

EMPLOYEES' WORKPLACE SPIRITUALITY AND HUMAN RESOURCE EFFECTIVENESS MEDIATED BY EMOTIONAL INTELLIGENCE

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ABSTRACT

The widening skills and talent gap calls for the dire need to retain and motivate energy professionals currently employed in the industry. Workplace spirituality is rooted in a sense of meaning, value, and purpose in today's multigenerational workforce. This paper investigates the value of workplace spirituality in enhancing HR effectiveness metrics. Prior studies on workplace spirituality have predominantly examined the consequences and antecedents of the construct. This research explores the underlying relationships between workplace spirituality and the HR effectiveness variables (employee engagement, commitment, performance, and retention) and emotional intelligence's mediating effect. Data was gathered from the energy professionals who work in the Philippines' private energy sector. Structural equation modelling (SEM) was employed to establish and analyse the relationships among the variables. Results show that workplace spirituality significantly predicts emotional intelligence and the HR effectiveness variables, while emotional intelligence also positively influences the HR effectiveness dimensions. Emotional intelligence mediates employee engagement and performance, but no intervention was found for employee commitment and retention. By improving spirituality climates at work, organizations can promote employee engagement, commitment, performance, and retention. With the help of emotional intelligence-enhancing interventions, the effects of workplace spirituality practices can be magnified on employees' adaptive and contextual engagement and performance.

INTRODUCTION

Without a doubt, human assets are a vital intangible asset for any organization nowadays. In the face of the cutthroat business landscape, it is not the physical assets that distinguish an organization from its competitors but its people. In the next 20 years, high potential talents will be the most critical corporate resource, as evidenced by the treatment of human resource expenditures as investments. All tangible assets, such as the products manufactured, machinery, and vehicles, are created by people. Even non-physical assets, such as copyrights, brands, research and development, patents, and intellectual property, are made by individuals. With this, employees translate their productivity into positive business value; hence, making them the most significant contributors to revenue and shareholder profits.

As companies compete for critical skills and high-performing employees, talent attraction, employee engagement, and retention have become primary human resource (HR) concerns. Recruiting and retaining the right people has never been more difficult for corporate executives and HR practitioners than it is now. In the most recent Deloitte Global Human Capital Trends survey for the Power, Utilities, and Renewables sector (2020), 98% of the respondents believe that well-being is an organizational responsibility and 82% of the respondents stated that well-being is an integral part of their lives. Additionally, 37% of the respondents suppose that HR is the primary driver of well-being within an organization. With proof of workplace spirituality enhancing employee well-being (Aboobaker, 2019), researchers in the field of HR effectiveness agree that the HR department plays an indispensable part in a firm's strategy implementation and is viewed as facilitators in devising strategies that contribute to employee experience and firm performance (Hoffman, 2014).

The energy sector is considered one of the Philippines' prime movers (DOE, 2013). Because of the energy downturns in the 80s and 90s, the power industry could not breed a sufficient talent supply to fill crucial and middle management roles (Munson, 2015). The power industry is a rapidly expanding sector, and technical professionals are required in this field; and attracting them is a fairly hard task. This impending talent crisis roots from three main concerns. The first is the talent shortage caused by the retiring workforce (McKay, 2018) and

the lack of science, technology, engineering, and mathematics (STEM) graduates in the Philippines to meet the demands of the labor market (LaForga, 2021). Additionally, the high specialization needed to work underlines the existing and very acknowledged skills gap. Finally, enormous talent competition arises from other industries requiring technical skills (e.g., mining, petrochemicals, aerospace, computers, etc.).

The latest global energy talent report states that 73% of the younger respondents (ages of up to 24 years old) would enter the sector now, which is 8 points lower than the previous year. Meanwhile, only 46% of the older respondents (ages up to 55 years old) would likely enter the sector today. Furthermore, 84% of the respondents plan to switch to another sector in the next three years (GETI, 2021). Moreover, employees and future hires expect increasingly that the companies they work for strive for something beyond profit and are purpose-driven (Kumar, 2019). This emphasizes the need for power companies to enhance their talent attraction and retention while incorporating meaningful work.

HR plays a pivotal role in supporting the growth in this field. The essential prerequisites to achieving human resource sustainability are the dimensions of engagement, commitment, performance, and retention (Jena, 2017). This study's conceptual framework has illustrated HR effectiveness equally with the HR deliverables, keeping all these factors (engagement, commitment, performance, and retention) under one umbrella that we will be referring to as HR effectiveness. The researcher construed these as HR effectiveness variables because they are interrelated and were derived from existing and emerging literature reviews under the HR construct. This study aims to appeal to the contemporary business needs for governing the organization's most valuable assets.

Workplace spirituality has been an emerging theme of research in management but it only garnered social scientists' attention when business journals, specifically the Journal of Organizational Change Management, started to publish articles about this. In 1999, the Academy of Management introduced a new interest group named Management Spirituality and Religion (MSR), which aimed to legitimize workplace spirituality within the academe while simultaneously introducing this concept into the leadership agenda (Pandey, 2017).

In an empirical analysis by Ashforth and Pratt (2010), spirituality dimensions include self-transcendence, holism and harmony, and growth. The first dimension, called self-transcendence, refers to the feeling of wanting to have a connection or linkage to something greater and extending boundaries to include others. Holism corresponds to the unification of different facets of ourselves, while this harmony argues for incorporating these various facets cooperatively and influencing one's action. Finally, growth is the fulfilment through self-growth and self-actualization of one's desires and aspirations. They proposed self-transcendence drives connection, whereas holism and harmony lead to coherence, while growth encourages the feeling of completeness.

