



**Faculty of Cognitive Sciences and Human Development**

**EXPLORING WORKPLACE SPIRITUALITY PRACTICES AMONG  
EMPLOYEES AT GOVERNMENT LINK COMPANY (GLC)**

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(Human Resource Development)  
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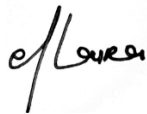
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**EXPLORING WORKPLACE SPIRITUALITY PRACTICES AMONG EMPLOYEES  
AT GOVERNMENT LINK COMPANY (GLC)**

SITI NURAINA BINTI AHMAD ROSMAN

This project is submitted  
in partial fulfilment of the requirements for a  
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## **ABSTRACT**

This paper aims to explore the workplace spirituality practice among employees at Government Link Company (GLC). The population was 100 staffs in a selected GLC in Johor; in which four samples were sourced to participated in this research. Data was collected by using semi structured interview and interview session was conducted. There were four aspects discussed in this research; the understanding of workplace spirituality practice, the practices of workplace spirituality, the contributing factor of workplace spirituality practices and the individual and organizational issues related with workplace spirituality practice. It was found that the practices related to workplace spirituality were different, but they were mostly aimed at a stronger organizational communication and commitment. The study contributes to the understanding of workplace spirituality and forms a basis for further research.

Keywords: Workplace spirituality, workplace spirituality practices, Government link Company (GLC)

## ABSTRAK

Kajian ini bertujuan untuk meneroka amalan kerohanian di tempat kerja di kalangan pekerja di *Government Link Company (GLC)*. Populasi adalah 100 orang kakitangan di *GLC* terpilih di Johor; di mana empat sampel diambil untuk mengambil bahagian dalam penyelidikan ini. Data dikumpulkan dengan menggunakan temu ramah separa berstruktur dan sesi temu bual dilakukan. Terdapat empat aspek yang dibincangkan dalam penyelidikan ini; pemahaman mengenai amalan kerohanian di tempat kerja, amalan kerohanian di tempat kerja, faktor penyumbang amalan kerohanian di tempat kerja dan masalah individu dan organisasi yang berkaitan dengan amalan kerohanian di tempat kerja. Didapati bahawa amalan yang berkaitan dengan kerohanian di tempat kerja adalah berbeza, tetapi kebanyakannya bertujuan untuk komunikasi dan komitmen organisasi yang lebih kuat. Kajian ini menyumbang kepada pemahaman kerohanian di tempat kerja dan menjadi asas untuk penyelidikan lebih lanjut.

Kata kunci: Kerohanian di tempat kerja, amalan kerohanian di tempat kerja, *Government Link Company (GLC)*

# CHAPTER 1

## INTRODUCTION

### 1.1 RESEARCH BACKGROUND

Many organizations in today's society face issues related to employees such as stress-related illnesses, lack of motivation, abuse, corruption, work dissatisfaction, and high employee turnover rates. Workplace has become a social structure of daily life for employees, where people spend the most time at work. Despite the fact that the idea of workplace spirituality has now become increasingly common recently, this research emphasizes that The concept of spirituality means different things for a few individuals.. The researcher intends to study this research in order to understand and have better insight into spirituality practices in the workplace.

Spirituality is not something people can only practice when it suits them according to time or place. It should be cherished and practiced everywhere it goes. As people spend a lot of time at workplace, it is essential that they take their spiritual values to work within themselves. Nevertheless, many employees feel dissatisfied at work and bring them to work, leading to less efficiency and dissatisfaction for employees.

From a management perspective, recognizing workplace spirituality is of major importance in order to develop the enhancement of self-esteem and enhance organization satisfaction. However, there is a lack of clarity among researchers on the concept of spirituality in the workplace (Iqbal & Hassan, 2016). The lack of information, as well as its implications, may show different perspectives.

Workplace spirituality has been linked with leadership effectiveness in past research conducted by Al-zaidiyeen & Jamil (2016). Besides, the effect of spirituality in the workplace on job performance also been studied by Branchet al., (2013). In addition, in the education niche, research has been done by Mousa & Alas (2016) which studies workplace spirituality and organizational commitment in the public school's teacher in Menoufia, Egypt.

