30.8
Bachelor's degree	92	38.8
Postgraduate degree	27	11.4

Majority of the respondents were aged 36 to 50 years old with 107 (45.1%), married with 184 (77.6%), and were doctors with 87 (36.7%). As for the years of participants' work in the current hospital, the highest percentage of participants have 11 to 20 years of service with 93 (39.2%). In regard to the academic qualifications of the participants, the majority hold a bachelor's degree with 92 (38.8%).

#### 4.2. Reliability and Normal Distribution Test

In order to ensure the reliability of the questionnaire, the Cronbach alpha test is used. Table (2) shows the results, and it indicates that the Cronbach alpha values range between 0.710 and 0.902 which are exceeding the acceptance value of 0.70 as suggested by Hair et al. (2010).

To ensure that the data follows the conditions of the normal distribution, the values of skewness and kurtosis are calculated for the two variables, and it indicates that the values range between 1.5 and -1.5, which indicates that the collected data meets the conditions of the normal distribution for the purposes of analysis (Sekaran & Bougie 2013).

Table 2. Reliability and Normality test.

Variable	No. of Items	Cronbach' Alpha	Skewness	Kurtosis
Workplace spritely	18	0.864	-0.393	0.392
Meaningful work	6	0.710	-0.494	-0.133
Sense of community	6	0.779	-0.459	-0.356
Alignment with organizational values	6	0.714	-0.120	0.539
Workplace happiness	20	0.902	-0.319	-0.003

#### 4.3. Results of Descriptive Statistics and Correlation Analysis

Means (M) and standard deviations(SD) were calculated for the variables of the study, and correlation coefficients (R) between these variables (Table 3). The respondents' scores for the questionnaire items were categorized into five levels that are: very low (Mean values equal or less than 1.80), low (Mean values between 1.80 and 2.60), moderate (Mean values between 2.60 and 3.40), High (Mean values between 3.40 and 4.20), and Very High (Mean values of 4.20 or higher).

The results of the descriptive statistics indicate that the respondents agree that there are high levels of workplace spirituality (Mean = 3.56, SD = 0.65). As for the levels of the workplace spirituality dimensions, the first rank was meaningful work with a high level (Mean = 4.05, SD = 0.60), followed by sense of community with a high level (Mean = 3.62, SD = 0.74), and the last rank was for alignment with organizational values with a moderate level (Mean = 3.01, SD = 0.61). The results also indicate that the respondents agreed on high levels of happiness in the workplace (Mean = 3.64, SD 0.59).

The correlation coefficients indicate that there is a direct and statistically significant correlation between workplace spirituality and happiness in the workplace ( $R = 0.82, \alpha \geq 0.1$ ), as well as the presence of a positive and statistically significant correlations at a significant level ( $\alpha \geq 0.01$ ) between the dimensions of workplace spirituality and happiness in the workplace, and the values of the correlation coefficient between them were (0.66, 0.68, 0.73) for meaningful work, sense of community, and alignment with organizational values respectively.

Table 3. Results of Correlation Analysis.

Variables	M	SD	Level	1	2	3	4	5
Workplace spirituality	3.56	0.65	High	1				
Meaningful work	4.05	0.60	High	0.82**	1			

Sense of community	3.62	0.74	High	0.86**	0.56**	1		
Alignment with organizational values	3.01	0.61	Moderate	0.82**	0.54**	0.54**	1	
Happiness in the workplace	3.64	0.59	High	0.82**	0.66**	0.68**	0.73**	1
<i>N = 237. ** significant at (<math>\alpha \leq 0.01</math>)</i>								

#### 4.4. Results of Regression Analysis

In order to test the second main hypothesis of the study (H2), a simple regression analysis was used and table (4) shows the results. According to results, workplace spirituality explains (68%) of the change in the values of happiness in the workplace ( $R^2 = 0.68$ ). The calculated (F) value (490) was significant at ( $\alpha \leq 0.000$ ), and higher than the tabular value (3.88). Accordingly, these results indicate that workplace spirituality impact significantly and positively on happiness in the workplace.