Workplace spirituality promotes personal feelings of satisfaction through transcendence (Giacalone & Jurkiewicz, 2010); hence, supporting Ashforth and Pratt's (2010) claim that transcendence is at the core of workplace spirituality. Giacalone and Jurkiewicz (2010) argued that the process of work furthers employees' sense of connectedness to a nonphysical force beyond themselves that allows for the feeling of joy and completeness.

Even though workplace spirituality may seem to be interrelated with religion (Houghton et al., 2016), the former has come to hold a non-religious definition. Employee spirituality is about creating a sense of connection between employees and the workplace, not about converting them to a particular belief structure or system (Afsar & Rehman, 2015). Religion is based on beliefs, faith, rituals, and traditional practice of religious activities (Benefiel et al., 2014).

Four fundamental dimensions are associated with organizations that build the spirit (Pfeffer, 2010), and they are summarized below.

1. The work must be interesting but still permits an individual to be competent and have a skillful mastery of a certain field.
2. The job assignment must be meaningful and has to provide some feeling of purpose.
3. The job role must support positive social relations with co-workers and have a sense of connection with others.
4. The work must not interfere with one's ability to fulfill other roles.

The HR function has been admonished to make a more significant strategic contribution to the business in the last 30 years (Yeung, 2011). Emerging trends in the HR field cover the link between human capital and the successful attainment of immediate business strategies (Cascio & Graham, 2016). As a result, most of the research conducted to date has mostly focused on resolving organizational issues and the capacity of an HR business entity to address workforce relations issues, such as grievances and unrest (Caliskan, 2010).

Huselid (1995; as cited in Uysal, 2019) identified two differentiators of HR effectiveness — technical HR (traditional approach) and strategic HR. In his study, employing strategic HR strategies shows significant relationships with organizational performance compared to technical HR. In a separate study by Macky and Boxal (2007; as cited in Jena, 2017), HR functions that only complete administrative tasks daily are less equipped than other functional areas when appraising and validating its long-term effect realizing business goals. Some multinational companies want to rethink their HR strategic connectivity but are hesitant as they do not know how to start (Paphavatana & Mohiuddin, 2011). If HR is unsure of its role in influencing long-term market success and business performance, transforming appropriate intervention processes for attaining organizational goals in the future will be difficult (Jena, 2017).

Due to these findings, the researcher aims to delve into what is critical in addressing the HR-business performance association and looking for ways in which HR can add value, not only for the achievement of long-term goals but also in maintaining a sustainable and friendly work climate in the long run (Alfes et al., 2013). Besides, little research addresses the link between employee attitudes and HR (Marescaux et al., 2012). Employees are critical to business success, and HR must be able to redefine their expectations and aspirations.

Kahn (1990) referred to employee engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." When employees are engaged, they

invest their heads, hands, and ears (Rich et al., 2010) and are psychologically present in completing their work assignments (Kahn, 1990).

In 2002, Schaufeli and other authors noted a healthy, rewarding, work-related mental state characterized by dedication, vigor, and absorption (as cited in Saks, 2011). In 2003, Schaufeli and Bakker established the Utrecht Work Engagement Scale (UWES)-a self-reporting questionnaire that is accurate and effective for assessing one's engagement in the workplace. Dedication is to discover and participate in the job, be challenged, and experience a sense of pride and excitement; vigor is defined as the immense levels of energy and mental resilience while working; absorption is the state of being engrossed and entirely concentrated in one's work. Employees deemed engaged can exert their total effort towards their primary responsibilities at work and extra-role activities (Saks, 2011).

Engagement is linked continuously to the human spirit at work. Engagement serves to complete the human spirit at work because the human spirit is the part of a human being that looks for fulfillment via self-expression (Saks, 2011). Engaged individuals must completely immerse themselves, including their cognitive, physical, and emotional states, in their work.

Employee commitment refers to a psychological state that characterizes an employee's relationship with the organization and lessens the employee's chance of leaving (Allen & Meyer, 2000). This can be linked strongly to its severe effect on employee performance; hence, organizational gain and advancement (Li et al., 2010). Employees who associate with their company seem to be more focused on their competitiveness and corporate sustainability (Zainal et al., 2010). This explains why employees do their best to provide better quality job performance and to continuously have high productivity rates in fulfilling their job tasks. Besides, committed employees have lower tendencies to separate from the organization; hence, increasing the overall organization's effectiveness (Omar et al., 2012). However, few studies were carried out using engagement dimensions as a possible tool for HR action and sparse studies in countries outside of North America (Kumar & Kumar, 2014).

Employee performance refers to a workers' job accomplishments after putting in the required effort (Jena & Pradhan, 2014) by attaining a meaningful work assignment, healthy relationship with colleagues, engaged job profiles, and better functioning management (Karakas, 2010). This is an essential component of successful HR management and the most common after developmental programs in the HR toolkit (Nadarajah et al., 2012).

Job performance is a diverse construct that encompasses the variables that influence an employee's view of the job profile, incentive patterns, attitude toward coworkers, loyalty to the company, and adaptability toward the organization. Earlier findings of Mitchell and James (2001; as cited in Jena, 2017) claimed that performances vary among individuals and over a long period; therefore, the scientific observation of time frames and the cause of these variations is advisable in extensive behavioral studies. This calls for an in-depth inquiry to better understand the factors that affect employees' performance and motivation levels. Hence, it is critical to investigate the related aspects to broaden the focus of work on employee efficiency as a fundamental component of HR effectiveness.

Talented and skillful employees are scarce and hard to acquire nowadays. Business competition and high demand for talented workers made employee retention a priority for organizations (Mehta et al., 2014). A practice in which workers tend to remain with their existing employer and do not aggressively pursue new employment opportunities is called employee retention (Hong et al., 2012).