Furthermore, the increasing interest in workplace spirituality in major corporations such as Intel, Coca Cola, Boeing and Scars, initiated by these businesses, operates on spirituality as a organizational culture and part of their approaches which enable them to keep the organization alive where positive moral values or ethics can be built in the organization (Karakas, 2010).

Lastly, many organizations are starting to practice workplace spirituality based on the ethics and values of the organization. Organizations begin to engage with the spirituality of the workplace, whether it be staff, top managers or corporate leaders. workplace spirituality helps to control behavior of employees in the workplace. A few researchers have discussed the spirituality at work. They strongly believe that the spirituality of the workplace improves performance, thus promotes employee productivity and benefits the organization (Ahmad & Omar 2016).

## **1.2 PROBLEM STATEMENT**

According to Ahmad & Omar, (2016) there are always frequent confusion between the terms spirituality and religion, and the lack of understanding of the difference between these two constructs. However, research has consistently shown that workplace spirituality has been mostly omitted from empirical investigations. Several explanations have been offered as to why spirituality at work has become such an important issue. Besides, mutual trust between employees and employers should be defined clearly so that both of them can build trust and have faith in the organization. To be specific, the spirituality of the workplace is not about religious beliefs. It is important to be crystal clear on this issue when discussing spirituality in the workplace. This is to discourage any members of the organization from getting the impression that leaders are enforcing a system of beliefs on them. This would definitely have a negative impact.

This research will fill in the gap throughout the lack of workplace spirituality study within the context of Malaysia. Previous studies on the measurement of spirituality in the workplace in an Asian context have been conducted by (Petchsawang & Duchon, 2009). Through conducting this research in the context of Malaysia, this research will also be able to provide further insight into the topics of spirituality practices in the workplace.

A suggestion from past research is to examine from a qualitative viewpoint the idea of workplace spirituality (Al-zaidiyeen & Jamil, 2016). It seems that spirituality in the workplace is hard to measure from a quantitative viewpoint, and by looking at this differently, a better understanding can be obtained. The issues around the actions and approach of individuals to

others could be discussed through a qualitative method, bringing relevant information to understanding the concept of spirituality at workplace.

In addition, there is also a lack of study on demographic difference especially on workplace spirituality. Given the limited research carried out to examine the spirituality in the workplace, this study aims to fill this gap and tries to implement an approach to strengthen organizational commitment. Due to that, this research been conducted to explore the workplace spirituality practices in Government Link Company (GLC) among employees in Pasir Gudang, Johor, Malaysia.

### **1.3 RESEARCH OBJECTIVES**

#### **1.3.1 General objective**

To explore workplace spirituality practices among employees at Government Link Company (GLC).

#### **1.3.2 Specific objectives**

- i. To review the understanding of workplace spirituality practices among employees at GLC.
- ii. To identify the workplace spirituality practices among employee at GLC.
- iii. To identify the important element that can create the nature of workplace spirituality practices among employee at GLC.
- iv. To discover the related issues of workplace spirituality practices has to do with both on individuals and organizations.



## 1.4 RESEARCH QUESTION

This research aimed to address the following research questions:

