Workplace Spirituality as Intangible Resource and Capabilities: As Seen in the Evidence of a Telco Company in the Disruptive Era

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Abstract

Previous research had analyzed the positive impact of spirit at work and spiritual leadership separately as independent variables toward organizational commitment and job satisfaction but had not examined it all at once through the strategic management resource-based view framework. This quantitative study, using SEM PLS, examined the spiritual leadership intangible resources (Vision, Hope-Faith, Altruistic Love, Meaning Calling, and Membership) as the factors to develop spirit at work capabilities, which positively influence Job Satisfaction and Organizational Commitment as the performance proxies. Based on a survey of the data taken from the biggest Telco company in Indonesia, going through volatile, uncertain, complex, and ambiguous (VUCA) phase, this research shows that spirituality matters in the resource-based view of strategic management framework, where resources and capabilities are intertwined in supporting performance. All hypotheses were significant, implying the criticality of embedding spiritual values in creating a greater purpose for all employees. Further qualitative research in this area would enrich workplace spirituality research.

Keywords*: Resource-Based View; Spirit at Work; Spiritual Leadership; Changing Crisis into Opportunity; Competitive Advantage.*

1. Introduction

Telecommunication companies globally are facing rapid change in this disruptive era. In Indonesia, as the change and volatility have brought chaotic experiences in the biggest Telco Company, job satisfaction and organizational commitment have remained two critical proxies of performance in the service industry. The Human Resources departments have developed a spiritual

development division that caters to the needs of all different religious beliefs in Indonesia. It was rooted in the argument that spirituality can change a crisis into an opportunity heading toward sustainability (Indrajaya, 2019; Mittrof & Denton, 2009; Neal, 2004; Samul, 2019). This research was conducted to analyze whether spirituality matters in the strategic management framework, specifically from the resource-based view framework, where resources are geared to produce capability, which will boost performance (Barney, 2007; Barney, 2017; Stead & Stead, 2014). Strategic management literature acknowledges the resource-based view approach as a competing school of thought contrasting the market-based approach. Nevertheless, research on spirituality as a resource and capability toward supporting the proxies of performance in job satisfaction and organizational commitment is still lacking. This research is trying to fill the gap.

2. Literature Review

Through the resource-based view (RBV) approach, the intangible resources and capabilities have opened new perspectives of intangible individual and organizational capabilities as the result of unique resources. RBV allows linking micro-organizational processes to the success or failure of the organization (Barney et al., 2011; Barney et al., 2001). The value and rareness of the capabilities in this RBV framework in this research are seen through the Spirit at Work, which contributes to a firm's competitive advantage and, in turn, to its performance and sustainability (Samul, 2019; Newbert, 2008). RBV approach assumes that each organization is a collection of unique resources and capabilities, seen through the Spiritual Leadership Variables and Spirit at Work capabilities that provide the basis for its strategy. Makhija (2003) also stated that RBV is more appropriate in analysing the source of superior performance in an industry facing a volatile market and extremely unpredictable change, as seen in this study of Telco Company in Indonesia.

In addition, there is also a phenomenon to be seen in the country itself. Indonesia has a strong foundation of religiosity, as seen in the nation's five basic precepts, starting with the Belief in the One and Only One God. The Indonesians believe that spirituality and religion cannot be separated and become part of the essential cultural and civic considerations (Indrajaya et al., 2019; Neal, 2013; Muttaqien, 2012). The Indonesian government acknowledges six major religions: Islam, Christianity, Hindhu, Budha, and Kong Hu Chu, with the majority being Moslem. In the teaching of Islam, work is believed to be part of worship. Work should become highly engaging and vital for

producing a good performance. According to a local study, Islamic leadership has a favorable effect on work engagement and work ethics.

On the other hand, work ethics has a considerable beneficial effect on job engagement. Work ethics also act as a buffer between the influence of Islamic leadership and job engagement. Islamic leadership creates a positive environment for employees by facilitating work ethics, which leads to higher employee dedication and spirit in the organization (Wijayati & Rahman, 2022). However, a Gallup survey (2013) stated that only 8% of Indonesian employees are engaged in their work (Crabtree, 2013). This phenomenon, together with the PT Telco experience, brought the researchers to study the resource-based perspective of intangible resources and capabilities to boost spirituality and how it impacts the proxies of performance.