HR faces a tumultuous business environment to attain, retain, and motivate the best talents so they do not leave. Managing turnover is proving to be an obstacle to organizations nowadays. Studies show that employees leave when they are unhappy with the organization they are working for (Terera & Ngirande, 2014). Losses coming from employee separations impact organizational productivity. Hiring and training new employees is costly because of the consumption of a portion of the company's budget (Hassan & Govindhasamy, 2020).

Compared to the knowledge workers from the earlier era, knowledge workers nowadays expect their job assignments to be gratifying and meaningful. Within a short period, they wish to attain

faster growth and higher living standards (Jena, 2014). Hence, attracting and motivating employees is harder for organizations, as well, because it matters that they can provide meaningful job profiles with a defined career path throughout their professional tenure.

Achieving meaningful work and executing it as required shapes an employee's psychological satisfaction in the intrinsic rewards aspect. Employees also draw satisfaction from their immediate work atmosphere to give them a sense of belongingness with their coworkers (Ajmal et al., 2015). Strong relationships with colleagues and peers, coupled with meaningful work, have proven to be an effective strategy for retaining employees. A collaborative atmosphere with peers in an organizational setup is always helpful for employee retention (Kyndt et al., 2009). Acknowledgment of work achievements and coworker support is vital to retaining a skilled workforce (Hassan, & Govindhasamy, 2020). Hence, these findings show that placing a high value on affiliation is an employable retention strategy.

Existing literature on the retention of workers focuses on the role of professional employees who need to be inspired by cash incentives and by knowing and meeting their social and emotional needs. Hence, the HR effectiveness variables must consider the impact of the corresponding factors that influence the retention of power practitioners. Additionally, it would be fascinating to explore employee retention in the Philippines' power industry, where the talent pool is low and specific competencies are required.

In human resources, emotional intelligence (EI) is considered a relatively new construct even though its roots can be traced back to 1920 where it was referred to as social intelligence (Thorndike, 1920). Numerous studies have shown that emotional complexities influence interpersonal interactions in the workplace more than objective considerations or rational factors (Jung & Yoon, 2011).

Wong and Law (2002) defined EI as one's ability to comprehend one's own emotions, understand others' emotions, and govern emotions in interpersonal relationships. They also actualized the popular self-report instrument for emotional intelligence. They noted that EI is composed of four dimensions for measurement-(a) self-emotion appraisal (SEA), (b) other's

emotion appraisal (OEA), (c) use of emotions (UEO), and regulations of emotions (ROE). One piece of literature (as cited in Jena, 2017) proposed four dimensions of EI. They are defined as follows: (a) evaluation and articulation of self-emotions is the capacity to understand and naturally communicate one's feelings, (b) assessment and recognition of others' emotions is the competence to understand and perceive emotions of other people, (c) regulation of self-emotions is the ability to regulate one's feelings; thus, possessing a rapid recovery from emotional climax and distress, and (d) usage of emotions is the capacity to foster improved efficiency in work environments.

EI is critical to the success of any employee as this identifies the way individuals deal with their emotions at work. Researchers suggest that it influences an individual's ability to solve problems, communicate, deal with stress, and settle conflict (Singh & Sharma, 2012). It is also heavily linked with job performance, job satisfaction, and relationships with colleagues (Afolabi et al., 2010). Various studies about EI show that people with higher EI, just like people with high levels of workplace spirituality, are healthier, happier, and are more productive at work (Charoensukmongkol et al., 2013). Effective companies need emotionally intelligent workers who can provide clear communication lines while still controlling their feelings to demonstrate their skills with ease (Pattnaik et al., 2016). The study paper proposes to use this framework to explore the role of emotional intelligence in many aspects of human resource effectiveness in the power industry.

In this study, EI was treated as an intervening variable explaining the observed relationship between workplace spirituality and human resource effectiveness. EI is still considered an underdeveloped topic for researchers, HR practitioners, psychologists, and organization consultants (Pradhan & Thingujam, 2012).

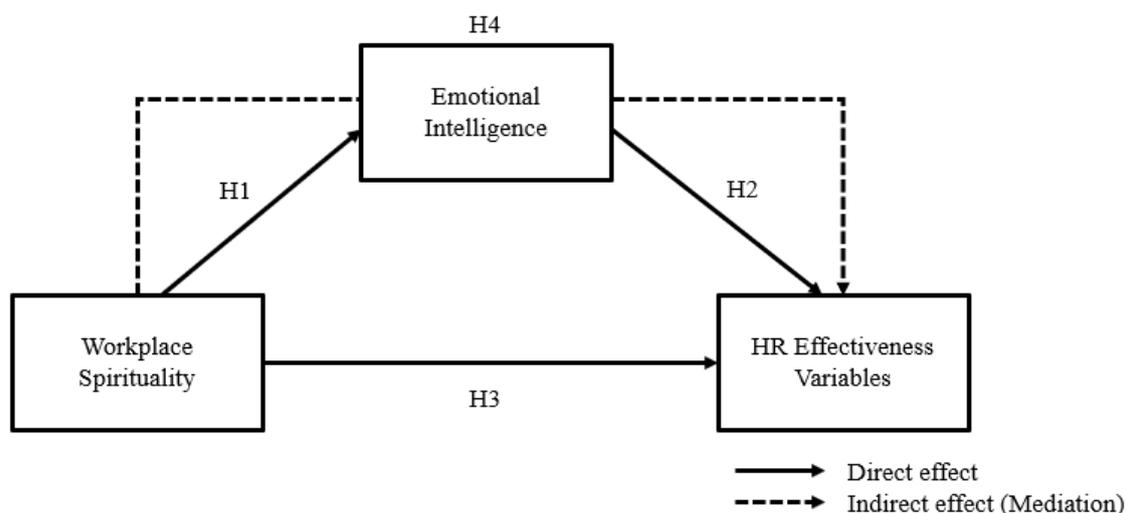
Despite the increased attention garnered by the workplace spirituality construct, scant research is conducted to study factors that can potentially determine workplace spirituality. Even if the association between workplace spirituality and emotional intelligence has been explored frequently in the literature (Marques et al., 2008, as cited in Charoensukmongkol & Daniel, 2013), little has been discussed about how emotional intelligence leads or mediates to

workplace spirituality. Previous studies on these constructs were also conceptual-based; hence, empirical evidence to support this linkage has been inadequate. Therefore, this study aims to bridge this gap by evaluating if emotional intelligence mediates workplace spirituality in private power companies.