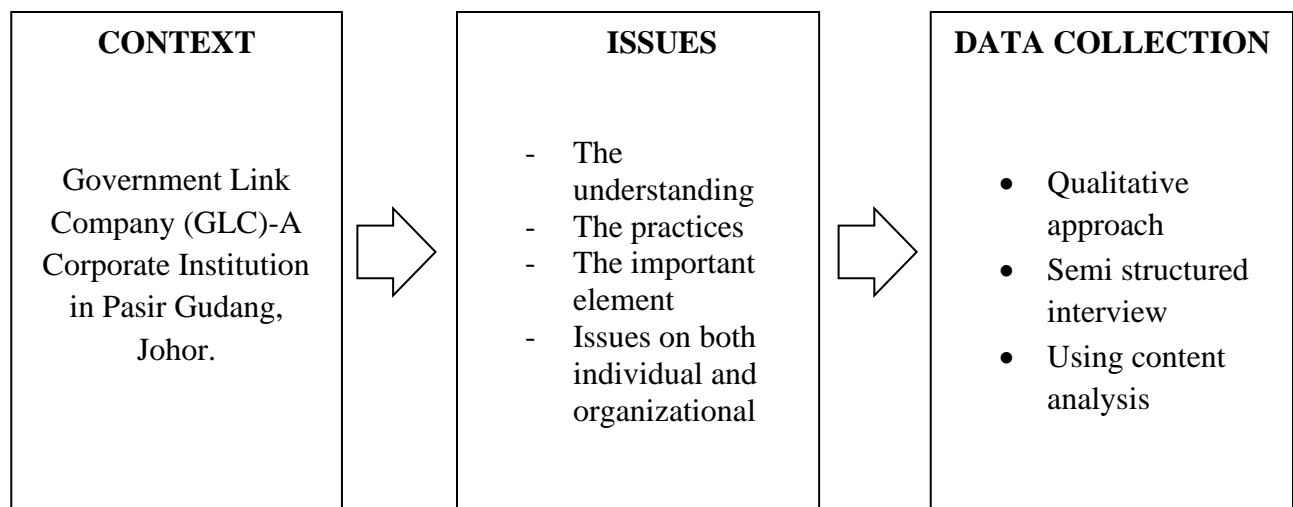
**RQ1** : What are the understanding of workplace spirituality practice among employees at GLC?

**RQ2** : What are the workplace spirituality practice among employee at GLC?

**RQ3** : What are the important element that can create the nature of workplace spirituality practice among employee at GLC?

**RQ4** : What are the related issues of workplace spirituality practices has to do with both on individuals and organizations?

## 1.5 RESEARCH FRAMEWORK



*Figure 1.* The Research Framework

## **1.6 SIGNIFICANCE OF THE RESEARCH**

The study of workplace spirituality among the employee offers some important insight into creating a better view of workplace spirituality. It also provides further explanation of workplace spirituality in the Malaysia context and theoretical knowledge on the spirituality of the workplace in the organization, particularly in the corporate institution. This gives understanding of the concept of spirituality in the workplace. . Having a good spiritual culture would improve organizations' productivity enhancement, decreased turnover, improved employee satisfaction, and increased organizational engagement.

In some organizations, people may not realize the impact of the spirituality of the workplace or have no chance of ritually adopting the spirituality of the workplace, but they may actually develop individuals and organizations to strengthen their talents, skills and abilities based on the nature of the spirituality of the workplace itself. The idea of spirituality is based on ethics, beliefs and the purpose of an organization. Spiritual organizations are motivated to help employees to develop and reach their potential.

Last but not least, workplace spirituality is intended to specifically connect past experiences and develop relationships with employees in a way that can bring the company to a stronger and better environment. Therefore, this research applies to the organization where the organization is striving to ensure a better outcome. In fact, an organization that is able to encourage the spirituality of the workplace in an organization and at the same time contributes to the well-being of employees and maintains employers in the organization.

## **1.7 LIMITATIONS OF THE RESEARCH**

There are several limitations based on this research. First, the time constraint. Time is the greatest challenge in completing this research study, especially during the process of getting informants. Getting informants for this research was difficult task due to their busy schedule of work. The time and resource constraints are unavoidable because appointments needed to be set in order to gain information and also resource availability are limited. Moreover, the highly contagious coronavirus pandemic has struck the world with a massive blow as it forces countries into lockdowns and closing companies. As a precaution, the Prime Minister of Malaysia issued a Movement Control Order (MCO) introduced as a protective measure by the federal government of Malaysia in response to the country's COVID-19 pandemic. As a result, the constraint of the movement order makes it difficult for the researcher to perform this research.

