

Workplace Spirituality and Mental Health: The ROLE of Employee Engagement



Rini Juni Astuti¹, Deni Wardhana Adiputra², Isthofaina Astuty³

^{1,2,3} Universitas Muhammadiyah Yogyakarta, Indonesia

ABSTRACT: The objective of this research was to examine both the direct and indirect effects of workplace spirituality, employee engagement on mental health. The aims of this study are to (1) examine toward what workplace spirituality impacts mental health, (2) examine toward what workplace spirituality on employee engagement, (3) examine toward what employee engagement on mental health, (4) examining the role of mediator employee engagement in the relationship between workplace spirituality and mental health. The staff had to have worked for at least one year in order for the purposive sampling method. This study employed a survey method by which a total 214 staffs of Mitra Paramedika Hospital, Sleman, Indonesia with Path Analysis. The results of this study indicated that employee engagement had a positive and significant effect on mental health, workplace spirituality had a positive and significant effect on employee engagement, and employee engagement could mediate the effect of workplace spirituality on mental health. Also, the results showed that the workplace spirituality did not have an effect on mental health.

KEYWORDS: Workplace Spirituality, Mental Health, Employee Engagement

INTRODUCTION

In human resource management, mental health is a crucial issue. Employees spend most of their time doing activities at work (Neck, C.P. and Milliman, 1994) and Organizations need to improve the mental health of employees (Fry, 2003). Mental health illustrates that a person can feel happiness according to himself, which is called subjective well-being (Reinert et al., 2021a) and a person's ability to make adjustments to the outside world by being spiritually and physically healthy (Graham et al., 2019). The high levels of stress found in the healthcare sector are well-known to have a detrimental effect on the mental health of healthcare professionals (Srivastava & Gupta, 2022). On the other hand, current studies have demonstrated that integrating spirituality into the workplace can benefit mental health. Understanding one's inner life and the relationship between oneself and the organization is referred to as workplace spirituality. It entails establishing a workplace that promotes workers' spiritual health. Hospitals can be places where spirituality in the workplace can take the form of meditation, prayer, and introspection (Srivastava & Gupta, 2022).

Workplace spirituality is one of the contexts of individual behavior in organizations to produce organizational goals, it is concerned with the values and attitudes that are required in an individual or a group of people for the organization to be effective (Ashmos & Duchon, 2000a). Spirituality in the workplace is not about religious beliefs (Sani et al., 2016). As a whole company and in their work units, spirituality is about people feeling connected, attracted, and at home with each other. (Sarkar & Garg, 2020). Therefore, spirituality can be considered as the value of the spirit and inner life of workers (Duchon & Plowman, 2005). (Awan & Sitwat, 2014)) study found that workplace spirituality can benefit healthcare professionals' mental health. According to the survey, healthcare professionals indicated higher levels of performance.

Employee engagement and mental health are a strong correlation and promoting a healthy and productive work environment in the workplace requires addressing mental health issues. The results of research conducted by (Sharma & Kumra, 2020a) state that employee engagement affects mental health. This illustrates that employees who have vigor, dedication and absorption can improve their mental health by reducing burnout, work stress, absenteeism, thought disorder, lethargy to decrease (Ferguson & Scott, 2008); (Tullar et al., 2016).

Hospitals are health care facilities that are vulnerable to psychosocial hazards that can affect the occupational health of medical and non-medical staff in terms of physical and mental health (Geri aston, 2023). Mitra Mitra Paramedika Hospital is a private general hospital in Sleman, Indonesia. The phenomenon that occurs at Mitra Mitra Paramedika Hospital is low employee work ethics, lack of responsiveness in responding to patients, and lack of professionalism from the health workers. This resulted

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in Mitra Mitra Paramedika Hospital employees' self-interpretation of work was low and employees' mental health decreased. This research aims to look into the direct and indirect impacts of workplace spirituality on mental health.

LITERATURE REVIEW

1. Workplace Spirituality

Workplace spirituality, as defined by (Ashmos & Dennis, 2000), recognizes that employees have a soul and that they need to be fed at work. It means that employees find purpose and meaning in their work and feel connected to each other and to the group at work. (Milliman et al., 2003) defined workplace spirituality as a framework of organizational values that is manifested in a culture that promotes employees' experience of transcendence through the work process, facilitating a sense of connection with others in a way that provides a sense of joy and purpose. Although people sometimes express their religious beliefs at work, workplace spirituality is not about religion.