Previous research on Spirit at Work shows it significantly impacts organizational commitment and job satisfaction as proxies toward performance. However, more research is needed to seek the resources that the company could provide and develop, which influences the spirit at work. This research proposes that Spiritual Leadership variables (Vision, Hope/Faith, Altruistic Love, Meaning Calling, and Membership) influence spirituality at Work (Indrajaya et al., 2019; Vinueza, 2016). The strategic management perspective suggests that specific and scarce resources reflected by spirit at work developed by a firm serve as fundamental sources for the firm's sustainable competitive advantage (Costa et al., 2012). Barron and Chou (2017) further posited that the spirituality mode is relevant for the strategic sustainability of a firm.

Value and rareness of resources and capabilities in the RBV framework contribute to a firm's competitive advantage, contributing to its performance (Newbert, 2008). The growing interest in spirit at work research in workplace spirituality (Kinjerski, 2013) aligns with the need to focus on unique spiritual resources and capabilities. Barney (2008) posited in his work that it has the characteristics of value-based, holistic, socially complex, and causally ambiguous, which led toward valuable, rare, and difficult to imitate requirements of VRIO: Valuable, Rare, Inimitable, and Organized (Barney, 2008; Stead & Stead, 2014).

Spiritual capabilities are aligned with the strategic approach of bundling organizational and individual spiritual and intangible resources and capabilities to create valuable and difficult-to-mediacy heterogeneous resources and capabilities (Stead & Stead, 2014). Once organized as a strategy

by the corporation, it becomes a long-term competitive advantage, a one-of-a-kind strategy capable of transforming a crisis into a challenge and an opportunity (Mitroff & Denton, 1999; Mitroff, Deton & Alpaslan, 2009). According to research, emphasizing value, meaning, and spirit at work improved organizational performance even in difficult situations (Garcia-Zamor, 2003). According to Thakur and Singh (2016), workplace spirituality reduces absenteeism and increases productivity.

Most approaches to workplace spirituality are incoherent. The measurement combines the assessment of attitude toward spirit at work, including aspects of personal experience, spirituality, and characteristics or perceptions of the workplace (Fornaciari et al., 2005). Spirit at Work was chosen because it focuses on the personal experience of engaging in work, mystical experience, a sense of community, and spiritual connection in the workplace (Kinjerski, 2013). Spirit at Work is an intriguing concept because it includes religious spirituality without directly referencing religious ideology (Stevison, 2008).

Mitroff and Denton (1999) found that an organization's leaders believe that organizations must learn how to connect work to a meaningful purpose, which will encourage the immense spiritual energy at the core of everyone. This characteristic can be represented by spirit at work. Many authors and academics believe that organizational leadership is a precursor to work spirit (Dent et al., 2005; Fry & Altman, 2013; Middlebrooks & Noghiu, 2010; Wagner-Marsh & Conley, 1999). Tevichapong et al. (2010), in their research on spirit at work, found that inspired leadership, strong organizational foundations, organizational integrity, positive culture, a sense of community, the opportunity for personal fulfillment and appreciation for employees' contributions have a significant relationship toward spirit at work (Tevichapong et al., 2010). In a more holistic approach, Fry and Altman (2009) proposed that there is a growing understanding that spiritual leadership is a combination of influence processes in the organization amongst followers, leaders, and peers and the emergence of collective dynamics (Fry et al., 2011), which will encourage spirit at work. Fry et al., 2011 argue that Spiritual Leadership could be seen as the organizational point of view that emphasizes the value congruence across the organization, hence more integrated and suitable to encourage the outcome of spirit at work to face adversity and turmoil.

Providing service personnel with commitment and high satisfaction will result in valuable service to others (Malhotra & Mukherjee, 2004). According to Heskett et al. (1997), satisfied and committed employees will perform and satisfy their customers regardless of their pressure. Barney

and Wright (1998) added that when employees are treated well, they will treat customers well and create value. The strategic management role is to develop and implement a value-creating strategy to support and encourage work spirit, as it will be reflected in work and affect employees' customer service (Pandey et al., 2009; Pandey, 2009, 2017). All the above research support that Organizational Commitment (OC) and Job Satisfaction (JS) are essential competitive advantage in the service industry.

