



## **The Impact of Workplace Spirituality on Job Performance: Mediating effect of Job Satisfaction and Organizational Commitment (An Applied Study)**

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**Dr. Nada Shaban Yousef Mebariz**

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**The Impact of Workplace Spirituality on Job Performance: Mediating effect of Job Satisfaction and Organizational Commitment (An Applied Study)**

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**Abstract:**

This research discussed the impact of workplace spirituality on job performance, through (job satisfaction and organizational commitment), with the application on Beni-Suef University. The objective of this research is to determine the effect of the relationship between workplace spirituality as independent variable and (job satisfaction, commitment) as mediating variables and job performance as a dependent variable.

The result of the statistical analysis explains that there is a direct positive significance effect of workplace spirituality on (job satisfaction and organizational commitment), and workplace spirituality has a direct and indirect effect on job performance, and (satisfaction and commitment) partially mediate this relationship. the results indicate a direct positive significance effect of (satisfaction and commitment) on job performance, finally; the research proposed a framework for the role of (satisfaction and commitment) in the relationship between workplace spirituality and job performance in Beni-Suef University.

**Keywords:** Workplace Spirituality, Job Satisfaction, Organizational Commitment, Job Performance.

**Dr. Nada Shaban Yousef Mebariz**

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### **1/1 Introduction**

The education sector is one of the most important and vital sectors in both developing and developed countries. Today with the rapid changing world, this sector faces a non-stop challenges academic staffs face many pressures as they play a cardinal role in providing imperative and up to date education services, as education is conceived as a way of ensuring sustainable human and economic development. For educational institutions to achieve goals for which they were established, they need to adopt specific practices to improve both the intrinsic and extrinsic life of their staff through increased satisfaction. This satisfaction motivates employees to work hard, to be committed, and to stay longer in the organization. This can happen when organizations promote spirituality in the workplace, as it brings serenity and overall well-being.

The last decade has witnessed an ever-increasing interest among management scholars, to define the concept and relevance of spirituality in an organizational context. Several studies (Kurt, et al; 2016; Milliman, et al; 2018; Aboobaker, et al; 2020) have put forward different definitions and have broadly contextualized workplace spirituality from an organizational perspective and individual perspective. From an organizational perspective, workplace spirituality is about having a value framework, an organizational culture, reflected in dimensions of inner life, openness and care, connectedness, respect, humility, compassion, and transcendence (Singh and Rangnekar, 2018).

The term workplace spirituality is considered a highly personal and philosophical construct that involves a sense of wholeness, connectedness at work, and deeper values. Workplace spirituality

**Dr. Nada Shaban Yousef Mebariz**

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involves the effort to find one's ultimate purpose in life, to develop a strong connection to coworkers and other people associated with work, and to have consistency (or alignment) between one's core beliefs and the values of their organization (Milliman, et al; 2003). Workplace spirituality has been mainly uttered as a function of an organization that directing its energy toward spiritual values and providing meaning and purpose to employees work activity, generate an open system work culture, give emphasis to employees work performance and contribute to society in a meaningful way (Iqbal, et al; 2020).

Among the wide range of attitudes and emotions generated in the workplace, one of the most important is job satisfaction. Job satisfaction is the state of pleasure the employee gains from the job and experience. Job satisfaction is a multidimensional construct, including satisfaction with one's job, supervisor, co-workers, payment conditions, promotional programmes, company policy and feelings of job security (Chawla and Guda, 2010). When employees are satisfied, they produce more and miss less which means Increase in job satisfaction increases the performance in the job (Fanggidae, et al; 2016).

Another important employee attitude is commitment. The concept of 'commitment' has attracted a great deal of attention in recent years because it is an intangible psychological resource that can neither be replicated nor purchased by a competitor. organizational commitment is an attitude which reflects the employee's loyalty to the organization which can be defined as "the strong willingness to be the member of the organization, to work hard as desired by the organization and to believe

**Dr. Nada Shaban Yousef Mebariz**

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and accept organization value and purpose” (Sintaasih, et al; 2018). Committed people tend to devote higher efforts to work, thus contributing to organizational performance (Rego and Cunha, 2007).

The desired outcome of the previous context is the job performance. The performance of the human resources is the result of work made by an individual or group of people qualitatively or quantitatively in the organization based on their own authority and responsibility. The individual or group performance is identified as the meaningful key of the organization to reach competitive advantage and productivity. When employees can feel spiritually connected to workplace this affect the overall performance, as it can boost team effectiveness, job stratification and employee commitment, also, at the organizational level this can affect organization values, decision making and overall strategic orientation (Sintaasih, et al; 2018).

Hence, satisfaction and commitment may serve as an important link between workplace spirituality and job performance. The current research is an attempt to study the effect of workplace spirituality on job performance in the light of satisfaction and commitment as mediator variables in Beni-Suef University.

### **1/2 Problem of the research**

Today the whole world faces financial crises and health pandemics, and we all look to and hope to have a strong human capital that can save us. In modern world empowerment, economic power, and welfare of every large organization depend on optimal using of opportunities, industries and especially human forces, Quality and skilled human

**Dr. Nada Shaban Yousef Mebariz**

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resource appears to have a vital role in the development and progress of every country. higher education offers opportunities for human growth throughout that world, as universities represent the key part of educational system which affect workforce and therefore development of each country. Based upon the current circumstances, universities need to all energy, hard work and commitment of their staffs. They need their staffs to bring their arms and brains to work to get the best performance, but no one ask them to bring their souls. The consequence is that universities do not trigger the full creativity and potential of their staffs, and they in turn, do not succeed in developing themselves as holistic human beings (Rego and Cunha, 2007).

In the other hand, organizations that have work spirituality focus on their purpose and objectives and have a culture of trust and openness. Employees are given autonomy to make decisions without fear and are provided with the necessary resources to help them discover their talents. Creativity is promoted and the organization assists all employees to improve and develop their abilities. Within a comfortable work environment, employees are encouraged to be themselves at work (Devendhiran and Wesley, 2017).

People spend a huge portion of their life at work and increasingly place demands on the workplace for a sense of wholeness and connectedness. As a result, there has been a paradigm shift in the consciousness of workers and managers at all levels of organizations to find more meaning, purpose, and fulfillment in their work, rather than just materialistic outcomes. Research on workplace spirituality has

**Dr. Nada Shaban Yousef Mebariz**

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increased significantly in the past two decades and has emerged as a significant focus for organizations who strive hard toward sustainability. Workplace spirituality means the lived experiences and expressions of one's spirituality in the context of the work (Aboobaker, et al; 2018).

The concept of workplace spirituality has gained the attention of both academicians and practitioners as a salient area of inquiry. Workplace spirituality is essentially an employee's experience of spirituality in the context of the workplace. It is conceptualized at three levels: having a deep sense of meaning and purpose in one's work, experiencing connectedness with co-workers and experiencing a strong sense of alignment between one's personal values and their organization's mission and purpose (Aboobaker, et al; 2018).

Human beings are innately spiritual in nature. By tapping into their spiritual quotient, an organization can help their employees feel more engaged at work. An engaged workforce creates a positive work environment, generates higher productivity, loyalty, and best performance (Devendhiran and Wesley, 2017).

In other hand, spirituality is likely to motivate humans to a greater extent than material returns, as spiritually motivated individuals tend to devote more effort, time and energy to contribute to, preserve and protect whatever they perceive to be sacred based on their spiritual value systems (Kurt, et al; 2016).

Many researchers (Pawar, 2009; Loan, 2020) provided that experience of spirituality at the workplace has positively associated with employee work attitudes such as job satisfaction, organizational

**Dr. Nada Shaban Yousef Mebariz**

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commitment and organizational performance (Aboobaker, et al; 2018). Workplace spirituality was seen to positively affect job satisfaction. Employees demonstrate greater extra-role performance when they experience a strong connection to their organization and find a sense of meaning in their daily work (Belwalkar, et al; 2018). As spirituality dimensions fulfill employees' higher order and spiritual needs, they should induce a more favorable employee affective response. In other words, when individuals perceive meaningfulness and purposefulness with their linkage to the world around, they will also experience a sense of happiness and exhilaration at their work (Pawar, 2009).

Several researchers (Kurt, et al, 2016l; Suharto, et al; 2019) have advanced the idea that a sense of community is linked to employee commitment and turnover. Alignment with organizational values is also considered to be related to organization commitment. It has been proposed that organizations which create an environment where the firm identifies with and is responsive to employees' input and sense of values have employees who are more adaptable and help the company succeed and are more strongly committed to helping the organizational succeed (Milliman, et al; 2003).

Based upon the above, it can be said that workplace spirituality gives the meaningfulness to the work, and meaningful work leads to higher job satisfaction, higher job commitment, loyalty, and better job performance to the organization for a longer period. And back to the real situation, universities today need the best job performance they can get from their staffs. The concept of spirituality is prominent and forms the

**Dr. Nada Shaban Yousef Mebariz**

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foundation of teaching activities. Hence, including spirituality into academic staffs could affect not only the outcomes of their work such as increasing contentment level and work engagement, but also the students' results and future as well.

With the absence of integral framework to study the impact of workplace spirituality and job performance in the light of job satisfaction and organizational commitment as mediator variables, so there is a need to fill this gap with integral framework to study these influential relations to examine the mediating role of job satisfaction and commitment in the relationship between workplace spirituality and job performance

**Based on this background, the problem identified in the following questions:**

- 1/2/1** Is there an effect of workplace spirituality on job satisfaction in Beni-suef University?
- 1/2/2** Is there an effect of workplace spirituality on organizational commitment in Beni-suef University?
- 1/2/3** Is there an effect of job satisfaction on job performance in Beni-suef University?
- 1/2/4** Is there an effect of organizational commitment on job performance in Beni-suef University?
- 1/2/5** Is there an effect of workplace spirituality on job performance in Beni-suef University?

**Dr. Nada Shaban Yousef Mebariz**

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**1/2/6** Is there an effect of job satisfaction as mediator variable in the relationship between workplace spirituality and job performance in Beni-suef University?

**1/2/7** Is there an effect of organizational commitment as mediator variable in the relationship between workplace spirituality and job performance in Beni-suef University?

**1/3 Objective of the research**

The current research seeks to achieve the following objectives:

**1/3/1** Identifying the effect of workplace spirituality on job satisfaction in Beni-suef University.

**1/3/2** Identifying the effect of workplace spirituality on organizational commitment in Beni-suef University.

**1/3/3** Identifying the effect of job satisfaction on job performance in Beni-suef University.

**1/3/4** Identifying the effect of organizational commitment on Job Performance in Beni-suef University.

**1/3/5** Identifying the effect of workplace spirituality on job performance in Beni-suef University.

**1/3/6** Identifying the effect of job satisfaction as mediator variable in the relationship between workplace spirituality and job performance in Beni-suef University.