CONCEPTUAL FRAMEWORK

The conceptual framework explores the direct effect of workplace spirituality and emotional intelligence on the HR effectiveness variables. Workplace spirituality considers the respondents' state of the inner self, meaningful work, and sense of community. Emotional intelligence, meanwhile, assesses the respondents' SEA, OEA, UOE, and ROE. However, both the workplace spirituality and emotional intelligence constructs will be taken up as a whole and will not be broken down into their respective variables for analysis.

The HR effectiveness variables refer to employee engagement, employee commitment, employee performance, and employee retention. Employee engagement includes respondents' dedication, absorption, and vigor at work, whereas employee commitment includes three types of commitment: affective commitment, continuance commitment, and normative commitment. Employee performance covers the respondents' task-specific and non-task-specific behaviors, whereas employee retention includes the intrinsic and extrinsic rewards attributed to the respondents' workplace. Lastly, the framework also shows the mediating effect of emotional intelligence between HR effectiveness and spirituality at work.



STATEMENT OF THE PROBLEM

The power sector is the engine of the global economy, supplying electricity to all other industries. Power is critical to economic development, especially in emerging markets like the Philippines. The existence of the talent deficit today due to the energy downturns in the last century (Munson, 2015) calls for a dire need to retain and motivate energy professionals currently employed in the energy industry. Technical professionals are high in demand as other industries need specialized skills, too. And with the manpower gap exacerbated by the workforce's retirement and lack of STEM graduates, power organizations must find ways to enhance their HR attraction and retention efforts while still integrating practical work.

Simultaneously, employees have only been considering work as a means to earn a livelihood. Businesses do not consider their workers' spiritual dimensions. This omission is often believed to be the key to resolving operational challenges, such as high turnover rates, low commitments, and engagements, and decreased productivity (Jena & Pradhan, 2016).

Workplace spirituality has garnered academicians' and researchers' attention since the late 1990s, owing to the extensive cost of uninhibited human resource principles with organizational practices. Earlier findings suggest that workplace spirituality is vital to the improvement of personal effectiveness (Houghton et al., 2016), individual well-being (McKee et al., 2011), business performance (Jena & Pradhan, 2014) and reaching a better quality of work-life (Karakas, 2010). However, no research studies have been carried out yet confirm workplace spirituality's alignment with HR practices and its potential drawbacks.

Until now, no unified model describing the magnitudes of organizational effectiveness is in existence, most especially through the HR department's interventions (Jena, 2017). Besides, only a few studies examined the critical HR parameters from an internal resource viewpoint in employee commitment, job performance, talent engagement, and employee retention as predicted methods based on workplace spirituality. Hence, the proponent posits that HR deliverables' impact will play an influential role in an organization.

The researcher understands that refurbishing HR values and policies to transform energy organizations' spiritual practices is anticipated to have an intangible effect on employees. This research encompasses employee engagement, commitment, performance, and retention, referred to as the HR effectiveness variables. Hence, this research study aims to answer the following questions.

1. Does workplace spirituality significantly predict emotional intelligence?
2. Does emotional intelligence significantly predict the HR effectiveness variables?
3. Does workplace spirituality significantly predict the HR effectiveness variables?
4. Does emotional intelligence have an indirect effect on workplace spirituality and the HR effectiveness variables?

HYPOTHESES

The following are the hypotheses of the study are the following:

1. H₁: Workplace spirituality significantly predicts emotional intelligence.
2. H₂: Emotional intelligence significantly predicts the HR effectiveness variables.
 - H_{2a}: Emotional intelligence significantly predicts employee engagement.
 - H_{2b}: Emotional intelligence significantly predicts employee commitment.
 - H_{2c}: Emotional intelligence significantly predicts employee performance.
 - H_{2d}: Emotional intelligence significantly predicts employee retention.
3. H₃: Workplace spirituality significantly predicts the HRs effectiveness variables.
 - H_{3a}: Workplace spirituality positively influences employee engagement.
 - H_{3b}: Workplace spirituality positively influences employee commitment.
 - H_{3c}: Workplace spirituality positively influences employee performance.
 - H_{3d}: Workplace spirituality positively influences employee retention.
4. H₄: Workplace spirituality mediates the relationship between workplace spirituality and

the HR effectiveness variables.

H_{4a}: Emotional intelligence mediates the relationship between workplace spirituality and employee engagement.

H_{4b}: Emotional intelligence mediates the relationship between workplace spirituality and employee commitment.

H_{4c}: Emotional intelligence mediates the relationship between workplace spirituality and employee performance.

H_{4d}: Emotional intelligence mediates the relationship between workplace spirituality and employee retention.

SIGNIFICANCE OF THE STUDY

An aging workforce, widening skill gaps, and the lowering number of STEM graduates in the power sector have begun to threaten operational and managerial levels. According to a recent report entitled *The Future of the Global Power Sector: Preparing for emerging opportunities and threats* (Deloitte, 2015), a shift in the job expertise required to operate a power utility has occurred, with engineering experts with technical excellence giving way to new practitioners with managerial, strategic, and business capabilities. Consequently, a new kind of leader will be required to manage the notable and drastic changes anticipated for the coming years. The need to retain and motivate employees has been heavily emphasized due to these findings. In a report by Mercer (2018), firms should consider a more comprehensive and holistic range of incentives based on humans' experiential and emotional needs, such as workplace spirituality.