Table 4. Results of Testing the Main Hypothesis (H1).

Independent Dependent variable	R	R2	Adjusted R2	F	df.	Sig. level
Workplace spirituality	0.82	0.68	0.68	490	1,235	0.000

Multiple regression analysis was adopted to test the sub-hypotheses (H1<sub>a</sub>, H1<sub>b</sub>, and H1<sub>c</sub>), and Table (5) show the results as follows:

- Meaningful work significantly and positively impacts happiness in the workplace ( $\alpha \leq 0.000$ ). The calculated (T) value (5.526) was higher than the tabular (T) value (1.976) at df. (236) and ( $\alpha \leq 0.05$ ).
- Sense of community significantly and positively impact on happiness in the workplace ( $\alpha \leq 0.000$ ). The calculated (T) value (6.421) was higher than the tabular (T) value (1.976) at df. (236) and ( $\alpha \leq 0.05$ ).
- Alignment with organization values significantly and positively impact on happiness in the workplace ( $\alpha \leq 0.000$ ). The calculated (T) value (9.140) was higher than the tabular (T) value (1.976) at df. (236) and ( $\alpha \leq 0.05$ ).
- Based on  $\beta$  values, alignment with organization values has the highest impact on happiness in the workplace with  $\beta$  value (0.423), followed by sense of community with  $\beta$  value (0.304), and lastly meaningful work with  $\beta$  value (0.261).

Table 5. Results of the Multiple Regression Analysis for the Sub- hypotheses.

Model	Unstandardized Coefficients		Standardized Coefficient	T	Sig. Level
	B	Standard Error	Beta( $\beta$ )		
Constant	0.511	0.152		3.366	0.001
Meaningful work	0.254	0.046	0.261	5.526	0.000
Sense of community	0.242	0.038	0.304	6.421	0.000
Alignment with organizations values	0.405	0.044	0.423	9.140	0.000
<i>Dependent Variable: Happiness in the workplace tabular value of T at df. (236), (<math>\alpha \leq 0.05</math>)=1.976</i>					

#### 4.5. Discussion

The current study sought to test the impact of workplace spirituality, represented by its dimensions including meaningful work, sense of community, and alignment with organizational values on happiness in the workplace. The study assumed a significant positive impact of workplace spirituality on happiness in the workplace.

Based on the values of the Pearson correlation coefficients, it was found that there are positive, statistically significant relationships between the variable of workplace spirituality and its dimensions on the one hand and happiness in the workplace on the other hand. The interpretation of these relationships shows that high levels of happiness in the workplace are associated with hospitals in which workplace spirituality is practiced at high levels, and this result is consistent with the results of the study of Hassannejad et al. (2017), which found a statistically significant positive relationship between workplace spirituality and employee



happiness. Accordingly, the first main hypothesis of this study (H1) and the sub-hypotheses (H1<sub>a</sub>, H1<sub>b</sub>, H1<sub>c</sub>) emerging from the first main hypothesis of the study are accepted.

The results of simple regression analysis between the study variables showed that there is a significant positive impact of workplace spirituality on happiness in the workplace. The interpretation of these results indicates that high levels of practicing workplace spirituality will lead to enhancing levels of happiness in the workplace among medical staff on the front lines in the hospitals included in the study. Accordingly, the second main hypothesis of this study (H2) is accepted (Workplace spirituality impacts significantly and positively at ( $\alpha \leq 0.05$ ) on frontline medical staff's sense of happiness in the workplace).