**Dr. Nada Shaban Yousef Mebariz**

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- 1/3/7** Identifying the effect of organizational commitment as mediator variable in the relationship between workplace spirituality and Job performance in Beni-suef University.
- 1/3/8** Reaching a proposed framework for understanding the effect workplace spirituality as independent variable, job Satisfaction and organizational commitment as a mediator variable, and Job performance as dependent variable in Beni-suef University.
- 1/3/9** Establishing recommendations based on the research results that can support job performance and increase the level of job satisfaction and commitment through workplace spirituality.

#### **1/4 Significance of the research**

This research derives its importance from several considerations, some scientific and the other applied, including the following: -

##### **1/4/1 Practical considerations (academic)**

The scientific importance of this research is emerged from the following points:

- 1/4/1/1** There is scarcity of Egyptian studies that show relationship between workplace spirituality and job performance, which makes this research, presents a contribution in this area.
- 1/4/1/2** This research introduces relatively a new concept (workplace spirituality) in the field of human resources management within the Egyptian environment that may be useful for future research.

**Dr. Nada Shaban Yousef Mebariz**

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**1/4/1/3** this research attempts to study the relationship between workplace spirituality and job performance from contingency approach by focusing on the role of job satisfaction and work commitment in strengthening this relationship.

**1/4/2 Applied Considerations**

**1/4/2/1** This research stems its practical significance from the importance of application area which are represented in Beni-suef University because universities are the center of ethics, commitment, and engagement.

**1/4/2/2** This research provide top management in Beni-suef University with conclusions and recommendations through which they can know variables that are directly and indirectly related to the job performance, so that management can develop new policy for their staffs to make appropriate changes in the work environment, especially regarding spirituality culture, job satisfaction and increasing the degree of work commitment of faculty members with their jobs, as Egyptian universities are in dire need of adopting this type of behavior at the present time.

**1/4/2/3** Educational sector is regarded as to be the backbone of any developing country in which academic staffs occupy pivotal position. Its success is heavily reliant on capability and quality of academic staffs who are indispensable for the societal development. As educational sector faces a great challenge in the 21st century as a result of the tremendous development in the level of education service provided by universities around the world, which is

**Dr. Nada Shaban Yousef Mebariz**

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essentially responsible for educating and developing the intellect of nations.

**1/4/2/4** This research also synchronizes with the efforts exerted by the Egyptian government (The Ministry of Higher Education and Scientific Research) to build the scientific and human personality of a wide segment of youth, whether at universities or higher institutes as well as to build a normal, integrated, and modern personality, capable of performing its mission in society and assuming its responsibilities towards its homeland.

#### **1/5 The proposed framework for research and previous studies**

##### **1/5/1 The independent variable: Work Spirituality**

Work forms an integral part of most people's lives as today's generation spends majority of their waking time at work. Organizations where they work become their most significant community to the extent of replacing their very own family, friend circles and social groups. A workplace needs to be as humane as possible if employees are seen as entities whose sensitivities are to be respected and they have to co-exist as mutual entities. (Jena and Pradhan, 2018) A key theme of the literature on workplace spirituality is that people desire to not just be competent in their work, but also to have some other kind of personally meaningful experience at work. This type of experience can involve a variety of aspects such as a meaningful and purposeful work, a connection to others or to a higher power, being of service to others or to humanity, and belonging to a good and ethical organization (Milliman, et al; 2018).

**Dr. Nada Shaban Yousef Mebariz**

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One of the most commonly used definitions in the literature is by Ashmos and Duchon (2000) who defined workplace spirituality as “the recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community” (Milliman, et al; 2018). Spirituality in the workplace relates to both individuals and organizations seeking work as a spiritual path, or an opportunity to grow and contribute to the society in a meaningful way. It is about care, compassion and support of others; about integrity and people being true to self and others. Spirituality endorses individuals and organizations attempting to live their values fully in the work they perform. (Jena and Pradhan, 2018).

The connection between religion and spirituality has also been a controversial domain of the spirituality literature (Kurt, et al; 2016). The term spirituality can take on a variety of meanings and is often confused with the term religion. It is important to understand, however, that spirituality and religion are not the same entity; rather, they are two related, but distinct constructs. as spirituality and religion are commonly thought of as synonymous, researchers have acknowledged the differences between the two. Religion is typically associated with formal/organizational membership and beliefs/rituals, whereas spirituality is associated with closeness to a higher being and/or feelings of interconnectedness with the world and living things. In other words, religion incorporates beliefs and practices associated with a church or organized group, whereas spirituality entails feelings/experiences linked to the quest for meaning and purpose in life (Sprung, et al; 2012).

**Dr. Nada Shaban Yousef Mebariz**

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### **Importance of Work Spirituality**

The construct “workplace spirituality” is gaining attention because of its increasing importance in improving organizational performance. When employees see that appropriate situations are provided in workplace, they try harder than before to reach organizational objectives (Belwalkar, et al; 2018). It has been suggested that workplace spirituality is an important factor that increases employees’ happiness, so, it provides new insights into employee work attitudes and indicates that a full understanding of organizational reality is incomplete without considering people's spiritual nature (Milliman, et al; 2018).

Studies have found that employees’ experience of spirituality impacts organizational attachment and their sense of obligation toward the organization. Also, workplace spirituality is positively associated with reward satisfaction, job involvement, organizational identification and negatively related to organizational frustration. workplace spirituality augments the emotional, psychological, social, and spiritual well-being of the employees. Elements of spirituality at workplace have been identified as strong predictors of organizational commitment, productivity, and job satisfaction (Aboobaker, et al; 2020).

### **Dimensions of Work Spirituality**

According to Ashmos and Duchon (2000), the spirituality at work occurs because people desire to connect with the important work and colleague. Their finding shows that the work spirituality in the individual level involves three dimensions: meaning at work, community, and inner life. These three dimensions for measuring workplace spirituality have

**Dr. Nada Shaban Yousef Mebariz**

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been employed and confirmed for different research contexts in various studies (Milliman, et al; 2003, Kurt, et al; 2016; Sintaasih, et al; 2018):-

- **Meaningful at work:** refers to the ‘search for deeper meaning and purpose, living one's dream, expressing one's inner life needs by seeking meaningful work, and contributing to others. Having a deep sense of meaning and purpose in one's work is named as a fundamental pillar of spirituality in the workplace. this dimension is more about how individuals interact with their work and whether the work possesses a greater meaning for them.
- **Community:** This is about having deep mental, emotional and spiritual connections with others in the workplace. It mostly emphasizes spiritual connections between actors, which may result from shared values and belief type bonding forces. A strong sense of community among the members of an organization can generate more support, effectiveness and genuine caring.
- **Inner life:** this dimension involves the concept that employees desire to work in an organization whose goal is to not just be a good corporate citizen, but an organization that seeks to have a high sense of ethics or integrity and make a larger contribution than the typical company to the welfare of employees, customers, and society. It encompasses that a person should not work for any organization, if he or she does not share to a great degree the same institutional values.

**Dr. Nada Shaban Yousef Mebariz**

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### **Building spirit at work**

The following practical steps help organizations establish spirit at work (Devendhiran and Wesley, 2017):

- Provide a space (a spiritual exercise center) within the organization and encourage employees to practice. This help employees establish a clear mind at work and eventually lead to a more stress-free life.
- Instigate corporate based mindfulness training programs (CBMT): this will up skill employees to mindfully deal with various situations like handling endless emails, meetings, and deadline-based work. This would also improve abilities to effectively handle tough situations. It has the potential to transform both their personal and professional life.
- Encourage autonomy through endorsing employees' uniqueness, individuality, and their ability at every possible opportunity. This help employees to find meaning at work.
- Implement feedback systems at work: empower employees to speak out, listen to them, and recognize their valuable views and opinions.
- Instigate an employee assistance program to help employees recover from and find a solution for work-related and family-related conflict.
- Initiate corporate wellness training programs to enhance the health and fitness of employees.
- Advocate internal support groups where people can come together to address issues of common interest, to exchange ideas and share personal experience that will create a warm fellowship among members of the organization.

**Dr. Nada Shaban Yousef Mebariz**

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**1/5/2 Mediating variables: Work attitudes (satisfaction, commitment)**

**1/5/2/1 mediating variable: job satisfaction**

One of the most important employees' attitudes is job satisfaction.

Job satisfaction has been defined in many ways but they all inspired from the same meaning. It can be defined as a pleasant or positive emotional state arising from the assessment of one's job or job experiences, which has a substantial impact on the economic and social sustainability of organizations. In the job satisfaction literature, two theories have dominated, namely, two-factor theory and expectancy theory. The two-factor motivator-hygiene theory developed by Herzberg et al, suggested that job satisfaction was a result of the existence of motivator factors (elements of work itself) and that job dissatisfaction was a result of the lack of hygiene factors (elements of the context of work). Expectancy theory indicated that individuals' evaluation of job satisfaction is a function of the inconsistency between what individuals expect from the job and what the individuals receive. Which means, job satisfaction is the extent to which expectations are matched with real achievements (Miao, et al; 2020).

In other words, it can be said that job satisfaction referred to a collection of feelings, beliefs, and thoughts about how a person responds to his work, whether they like / dislike as a result of employee interactions with the work environment or as a perception of mental attitude, as well as the results of employee evaluations of their work. Employees' feelings about work reflect their attitudes and behavior at work (Badrianto and Ekhsan, 2020). Individuals design their attitudes

**Dr. Nada Shaban Yousef Mebariz**

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toward their jobs by considering their feelings, beliefs, and behaviors. When employees believe that their jobs are fulfilling and rewarding, they are more likely to be satisfied with their jobs (Miao, et al; 2020).

Therefore, job satisfaction is one of the most frequently measured organizational variables in research and has been widely studied in organizational behavior because job satisfaction can be an important indicator of how workers feel about their work and predictors of work behavior such as motivation, absenteeism, and performance (Asbari, et al; 2020).

The relationship between workplace spirituality and its outcomes has also been well documented. Previous empirical research has revealed a positive relationship between workplace spirituality and satisfaction, organizational performance, and commitment (Kurt, et al; 2016).