This study's findings have implications for the human resource strategies of human resource professionals and corporate practitioners across the power industry in the Philippines. The study has introduced the identified variables of human resource effectiveness as an important strategy for businesses to steer their productivity and profitability in the face of talent turmoil.

Other scholars and academicians will benefit from this study in terms of theoretical and practical aspects of workplace spirituality and human resource effectiveness fields. The highlighted dimensions of engagement, commitment, performance, and retention are valid

indicators for effectiveness as it extends the scope of organizational psychology and human resource discipline.

Moreover, this study will redound to the benefit of both the employees and organizations as companies can understand the valid reason for deriving commitment and satisfaction from their workforce. Organizations can redesign, transform, and develop training programs by incorporating workplace spirituality for enhancing employee performance, engagement, commitment, and retention.

METHODOLOGY

Responses from the survey were gathered using Google Forms. The researcher discussed the study's objective with the respondents before answering the online questionnaire, which contained two parts — general information and the questionnaire proper. The general information consisted of demographic information. In the questionnaire section, six instruments for six different variables were scored on a 5-point Likert scale. The workplace spirituality was assessed through the workplace spirituality instrument developed by Pradhan, Jena, and Soto (2017), which consisted of 30 items. Schaufeli and Baker (2003) developed the Utrecht Work Engagement Scale, which consisted of 17 items and was used to measure employee engagement. The researcher used Allen and Meyer's (1990) 23-item employee commitment scale to measure employee commitment. Meanwhile, to assess employee performance, the researcher will use the 28-item scale established by Pradhan and Jena (2017b). Employee retention was evaluated using the 11-item scale developed by Podsakoff et al. (2000). Finally, Wong and Law's (2002) 16-item scale was used to determine the respondents' emotional intelligence.

Purposive sampling was the technique employed by the researcher for the study. To researcher identified a representative sample by identifying if the respondent meets all the criteria, which are (a) must be working for a private organization, (b) must be working within the power or energy sector, (c) must be a regular employee, and (d) must be employed in the Philippines. The presence of maximum variability was desired for the study.

After a month of surveying and data collection, 262 responses were recorded. The average age of the respondents was 33.63 years.

Out of the 262 respondents, 127 subjects (48.47%) were male, and 135 subjects (51.63%) were female. The majority of the population (74.81%) graduated with a bachelor's degree, while 23.66% finished with a postgraduate degree.

Among the 262 samples, 124 respondents (47.33%) were Rank and File, 61 respondents (23.28%) were Supervisors, 54 respondents (20.61%) were Managers, and 22 respondents (8.40%) were Executives.

The years of experience within the power industry were also considered. Out of the entire population, 42.37% had less than five years of experience, 35.11% had five but less than ten years of experience, 18.70% had ten but less than 20 years of experience, and 3.83% had more than two decades of experience.

Construct Reliability And Validity

A pilot study with 30 respondents in the power industry was carried out before collecting the final data. This process helped assess the crucial components of the study, such as the proper statement wordings and phrasing and the time needed to complete the questionnaire. The Cronbach alphas of all six scales were more than 0.70.

Summary of Scale Reliability of Pilot Study (N=30)

Variable	# of Items	# of Items Retained	Cronbach Alpha (α)
Workplace Spirituality	30	30	0.731
Employee Engagement	17	14	0.824
Employee Commitment	23	23	0.756
Employee Performance	28	28	0.764
Employee Retention	11	11	0.852
Emotional Intelligence	16	16	0.702

The face validity of the survey items was also assessed. The statements have been designed to indicate the context the respondent should infer, allowing them to choose a suitable response for that context rather than a single universal answer (e.g., EP6 says 'I use to maintain a high

standard of work,' not 'I maintain a high standard of work'). In the present study, all the survey items are considered satisfactory.

Convergent Validity

The criterion of Fornell-Larcker was used in determining the degree of mutual variance between the model's latent variables. The measurement model's convergent validity was evaluated using the Composite Reliability (CR) and the satisfactory value of CR is any number equal to or greater than 0.70. Running the survey data with SmartPLS, all the CR values are acceptable.

Summary of the Construct Reliability and Validity

Construct	Cronbach's alpha	Composite Reliability
Workplace Spirituality	0.926	0.934
Employee Engagement	0.908	0.921
Employee Commitment	0.755	0.755
Employee Performance	0.954	0.959
Employee Retention	0.792	0.869

Discriminant Validity

Discriminant validity was evaluated to ensure that the constructs are independent of one another (Hair et al., 2014). The Heterotrait-Monotrait (HTMT) ratio of the correlations was recently proposed as an approach to evaluate discriminant validity and the threshold value of 0.90 between two constructs posits discriminant validity. Thus, if the HTMT number is lower than 0.90, discriminant validity has been recognized between the two constructs.

Noting these criteria, the measurement model showed that all variables except for Employee Engagement to Workplace Spirituality obtained a value greater than 0.9 (HTMT = 0.908). To correct these, three statements with the lowest cross-loadings were removed (EE1, EE10, EE11) and updated the model's values and are now valid.

Heterotrait-monotrait ratio (HTMT) of the constructs

	Commitment	Engagement	Performance	Retention	Spirituality
Commitment					
Engagement	0.665				
Performance	0.576	0.768			
Retention	0.827	0.698	0.599		
Spirituality	0.749	0.881	0.826	0.792	

Statistical Treatment of Data

SPSS version 21.0 was used to process the collected data's demographic profile, descriptive statistics, and reliability analysis from the pilot run. The researcher followed the two-stage analytical procedure for SEM, where the measurement and structural models were examined (Hair et al., 2013). A bootstrapping technique (500 resamples) was used to assess the path coefficients' significance and their respective loadings (Hair et al., 2013).