According to the results of multiple regression analysis, which showed a positive significant impact for each dimension of workplace spirituality on happiness in the workplace, the sub-hypotheses of the study (H2<sub>a</sub>, H2<sub>b</sub>, H2<sub>c</sub>) emerging from the main hypothesis of the study are accepted. This reflects that the more the medical staff feel that they are doing meaningful work and have a high sense of community, and that there is a high degree of alignment between their personal values and the values of the hospitals in which they work, this leads to an increase in their feelings of happiness in the workplace. That is, the greater the awareness of these staff members of the importance and value of the work they do and their sense of the group they work with and the interest of the hospital administrations included in the study in encouraging teamwork and achieving alignment between their personal and organization values, the higher the level of comfort, safety and satisfaction they have in the workplace, which creates a motivation for them to perform a successful and effective role in addition to completing their job tasks efficiently, thus increasing their level of happiness in the workplace. These results were confirmed by the results of several previous studies in this field like Mahipalan (2019), Upadhyay (2019), and Azha et al. (2022).

Arranging the dimensions of spirituality in the workplace according to their importance in achieving happiness in the workplace was one of the most important results of this study, where alignment with organizational values rank first, sense of community rank second, while meaningful work rank last.

## 5. Conclusions, suggestions and limitations

This section contains the conclusions, theoretical and practical implication of the study, suggestions and concludes with the limitations and directions for future works.

### 5.1. Conclusions

The results indicate that workplace spirituality significantly and positively impacts the frontline medical staff's sense of happiness in the workplace, and that meaningful work, sense of community, and alignment with the organization's values are predictive factors of happiness in the workplace. It can be concluded from the results of this study that workplace spirituality helps employees understand the meaning and purpose of their job, and enhances a sense of community through the cultivation of long-term relationships with the workplace, and ultimately aligns individual values with organizational values. This makes the employees feel happy, they explain positively all the problems and daily work pressures that happen to them, and they are not exposed to anxiety and stress. Happy employees often show a great commitment to working hard. In fact, happy employees have positive thoughts and behaviors, and they are always upbeat and optimistic about a better future.

The theoretical implications of the current study are that it contributes to reducing the gap in the literature on the subject by presenting a proposed model to test the role of workplace spirituality on employees' sense of happiness in the workplace. As well as keeping pace with modern administrative trends that emphasize the necessity of creating positive environmental conditions for workers that make them feel happy in the workplace, which reflects positively on their performance.

The administrative implications of this study are that the results of the study will contribute to providing evidence to senior management in the surveyed hospitals regarding the importance of workplace spirituality as a factor that leads to increase the level of employees' sense of happiness in the workplace.

### 5.2. Suggestions

The senior management of the hospitals included in the study need to take into account a number of suggestions that help enhance the sense of spiritual values in the workplace, as well as enhance the degree

to which frontline medical staff sense of happiness in the hospitals they work. These suggestions are as follows:

- The need for the top management of the surveyed hospitals to be spiritual in their relations with the medical staff on the front lines, by paying attention to creating a work environment that makes them feel the importance of the work they do and the efforts they provide in the workplace.
- Enhancing the positive feelings of frontline medical staff about the values of the hospital, justice and fairness in dealing with them, and achieving harmonization between their goals and their moral values with the goals and values of the hospital.
- Encouraging cooperative work and strengthening positive relations between the frontline medical staff, in a way that enhances their sense of community at the hospital, as well as providing appropriate conditions in the workplace through which front line medical staff can express their feelings about their work and their colleagues.
- Enhancing factors that contribute to increase the sense of happiness in the workplace, including job stability and providing fair salaries and compensation commensurate with the efforts they make, taking care of the personal needs of these staff and work to provide them, as well as taking into account their personal problems in order to achieve a balance between the requirements of their job and their personal life.

### 53. Limitations and Future Studies

This study has some limitations that open new opportunities for future research. The first limitation is that this study focused on the public health sector, which means limited generalizability of the findings to other sectors. To allow comparisons, or for the purpose of generalization, it is suggested that future studies should be conducted in private hospitals. Second, we suggest in similar future studies the use of a qualitative approach. Third, future studies might explore the role of moderating variables in the relationship between workplace spirituality and happiness in the workplace, including the physical office environment, organizational culture, job characteristics, leadership style, and structural and situational dimensions.

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