Despite the growing interest in spirit at work research, there is still a lack of analysis on the antecedents of Spirit at Work, especially in the resource based view framework. The gap lies in linking the organizational resources, as seen in the Spiritual Leadership variables, to how they influence spirit at work. This research problem has resulted in the main research question to analyze the possible valuable resource as antecedents of Spirit at Work and how it works in a resource-based view framework to influence competitive advantages through Organizational Commitment and Job Satisfaction in the service industry model.

This paper will proceed with the methods, research model, hypotheses, findings, and discussions. The last part will be the conclusion with theoretical and managerial implications.

3. Methodology

This research used a quantitative research approach. Smart PLS 4.0 is set up to check on construct reliability, validity, and discriminant validity.
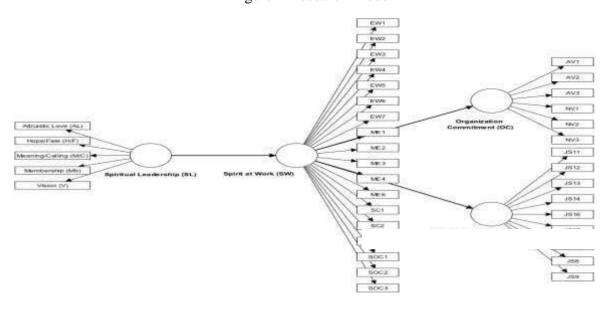
Figure 1 Research Model

This research model (Figure 1) incorporates the indicators and dimensions of each variable. The sampling is using non-probability sampling using the purposive sampling method. The individual unit analysis is focused on mid-level employees of the service center, starting from the officers to the managers with a minimum education of high school background and a minimum of six months of employment in the respective service center branch.

Spiritual Leadership variables measurements are derived from the work of Fry and Altman (2013). Spirit at Work measurement is based on Kinjerski (2013). Organizational Commitment uses the measurement established by Allen and Meyer (2004) and Job Satisfaction measurement based on Weiss, Gupta, and Kumar (2014). Likert scale is used with the range from one to five, with one being a representative of strongly disagree and five being strongly agree. The social desirability problem is avoided by making this questionnaire anonymous.

Issues regarding workplace spirituality have received increased attention in organizational science research and reached the strategic level of sustainability discussion (Zawawi & Wahab, 2019). It is believed to be the vital principle of life affirming energy in oneself and all human beings; some call this a megatrend or the spiritual awakening in the workplace (Fry et al., 2011). Research in workplace spirituality offers a framework of organizational values where the organization's culture promotes the experience of transcendence through the work process. It also gives the employees a sense of being connected to others, providing feelings of completeness and joy (Arménio & Miguel Pina e, 2008; Jurkiewicz & Giacalone, 2004). The following are the variables used in this research.

Spirit at work

Researchers agree that establishing construct validity for measuring spirit at work is complex and challenging (Indrajaya et al., 2019; Kinjerski, 2013). The analysis of spirit at work differs from other research on workplace spirituality for several reasons (Kinjerski, 2013). First, some studies had no empirical basis, and their research was based on conceptual and philosophical discussions. Second, the definitions offered by other researchers were vague and abstract and often confused experiences of individuals, attitudes of individuals, characteristics of organizations, and sometimes perceptions about one's fit within the organization. Kinjerski (2013) conducted ten-year research to analyze and collect the experts on spirit at work and develop a comprehensive conceptual definition. Despite the difficulty (Kinjerski & Skrypnek, 2004) the experts came up with rich, strikingly similar descriptions of the spirit at work experience. Based on the qualitative analysis, there were six-dimensional definitions. The six-dimensional definitions are physical, affective, cognitive, interpersonal, spiritual and mystical dimensions (Kinjerski, 2013).

Four dimensions are used from the six dimensions and become a short psychometrically sound measurement for Spirit at Work: engaging work, mystical experience, spiritual connection, and sense of community.

Spiritual Leadership

Spiritual Leadership is a leader-less approach where the whole organization and everyone, regardless of their position, can help support the spiritual value of the organization (Fry & Altman, 2013). It is also relevant in the research with the background of Asian culture (Jeon et al., 2013). This is in line with the analysis of Crook et al. (2011), which suggested not just focusing on human capital at one level —such as top managers or lower level employees— but cultivating human capital across all levels within the hierarchy. Each dimension used in the organization's integrated model of Spiritual Leadership: Vision, Hope/Faith, Altruistic Love, Meaning /Calling, and Membership (Fry, 2003) will support the individual experience of spirit at work (Tevichapong et al., 2010).