RESULTS AND DISCUSSIONS**1. THE RELATIONSHIP BETWEEN WORKPLACE SPIRITUALITY TO EMOTIONAL INTELLIGENCE*****Structural Estimates between Workplace Spirituality and Emotional Intelligence***

Hypothesis	β	σ	T Value	P Value	r^2	f^2	Significance
H ₁ : WS → EI	0.690	0.026	23.326	0.00	0.456	0.910	Significant

Notes: Critical t-values. *1.96 (P < 0.05)

The statistical analysis of this paper reveals that WS positively influences EI ($\beta = 0.675$, $\sigma = 0.690$, $p < 0.05$). WS accounted for 47.60% of the variation in emotional intelligence, and the former's effect on the latter is substantial ($f^2 = 0.910$). The spiritual abilities and emotional capabilities of a person are related to each other; thus, they strengthen each other (Wigglesworth, 2000). The emotional aspect takes priority over the spiritual attribute, so honing an individual's spiritual intelligence develops a person's capacity to understand others at a high level (The Times in India, 2010). Both emotional intelligence and spiritual intelligence manifested through spiritual values at work pertain to individuals' deepest and innermost

feelings. With both intelligences strengthening each other, organizations employing workplace spirituality activities nourish their employees to effectively interpret, express, comprehend, and manage emotions in the workplace.

This is consistent with Ali and colleagues' (2016) findings, which depicted pragmatic support on the idea that WS has a positive impact on EI. They postulated that organizations employing WS practices to increase productivity claim that their employees feel valued and supported at work. They feel a sense of connectedness, and inner life satisfaction from the freedom and flexibility manifested in the WS practices. Spirituality allows for the feeling of awareness of oneself and others, belongingness, and commitment toward one's work assignment; hence, enhancing human values (Pawar, 2014). Thus, H1 is accepted.

2. THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE TO THE HR EFFECTIVENESS VARIABLES

Structural Estimates between Workplace Spirituality and the HR Effectiveness Variables

Hypotheses	β	σ	T Value	P value	r^2	f^2	Significance
H2 _a : EI → EE	0.655	0.033	19.657	0.000	0.429	0.753	Significant
H2 _b : EI → EC	0.512	0.037	13.876	0.000	0.262	0.355	Significant
H2 _c : EI → EP	0.719	0.027	27.043	0.000	0.517	1.069	Significant
H2 _d : EI → ER	0.563	0.036	15.811	0.000	0.317	0.464	Significant

Notes: Critical t-values. *1.96 (P < 0.05)

The multi-variate analysis in this paper showed that emotional intelligence significantly influences all the HR effectiveness variables. EI significantly predicts EE ($\beta = 0.655$, $\sigma = 0.033$, $p < 0.05$). EI accounted for 42.9% of the EE variation, and the former's effect on the latter is substantial ($f^2=0.753$). This is consistent with a recent multiple regression study that stated that EI is positively related to EE factors (Extrema et al., 2018). The same paper confirms that professionals with higher EI report higher vigor, dedication, and absorption at work. Therefore, cultivating a high EI experience at work will result in increased positive work attitudes. A separate study by Ravichandran and colleagues (2011) reported a significant linear association

between overall EI and overall work engagement behaviors. However, the study showed a positive but weak relationship between the two variables; thus, EI alone cannot influence employees' engagement behavior.

EI significantly predicts EC ($\beta = 0.512$, $\sigma = 0.037$, $p < 0.05$). EI accounted for 26.2% of the EC variation, and the former's effect on the latter is large ($f^2=0.355$). This is supported by research conducted by Adeoye and Torubelli (2011), which revealed that EI is an effective predictor of EC. It also claimed that EI could make a bigger contribution to EC with proper human relationship management.

The coefficient of determination between EI and EC was high at 56.90% in a separate study by Gunu and Oladepo (2014). However, these results are contrary to Aghdasi and colleagues' (2011) study, which explained that EI has no significant effect on EC. This is because EI is at the highest stage of Maslow's Hierarchy of Needs. This can be satisfied only if employees' lower-level needs, such as ample job resources and good relationships with peers and leaders, are met perfectly and fundamentally.

EI also significantly predicts EP ($\beta = 0.719$, $\sigma = 0.027$, $p < 0.05$). EI accounted for 51.7% of the EP's variation, and the former's effect on the latter is very large ($f^2=1.069$). This is consistent with the recent experimental study performed by Munir and Azam (2017), where they improved their participants' EI and measured their job performances before and after the EI enhancement. Their results showed that workers with enhanced EI displayed a significant increase in their job performances. An empirical review from Joseph and colleagues (2015) also suggested a strong relationship between self-reported EI and EP. Shamsuddin and Rahman (2014) agreed with the significant relationship between these variables but added that EI's ROE and UOE aspects contributed the most to EP.

Lastly, EI also significantly predicts ER ($\beta = 0.563$, $\sigma = 0.036$, $p < 0.05$). EI accounted for 31.7% of the ER variation, and the former's effect on the latter is very large ($f^2=0.464$). This result is supported by Giao and colleagues (2020), stating that employees with higher EI have a good grasp of work-life balance and can handle stressors at work. They feel more stable and

confident; hence, allowing them to enjoy their work better, decreasing their likelihood of leaving.