2. Employee engagement

Work engagement as a desired state for both employees and organizations. He prefers the term "work engagement" to "employee engagement" because it specifically refers to employees' relationship with their work, which includes involvement, commitment, passion, enthusiasm, absorption, focused effort, dedication, and energy (Schaufeli et al., 2006). Schaufeli's work has helped us learn a lot about what work engagement means and how it affects both employee health and the efficiency of a company. Employee engagement means that workers are emotionally and intellectually connected to their job, their company, their manager, or their coworkers in a way that makes them want to put in more effort outside of work hours (Hughes & Rog, 2008).

3. Mental Health

Positive mental health as a symptom of hedonia (an individual's positive feelings about their life) and positive functioning, operationalized by measuring subjective well-being, which is an individual's perception and evaluation of life and the quality of their functioning in life (Reinert et al., 2021b). The World Health Organization (WHO) says that mental health is more than just not being sick or hurt. It's a state of being physically, mentally, and socially well (Francis, 2014).

DEVELOPMENT HYPOTHESES

1. Workplace spirituality and mental health.

Spirituality is something that is personal, affective, experience, and wisdom. Any positive values that exist in spirituality can have an impact on mental health and give strength to individuals who have negative emotions (Savarimuthu, 2012). According to research by (Sharma & Kumra, 2020b) shows that workplace spirituality has a positive effect on mental health. Similarly, research by (Jnaneswar & Sulphrey, 2021) suggests that mental health is affected by spirituality in the workplace. Similar research results have also been found by (de Diego-Cordero et al., 2021). Hence, we expect that:

H1 : Work Spirituality has a positive effect on mental health.

2. Workplace spirituality and Employee Engagement

Workplace spirituality and employee engagement are different issues with different organizational drivers that play different roles in organizational and employee performance in different ways, but positively influence each other (Milliman et al., 2003). Workplace Spirituality has a direct impact on how employees feel about their work (Krishnakumar & Neck, 2002). Similarly, employee engagement, where employees engaged in their work with full concentration and Employee's commitment to the organization invest themselves in their roles and do extraordinary work that makes employees different from others. According to research conducted by (Jawad Khan et al., 2020) workplace spirituality had a direct impact on employee engagement. The research result of (Latif et al., 2018) found that workplace spirituality affected and was significant in employee engagement. Hence, we also expect:

H2 : Work Spirituality has a positive effect on employee engagement

3. Employee Engagement, workplace spirituality and mental health

Employee engagement is a predictor of general health perceived by individuals both physically and mentally. According to research by (Raj Verma et al., 2023), employee engagement has a positive and significant impact on mental health. Employees with a high sense of engagement in the organization stated that the level of long-term psychological stress was lower (Shimazu et al., 2018) and did not overestimate job demands as stress (Taris & Schaufeli, 2015). Other research by (Tisu et al., 2020) found that employee engagement had a positive impact on mental health. Hence, we also expect:

H3 : Employee Engagement has a positive effect on mental health

According to the Social Exchange Theory (Blau & Moreover, 2017), individuals engage in social exchanges with other individuals as a form of sense of community of workplace spirituality that will create dedication as well as enthusiasm as form of employee engagement which will improve employee mental health. Furthermore, according to a study by (Sharma & Kumra, 2020c) conducted on 344 IT professionals working in India, employee engagement can mediate and have a positive influence on the impact of workplace spirituality on mental health. Hence, our final hypothesis stipulates:

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H4 : Employee Engagement mediates the effect of workplace spirituality on mental health

RESEARCH MODEL

Research framework and hypotheses are illustrated in Figure 1 the following:

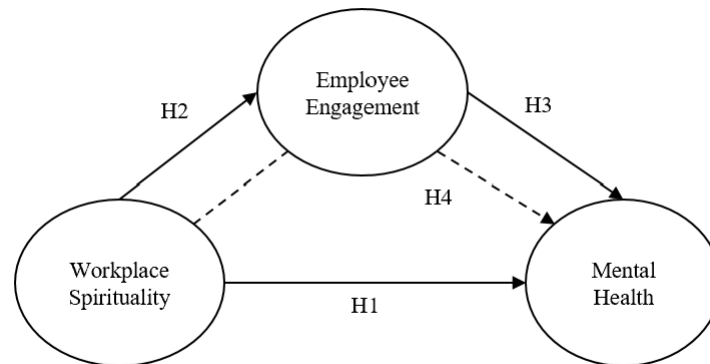


Figure 1. Research Framework

RESEARCH METHODS

Participants

This research used a quantitative approach (Sekaran & Bougie, 2017), using surveys and online questionnaires used to collect source data. This research used non-probability sampling; specifically purposive samplings used for samples selection. The respondents in this study were staffs who worked at least 1 year at the Mitra Paramedical Hospital, Sleman, Indonesia. Participants helped with this study by answering questions on Google Forms. In July 2023, the poll was sent out through social media sites like WhatsApp. Since 214 samples were collected, surveys with false or incomplete answers were not included in the study.

Measurement

To identify variable measurements in this research is to use variable instruments that have been adopted by previous researchers. Workplace spirituality was measured with 18 items selected from survey scales by (Ashmos & Duchon, 2000). Employee engagement was measured with the 16 items selected by (Schaufeli et al., 2006). Meanwhile, mental health was measured with 11 items selected by (Goldberg et al., 1997). The measurement scale utilized a 5-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree). The study used path analysis, i.e. regression with the SPSS program version 26 to test the hypothesis.

Results Instrument Test

From the validity test in Table 1, we can see that every statement indicator in the study questionnaire has a significance value of < 0.05 (Sekaran & Bougie, 2017). As a result of this, we can say that all of the statement items in the research questionnaire are correct and can be used as tools in this study (table 2). For finding out how consistent a questionnaire is as a measure of a variable or design, a reliability test is used. The variable reliability test result in this study, it shows Cronbach's Alpha > 0.60 (Sekaran & Bougie, 2017). Based on this, we can say that all of the variables in this study are reliable and can be used as measuring tools for the variables in these studies. (table 2)

Table 1 Reliability Results

Variable	N	Cronbach's Alpha
Workplace spirituality	18	0.942
Employee Engagement	16	0.867
Mental Health	11	0.945

Table 2. Results Validity Test

Variable	Indicator	Loading Factor	Result
Workplace spirituality			
Meaningful of work	I like the duty and the work that has been entrusted to me	0.709	

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	I like the task and the job that has come to me	0.700	
	Work is an activity worthy of worship, not merely a pursuit of income	0.579	
	I always go to the office with enthusiasm and joy.	0.815	
	By working my best to help others I feel life becomes more meaningful.	0.564	Valid
	I feel that my work is closely related to something I consider important in life.	0.589	
Sense of community	I've always been willing to work with my colleagues to finish the job very much appreciate their help.	0.689	
	I think that everyone will help each other.	0.696	
	I'm free to express or express opinions and ideas in the work unit where I work	0.723	
	I feel that the staff really care about each other	0.719	
Alignment of values	I feel every staff working together to one goal	0.714	
	I assume all the colleagues are like brothers and organizations are one big family	0.747	
	The organization has already made sufficient efforts to improve the condition and condition of all its employees according to the ability of the organization.	0.800	
	The place where I work cares about the health of the staff	0.746	
	I feel responsible for achieving the goals of the organization.	0.729	
	I have to work and do my best to help me the goals of the organization	0.754	
	I feel there's fit with the values and culture of the organization.	0.761	
	The organization is always paying attention to the spirit of the staff and makes a real effort to motivate them.	0.795	
Employee Engagement.			
Vigor	I've always been excited to go to work.	0.780	
	I'm always excited when I work	0.784	
	When I'm at work, I don't give up easily, even when things get hard.	0.774	
	At a certain time, I can work for a long time.	0.673	
Dedication	I have a lot of mental strength when I work	0.784	
	The work I do is hard for me	0.584	
	My job makes me happy	0.676	
	I feel enthusiastic about my job	0.846	Valid
	I am proud of what I do.	0.837	
Absorption	I feel the work done is very meaningful and has a purpose	0.830	
	I have a focus when I work	0.732	
	I feel the time feels like it's passing fast when I'm working.	0.609	
	I am fully concentrated on my work	0.786	
	I feel happy when working with seriously	0.822	
	I feel hard to leave my job.	0.714	
	I am very engaged in my job	0.768	
Mental health	I can concentrate on work	0.495	
	I have trouble sleeping because of anxiety	0.627	
	I feel a role in a variety of useful things	0.607	
	I feel able to make a decision	0.461	
	I feel constantly under pressure	0.707	Valid
	I feel unable to cope with difficulties	0.801	
	I can enjoy the activities of daily activities	0.512	
	I can bear your problems	0.510	
	I feel uneasy and depressed	0.812	
	I lose confidence	0.765	
I think that myself is useless	0.823		