Job Satisfaction and Organizational Commitment

Job Satisfaction is the degree to which employees like or dislike their job. Despite its simplicity, the managerial impact has been considered necessary because of its persistence in giving a significant measurement toward a positive state of an organization (Kessler et al., 2020; Spector, 1997). Job Satisfaction is one of the most critical employee attitudes construct in organizational research and also a significant concept linked to the ability of a service provider to give excellent service to customers (Barney & Wright, 1998; Heskett et al., 1997).

Organizational commitment is a popular concept for analyzing the level of employee commitment normatively and effectively (the highest level) and looking at the commitment's continuance (Meyer & Allen, 1997). These two variables are valuable for delivering service excellence (Malhotra and Mukherjee, 2004).

Hypotheses Development

In the strategic management framework, spiritual resources and capabilities are seen as potential, intangible core competencies that are complex/costly to imitate (Stead & Stead, 2014). Fry (2003) defines Spiritual Leadership as the organizational values, attitudes, and behaviors required to motivate oneself and others to have a sense of vision, hope, altruistic love, membership, and spiritual calling to facilitate Spirit at Work extrinsically and intrinsically.

As a result, the organization must provide support by creating a spiritual environment, as demonstrated by Spiritual Leadership. According to Duchon and Plowman (2005), the ability of

leaders to encourage the worker's inner life will influence the Spirit at Work. According to another statement, Spiritual Leadership is represented by how organization members interact, and various formal and informal leaders emerge, influencing the worker's spirituality (Van Velsor et al., 2010). Hence:

H 1: Spiritual Leadership has an impact on Spirit at Work.

The impact between Spirit at Work and Organizational Commitment Nwibere and Emecheta (2012) have conducted research showing a significant relationship between workplace spirituality and Organizational Commitment. Sapta et al., 2021 posited that spiritual leadership is mediated by workplace spirituality toward organizational commitment. Vandenberghe (2011) has also proven that workplace spirituality influences Organizational Commitment. Kinjerski, in his work on Spirit at Work (2013) and Stevison (2008), also supported the relationship between Spirit at Work and Organizational Commitment.

Hence, the 2nd hypothesis:

H 2:   The Spirit at Work has an impact on Organizational Commitment.

Many corporations encourage workplace spirituality development because they believe that a humanistic work environment creates a mutually beneficial relationship between employees and the organization. Eventually, personal fulfillment and high morale will lead to outstanding performance and directly impact the organization's financial success (Garcia-Zamor, 2003). The benefits of genuine spirituality are improvements in the organization's performance, reduced stress, and employee turnover (Pandey, 2017), a trait of satisfied employees. Heskett et al. (1997) posited that employees with high satisfaction will have Job Satisfaction; hence, the Spirit at Work which gives the feeling of happiness (Mitroff, Denton, 1999; Garcia-Zamor, 2003; Kinjerski, 2013) create Job Satisfaction. The 3rd hypothesis is:

H 3:   Spirit at Work has an impact on Job Satisfaction.

4. Results and Discussion

A pre-test was conducted in one of the service center branches in Jakarta, resulting in questionnaires with reliable and valid indicators. Altogether, 527 questionnaires were usable out of the 549 returned questionnaires. The functional portion of the employees' questionnaire is 96 %. The profile of respondents is as follows:

Table 1 Respondent Profile

Respondent's Profile	Frequency	Percentage(%)
Gender		
Male	419	79.51
Female	108	20.49
Total	**527**	**100**
Education		
High School Degree	218	33.24
Diploma's Degree	94	26.26
Bachelor's degree	212	36.87
Master's degree	13	3.63
Total	**527**	**100**
Position		
Assistant Manager	225	60.68
Supervisor	253	25.73
Managers	16	7.77
Coordinators	12	5.83
Total	**527**	**100**

As seen in Table 1, the male participants are almost four times the female participants. Validity and Reliability is seen in Table 2.