3. THE RELATIONSHIP BETWEEN WORKPLACE SPIRITUALITY TO THE HR EFFECTIVENESS VARIABLES

Structural Estimates between Workplace Spirituality and the HR Effectiveness Variables

Hypotheses	β	σ	T Value	P value	r^2	f^2	Significance
H3 _a : WS → EE	0.852	0.022	18.331	0.000	0.726	2.645	Significant
H3 _b : WS → EC	0.741	0.031	15.167	0.000	0.549	1.218	Significant
H3 _c : WS → EP	0.805	0.022	12.072	0.000	0.648	1.844	Significant
H3 _d : WS → ER	0.760	0.029	14.732	0.000	0.578	1.368	Significant

Notes: Critical t-values. *1.96 (P < 0.05)

The table above shows that the WS variable carries a significant positive relationship with all the proposed HR effectiveness constructs. The findings show the WS positively influences EE ($\beta = 0.852$, $\sigma = 0.022$, $p < 0.05$). The coefficient of determination is 72.6%, and the effect of WS on EE is very substantial ($f^2=2.645$). There is also a substantial link between workplace spirituality and employee commitment and retention. WS was discovered to have a positive influence on EC ($\beta = 0.741$, $\sigma = 0.031$, $p < 0.05$). The coefficient of determination is 54.9%, and the effect of WS on EC is very substantial ($f^2=1.218$). The results also showed that WS significantly predicts EP ($\beta = 0.805$, $\sigma = 0.022$, $p < 0.05$). The coefficient of determination is 64.8%, and the effect of WS on EP is massive ($f^2=1.844$). It was also founded that WS positively influences ER ($\beta = 0.760$, $\sigma = 0.029$, $p < 0.05$). The coefficient of determination is 57.8%, and the effect of WS on ER is very substantial ($f^2=1.368$).

Definitions of both WS and EE show similarity in several aspects. The meaning of WS and EE both indicate a sense of wholeness and completeness. Nearly all academic definitions of WS point to a sense of wholeness and purpose at work. The positive effect of WS to EE can be supported by Kahn's (1990, as cited in Saks, 2011) concepts of psychological conditions which stated that the presence of meaningfulness at work and meaningfulness in work results in an

improved employee engagement. Sonnentag (2003, as cited in Jena, 2017) believed that engaged employees with spiritual traits carry a positive attitude towards their jobs; hence, they are more likely to preserve healthy relationships with their colleagues and organization as a whole.

The findings of this research emphasize that commitment is bi-directional. When a company commits to fulfilling its employees' values, beliefs, and desires, the employees respond with their wholehearted commitment to achieving the organization's objectives.

This was consistent with Jena and Pradhan's (2018) research stating that WS was deemed a strong EC predictor. Another study by Rego and Cuna (2008, as cited in Djafri and Noordin, 2017) revealed that professionals with WS develop a stronger affective connection to their organizations, fostering a sense of duty and commitment toward them. Besides, an organization's inclination towards spirituality results in a better leadership style which enhances EC (Conger, 1994, as cited in Jena, 2017).

The results are supported by Burack (1999, as cited by Jena, 2017), stating that fostering WS practices enables personal gratification and morale, resulting in an improved EP. Champoux (2000, as cited in Jena, 2017) conveyed that high-quality interpersonal work relationships result in positive correlations with team performance, group cohesion, and higher job satisfaction.

With the mediating effect of affective commitment and continuance commitment, WS was recorded to improve job performance. Researchers also suggest that nourishing WS can encourage benefits in process improvements, customer service, creativity, and honesty and trust, which will prompt the rise in EP (Krishnakumar & Neck, 2002; as cited in Beheshtifar & Zare, 2013).

Companies' spiritual practices enrich the happiness index; thus, improving the overall retention rate (Withers, 2001, as cited in Jena, 2017). Previous research supports this idea, stating a positive association between the organizational spiritual values, retention, and motivation to perform (Reave, 2005; Marques, 2005; Pradhan & Jena, 2018). A spiritually abundant workplace leads to better productivity, employee retention, and customer loyalty (Tuck, 2012).

Employees' identification and commitment to their employer is a critical predictor of retention. Encouraging communication, involvement, and cultivating a sense of belongingness within the organization develops one's ability to identify with the company. The paper is consistent with the findings of Hytter (2007, as cited in Jena 2017) that attachment, identification, and commitment have a positive, substantial influence on employee retention.

4. MEDIATING EFFECT OF EMOTIONAL INTELLIGENCE BETWEEN WORKPLACE SPIRITUALITY AND HR EFFECTIVENESS VARIABLES

Structural Estimates for the Specific Indirect Effect of Emotional Intelligence between Workplace Spirituality and the HR Effectiveness Variables

Hypotheses	β	σ	T Value	P value	Significance
H _{3a} : WS → EI → EE	0.083	0.034	2.714	0.016	Significant
H _{3b} : WS → EI → EC	-0.034	0.044	0.802	0.439	Insignificant
H _{3c} : WS → EI → EP	0.214	0.035	6.274	0.000	Significant
H _{3d} : WS → EI → ER	0.042	0.042	1.120	0.318	Insignificant

Notes: Critical t-values. *1.96 (P < 0.05)

The general principle for assessing the direct effects also applies with the specific indirect effect analysis. EI is tested to be a mediating factor that mediates the relationship between WS and HR effectiveness variables. The variables show that WS → EI → EP and WS → EI → EE are significant because their t-statistics are higher than 1.96 (using a 5% confidence level), and the p-values are less than 0.05. On the other hand, the contrary applies to WS → EI → EC and WS → EI → ER, making these indirect effects insignificant.

The significant indirect effect of EI to EE ($\beta = 0.083$, $\sigma = 0.034$, $p < 0.05$) and EP ($\beta = 0.214$, $\sigma = 0.035$, $p < 0.05$) shows that working with faith enables the recognition one's inner self, the spiritual self, and this mentality fosters successful business results. Endorsing a more positive organizational work relationship encourages team cohesion, which results in increased job performance. Spirituality is discovered to promote unity and health for all of the organization's

stakeholders. This type of interaction not only motivates individuals to do well in their respective job positions but promotes community betterment, as well.