The meaningful work dimension of workplace spirituality implies work that provides employees a sense of joy and connects employees to the larger good. Thus, there should be a positive relationship between meaning in work and job satisfaction. Community at work aspect of workplace spirituality reflects the fulfillment of employee needs for being accepted and appreciated. Thus, there should be a positive relationship between community at work and job satisfaction. Consistent with the above posited relationships, Duchon and Plowman (2005) note findings from previous research on the positive relationship between employee experience of meaning in work and job satisfaction and Milliman et al. (2003) found support for a positive relationship of both meaningful work and community with job satisfaction. (Pawar, 2009)

**Dr. Nada Shaban Yousef Mebariz**

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Aboobaker, et al; (2020), provided that Elements of spirituality at workplace have been identified as strong predictors of organizational commitment, productivity and job satisfaction.

Belwalkar, et al; (2018) indicated that workplace spirituality was seen to positively affect job satisfaction. Employees demonstrate greater extra-role performance when they experience a strong connection to their organization and find a sense of meaning in their daily work.

Also, Job satisfaction represents a feeling that appears as a result of the perception that jobs enable the material and psychological needs. The relation between organizational commitment, job satisfaction and job performance has been confirmed in various studies, but its strength varies. Various studies support the positive impact of job satisfaction on job performance. Employees who are satisfied with their job work better as provided (Loan, 2020)

Singh and Rangnekar, (2018) also provided that organizations, while simultaneously improving productivity, need to adopt specific practices to improve both the intrinsic and extrinsic life of employees through increased satisfaction. This satisfaction motivates employees to work hard, be committed, and to stay longer in the organization. A well-satisfied employee rises above the day-to-day performance and is determined more than ever.

Besides, (Badrianto and Ekhsan, 2020) indicated that satisfaction factors have a positive relationship with employee performance. This shows that job satisfaction factors significantly influence employee job performance, which means that job satisfaction is important in improving

**Dr. Nada Shaban Yousef Mebariz**

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employee performance. Also, Research examined by Wening and Choerudin (2015) states that job satisfaction variables have a positive and significant relationship to performance variables (Asbari, et al; 2020).

Based upon the above, it can be said that Employees treated fairly and respectfully feel that they are recognized as valuable emotional and intellectual beings, and not just human resources (by performing spirituality at workplace). Feeling this recognition, they experience lower levels of stress and burnout, and express greater job satisfaction. They also experience a sense of psychological and emotional safety and trust the organization and their leaders. In response, they tend to develop a sense of duty and are willing to reciprocate with more cooperative and supportive actions, and with greater loyalty, commitment, enthusiasm, work effort and productivity, thus better performing their jobs and contributing to organizational performance (Rego and Cunha, 2007).

Based upon the above, researchers provided that there is a relationship between Work Spirituality and job satisfaction and there is a relationship between job satisfaction and job performance. So, the researcher proposes that job satisfaction mediates the relationship between work Spirituality and job performance.

#### **1/5/2/2 Mediating variable: Organizational Commitment**

Organizational commitment is one of the most widely examined variables in the literature. This broad interest is perhaps owing to the effect of organizational commitment on attitudes and behaviors such as: intention to leave, turnover, attitudes toward organizational changes and maintaining high level of performance in organization. The concept of

**Dr. Nada Shaban Yousef Mebariz**

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‘commitment’ has attracted a great deal of attention in recent years because it is an intangible psychological resource that can neither be replicated nor purchased by a competitor (Pradhan and Jena, 2016).

Organizational commitment can be defined as a psychological state that characterizes an employee’s relationship with the organization and reduces the likelihood that he/she will leave it (Rego and Cunha, 2007). In other words, organizational commitment is an attitude which reflects the employee’s loyalty to the organization. As the attitude, the organization commitment means the strong willingness to be a member of the organization, the willingness to work hard as desired by the organization and a particular belief and acceptance of organizational value and purpose (Sintaasih, et al; 2018).

One of the most-cited models of organizational commitment was developed by Allen and Meyer 1991. It differentiates three commitment components: affective (emotional attachment to the organization), continuance (perceived costs associated with leaving the organization) and normative (feelings of obligation towards the organization). These three forms are viewed as facets, rather than different types of organizational commitment. This means that a given employee can be affectively, normatively, and instrumentally committed to the organization (Rego and Cunha, 2007).

Organizational commitment as an important variable in organizational behavior as it is the focus of psychology that seeks to measure, explain, and sometimes change individual behavior (Fanggidae, et al; 2019) Despite the mushrooming research studies on commitment

**Dr. Nada Shaban Yousef Mebariz**

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predictors and antecedents, the role of spirituality in the workplace on organizational commitment has yet to be determined. The research relating spirituality in the workplace is now starting to move from a conceptual phase to an empirical phase (Djafri and Noordin, 2017).

A few studies investigate the relationship between workplace spirituality and organizational commitment and organizational performance. Rego and Cunha, (2007) hypothesized that the higher the spirituality at work, the higher the normative and affective commitment, and the lower continuance commitment.

Kurt, et al, (2016) investigated the commitment of employees to their organizations and revealing that spiritually motivated individuals have greater organizational commitment, loyalty, and job satisfaction

Pawar, (2009) suggested that fulfillment of employees' spiritual needs of meaning and community is positively associated with employees' organizational commitment.

Aboobaker, et al; (2019), provided that experience of spirituality at the workplace has been found to be positively associated with employee work attitudes such as creativity, honesty, trust, personal fulfillment, organizational commitment, organizational performance, job satisfaction, organizational citizenship behavior and job involvement.

Also, some researchers indicate the relationship between commitment and job performance. Like, (Rego and Cunha, 2008) who provided that this wide interest of commitment is possibly due to the impact of organizational commitment on employees' attitudes and

**Dr. Nada Shaban Yousef Mebariz**

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behaviors, such as intention to leave, turnover, organizational citizenship behaviors and attitudes toward organizational change and performance.

Djafri and Noordin, (2017) provided that Organizational commitment gets its importance from its effect on intention to leave and maintaining high level of performance in organization. And (Aboobaker, et al; 2019) asserted that more committed people tend to devote higher efforts to work, thus contributing to organizational performance.

Suharto, et al; (2019) Provided that Commitment to a good organization can improve one's performance in the company and they assumed that commitment positively influences job performance.

Based upon the previous studies, it can be said that when employees feel a stronger presence of spirituality in the organization, they apparently display and develop higher and stronger commitment behaviors. In addition, when employees experience a sense of belonging to a community with their colleagues and feel engaged in spiritual organizational climates, they become more effectively attached to their organizations, experience a sense of loyalty and act in a more engaged and collaboration manner (Djafri and Noordin, 2017). Thus, employee develops psychological attachment to the organizations and become more committed and productive to their organization. the high level of spirituality in workplace practiced by employees will lead to a positive impact on employee work attitudes and ultimately on job performance.

Based upon the above, researchers provided that there is a relationship between Work Spirituality and work commitment and there is a relationship between work commitment and job performance. So, the

**Dr. Nada Shaban Yousef Mebariz**

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researcher proposes that work commitment mediates the relationship between work Spirituality and job performance.

### **1/5/3 The dependent variable: Job performance**

Job performance is a central element within industrial and organizational psychology, reflecting scalable actions, behaviors, and outcomes that employees engage with, or contribute to, within organizations, and being defined by how employee behaviors contribute to organizational goals. Job performance is influenced by individual characteristics (experience and ability), outcomes (e.g., feedback and job security), work environment, and education. it is worth to mention the findings of Waldman and Spangler, who developed an integrated model of job performance, influenced by individual characteristics (experience, ability), outcomes (feedback, job security), but also by work environment (Davidescu, et al; 2020)

Job performance has been defined by many ways, but they all inspired from the same meaning, Performance is defined as the effect of work achieved by an individual based on job requirements (Bhavaneswari, et al; 2019).

Performance can be interpreted of individual expression in achieving institutional objectives. The internal factors as well as the external factors affect a person's performance. Mathis and Jackson (2001) stated that performance is basically what employees do or don't do in carrying out their work. Rivai and Sagala (2009) provided that performance is a real behavior that is displayed by everyone as a work achievement produced by employees in accordance with their role in the

**Dr. Nada Shaban Yousef Mebariz**

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organization. Benardin and Russel (2000) provided that performance is the result of being produced by certain job functions over a certain period of time. the results of the work are the results of employee's abilities, expertise, and desires that are achieved (Badrianto and Ekhsan, 2020).

Also, according to Armstrong and Taylor (2014) performance is the behavior of how targets are achieved. Performance is a goal-oriented process that is directed at ensuring that organizational processes are in place to maximize the productivity of employees, teams, and ultimately, the organization (Asbari, et al; 2020).

Jackson et al. (2011) details the performance into three dimensions, namely, trait, attitude, behavior, and objective result. The trait-based criterion focuses on the personal characteristic, such as loyalty, reliability, communication ability and leadership. The behavioral criterion refers to how the work is done. This dimension is according to the work or behavior in general, such as absence, lateness and carelessness in accomplishing the work. The positive aspect of the behavioral criterion can be used in some different jobs which enable the assessment as the consideration outside the employee's control which can affect the performance. The result criterion highlights what can be done or produced. The result is the work output in the form of goods and services which is countable and measurable qualitatively and quantitative (Sintaasih, et al; 2018).

Based upon the previous, it can be concluded that spirituality in workplace can influence the performance of individuals and organizations alike. at the individual level, when employees feel a

Dr. Nada Shaban Yousef Mebariz

spiritual connection with workplace, which in turn can boost team effectiveness, job stratification and organizational commitment. Also, spirituality at the organizational level can affect the organization values to the extent that it affects decision making and overall strategic orientation. So, it can be said that workplace spirituality can have positive effect on overall organizational performance as it reduces stress, conflict, absenteeism and turnover intentions and improve employee's well-being and quality of life.

Based upon the above, the researcher proposes that there is a relationship between work spirituality and job performance.