Table 2. Validity and Reliability

Variabel	Indicator/ *Dimension	Outer Loading	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average var. extracted (AVE)
SL	AL*	0.832	0.896	0.897	0.923	0.706
	H/F*	0.840				
	M/C*	0.841				
	Mb*	0.807				
	V*	0.879				
SW	EW1	0.725	0.941	0.944	0.947	0.503
	EW2	0.802				
	EW3	0.753				
	EW4	0.801				
	EW5	0.769				
	EW6	0.771				
	EW7	0.767				
	ME1	0.654				
	ME2	0.722				
	ME3	0.778				
	ME4	0.639				
	ME6	0.547				
	SC1	0.620				
	SC2	0.634				
	SC3	0.636				
	SOC1	0.653				
	SOC2	0.752				
	SOC3	0.678				
OC	AV1	0.809	0.842	0.859	0.882	0.558
	AV2	0.830				
	AV3	0.815				
	NV1	0.663				
	NV2	0.719				
	NV3	0.622				
JS	JS9	0.704	0.888	0.893	0.909	0.526
	JS8	0.711				
	JS6	0.664				
	JS17	0.769				
	JS16	0.752				
	JS14	0.745				
	JS13	0.686				
	JS12	0.744				
	JS11	0.745				

The outer model shows a valid and reliable measurement, as shown in the summary of Validity and Reliability Construct in Table 2.

Multicollinearity is checked to ensure the number is below 5 in Table 3.

Table 3 Multicollinearity

	JS	OC	SL	SW
JS				
OC				
SL				1,000
SW	1,000	1,000		

Hence, there is no multicollinearity, as shown in Table 3.

Table 4. Structural Model Analysis

	R-square	F Square	
		SW	SL
JS	0,469	1,000	
OC	0,292	1,000	
SW	0,634		1,000

Spirit at work variable captures 63.4% of the dependent variables, as seen from the R-square value in Table 4. The F Square in Table 4 shows a strong effect.

All of the constructs and variables can be set up and measured in the structural model of the research. The impact is showing significant results to the three hypotheses.

Table 5. Hypotheses Testing

Hypotheses	Relationship	Path Coefficient	T values	P values
H1	Spiritual Leadership -> Spirit at Work	0.796	47.536	0.000
H2	Spirit at Work -> Organization Commitment	0.541	17.144	0.000
H3	Spirit at Work -> Job Satisfaction	0.685	26.273	0.000

To enhance organizational performance, the existence of Organizational Commitment is an essential foundation. Spirit at Work is proven to positively and significantly impact the Organizational Commitment (H2, t value 17,144). This also supports previous research by Stevison (2008) and the original work of Spirit at Work (Kinjerski & Skrypnek, 2006). This means that high- spirited individual employees show Organizational Commitment to pursue and accomplish organizational targets. Spirit at Work has the most substantial influence on Affective Commitment. This is in line with the notion that Spirit at Work deals with engaging work, mystical feelings, spiritual connections, and a sense of community, which creates affection and a high value of commitment (Kinjerski, 2013). This is a good foundation for the service industry relying on high quality service through its committed employees. This finding confirms that the greater the Spirit at Work in a daily work situation will result in more significant employee commitment.

Kinjerski (2013) and Tevichapong et al. (2010) researched Spirit at Work and its positive impact on Job Satisfaction (H3). This research further supports the finding with a t value of 26,273. Many supporting papers correlate Job Satisfaction with organizational performance (Darwish, 2001; Pincus, 1986; Spector, 1997).

To test whether the resources in this research model either conceptually or contextually comply with the VRIO (Valuable, Rare, Inimitable, and Organized) concept (Barney et al., 2007), all will be subjected to four questions toward competitive advantage in a comparative sense. The first is the question of value. Conceptually, Mitroff and Denton (1999) posited in their seminal paper that learning to harness the immense spiritual energy at the core of everyone will lead to a potential to produce world-class products and services, which shows the valuable aspect of spiritual resources. Empirically, in this research, the organizational intangible spiritual resources are tested toward the experience of spirit at work and then tested toward Organizational Commitment and Job Satisfaction. A significant and positive result toward Organizational Commitment and Job Satisfaction proves that spiritual resources are valuable in creating a competitive advantage in the service industry toward performance (Barney and Wright, 1998; Malhotra and Mukherjee, 2004).