This is consistent with the findings of Afolabi and colleagues (2010), stating that high EI establishes an engaging atmosphere at work while enhancing EP. This result was also backed up by a study that explores the significant linear association between EI and EE (Ravichandran et al., 2011), which stated that a positive outlook supplements emotion to employ positive behaviors. Furthermore, Nel and De Villiers (2004, as cited in Jena 2017) claimed that regulating one's emotions in terms of emotional awareness, peer influence, and confidence results in better job performance. Also, emotionally intelligent employees are rated higher at work and, as a result, are given higher job grades compared to their counterparts. EI lets individuals control their stress levels, allowing them to adapt accordingly to the changing circumstances.

The insignificant effect of EI suggest that EC ($\beta = -0.034$, $\sigma = 0.044$, $p < 0.05$) and ER ($\beta = 0.042$, $\sigma = 0.042$, $p < 0.05$) behaviors were independent and did not interact with EI. The reason for these results can be attributed to the respondents' age and job levels. The majority (70%) of the respondents were junior and middle-level professionals with an average age of 33.63. Employees in this stage are leaning towards promotion prospects, career growths, higher salaries, and tangible returns from their job roles. Their emotional connectivity to commit and continue with their job assignments for a long time is still open to debate, even though the respondents are spiritually aligned with their organizations. Emotional attachment and spiritual maturity to one's workplace is essentially acquired by age and experience.

These results support the findings of Poon (2004, as cited in Jena, 2017) who discovered that career commitment predicts objective career success, such as promotions, compensation, and benefits. However, emotion perception failed to moderate the effect of subjective career success measures, such as intention to stay, employee commitment, and career satisfaction.

CONCLUSIONS

Most studies have reported the roles of emotional intelligence and spiritual intelligence in the workplace. However, the results of this study indicate that promoting workplace spirituality can positively predict emotional intelligence. Both constructs allow employees to go beyond what is expected of them because the deeper touch brought about enhancing these aspects.

This study supports the argument that emotional intelligence is not only for leading and managing people. It is also vital for retaining and engaging technically trained manpower comprising skilled engineers, traders, project managers, production planners, market analysts, and sales executives. Updating their soft skills inventory to include emotional intelligence will allow them to function in multidisciplinary and diverse teams while fostering dynamic working relationships. Another implication shows up from the finding that EI is linked to turnover intentions. This underscored that EI is essential in the energy sector because the retention of valued, experienced, and highly skilled technical individuals affects the overall operations of power plants and distribution facilities.

This study shows a strong significant relationship between workplace spirituality and the HR effectiveness variables. This implies that employing spiritual practices in the workplace can influence employee engagement, commitment, performance, and retention. Energy executives and HR can utilize these empirical findings of this study as valuable evidence to rationalize their decisions in incorporating spirituality activities in the workplace.

The mediating role of emotional intelligence is proven to only be significant in the relationship between workplace spirituality and employee engagement and retention. The insignificant interactive effect of emotional intelligence suggests that employee commitment and retention behaviors were independent. The majority of the respondents in this study are junior and middle professionals. They are classified as millennials whose priorities are objective career success measures, such as higher salaries, better benefits, and promotion opportunities. By 2025, millennials will comprise 75% of the workforce, and they have a different viewpoint about the compensation benefits packages compared to members of previous generations. If power

companies wish to attract and retain millennial talents, HR must be aware of this when developing compensation and benefits offerings. If not met, dissatisfaction of millennials might ensue.

RECOMMENDATIONS

Organizations must ensure that workers' spiritual desires are valued, as this promotes healthy growth and job satisfaction. A spiritual environment fosters courage, integrity, and empathetic employees. Designing jobs that allow work autonomy provides a spiritual space for employees. As a result, energy companies must take adequate measures when developing job requirements and role prescriptions for their employees.

Organizations have to adopt programs that would allow employees to develop their social skills, self-awareness, empathy, and self-regulation. As a starting point, HR can promote emotional intelligence in the leadership of their management team. Leaders and company executives set the tone of the entire company. Low EI from managers results in lower employee engagement and a higher attrition rate. HR can chart out mentoring relationships between an experienced senior executive and an employee. Furthermore, an employee lacking a sense of purpose may change their thought process and gain different perspectives about their job's importance by talking to a leader. A mentoring leader may learn new insights by imparting their knowledge to others; hence, making their work experience more purposeful.

Workplace spirituality practices must be introduced to improve overall engagement, commitment, performance, and retention. The researcher recommends the involvement of employees in corporate social responsibility activities of the companies. Since energy companies have a responsibility to the host communities in areas where it operates, HR can take this opportunity to have employees participate in community-building activities for their host communities. Activities like these underline that organizations perform tasks beyond and above profit, which allows the feeling of meaningful work and transcendence to something bigger than oneself, making them more engaged, committed, and better-performing.

Energy companies must employ employee-friendly organizational practices to foster extra-role behavior, giving them a competitive advantage. Conducting relationship management programs and activities at work increases the social and emotional awareness of employees. Companies must create a work climate that nourishes employees' social and psychological needs for social affiliation and inclusion. Socialization programs must be designed to promote interpersonal bonding among the members of the organization.

The researcher also acknowledges that this paper has scopes and limitations, and future research is warranted for the development of this literature in the workplace spirituality and organizational psychology fields.

The predictor, outcome, and mediator variables were gathered simultaneously from the same source, leading to the risk of a common method error. To minimize this risk, future researchers could use a longitudinal approach or a double source process.

Workplace spirituality and emotional intelligence were taken as a whole in this paper. The variables of these two constructs may be considered in the analysis of future researchers, allowing a more granular and in-depth investigation of the relationship of each variable to another. A mixed quantitative and qualitative approach can also be explored. A larger sample size may be ideal for future studies. Future researchers may want to consider testing a wide-reaching and more representative of other professionals in other private sectors.

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