Second, during the interview, some of the informants were found to have problem speaking in English. The used of English was very impoverished, because some of them were not used to the language. While they work in the GLC, they were not usually required to have good requirement in English language, as they hire employees who are skilled and able to take on the challenge of acquiring new knowledge and skills. Thus, throughout the interview, they were allowed to use any language that both informant and the interviewer could understand, so that the interview session can be conducted smoothly and to obtain as much information as possible.

## **1.8 DEFINITION OF TERMS**

### **1.8.1 Spirituality**

#### **Conceptual definition:**

Spirituality describes our ability to pursue meaning and reason in our lives as an result of the act of living out one's set of strongly held personal values (Branch et al., 2013). Therefore, religion is not synonymous with spirituality as most of the literatures emphasize.

#### **Operational definition:**

In this research, spirituality is more of an individual practice with a sense of peace and purpose concerning his or her work, whether it is a profession or a passion.

### **1.8.2 Religiosity**

#### **Conceptual definition:**

According to Iddagoda & Opatha (2018), religiosity is described as the level to which a particular individual believes in and worships the creator, gods or goddesses of the religion concerning, practices the related teaching and participates in the activities involved.

#### **Operational definition:**

In this research, religiosity is the attitude of a person, in addition to embracing aspects of religion, but also intending to practice religion.

### **1.8.3 Workplace Spirituality**

#### **Conceptual definition:**

Spirituality in the workplace requires the effort to find one's ultimate purpose in life, to develop a strong connection with colleagues and other people associated with work, and to have continuity or harmony with their organization's core beliefs and values (Branch et al., 2013). Besides, Spirituality in workplace has to do with respecting the spiritual self the people working in the organization and to satisfy their desire of connecting to the work environment and their community at large (Tilottama et al., 2018).

#### **Operational definition:**

In this research, workplace spirituality is about feeling connected and showing respect for others, cultivating healthy inner consciousness in the pursuit of productive work, and cultivating organizational spirituality.

### **1.8.4 Workplace Spirituality Practices**

#### **Conceptual definition**

The practices of workplace spirituality is the link between one's personal inner experience and how that experience is modelled in outer behaviours, principles, and practices (Mcintyre, Hancock, Kittler, & Langton, 2013).

## **Operational definition**

In this research, the workplace spirituality practices refers to the attitudes possessed by employers and employees in their working environment.

### **1.9 SUMMARY**

Generally, this research is aimed to explore the workplace spirituality practices among employee in Government Link Company. Besides that, this chapter also discusses and explains the potential gaps in previous researches, highlights the research questions and objectives, and the important terms that are used throughout this research study. The following chapter will further explain the theory related to this research, related concepts based on the literature findings and previous research conducted that were discovered.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

Reviewing the literature is an important part of understanding more about this research. This chapter will explain further about the information regarding the practices of workplace spirituality.

#### **2.2 DISCUSSION ON RELEVANT ISSUE**

##### **2.2.1 Spirituality and Religiosity**

According to Raei, Goodarzi, & Karimi (2012), Spirituality is a state or feeling that can give people guidance or purpose, or that can give them a sense of awareness, encouragement, inner relation. Connectedness should be for self, for others, for humanity, for the world, and for others. Furthermore, the organization's spirituality is not linked to any religious practice, God or any other religious form. Rather, it is related to the inner life of the people who work in the organization, their satisfaction with the work environment, to achieve some meaning from the work they do, and seeing themselves as an important part of the community or society (Tilottama et al., 2018). Moreover, Religion and workplace spirituality are poles apart (Afsar & Badir, 2016).

Religion is faith, but religiosity is more about an individual's quality of life. Besides, it also means earnestly and genuinely being religious rather than being frivolously or nominally religious. Research by Welsh & Dehler (2012) found that three elements are ideas for spirituality at work in which inner life, meaningful work and community are linked to human self-concept,

job content and the organizational environment. Tepper (2003) defined spirituality as the extent to which an individual is motivated to find sacred meaning and purpose to his or her existence. Hence, spirituality emphasis on connection and integration rather than separation.