Inspired by the relationships between research variables, which derived from the theoretical background of the research variables and problem of research, the researcher reached to the following research model (1):-

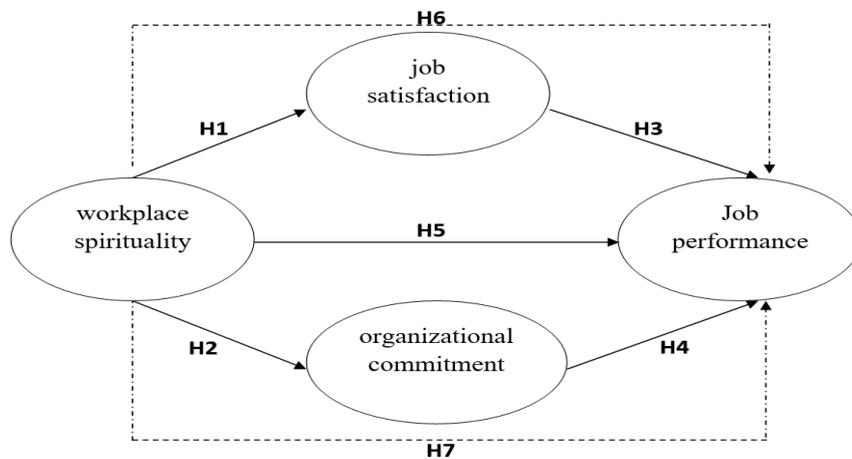


Figure (1): Research Model

Source: by the researcher based on previous studies

**Dr. Nada Shaban Yousef Mebariz**

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### **1/6 Hypothesis of the research**

This research is based on seven basic hypotheses:

- 1/6/1** The first hypothesis: there is positive effect relationship with statistical significance between workplace spirituality and job satisfaction in Beni-suef University.
- 1/6/2** The second hypothesis: there is positive effect relationship with statistical significance between workplace spirituality and organizational commitment in Beni-suef University.
- 1/6/3** The third hypothesis: there is positive effect relationship with statistical significance between job satisfaction and Job performance in Beni-suef University.
- 1/6/4** The fourth hypothesis: there is positive effect relationship with statistical significance between organizational commitment and Job performance in Beni-suef University.
- 1/6/5** The fifth hypothesis: there is positive effect relationship with statistical significance between workplace spirituality and Job performance in Beni-suef University.
- 1/6/6** The sixth hypothesis: job satisfaction affects as mediator variable in the relationship between workplace spirituality and Job performance in Beni-suef University.
- 1/6/7** The seventh hypothesis: organizational commitment affects as mediator variable in the relationship between workplace spirituality and Job performance in Beni-suef University.

**Dr. Nada Shaban Yousef Mebariz**

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### **1/7 Research Methodology and Approach**

The researcher relied on the Descriptive Analysis Method, which is the appropriate method for this type of research, because it is based on collecting data related to the problem of research, and the associated phenomena, and then analyze these data in a way that contributes to shed light on the problem of the research, which lead to test the validity of research hypotheses, and help in achieving reliable results in the empirical study, the research also based on a combination of the methods of study both library study and empirical study as follows:

**1/7/1 Library Study:** The researcher used the Deductive Approach to obtain the secondary data needed to contribute to the achievement of the research objectives, and to define the proposed research relationships between workplace spirituality, Job performance, organizational commitment and Job performance, through the access to a set of scientific references that dealt with the subject of the research, whether they are available in the library or websites in order to build the intellectual framework for research, researcher also depend on the records of the personnel of Beni-suef University.

**1/7/2 Empirical Study:** The researcher used the Inductive Approach, in order to obtain the preliminary data needed for the research subject, which cannot be provided by the library study, which is necessary to achieve the research objectives from the research population through questionnaire design to measure how variables affect the sample. And then analyze the data obtained, using statistical methods, and reach through the results of the research.

**Dr. Nada Shaban Yousef Mebariz**

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### **1/8 Research Population and Sample**

The research population and sample were specified as follow:

#### **1/8/1 Research Population:**

The research population consists of all faculty members (male/female) working in the academic staff in Beni-Suef University. The research population includes (2541) individuals <sup>(1)</sup>.

#### **1/8/2 Research Sample:**

Due to the large size of the research population in the Beni-suef University, and in view of the phenomenon that the research is concerned with, In the addition to the researcher's desire to use a type of probabilistic samples because of their positive effect on the accuracy and objectivity of the results that will be reached by the researcher, so a sample of academic staff in Beni-suef University was determined, by following the following steps:

**1/8/2/1** Based on the data of the academic staff obtained from the records of the faculty members of Beni Suef university, a complete and not outdate framework for the research population was prepared. The total number of academic staff (2541) includes (professor, Assistant Professor, lecturer, and demonstrator).

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**(1) The records of the academic staff of Beni-suef University under research.**

**Dr. Nada Shaban Yousef Mebariz**

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The statistical tables used to determine the sample size were used, in the light of that the degree of confidence required of (95%) which is a common level in administration science research, and standard error limits ( $\pm 5\%$ ), which are also acceptable error limits in business management research (Bazrah, 1996). Because of the absence of studies on the availability of the characteristics required for study in population the researcher assumed that the largest probability of the availability of these characteristics is not less than 50%, and this gives the largest possible size of the sample, and thus the size of the sample (344) unit <sup>(1)</sup>.

**1/8/2/2** After determining the size of the sample, the researcher relied on Simple Random Sample, due to homogeneity of the research population and the existence of a complete and not outdated framework for units of the research population.

**1/8/3 Sampling Unit:**

The sampling unit is represented in faculty members (male/female) working in the academic staff in Beni-suef University and accept the cooperation with the researcher. This category was chosen because each member of the academic staff has different behaviors and characteristics of the profession differ from other so focusing in research on only one member results in a more focused and more effective outcome. The chosen category has experience that enables them to judge adequately the questionnaire and answers its questions about (workplace spirituality,

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(1) <http://www.surveysystem.com> has been used to determine the sample size.

**Dr. Nada Shaban Yousef Mebariz**

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job performance, commitment, and job performance). And to achieve the research goal, the randomized electronic tables were used to select the sampling individuals, and if the individual did not wish to cooperate with the researcher or was not able to access them, they were randomly replaced according to the electronic random tables<sup>(1)</sup>.

### **1/9 Design of Research Instruments**

The current research is based on the survey as a tool for collecting the data needed for this research, because it is the most appropriate scientific research tools to achieve the objectives. This type of data collection tool also allows researchers to use some statistical methods to achieve research objectives. Also, a five point's scale has been used from (Likert Scales), which determined the degree of approval of each statement.

### **1/10 Research Variables and Its Measures**

In order to get the primary data to test the research hypotheses, the researcher design a questionnaire, hypothesis of the research include four variables; workplace spirituality is the independent variable, satisfaction and commitment are the mediator variable and job performance is the dependent variable. The phrases associated with the independent, mediator variables and dependent variable are specified as follows:

#### **1/10/1 The Independent Variable: workplace spirituality (q1-q18):**

(18) items, it is measured by the scale developed by (Ashmos and Duchon, 2000) and used by (Sintaasih, et al; 2018).

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(1) <http://www.psychicscience.org/random.aspx> this link was used to choose the sampling unit individuals randomly.

**Dr. Nada Shaban Yousef Mebariz**

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**1/10/2 The Mediating Variables: Include two variables:**

**1/10/2/1 Job Satisfaction:** (q19-q24): (6) Items, It is measured by the scale used by (Garcia and Juevesa, 2020; Semema, et al; 2021).

**1/10/2/2 Organizational Commitment:** (q25-q28): (4) items, It is measured by the scale used by (Semema, et al; 2021).

**1/10/3 The Dependent Variable: Job Performance:** (q29-q38): (10) Items, is measured by the scale used by (Sintaasih, et al; 2018).

**1/11 Validity and Reliability of the research measures**

**Validity: Content validity** was used to make sure that phrases which used to measure the dimensions of the variables of the research are appropriate. By reviewing the questionnaire by the academic professors specialized in the field of business administration and a small sample of the academic staff in Beni-Suef University to evaluate the importance and clarity of the language of statements and their relationship to what is required to measure. And in the light of their guidelines, the researcher made some modification and omission to questionnaire statements, so that the research tool becomes more relevant.

What also supports the validity of these measures that it was used in previous studies, as the researcher relied on the measuring the research variables on the measures that used in previous studies, which have high rates of validity, stability and internal consistency, and the researcher also made some appropriate adjustments to suit the nature of research.

**Dr. Nada Shaban Yousef Mebariz**

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**Construct validity** also was used by using correlation coefficients between each phrase and the dimension measurements as whole and by using confirmatory factor analysis through Lisrel 8.80 program.

By conducting the confirmatory factor <sup>(1)</sup> analysis on the workplace spirituality scale (18) phrases, the job satisfaction scale (6) phrases, the organizational commitment scale (4) phrases, and the job performance scale (11) phrases, it was concluded that all the phrases obtained a loading coefficient greater than (0.40). Thus, all expressions are considered acceptable according to Figure (2), as the T test for the value of the path parameter showed that all loading coefficients were significant, as they were greater than ( $\pm 1.96$ ), as shown in Figure (3).

Normed Fit Index (NFI) = 0.93, Non-Normed Fit Index (NNFI) = 0.93, Comparative Fit Index (CFI) = 0.94, Incremental Fit Index (IFI) = 0.94, Relative Fit Index (RFI) = 0.93, and all indicators are considered acceptable because it is greater than (0.90) (Bollen, 1989), and the value of Root Mean Square Residual (RMR) = 0.07.

The reliability of the measurements of the questionnaire was tested by **Cronbach Alpha test**, reliability means the possibility of obtaining the same results when re-search by using the same measurements and the same individuals. Or determine the degree of the scale used in providing consistent results, while using multi-question measuring tools. Where the results of the analysis show that Alpha coefficient of the measurement as

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(1) This test required distributing questionnaire before its final use on convenience sample (35) unit, i.e., 10% of the planned sample, and the data was unloaded and analyzed using Lisrel 8.80 program.

Dr. Nada Shaban Yousef Mebariz

whole is (0.98), as the closer the value of Cronbach alpha (of the measurement) to 1 the more stable was the measurement.