Source: own research

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RESULTS AND DISCUSSION

The subject of research were 214 staffs of permanent and non-permanent in Mitra Paramedika Hospital, Sleman, Indonesia. The sample demographic in Table 3 reveals that 48 male respondents (22.80 %) and 166 female respondents (77.20 %) participated in the study. Most respondents fell into the 25-34 years old age group, with 156 respondents (73%) were permanent staffs and 58 respondents (27 %) were non-permanent staffs.

Based on a descriptive analysis (table 4) on the workplace spirituality, the mean obtained is 4.08 (SD 0,69). It describes that meaningful of work, senses of community and alignment of values as forms of workplace spirituality are both. In addition to the employee engagement described on vigor, dedication and absorption is good (mean 4.17; SD 0.71), it means that employees are able to cope with work problems well because they have dedication, feel happy at work, are very engaged in work and are always working spirit.

Table 3. Sample Demographic

<i>Category</i>	<i>Description</i>	<i>Frequency</i>	<i>Percentage (%)</i>
Gender	Male	48	22.8
	Female	166	77.2
Age	17-24 years old	40	18.7
	25-34 years old	109	51
	35-44 years old	47	22
	44-54 years old	18	8.3
	Type of staffs	Permanent staffs	156
	Non Permanent staffs	58	27
Number of sample		214	100

Thus, the mental health employee belongs to the category well, it is seen that the average score is 4.33 (SD 0.98). The descriptive results of mental health are good, it describes that employees can concentrate on work, be able to enjoy activities well and feel a role in a variety of beneficial things.

Table 4. Descriptive Statistics

<i>Variables</i>	<i>No of items</i>	<i>Mean</i>	<i>Standar Deviation (SD)</i>
Workplace Spirituality	18	4.08	0,69
Employee Engagement	16	4.17	0.71
Mental Health	11	4.33	0.98

The results of the hypothesis in this study was using path analysis with regression, i.e. the first phase performs analysis with simple linear regression; the second phase carries out a multiple linear regression analysis; and the last phase did the analysis with a mediation test. Based on the results of the first stage test (table 5) with simple linear regression, it was known that hypothesis 3 was supported with a regression coefficient (Beta) of 0.816 (t stat = 15.481) and a probability value (p) $0.00 < 0.05$. This result stated that workplace spirituality had a positive and significant influence on employee engagement. Next, the second phase test (table 6) was the testing of the hypotheses 1,2 and 3, the result of the test of hypothesis 1 was that the workplace spirituality had no effect on mental health, because the probability value (p) $0.101 > 0.05$ with a coefficient (Beta) of 0.211 (t stat= 1.653). While the test results of hypothesis 2 was supported, the results of the test of this hypothetical coefficient (Beta) 0.465 (t stat=3.645) with the probability value (p) $0,000 < 0.05$, thus employee engagement had a positive and significant impact on mental health. The result of the last stage test (table 6) on hypotheses 4 using the path test, showing the statistical test value of 3.550 and the value of two-tailed probability $0.00 < 0.05$ then it can be concluded that hypotheses 4 was supported stating that employee involvement becomes a mediation on the influence of workplace spirituality on mental health. Furthermore, Adjusted R^2 (table 6) found that the magnitude of the variation of workplace spirituality and employee engagement that can be explained by the mental health variable of 68.2% and the remaining 31.8% that cannot be described are variations of the other variables included in the model.

