

Work Place Spirituality: How Does It Impact Junior Resident Doctors' Employee Engagement In Multispecialty Hospitals During Covid-19? An Experience From NABH Accredited Hospitals In Karnataka

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ABSTRACT: The pandemic 'Covid-19' has impacted the work life of health care workers across the world. Too demanding work schedule, attending to the corona virus infected patients in overcrowded hospitals, staying in the hospital for continuously long hours/days and wearing safety kit for long hours have put the health care workers in general and junior resident doctors in particular, in a stressful situation.

This paper on "workplace spirituality and employee engagement" attempts to assess the relationship between the sense and practice of workplace spirituality and employee engagement among junior resident doctors and how does workplace spirituality impacts employee engagement in the selected NABH(National Accreditation Board for Hospitals and Healthcare providers) accredited hospitals in Karnataka, South India. The analysis is based on 100 samples (junior resident doctors) and the data was collected through survey method using structured questionnaire. Ten multispecialty hospitals located in various parts of Karnataka were selected for this study. The collected data was analyzed through descriptive analysis, correlation and predictive models using SPSS and excel.

The hypothesis testing was done keeping both the Null Hypothesis (defining that there is no relationship between two variables - workplace spirituality and employee engagement) and Alternate Hypothesis (defining that there exists the relationship between workplace spirituality and employee engagement) in mind. The independent variables include meaningful work (individual level), sense of community (group level) and alignment of values (organizational level). The dependent variable is the embodiment of physical engagement (behavioral domain), emotional engagement (affective domain) and engagement through cognitive reasoning (cognitive domain). The results and findings are accordingly presented under the appropriate headings.

Key words: Workplace spirituality, meaningful work, alignment of values, sense of community, physical engagement, emotional engagement and cognitive reasoning.

1. INTRODUCTION

Petchsawang and Duchon, (2009) defined workplace spirituality or spirituality at work as “having compassion towards others, experiencing a mindful inner consciousness in the pursuit of meaningful work and that enables transcendence”. The uniqueness of medical profession is such that the health care workers need to experience this inner consciousness in pursuit of meaningful work. When medicos feel that the job they do (patient care) bring meaning to their lives, they are taken to the next level of transcendence. Thus, experiencing spirituality at work is much more than the financial or nonfinancial rewards which are brought into the life of a doctor. They experience a sense of ‘stay connected’ with the whole organisation (hospital system). The goals they cherish and the values they practice are aligned with the goals and values of the hospital, hence, goal congruence. Medical practitioners who experience workplace spirituality find meaning and purpose of life through devoted patient care.

It should be noted that workplace spirituality and religious beliefs and affiliations are not the same. Work place spirituality is all about knowing one’s spirit, find the hidden truth in one’s psyche and use it for own good and good of others. The increasing literature and research on spirituality at workplace is no surprising when its benefits are looked into. Practicing spirituality at work improves the overall well-being of healthcare workers apart from increased productivity, motivation, commitment and job satisfaction. It reduces hospital stress and burnout leading to better quality of life.

2. PROBLEM STATEMENT

Medical profession is considered as one of the most sacred professions all over the world and India is not an exception to this. The role of doctors to maintain a physically and mentally healthy population in the country needs no explanation. Due to the nature of the job doctors do, it is important that they foster wholeness and remain connected through the practice of workplace spirituality. The benefits are manifold; it enhances devotion to the profession, commitment and achievement of one of the most important goals of the hospitals, that is, patient care. Keeping this in mind, it was felt that a closer look and analysis on the rigor and critical thinking on workplace spirituality are the need of the hour (the pandemic Covid-19). Hospitals are the organizations that basically require medical professionals’ interconnectedness, commitment and sense of belongingness to foster greater impact on the community in particular and society at large. Hence this study was taken up. The study will contribute to the understanding of how the relationship between spirituality at workplace and employee engagement contributes to the junior resident doctors’ ability to perform better with a sense of wholeness, connectedness at work, deeper values and convictions to provide the best patient care in the hospitals.