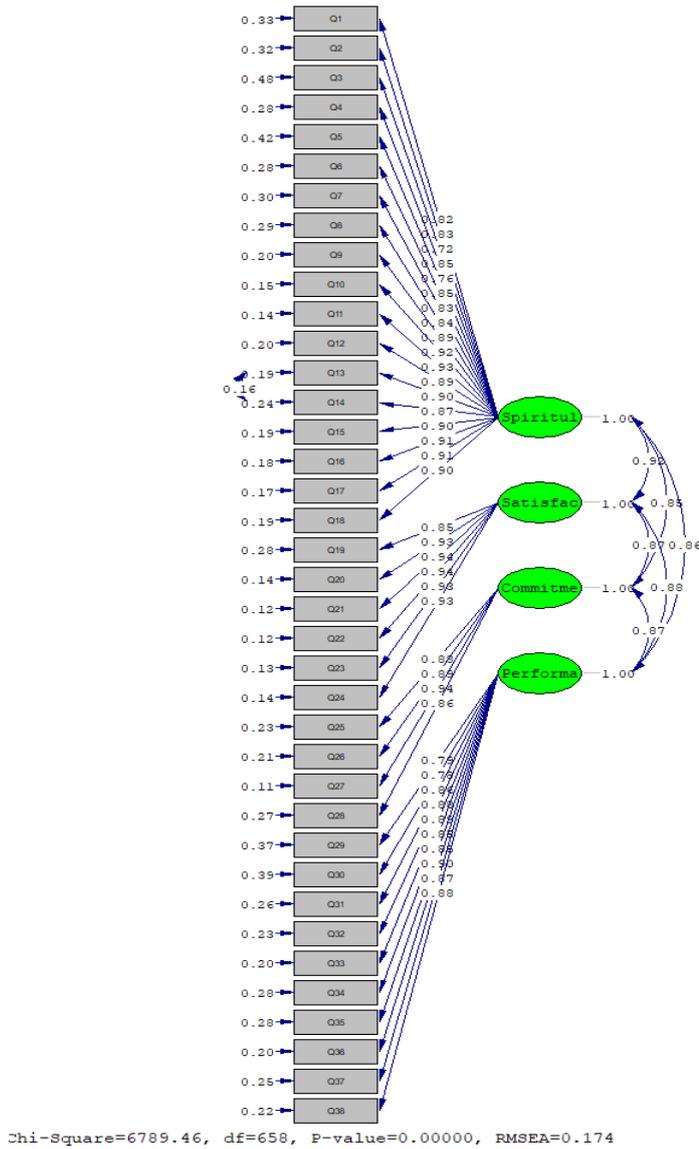


Figure (3): confirmatory factor analysis for all items of questionnaire

Dr. Nada Shaban Yousef Mebariz

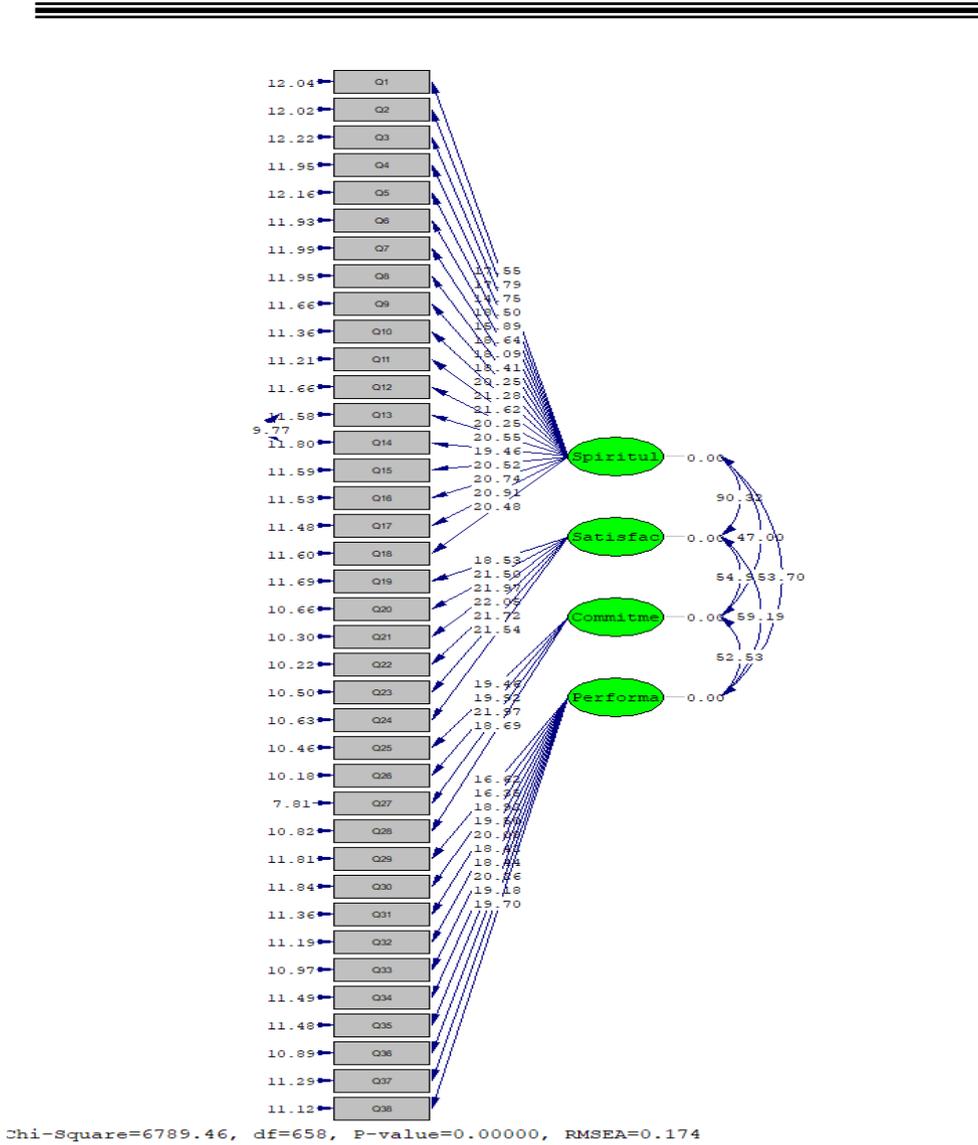


Figure (4) significance of the loading coefficients, through confirmatory factor analysis.

Internal Construct validity also was used by using correlation coefficients between each phrase and the dimension measurements as whole, As shown in the table (1):-

**Dr. Nada Shaban Yousef Mebariz**

**Table (1): Correlation coefficient and alpha coefficient values for phrase related to the search**

<b>Dimension</b>	<b>Code</b>	<b>Correlation</b>	<b>Cronbach's</b>
<b>Community (9) items</b>	<b>Q1</b>	<b>0.86</b>	<b>95%</b>
	<b>Q2</b>	<b>0.88</b>	
	<b>Q3</b>	<b>0.79</b>	
	<b>Q4</b>	<b>0.89</b>	
	<b>Q5</b>	<b>0.85</b>	
	<b>Q6</b>	<b>0.87</b>	
	<b>Q7</b>	<b>0.85</b>	
	<b>Q8</b>	<b>0.88</b>	
	<b>Q9</b>	<b>0.89</b>	
<b>Meaning at work (5) items</b>	<b>Q10</b>	<b>0.95</b>	<b>96%</b>
	<b>Q11</b>	<b>0.94</b>	
	<b>Q12</b>	<b>0.92</b>	
	<b>Q13</b>	<b>0.95</b>	
	<b>Q14</b>	<b>0.93</b>	
<b>Inner Life (4) items</b>	<b>Q15</b>	<b>0.94</b>	<b>96%</b>
	<b>Q16</b>	<b>0.94</b>	
	<b>Q17</b>	<b>0.96</b>	
	<b>Q18</b>	<b>0.94</b>	
<b>Job Satisfaction (6) items</b>	<b>Q19</b>	<b>0.87</b>	<b>97%</b>
	<b>Q20</b>	<b>0.90</b>	
	<b>Q21</b>	<b>0.91</b>	
	<b>Q22</b>	<b>0.94</b>	
	<b>Q23</b>	<b>0.93</b>	
	<b>Q24</b>	<b>0.94</b>	
<b>Commitment (4) items</b>	<b>Q25</b>	<b>0.90</b>	<b>93%</b>
	<b>Q26</b>	<b>0.92</b>	
	<b>Q27</b>	<b>0.94</b>	
	<b>Q28</b>	<b>0.90</b>	
<b>Result (3) items</b>	<b>Q29</b>	<b>0.88</b>	<b>89%</b>
	<b>Q30</b>	<b>0.90</b>	
	<b>Q31</b>	<b>0.92</b>	
<b>Trait (4) items</b>	<b>Q32</b>	<b>0.92</b>	<b>93%</b>
	<b>Q33</b>	<b>0.93</b>	
	<b>Q34</b>	<b>0.88</b>	
	<b>Q35</b>	<b>0.90</b>	
<b>Behavior (3) items</b>	<b>Q36</b>	<b>0.95</b>	<b>94%</b>
	<b>Q37</b>	<b>0.96</b>	
	<b>Q38</b>	<b>0.92</b>	

Dr. Nada Shaban Yousef Mebariz

### 1/12 Data Collection, revision and encoding

After reaching the final design of the questionnaire and conducting the validity and stability tests to verify its validity to collect data as described. After completing the collection of the questionnaires that were filled out by the research sample, these questionnaires were reviewed by researcher. The invalid questionnaires were excluded for the purpose of statistical analysis. In (8) weeks, (310) questionnaires were obtained and were Valid for statistical analysis purposes, with a percentage of (90.1%) of the planned sample, which is acceptable to be used in the analysis of the data. After reviewing the data in questionnaires, Coding and emptying was done in Excel file in preparation for statistical analysis by using statistical methods appropriate to purpose of the research.

### 1/13 Results of describing the research variables

SPSS V.22 program was used to determine the general Mean, as shown in Table(2):-

**Table (2): The Mean score of the search variables**

<b>Variable</b>	<b>Sample</b>	<b>Mean</b>	<b>Standard Deviation</b>
<b>workplace spirituality (Community)</b>	310	3.721	1.220
<b>workplace spirituality (Meaning at work)</b>	310	3.534	1.219
<b>workplace spirituality (Inner Life)</b>	310	3.605	1.219
<b>workplace spirituality</b>	310	3.643	1.064
<b>Job Satisfaction</b>	310	3.693	1.186
<b>Organizational Commitment</b>	310	3.543	1.069
<b>Job Performance (Result)</b>	310	3.645	1.075
<b>Job Performance (Trait)</b>	310	3.605	1.164
<b>Job Performance (Behavior)</b>	310	3.543	1.193
<b>Job Performance</b>	310	3.598	0.996

**Dr. Nada Shaban Yousef Mebariz**

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From the above, the general Mean of the sub-dimensions of (workplace spirituality) is (3.721) for Community, (3.534) for Meaning at work, and (3.605) for Inner Life. Therefore, the researcher finds that the degree of Community in the research population is greater than the presence of other sub dimensions. and the general Mean of the sub-dimensions of (Job Performance) is (3.645) for Result, (3.605) for Trait, and (3.543) Behavior. Therefore, the researcher finds that the degree of Result in the research population is greater than the presence of other sub dimensions. Finally, the researcher concludes from Table (2) that the general Mean of the variable (Job Satisfaction) reaches (3.693) which indicates the high degree of Job Satisfaction in the research population.