Table 5. Linier Regression Result

<i>Relation</i>	<i>Symbol</i>	<i>Beta</i>	<i>Standar Error</i>	<i>T test</i>	<i>Probability Value</i>	<i>Conclusion</i>
Workplace spirituality-→ Employee engagement	H3	0.826	0.051	15.481	0.000*	Supported
Adjusted R^2	0.679					

*p < 0.05

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Table 6. Multiple Regression & Indirect Effect Results

Relation	Symbol	Beta	Standar Error	T test	Probability Value	Conclusion
Workplace spirituality-→ Mental Health	H1	0.211	0.103	1.653	0.101	Not supported
Employee engagement → Mental Health	H2	0.465	0.108	3.645	0.000*	Supported
Workplace Spirituality →Employee Engagement→ Mental Health	H4			3.550	0.003*	Supoorted
Adjusted R ²	0.682					

*p <0.05

The result of the H1 showed that workplace spirituality had no significant impact on mental health. This study does not support previous research by (Savarimuthu, 2012); (Sharma & Kumra, 2020b); (Jnaneswar & Sulphey, 2021) and (de Diego-Cordero et al., 2021). The results revealed that workplace spirituality had a positive effect on mental health. Meanwhile, this study supports research by (Hung Ho et al., 2016) that states that workplace spirituality had no effect on mental health. Furthermore, based on descriptive interpretative analysis, Mitra Paramedika hospital employees could feel workplace spirituality that includes meaningful of work, sense of community and alignment of values in the hospital, but did not have an impact on mental health such as high workloads and stresses in both patient service and administrative activity. This was Mitra Paramedika hospital employees have had a high degree of integration and commitment. The results of the H2 result showed that employee engagement has a positive impact on mental health. This study did not support the previous research conducted by (Jawad Khan et al., 2020) and (Latif et al. 2018) which stated that employee engagement had a positive effect on psychological health. Based on descriptive interpretative analysis, employee Mitra Paramedika hospital had a high employee commitment that includes employees who are always enthusiastic in working proud of their work so that focus on work and anything done on work is meaningful and has a clear goal with no ease of giving up so that mental health staff include good ability to concentrate on work, play a role in various benefits activities, be able to make good decisions in work and enjoy everyday activities with full happiness. H3 result showed that workplace spirituality had a positive impact on mental health. The results of this study were in line with previous research carried out by (Raj Verma et al., 2023); (Shimazu et al. 2018; (Taris & Schaufeli, 2015) and (Tisu et al., 2020). Mitra Paramedika hospital who conduct the workplace spirituality well, include the best working ability to help others and feel that life becomes meaningful, always work with colleagues to complete the job as well as be responsible for achieving the goals of the hospital so that employees have a high dedication and work spirit in carrying out the job at Mitra Paramedical hospital. H4 result showed that employee engagement mediates the influence of workplace spirituality on mental health. According to the Social Exchange Theory (Blau & Moreover, 2017), individuals engage in social exchanges with other individuals as a form of sense of community that will create dedication as well as enthusiasm which will improve employee mental health. Besides, this research also supports the research carried out by (Sharma & Kumra, 2020c). Mitra Paramedika hospital have run the workplace spiritually well accompanied by the ability to create dedication, enthusiasm and absorption on the work activity so that mental health becomes good.

CONCLUSION

This study illustrates that workplace spirituality had a positive influence on employee engagement, employee involvement had a negative impact on mental health, employee engagement mediates the influence of workplace spirituality on mental health. Meanwhile, workplace spirituality did not affect mental health as a direct influence.

Mitra Paramedika hospital need to re-improve the implementation of workplace spirituality in employees so meaningful of work, sense of community and aligning of value organization will improve the mental health of employees by minimizing the feeling of work stress and feeling useless so losing confidence. Moreover, Mitra Paramedika hospital were able to keep the degree of employee engagement of employees, by paying attention handling employee spirit in doing work, employee dedication to achieving company goals, and employee concentration in doing the job.

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