Significance of The Study

Organizations, including hospitals, have become more complex, distracted and competitive with advent of liberalization, globalization and privatization. Apart from the government medical colleges and hospitals, many private players are also actively involved in healthcare industry. In such situations, it becomes imperative to take care of spiritual wellbeing of human capital (employees), so that they are productively engaged in their work and thus, positively contribute to higher Return On Investment (ROI) and achievement of the hospital's vision in the long run. Due to the unique nature of medical profession, workplace spiritual practices in hospitals are believed to enhance the doctors' work engagement bringing joy and happiness in the life of the patients, society and nation. Another compelling reason for taking up this study is the impact of Covid-19 on the life of doctors. Author of this paper has undergone a lot of work pressure and stress while attending to corona virus infected patients and working round the clock in the hospital continuously for many days. The only solace was aligning his personal vision and mission to the vision and mission of the hospital where he works, which is the core concept of workplace spirituality. To his surprise, when he started practicing workplace spirituality, his work engagement also enhanced. This study is an attempt to test his experience statistically and also to find out whether this assumption is true for other junior resident doctors as well.

Identification Of Knowledge Gap

As mentioned earlier, many studies have been conducted on employee workplace spirituality. It is noted that much of the research in this area has concentrated on describing personal spiritual experiences at work rather than on the impact that dimensions of workplace spirituality have on individual's work engagement and people's behaviors in organizations. It is also understood that in the context of hospitals, not many studies have been carried out in this area. Doctors' spirituality at work place and their employee engagement are an unexplored area by the researchers.

Moreover, during the pandemic Covid-19, many research works are being carried out across the world in the health issues of corona virus infected patients. But it should be noted that most of these researches are focused on the clinical aspects of the virus infection and also on developing vaccine to eradicate corona virus from the face of the earth. No doubt, it should be addressed on a war footing basis. But, the cognitive, affective and behavioral dimensions of the doctors who are taking care of the virus infected patients and their relentless struggle in the hospitals are not researched at all. This knowledge gap should be filled up and this research work is a humble attempt in that direction.

3. LITERATURE REVIEW

An important trend in business today is the focus on employee workplace spirituality and relationship of this construct with employee engagement in organizations. While workplace spirituality is considered a highly personal and philosophical construct, it involves a sense of

wholeness, connectedness at work and deeper values for one's engagement and commitment in the organization. Workplace spirituality involves the effort to find one's ultimate purpose in work and life, to develop a strong connection with coworkers and other people associated with work and to have alignment or congruence between one's core beliefs and the values of their organization.

The sense and practice of spirituality at the workplace is believed to increase the concentration, focus and direction of employees. According to Ashmos and Duchon(2000), the workplace spirituality can be defined 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". It is important to note that for some people spirituality at work involves a religious connotation while for others it does not. In fact, historically much of the interest in spirituality has been rooted in religion. However, for many others spirituality at work does not involve a connection to any specific religious tradition, but rather is based on their own personal values and philosophy.

Literature presents that there exists positive relationship between workplace spirituality and the employee job satisfaction (Bell, 2006). Spirituality is intimately related to job satisfaction that nurses may be more satisfied with the intrinsic factors of job satisfaction when they are more spiritually oriented(Furino & Reineck, 2005; Tuttas, 2002). The study on how spirituality supports organizational performance was conducted by Karakas (2010). This study provides recommendations and suggestions for practitioners to incorporate spirituality positively in organizations. Studies revealed that trust is crucial in forming a sound basis for commitment (Kriger and Hanson, 1999) and spirituality increases commitment by establishing a climate of trust in the workplace (Burack, 1999).

The study by Rego *et al.*, (2008) reveals that when people experience workplace spirituality, they feel more affectively attached to their organizations, experience a sense of obligation/loyalty towards them and feel less instrumentally committed.

The findings of the study conducted by Walt &Klerk (2014), indicates that there is positive relationship between workplace spirituality and job satisfaction. The research findings suggest that in the 21st century, organizations need to be spiritually based which in turn lead to workers being satisfied with their entire work experience.

The study by Iqbal *et al.*, (2018) on the role of workplace spirituality and employee engagement indicates that workplace spirituality and creative process engagement are the requirements to create job satisfaction which then lead to employee performance to implement the government program. This study could hold strong as long as the government plans, policies and programs remain static. However, the creative process of individuals would vary/fluctuate based on change in political, economic conditions, environmental factor etc., in addition to intervention of government on policy matters.

4. RESEARCH DESIGN

The study is carried out by collecting primary data through survey method based on a structured questionnaire. The questionnaire has been framed under dichotomous scale, categorical scale with multiple choices and single response and Likert Scale. The required data was collected within the period of sixty days. The sample size is 100 junior resident doctors from ten NABH accredited multi-specialty hospitals in Karnataka state (as mentioned earlier).