**Bivariate linear correlation coefficients between the research variables**

The Bivariate linear correlation coefficient is used to measure the degree of correlation between two variables and to determine whether there is a significance relationship between the independent variable, the intermediate variable, and the dependent variable.

The correlation coefficient value, regardless of the signal, expresses the strength of the relationship between the variables. Although there is no specific relationship to describe the degree of relationship between the two variables based on the correlation coefficient value, some approximate indicators can be used to judge the degree of this relationship. If the value of the correlation coefficient is between (zero: 0.5), this indicates the weakness of the relationship, if its value is between (0.5: 1), this indicates the strength of the relationship and the relationship between the two variables is not exist if the correlation

**Dr. Nada Shaban Yousef Mebariz**

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coefficient is zero. Table (3) provide Bivariate linear correlation coefficients between each dimension of the dimensions of the search variables, as well as the correlation coefficients of each variable with the rest of the search variables.

The researcher concludes that there is a positive correlation between the external variables related to workplace spirituality with Job Performance, organizational commitment, and dimensions of job performance (Result, Trait, Behavior) in Beni-suef University, At a significance level (0.01). Therefore, there are positive and significance relationships between the independent variable and each of the intermediate variables and the dependent variable. This also indicates the validity of the structural consistency of the research variables.

As a result of proving that these correlations correspond to trends of initial hypothesized relationships, it suggests that these relationships can be tested by using the Structural Equation Model (SEM) to determine the significant effect of external variables on both intermediate and internal variables.

Dr. Nada Shaban Yousef Mebariz

**Table (3): Bivariate linear correlation coefficients of the research variables**

		Community	Meaning at work	Inner Life	workplace spirituality	Job Satisfaction	Organizational Commitment	Result	Trait	Behavior	Job Performance
Community	Pearson Correlation	1	.880**	.866**	.970**	.919**	.825**	.802**	.842**	.806**	.868**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	310	310	310	310	310	310	310	310	310	310
Meaning at work	Pearson Correlation	.880**	1	.924**	.961**	.865**	.780**	.709**	.762**	.792**	.802**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	310	310	310	310	310	310	310	310	310	310
Inner Life	Pearson Correlation	.866**	.924**	1	.949**	.841**	.767**	.749**	.708**	.767**	.782**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	310	310	310	310	310	310	310	310	310	310
workplace spirituality	Pearson Correlation	.970**	.961**	.949**	1	.919**	.830**	.792**	.818**	.824**	.861**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000
	N	310	310	310	310	310	310	310	310	310	310
Job Satisfaction	Pearson Correlation	.919**	.865**	.841**	.919**	1	.846**	.848**	.810**	.812**	.870**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	310	310	310	310	310	310	310	310	310	310
Organizational Commitment	Pearson Correlation	.825**	.780**	.767**	.830**	.846**	1	.859**	.784**	.761**	.845**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	310	310	310	310	310	310	310	310	310	310
Result	Pearson Correlation	.802**	.709**	.749**	.792**	.848**	.859**	1	.833**	.785**	.915**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	310	310	310	310	310	310	310	310	310	310
Trait	Pearson Correlation	.842**	.762**	.708**	.818**	.810**	.784**	.833**	1	.869**	.966**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	310	310	310	310	310	310	310	310	310	310
Behavior	Pearson Correlation	.806**	.792**	.767**	.824**	.812**	.761**	.785**	.869**	1	.941**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	310	310	310	310	310	310	310	310	310	310
Job Performance	Pearson Correlation	.868**	.802**	.782**	.861**	.870**	.845**	.915**	.966**	.941**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	310	310	310	310	310	310	310	310	310	310

\*\* Correlation is significant at the 0.01 level (2-tailed).

### 1/14 Results of the tests of research hypotheses by using the Structural Equation Model

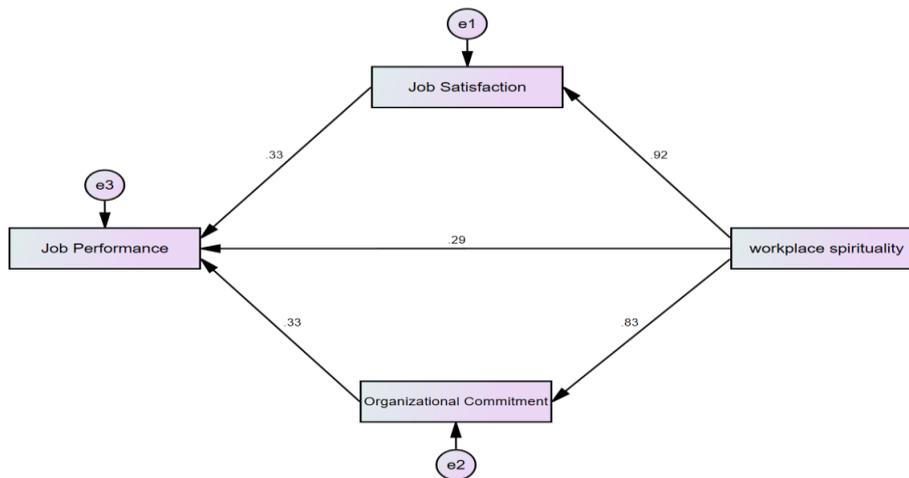
To test the direct and indirect effects between the research variables, the researcher relied on structural equation modeling (AMOS),

**Dr. Nada Shaban Yousef Mebariz**

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as this method is considered the best method of correlation and multiple regression when testing the hypotheses associated with a multivariate phenomenon (Byrne, 2010). Figure (5) shows path analysis of the structural equations modeling of direct and indirect relations between the research variables of the final structural model of the research.



**Figure (5) the analysis of the paths of the structural equations modeling of direct and indirect relations between the research variables of the final structural model of the research**

In the light of the model quality indicators, the researcher finds that there is a decrease in the standard Normed Chi-square, which amounted to (4.8), as it is a significant  $P = 0.000$ , and there is a decrease in the value of  $RMR = 0.03$ , and there is an increase in the GFI index = 0.975, and the CFI index = 0.93, and the NFI index = 0.96, RFI = 0.80, IFI = 0.96, and TLI = 0.81, so, all the indicators are within the acceptable limits, thus the possibility of matching the actual model of the estimated structural model.

**Dr. Nada Shaban Yousef Mebariz**

The following tables (4), (5), (6), (7) discuss the in-depth analysis of the relationships between the research variables. While the research model showed a high level of goodness of fit using the SEM method, which means concurrent compatibility of direct and indirect paths, an additional test was performed to assess the existence of intermediation relationships between variables, in order to provide better interpretation of the results.

**Table (4): Values of significant paths parameters of the research model**

Paths	Estimated Path	Standard Path	Standard Error (S.E)	Critical Ratio (C.R)	Probability Value (P)
workplace spirituality → Job Satisfaction	1.025	0.919	.025	41.105	***
workplace spirituality → Organizational commitment	.834	0.830	.032	26.128	***
Job Satisfaction → Job performance	.276	0.331	.053	5.209	***
Organizational commitment → Job performance	.307	0.332	.041	7.416	***
workplace spirituality → Job performance	.268	0.289	.068	3.917	***

**Table (5): Standardized Total Effects between variables of the research model**

Variable	Workplace Spirituality	Job Satisfaction	Organizational commitment
Job Satisfaction	0.919	0.000	0.000
Organizational commitment	0.830	0.000	0.000
Job performance	0.869	0.331	0.332

**Dr. Nada Shaban Yousef Mebariz**

**Table (6): Standardized Direct Effects between variables of the research model**

Variable	Workplace Spirituality	Job Satisfaction	Organizational commitment
Job Satisfaction	0.919	0.000	0.000
Organizational commitment	0.830	0.000	0.000
Job performance	0.289	0.331	0.332

**Table (7): Standardized Indirect Effects between variables of the research model**

Variable	Workplace Spirituality	Job Satisfaction	Organizational commitment
Job Satisfaction	0.000	0.000	0.000
Organizational commitment	0.000	0.000	0.000
Job performance	0.580	0.000	0.000

**Table (8): Standardized Indirect Effects - Two Tailed Significance**

Variable	Workplace Spirituality	Job Satisfaction	Organizational commitment
Job Satisfaction	0.000	0.000	0.000
Organizational commitment	0.000	0.000	0.000
Job performance	0.004	0.000	0.000

In light of the previous results, the researcher can discuss the relationship between the variables of research and analyze research hypotheses as follows:

**Dr. Nada Shaban Yousef Mebariz**

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**1/14/1 The impact of workplace spirituality on job satisfaction:**

The first hypothesis deals with this relationship, stating that "there is a positive effect relationship with statistical significance between workplace spirituality and Job Satisfaction in Beni Suef university. where Workplace Spirituality directly influences job satisfaction by a coefficient of value (0.919), and this influence is statistically significant as ( $P= 0.000$ ), but the workplace spirituality does not have an indirect positive effect on job satisfaction as the coefficient value is (0.000), which means that 92% of the variation in job satisfaction is due to workplace spirituality. And as table (4) shows, the value of the path parameter for this relationship is (0.919), the standard error is (0.025), the value of (T) is (C.  $R=41.105$ ), and the significance level is (0.000). The results of Table (3) also support Bivariate linear correlation coefficients, as the table shows that the implicit correlation between workplace spirituality and job satisfaction is positive and the correlation coefficient value is ( $R = 0.919$ ), which means that there is positive correlation relation between workplace spirituality and Job Satisfaction. Table (3) shows that the value of the correlation coefficients between the the sub-dimensions of Workplace Spirituality (community, meaning at work, inner life) and job satisfaction (are respectively (0.91 - 0.86 – 0.84) in the Beni-suef University under research. All these factors are significant at a significant level = 1%, which means acceptance of the first hypothesis of research hypotheses. In light of the above, the researcher can say that the most workplace spirituality types of effect on job satisfaction is meaning at work. Which means accepting the first hypothesis of the research hypotheses.