The second question is about rarity. Conceptually, spirit at work has enabled employees to look at crises as opportunities (Mitroff & Denton, 1999; Mitroff, Deton & Alpaslan, 2009), a dynamic capability that is rare and important to face volatile and turbulent situations. The strategic emphasis on spiritual capabilities as a bundle of organizational and individual intangible resources and capabilities in spirituality is not a common practice. In the context of this research, there is a specific organizational division to take care of the spiritual capabilities called the Spiritual

Capital Management Division, with a five-year strategic program for establishing the spirit at work. Hence, contextually, this is not an ordinary strategic commitment, which conveys rarity.

The third is the question of Inimitability. Spiritual resource and capability have a high causal ambiguity, which caused the difficulty to see the causal link between the specific resource and its capabilities since it is bundled and hence obscured the causal relationship. It also has a high social complexity because the social relation is so complex that it becomes hard to replicate (Stead and Stead, 2014).

The result of this empirical research will also be the evidence that Spirit at Work is impacting Job Satisfaction and Organizational Commitment. In a service industry, these variables, Job Satisfaction, and Organizational Commitment are valuable and good predictors of service excellence (Malhotra & Mukherjee, 2004). Hence, this practical, rare, and difficult-to-imitate strategy becomes a competitive advantage.

The last question is on the organization. A firm's structure and control mechanisms must be aligned to give people the ability and incentives to exploit the firm's resources and capabilities (Barney et al., 2007). In the context of this telco company, there is a specific Spiritual Capital Management Division with the task of organizing and implementing the spiritual strategy (Yahya, 2013).

In this research, the output of the Spiritual Capital Management Division in organizing spiritual capabilities can also be seen through a positive result of Spirit at Work experienced by the employees. Spirit at Work in this research results from organizational support through Spiritual Leadership variables. This research further supports that Spiritual Leadership supports Spirit at Work, resulting in Organizational Commitment and Job Satisfaction, the two important traits for providing Service Excellence in the Service Industry (Malhotra & Mukherjee, 2004), thus further supporting sustainability (Samul, 2019). Human resources with high spirituality also have the potential to see the crisis as a challenge and, therefore, the potential to turn it into an opportunity.

5. Conclusion

The research shows that Spirit at Work as a capability is determined by organizational resources in the form of Spiritual Leadership. Hence, in addition to possessing the valuable, rare, and inimitable condition, the resources of the firm seeking competitive advantage should also demonstrate spiritual leadership toward added work value.

The theoretical implication further emphasized that Spirit at Work as a spiritual capability in organizations is proven important to influence Organizational Commitment and Job Satisfaction as competitive advantages in the service industry; therefore, Human Resource policy should focus on improving Spirit at Work, which becomes the glue that binds people together and boost motivation. This spirit transcends, sustains, and enriches material and social capital and is embedded in the corporate culture. Developing intangible capabilities will lead to the transformational changes required to solve a problem.

Management and practical implications would thus be providing a strategic HRD roadmap for the corporation to perform long-term corporate strategic actions in developing spirit at work through developing Vision, Hope/Faith, Altruistic Love, Meaning/Calling, and Membership as the dimensions of Spiritual Leadership. The path toward enlightened human resources with spirit at work starts with hiring individuals with high levels of spirit and achievement orientation, which shows a tendency to exert effort toward task accomplishment regardless of the difficulty of the situation and depending on their motives to achieve success. Spiritual values must be embedded in all the decision-making, policies, and daily operations and organized effectively to become a way of life. In the context of this research, the company encourages the "Ihsan" concept, which means that employees will always serve and give their best performance.

This research's limitation lies in using only one Telco Company in Indonesia. Organizational spirituality is a dynamic phenomenon. this research should also be expanded toward a diverse, more dynamic, longitudinal study. It could also be conducted with various other service companies or to see the difference between Spirit at Work in different types of companies or between different cultural backgrounds.

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Appendix

Group	No.	Indicator	Quesioner	Mean	Standard deviation	Excess kurtosis	Skewness
Organizational Commitment							
Normative	1	NV1	Even if it were to my advantage, it would not be right to leave my organization now	4,226	0,900	2,435	-1,491
	2	NV2	I would not leave my organization right now because I have a sense of obligation to the company	4,223	0,833	2,506	-1,400
	3	NV3	If I got another offer for a better job elsewhere, I would not feel it was right to leave my company	4,040	0,975	0,922	-1,120
Affective	4	AV1	I am proud to tell others that I am part of this organization	4,662	0,511	0,872	-1,192
	5	AV2	I have a strong affection for this organization	4,670	0,527	2,770	-1,526
	6	AV3	I feel like "part of the family" at my organization.	4,636	0,533	1,409	-1,232
Continuance	7	CC1	I remain in this organization because I feel that it would not be easy to enter into another organization	3,226	1,156	-1,036	-0,097
	8	CC2	I remain in this org because leaving it would imply great personal sacrifices	3,694	1,080	-0,078	-0,711
	9	CC3	I believe that I have just a few options to consider leaving this organization	3,428	1,154	-0,791	-0,423
	10	CC4	I remain in this organization because I feel that I have few opportunities in other organizations	3,366	1,181	-0,975	-0,278
	11	CC5	I do not leave this organization due the losses that I would incur in that case	3,647	1,176	-0,367	-0,747
Job Satisfaction (JS)							
Job Satisfaction	1	JS1	At my present job, I am able to keep myself busy all the time.	4,243	0,579	1,984	-0,549
	2	JS2	The top management has delegated to me the power to make decisions independently.	4,134	0,644	5,000	-1,281
	3	JS3	At my present job, I have the chance to do different things from time to time.	3,957	0,745	2,316	-1,111
	4	JS4	At my present job, I am recognized as a part of the community.	4,289	0,584	1,602	-0,554
	5	JS5	I am satisfied with the way my boss handles the workers.	4,119	0,661	4,082	-1,156
	6	JS6	I am satisfied with the competence of my supervisor in making decisions.	4,172	0,646	3,285	-0,937
	7	JS7	At my present job, I am able to do things that do not go against my conscience.	4,155	0,616	2,960	-0,836

Group	No.	Indicator	Quesioner	Mean	Standard deviation	Excess kurtosis	Skewness
	8	JS8	I am satisfied with the way my job provides for steady employment.	4,309	0,562	1,244	-0,395
	9	JS9	At my present job, I have the chance to do things for other people.	4,328	0,534	-0,304	0,008
	10	JS10	At my present job, I have the chance to tell people what to do.	4,219	0,587	3,960	-0,818
	11	JS11	At my present job, I have the chance to do something that makes use of my abilities.	4,357	0,517	0,032	0,020
	12	JS12	I am satisfied with the way company policies are put into practice.	4,175	0,587	2,416	-0,561
	13	JS13	I am satisfied with the remuneration paid to me.	4,119	0,629	2,018	-0,735
	14	JS14	At my present job, I have growth prospects.	4,236	0,575	0,518	-0,240
	15	JS15	At my present job, I have chance to use my own judgment.	4,098	0,606	1,897	-0,610
	16	JS16	At my present job, I am satisfied with the working environment.	4,142	0,583	2,972	-0,658
	17	JS17	At my present job, I am satisfied with the way my co-workers get along with each other.	4,215	0,598	2,460	-0,651
	18	JS18	At my present job, I receive praise for doing a good job.	3,915	0,688	1,459	-0,688
Spiritual Leadership							
Vision	29	V1	I am committed to my organization's vision.	4,608	0,488	-1,812	-0,442
	30	V2	My work-group has a vision statement that brings out the best in me.	4,334	0,532	-0,334	0,014
	31	V3	My organization's vision inspires my best performance.	4,396	0,561	-0,421	-0,292
	32	V4	I have faith in my organization's vision for its employees.	4,443	0,561	1,714	0,289
	33	V5	My organization's vision is clearly compelling to me.	4,406	0,517	-1,336	0,097
Hope / Faith	34	HF1	My faith to my organization ensures my willingness to "do whatever it takes" to ensure that the mission is accomplished.	4,491	0,507	-1,784	-0,049
	35	HF2	My faith in my organization encourages me to exert my best effort to help my organization succeed	4,436	0,533	-1,194	-0,118
	36	HF3	My faith in my organization and its leaders brings out the best in my work	4,370	0,562	-0,383	-0,241
	37	HF4	I set challenging goals for my organization who supports the employees to succeed.	4,330	0,552	0,524	-0,246