**Dr. Nada Shaban Yousef Mebariz**

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**1/14/2 The effect of workplace spirituality on organizational commitment:**

The second hypothesis deals with this relationship, stating that "there is a positive effect relationship with statistical significance between workplace spirituality and organizational commitment in Beni Suef university. where workplace spirituality directly influences organizational commitment by a coefficient of value (0.830), and this influence is statistically significant as (P= 0.000), but the workplace spirituality does not have an indirect positive effect on organizational commitment as the coefficient value is (0.000), which means that 83% of the variation in organizational commitment is due to workplace spirituality. And as table (4) shows, the value of the path parameter for this relationship is (0.830), the standard error is (0.032), the value of (T) is (C.R=26.128), and the significance level is (0.000). The results of Table (3) also support Bivariate linear correlation coefficients, as the table shows that the implicit correlation between workplace spirituality and Job Satisfaction is positive and the correlation coefficient value is (R = 0.830), which means that there is positive correlation relation between workplace spirituality and commitment. Table (3) shows that the value of the correlation coefficients between the sub-dimensions of workplace spirituality (community, meaning at work, inner life) and commitment (are respectively (0.82 - 0.78 – 0.76) in the Beni-suef University under research. All these factors are significant at a significant level = 1%, which means acceptance of the first hypothesis of research hypotheses. In light of the above, the researcher can say that the most Workplace Spirituality types of effect on organizational commitment is community. Which means accepting the second hypothesis.

**Dr. Nada Shaban Yousef Mebariz**

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**1/14/3 Effect of job satisfaction on job performance:**

The third hypothesis deals with this relationship, stating that ‘there is positive effect relationship with statistical significance between job satisfaction and job performance in Beni-suef University. Where job satisfaction directly influences Job performance by a coefficient of value (0.331), and this influence is statistically significant as (P = 0.001), but job satisfaction does not have an indirect positive effect on Job performance as the coefficient value is (0.000), which means that 33.1% of the variation in job performance is due to job satisfaction. And as table (4) shows, the value of the path parameter for this relationship is (0.331), the standard error is (0.053), the value of (T) is (C.R=5.209), and the significance level is (0.000). The results of Table (3) also support Bivariate linear correlation coefficients, as the table shows that the implicit correlation between job satisfaction and Job performance is positive and the correlation coefficient value is (R = 0.870), which means that there is positive correlation relation between job satisfaction and job performance. Table (3) shows that the value of the correlation coefficients between job satisfaction and the sub-dimensions of job performance (result, trait, behavior) are respectively (0.84, 0.81, 0.81) in the Beni-suef University. All these factors are significant at a significant level = 1 %, which means acceptance of the third hypothesis of research hypotheses. In light of the above, the researcher can say that the most job performance types affected by job satisfaction is result.

**Dr. Nada Shaban Yousef Mebariz**

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**1/14/4 Effect of organizational commitment on job performance:**

The fourth hypothesis deals with this relationship, stating that ‘there is positive effect relationship with statistical significance between organizational commitment and job performance in Beni-suef University. Where organizational commitment directly influences job performance by a coefficient of value (0.332), and this influence is statistically significant as ( $P = 0.001$ ), but job satisfaction does not have an indirect positive effect on Job performance as the coefficient value is (0.000), which means that 33.2% of the variation in job performance is due to organizational commitment. And as table (4) shows, the value of the path parameter for this relationship is (0.332), the standard error is (0.041), the value of (T) is (C.R=7.416), and the significance level is (0.000). The results of Table (3) also support Bivariate linear correlation coefficients, as the table shows that the implicit correlation between organizational commitment and job performance is positive and the correlation coefficient value is ( $R= 0.845$ ), which means that there is positive correlation relation between organizational commitment and Job performance. Table (3) shows that the value of the correlation coefficients between organizational commitment and the sub-dimensions of job performance (result, trait, behavior) are respectively (0.91, 0.96, 0.94) in the Beni-suef University. All these factors are significant at a significant level = 1 %, which means acceptance of the fourth hypothesis of research hypotheses. In light of the above, the researcher can say that the most job performance types affected by commitment is trait.

**Dr. Nada Shaban Yousef Mebariz**

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**1/14/5 Effect of workplace spirituality on job performance:**

The fifth hypothesis deals with this relationship, stating that "there is a positive effect relationship with statistical significance between workplace spirituality and job performance in Beni-suef University. Where workplace spirituality directly influences job performance by a coefficient of value (0.289), and this influence is statistically significant as ( $P = 0.000$ ), which means that 28% of the variation in Job performance is due to workplace spirituality only. And as table (4) shows, the value of the path parameter for this relationship is (0.289), the standard error is (0.068), the value of (T) is (C.R=3.917), and the significance level is (0.000). The results of Table (3) also support correlation coefficients, as the table shows that the implicit correlation between workplace spirituality and job performance is positive and the correlation coefficient value is ( $R = 0.861$ ), which means that there is positive correlation relation between workplace spirituality and job performance. which means acceptance of the fifth hypothesis of research hypotheses.

**1/14/6 The effect of job satisfaction as a mediate variable in the relationship between workplace spirituality and job performance:**

The sixth hypothesis addresses this relationship, stating that " job satisfaction affects as mediator variable in the relationship between workplace spirituality and job performance in Beni-suef University. The results of the field study supported the validity of the sixth hypothesis, which refers to the intermediate role of job satisfaction in the relationship between workplace spirituality and job performance. Table (7) shows the indirect standard effects between the variables of the final model of the

**Dr. Nada Shaban Yousef Mebariz**

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research. The table shows that there is an indirect significant relationship between workplace spirituality and job performance through intermediate variables, the value of the path parameter for this relationship is (0.580), which means that 58% of the variation in job performance is due to workplace spirituality through intermediate variables (job satisfaction – organizational commitment). In order to know the share of the first intermediate variable job satisfaction is from 58%, the following equation can be used: direct effect of the workplace spirituality on job satisfaction  $\times$  The direct effect of job satisfaction on the job performance  $(0.919 \times 0.331) = 0.304$ . Which means that 30.5 % of the variance in job performance is due to workplace spirituality through Job Satisfaction.

Table (8) shows the significance of the indirect relation, The standardized indirect (mediated) effect of workplace spirituality on job performance is significantly different from zero at the 0.01 level ( $p=.004$  two-tailed). This is a bootstrap approximation obtained by constructing two-sided percentile- based confidence intervals.

**1/14/7 Effect of organizational commitment as a mediate variable in the relationship between workplace spirituality and job performance:**

The seventh hypothesis deals with this relationship, stating that " organizational commitment affects as mediator variable in the relationship between workplace spirituality and job performance in Beni-suef University. The results of the field study supported the validity of the seventh hypothesis, which refers to the intermediate role of organizational commitment in the relationship between et workplace spirituality and job performance. Table (7) shows the indirect standard

**Dr. Nada Shaban Yousef Mebariz**

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effects between the variables of the model of the research. table shows that there is an indirect significant relationship between workplace spirituality and job performance through intermediate variables, the value of the path parameter for this relationship is (0.580), which means that 58% of the variation in job performance is due to workplace spirituality through intermediate variables (satisfaction – commitment).

In order to know the share of the second intermediate variable organizational commitment is from 58%, the following equation can be used: direct effect of workplace spirituality on organizational commitment  $\times$  The direct effect of organizational commitment on job performance  $(0.830 \times 0.332) = 0.275$ . Which means that 27.5% of the variance in job performance is due to workplace spirituality through organizational commitment.

Based on the above, the researcher finds that Workplace Spirituality affects job performance through mediating job satisfaction more than mediating organizational commitment.

### **1/15 The results of the field study**

The results of the research show full support for the relationships between the variables in the proposed model, in particular role of job satisfaction and organizational commitment, as they mediate the influence of workplace spirituality and results of workplace spirituality. Where the structural model for research was tested through the AMOS program, and the degree of its agreement was statistically proven in explaining the relationships between the variables included in the model. the effect degree of the independent variable (workplace spirituality) on

**Dr. Nada Shaban Yousef Mebariz**

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the intermediate variables (satisfaction and commitment) and the dependent variable (job performance) are as follows:

- The total direct and indirect effect of workplace spirituality on job satisfaction (0.919).
- The total direct and indirect effect of workplace spirituality on organizational commitment (0.830).
- The total direct and indirect effect of job satisfaction on job performance (0.331).
- The total direct and indirect effect of organizational commitment on job performance (0.332).
- The total direct and indirect effect of workplace spirituality on job performance (0.869).

**1/15/1 Discussion and interpretation of the descriptive results of research variables in Beni-suef University:**

The descriptive results indicate that the general mean of the variable workplace spirituality is (3.643). This indicates the high degree of existence of workplace spirituality in the research population. The most significant dimension of the workplace spirituality is "Community". Thus, the degree of existence of community in the research population is greater than other dimensions as its general mean value is (3.721) which indicates that faculty members are having deep mental, emotional and spiritual connections with their workplace (their university), which shows that they shared values and belief type as well as, strong sense of community that can generate more support, effectiveness and genuine

**Dr. Nada Shaban Yousef Mebariz**

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caring (Milliman, et al; 2003; Pawar, 2010; Kurt, et al; 2016; Aboobaker, et al; 2020).

In addition, results indicates that the most dimension of job performance is "result", which means the degree of existence of "result" in the research population is greater than other dimensions as its general mean value is (3.645), which indicates that faculty members focus on doing what is demanded from them depending on their job and legal responsibilities qualitatively and quantitatively (Sintaasih, et al; 2018).

**1/15/2 Discussion and interpretation of the results of the effect of workplace spirituality on job satisfaction in Beni-Suef University:**

- The research found a positive statistical significance of workplace spirituality on job satisfaction, where workplace spirituality has a direct positive impact on job satisfaction and this effect is statistically significant. There is no indirect effect of workplace spirituality on job satisfaction. The path parameter value is 92% and correlation coefficient (0.919), also the researcher can say that the most spirituality types of effect on satisfaction is meaning at work.
- Thus, the researcher achieved the first objectives of the research which is to identify the impact of workplace spirituality on job satisfaction in the Beni-suef University, and this result is consistent with previous studies that contributed to the formulation of this hypothesis, including studies (Pawar, 2009: Belwalkar, et al; 2018: Aboobaker, et al; 2019) Which confirmed that workplace spirituality has a direct positive relationship to job satisfaction.

**Dr. Nada Shaban Yousef Mebariz**

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- This may be due to those Human beings are innately spiritual in nature. By focusing into their spiritual quotient, university can help their members to feel more satisfied and engaged to their work, so they experience a strong connection to their university and find a sense of meaning in their work.