Group	No.	Indicator	Quesioner	Mean	Standard deviation	Excess kurtosis	Skewness
	38	HF5	I demonstrate my faith in my organization and its mission by doing everything I can to help us succeed.	4,379	0,519	-1,175	0,131
Altruistic Love	39	AL1	My organization really cares about its people.	4,321	0,562	-0,274	-0,156
	40	AL2	My organization wants to do something considerate toward its workers when they are suffering.	4,260	0,586	0,379	-0,297
	41	AL3	The leaders in my organization "walk the talk".	4,138	0,588	2,353	-0,541
	42	AL4	My organization is trusted to be loyal to its employees.	4,266	0,538	-0,426	0,103
	43	AL5	The leaders in my organization are without false pride honest.	4,138	0,613	0,406	-0,285
	44	AL6	The leaders in my organization have the courage to stand up for their people.	4,174	0,608	1,018	-0,360
Meaning/ Calling	45	MC1	The work I do in my organization is very important to me.	4,426	0,535	-1,143	-0,112
	46	MC2	My job activities in my organization are personally meaningful to me.	4,319	0,591	0,903	-0,507
	47	MC3	The work I do in my organization is meaningful to me.	4,358	0,532	0,045	-0,096
	48	MC4	The work I do in my organization makes a difference in people's lives.	4,425	0,509	-1,567	0,134
Membership	49	M1	I feel my organization understands my concerns.	4,183	0,575	0,895	-0,263
	50	M2	I feel my organization appreciates my work	4,264	0,537	0,423	-0,037
	51	M3	I feel my organization highly regarded my leadership.	4,140	0,569	0,470	-0,116
	52	M4	I feel I am valued as a person in my job in the organization.	4,238	0,560	0,340	-0,125
	53	M5	I feel my organization demonstrates respect for my work.	4,174	0,563	0,169	-0,045
Spirit at Work							
Engaging Work	54	EW1	I experience a match between the requirements of my work and my values, beliefs, and behaviors.	4,247	0,561	1,341	-0,328
	55	EW2	I am able to find meaning or purpose at work.	4,325	0,507	-0,928	0,309
	56	EW3	I am passionate about my work.	4,221	0,585	1,290	-0,423
	57	EW4	I am fulfilling my calling through my work.	4,204	0,596	1,370	-0,478
	58	EW5	I have a sense of personal mission in life, which my work helps me to fulfill.	4,202	0,579	1,398	-0,399
	59	EW6	I feel grateful to be involved in work like mine.	4,411	0,511	-1,472	0,148

Group	No.	Indicator	Quesioner	Mean	Standard deviation	Excess kurtosis	Skewness
	60	EW7	At the moment, I am right where I want to be at work.	4,251	0,598	1,084	-0,479
Mystical Experience	61	ME1	At times, I experience a "high" at my work.	4,283	0,542	0,732	-0,144
	62	ME2	At moments, I experience complete joy and ecstasy at work.	4,251	0,510	0,198	0,215
	63	ME3	At times, I experience an energy or vitality at work that is difficult to describe.	4,279	0,512	-0,534	0,287
	64	ME4	I have moments at work in which I have no sense of time or space.	4,170	0,597	2,296	-0,666
	65	ME5	I experience moments at work where everything is blissful.	3,836	0,932	0,762	-0,999
	66	ME6	I experience a connection with a greater source that has a positive effect on my work.	4,142	0,602	4,694	-1,005
Spiritual Connection	67	SC1	My spiritual beliefs play an important role in everyday decisions that I make at work.	4,623	0,492	-1,396	-0,602
	68	SC2	I receive inspiration or guidance from a Higher Power about my work.	4,521	0,536	-1,038	-0,451
	69	SC3	I experience a real sense of trust and personal connection with my coworkers.	4,545	0,509	-1,590	-0,311
Sense of Community	70	SOC1	I share a strong sense of purpose and meaning with my coworkers about our work.	4,432	0,532	-0,663	-0,179
	71	SOC2	I share a strong sense of purpose and meaning with my coworkers about our work.	4,342	0,558	0,464	-0,297
	72	SOC3	I feel like I am part of "a community" at work.	4,319	0,558	0,507	-0,263