**1/15/3 Discussion and interpretation of the results of the impact of workplace spirituality on commitment in the Beni-suef University:**

- The results of the research show the positive effect of workplace spirituality on organizational commitment, as Workplace Spirituality has a direct positive effect on organizational commitment. This effect is statistically significant and there is no indirect effect of workplace spirituality on organizational commitment, as the path parameter value is 83% and correlation coefficient (0.830), also the most workplace spirituality types of effect on commitment is community.
- These results is in line with previous studies that contributed to the formulation of this hypothesis (Rego and Cunha, 2008: Pawar, 2009: Aboobaker, et al; 2019: Aboobaker, et al; 2020) that emphasized that workplace spirituality has a direct positive correlation with organizational commitment.
- This may be due to that member treated fairly and respectfully feel that they are recognized as valuable emotional and intellectual beings, and not just “human resources”. Feeling this recognition fulfill faculty members’ spiritual needs of meaning and community which in the end generate sense of duty, greater loyalty, and commitment.

**Dr. Nada Shaban Yousef Mebariz**

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**1/15/4 Discussion and interpretation of the results of the impact of job satisfaction on job performance in Beni-suef University:**

- The results of the research show the positive effect of job satisfaction on job performance, as job satisfaction has a direct positive impact on job performance. This effect is statistically significant and there is no indirect effect on job performance, also the path parameter is 33.1%, the correlation coefficient is (0.870), and the researcher can say that the most job performance types affected by job satisfaction is result
- These results are consistent with the previous studies that contributed to the formulation of this hypothesis (Asbari, et al; 2020: Badrianto and Ekhsan, 2020: Singh and Rangnekar, 2018: Loan, 2020), that emphasized that job satisfaction has a direct positive correlation with the Job performance.
- This may be due to that when faculty members feel satisfied with their job they tend to work hard and practice extra roles which in the end improve the overall performance.

**1/15/5 Discussion and interpretation of the results of the impact of organizational commitment on job performance in Beni-suef University:**

- The results of the study show the positive effect of organizational commitment on job performance, as organizational commitment has a direct positive effect on job performance. This effect is statistically significant and there is no indirect effect of organizational commitment on job performance. The path parameter is 33.2% and the

**Dr. Nada Shaban Yousef Mebariz**

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correlation coefficient is (0.845), and the researcher can say that the most job performance types affected by commitment is trait.

- These findings are in line with the previous studies that contributed to the formulation of this hypothesis (Rego and Cunha, 2008: Aboobaker, et al; 2019: Djafri and Noordin, 2017: Suharto, et al; 2019) that confirmed that organizational commitment has a direct positive correlation with job performance.
- This may be due to that when faculty members feel more committed and engaged to their university they tend to work hard and feel less desire to leave their university.

**1/15/6 Discussion and interpretation of the results of the impact of Workplace Spirituality on job performance in Beni-suef University:**

- The results of the research support the positive effect of workplace spirituality on job performance. The results indicate that there is a direct positive effect of workplace spirituality on job performance, as the path parameter of this direct effect is 29%, which means that 29% of job performance variation is due to workplace spirituality only.
- This may be due to that when faculty members possess a deep sense of meaning and purpose in their work, a sense of community and connectedness with others and a sense of being in alignment with their personal values and university values, they are bound to become more satisfied, more creative, and more committed to their university, and ultimately, influence individual's well-being and job performance.

**Dr. Nada Shaban Yousef Mebariz**

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- These findings are in line with previous studies that contributed to the formulation of the hypothesis (Rego and Sunha, 2008; Belwalkar, et al; 2018: Sintaasih, et al; 2018: Saadatyar, et al; 2020) which pointed out that workplace spirituality positively and directly affects job performance.

**1/15/7 Discussion and interpretation of the results of the impact of job satisfaction as a mediating variable in the relationship between workplace spirituality and job performance in Beni-suef University:**

- The results of the field study supported the validity of the sixth hypothesis, which refers to the mediating role of job satisfaction in the relationship between workplace spirituality and job performance, as there is an indirect significance relationship between Workplace spirituality and job performance through job satisfaction. The path parameter of the indirect relation as a whole is (0.580), which means that 58% of the variance in job performance is due to workplace spirituality through the mediating variables (job satisfaction, organizational commitment) and this relationship is a significant relationship, where the parameter of the path of this relationship (job satisfaction variable mediates the relationship between workplace spirituality and job performance) is (0.305) which means that 30.5% of the variance in job performance is due to workplace spirituality through job satisfaction only.

**Dr. Nada Shaban Yousef Mebariz**

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**1/15/8 Discussion and interpretation of the results of the impact of organizational commitment as a mediating variable in the relationship between workplace spirituality and Job performance in Beni-suef University:**

- The results of the field study supported the validity of the seventh hypothesis, which refers to the mediating role of organizational commitment in the relation between workplace spirituality and Job performance. There is an indirect significance relationship between workplace spirituality and Job performance through organizational commitment, as the parameter of the path of this relationship (organizational commitment variable mediates the relationship between workplace spirituality and Job performance) is (0.275), which means that 27.5% of the variance in the job performance is due to workplace spirituality through organizational commitment only. This means that workplace spirituality affects job performance through mediating job satisfaction more than mediating organizational commitment.
- From researcher's point of view these results are due to the role of the mediating variables "job satisfaction and organizational commitment", which means that workplace spirituality becomes more influential in the level of job performance in case of the existence of job satisfaction and organizational commitment. also, there is a scarcity in studies that dealt with job satisfaction and organizational commitment as mediating variables, which gives this research its importance, and emphasizes the need for Beni-suef University to pay more attention to

**Dr. Nada Shaban Yousef Mebariz**

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workplace spirituality and level of job satisfaction and commitment of academic staff so that it can improve Job performance.

- The researcher can say that in light of conditions set by (Ruck et al, 2011), the mediating relationship of satisfaction and commitment is a partial mediating relationship between workplace spirituality as an independent variable and job performance as a dependent variable, as there is a statistically significance for both the indirect effect and the direct (path) effect of the independent variable on the dependent variable. The estimated value of the standard regression coefficient for the indirect effect of the independent variable (workplace spirituality) on the dependent variable (job performance) is (0.580) which is greater than the estimated value of the standard regression coefficient for the direct effect of the independent variable (workplace spirituality) on the dependent variable (job performance) which is (0.280). In other words, the variance through the indirect effect interpreted by the independent variable (workplace spirituality) on the dependent variable (job performance) in the light of job satisfaction and Organizational commitment as mediating variables is greater than that interpreted by the independent variable (spirituality) on the dependent variable (job performance) by a direct influence.

#### **1/16 Research Recommendations and Future Research:**

The researcher presented a set of recommendations related to the results that were achieved and were in line with the research objectives and the application of the proposed framework, as well as proposing a set of future study fields, as follows:

**Dr. Nada Shaban Yousef Mebariz**

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**1/16/1 Research Recommendations:**

Based on the previous findings of the research, the researcher suggests a set of recommendations, as follows:

- Cooperation between the university and the competent authorities to carry out a number of seminars and training workshops to build the concept of spirituality in the workplace and to clarify the mechanisms for its application.
- Focusing on the restrictions and limitations that prevent the occurrence of spirituality in the workplace and paying attention to the welfare of faculty members and creating the appropriate atmosphere to reach the best results.
- Paying Attention to develop the level of organizational commitment among faculty members by providing an organizational environment that allows innovation and creativity and is characterized by respectful and appreciative relationships for faculty members.
- Providing care as well as financial and motivational attention that helps the faculty members to work efficiently and increases their commitment.
- Work on the study of the obstacles and problems that may cause low job satisfaction and thus develop an integrated program include motivation plans and policies to solve these problems and achieve the highest level of performance in the work.
- The application of the proposed model, which is developed by researcher and has been proved through the field study to contribute to improve the level of job performance in Egyptian universities.

**Dr. Nada Shaban Yousef Mebariz**

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### **1/16/2 Future Research**

In light of the current research results, limitations, difficulties, and researches related to the subject of the research, the researcher recommends undertaking several future researches relevant, which would like to be carried out by the researcher in a future study, or by other researchers, to serve as a complementary to this research, namely:

- Conducting further studies which examine the factors that affect the job performance through the adoption of the contingency approach, in Beni-suef University in Egypt.
- Since the dimensions of the dependent, independent, and mediating variables in the current study are not all the dimensions, but only some of them, so the researcher recommends conducting the same study with different dimensions of dependent variable, or different dimensions of independent variable, or different dimensions of mediating variables, by deletion or addition of them, and compare the results with the current study in the case of a difference.
- Application of the proposed model to Health sector, which means sector with a different nature, from education sector.
- Studying the extent of the difference in results of the study depending on difference in gender, experience and education, especially difference in committing to the conduct of ethics in the organizations and its reflect on the job performance.

**Dr. Nada Shaban Yousef Mebariz**

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**Dr. Nada Shaban Yousef Mebariz**

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Dr. Nada Shaban Yousef Mebariz

أثر الروحانية في مكان العمل على الأداء الوظيفي: التأثير الوسيط للرضا  
الوظيفي والالتزام التنظيمي (دراسة تطبيقية)

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مستخلص

تناول هذا البحث وضع إطار مقترح لتأثير الروحانية في مكان العمل على الأداء الوظيفي، من خلال الاعتماد على الرضا الوظيفي والالتزام التنظيمي كمتغيرات وسيطة. وذلك بالتطبيق على جامعة بنى سويف. كما هدف البحث الى التعرف على مدى تأثير الروحانية في مكان العمل على الرضا الوظيفي وعلى الالتزام التنظيمي، والتعرف على مدى تأثير الروحانية في مكان العمل على الأداء الوظيفي في ضوء الرضا الوظيفي والالتزام التنظيمي كمتغيرات وسيطة.

وأوضحت نتائج التحليل الإحصائي مجموعة من النتائج أهمها، ان هناك تأثير إيجابي مباشر للروحانية في مكان العمل على الرضا الوظيفي والالتزام التنظيمي وأن الروحانية في مكان العمل تؤثر تأثيرا إيجابيا مباشرا وغير مباشر على الأداء الوظيفي، وان الرضا الوظيفي والالتزام التنظيمي يتوسطان جزئيا هذه العلاقة، حيث اشارت النتائج الى وجود تأثير إيجابي مباشر للرضا الوظيفي على الأداء الوظيفي، وان هناك تأثير إيجابي للالتزام التنظيمي على الأداء الوظيفي. وأخيرا، تم وضع إطار مقترح لدور الرضا الوظيفي والالتزام التنظيمي في العلاقة بين الروحانية في مكان العمل والأداء الوظيفي في جامعة بنى سويف.

الكلمات الدالة: الروحانية في مكان العمل، الرضا الوظيفي، الالتزام التنظيمي، الأداء الوظيفي.