Therefore, in order to carry out this study and critically assess the impact of workplace spirituality on junior resident doctors' employee engagement in hospitals, the data with respect to the participants' values and their spiritual wellness and intrinsic motivation and how does it translate to improved employee engagement have been collected from doctors (only junior resident doctors) working in ten hospitals in the state of Karnataka. The analysis is carried out from the point of view of three dimensions of workplace spirituality, namely "meaningful work" at individual level, "sense of employee connectedness" at group level and "alignment with organizational values" at organizational level. Similarly, employee engagement is analyzed from the point of view of engagement through cognitive reasoning (cognitive domain), emotional engagement (affective domain) and physical engagement (behavioral domain). The collected data was analyzed through descriptive analysis, correlation and predictive models using SPSS and excel.

Measures, Variables and Data Analysis Processes and Techniques

The primary data, after collection were thoroughly reviewed and coded by assigning nominal values, thereby making the data ready for analysis. Different statistical tools have been used to analyze the data. Among others, frequency tables, correlation analysis, linear regressions and ANOVA (Analysis Of Variance) have been used to statistically analyze the data. In addition, factor analysis has been deployed to assess the reliability of items for factor analysis.

Different methods and techniques have been used differently for testing and analysis depending on the nature of data and requirement of analysis. Except the nominal data, the measurements are based on the five point Likert Scale: 1 Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree and 5 Strongly Agree on the given statements.

"Employee Engagement" has been considered as the dependent variable. The Employee engagement is constructed with the help of sub factors such as physical engagement, emotional engagement & engagement through cognitive reasoning in the organization.

The independent variables consist broadly of workplace spirituality which is constructed with sub factors such as meaningful work, sense of community & alignment of values. The achievement of employee engagement and improvement in performance (as dependent variable) are presumed to be influenced by a number of independent variables as identified

above. As an overall measure, the relationship between workplace spirituality and employee engagement have also been assessed using the dependent variables being influenced by those group of independent variables.

Further, factor analysis has been done for the following details:

- Cronbach's Alpha – It is a measure used to assess the reliability or internal consistency of a set of a scale or items. Its value more than 0.7 is acceptable. The measure with the value 0.9 and above is excellent.
- KMO – It measure the sampling adequacy and suitability of sample or items for analysis. Ideally, its value should be above 0.80, in order to use the data for factor analysis.
- Communalities – This measures the worthiness of items for factor analysis. The extraction value (of communalities) should be above 0.5 for items to be worthy enough for taking into factor analysis.
- Eigen value – This measures the number of factors/items for analysis. The eigen value should be above 0.1 for determining the number of factors for analysis.
- Varimax- This measure is used to determine which item goes to which factors for the analysis purpose.

Objectives of the Study

This study primarily aims to:

1. Find the extent to which employee engagement is impacted by workplace spirituality of junior resident doctors in the selected NABH multispecialty hospitals in Karnataka.
2. Assess the relationship between the dimensions of workplace spirituality and dimensions of employee engagement among the junior resident doctors in the selected NABH accredited multispecialty hospitals in Karnataka.

Statement of Hypotheses:

As an assumption prior to the conduct of study and to test whether the results appear as per the prior assumptions, the following hypotheses were set:

Null Hypothesis:

H01: There is no relationship between the sense and practice of workplace spirituality and employee engagement among the junior resident doctors working in the NABH accredited multispecialty hospitals in Karnataka

H02: The sense and practice of workplace spirituality does not positively impact the employee engagement among the junior resident doctors working in the NABH accredited multispecialty hospitals in Karnataka

Alternate Hypothesis:

Ha1: There is positive relationship between workplace spirituality and employee engagement, in the sense that the practice and employee sense of spirituality in workplace leads to positive employee engagement among the junior resident doctors working in the NABH accredited multispecialty hospitals in Karnataka.

Ha2: The practice of workplace spirituality positively impacts the employee engagement among the junior resident doctors working in the NABH accredited multispecialty hospitals in Karnataka.

Variables Description

(a) Independent Variables – **Workplace Spirituality**

Table 1: Description of Independent Variables

Variables	Questions under five point Likert Scale
Meaningful work	$(C1+C2+C3+C4)/4$
Sense of community	$(C5+C6+C7+C8)/4$
Alignment of values	$(C9+C10+C11+C12)/4$

*C – Construct

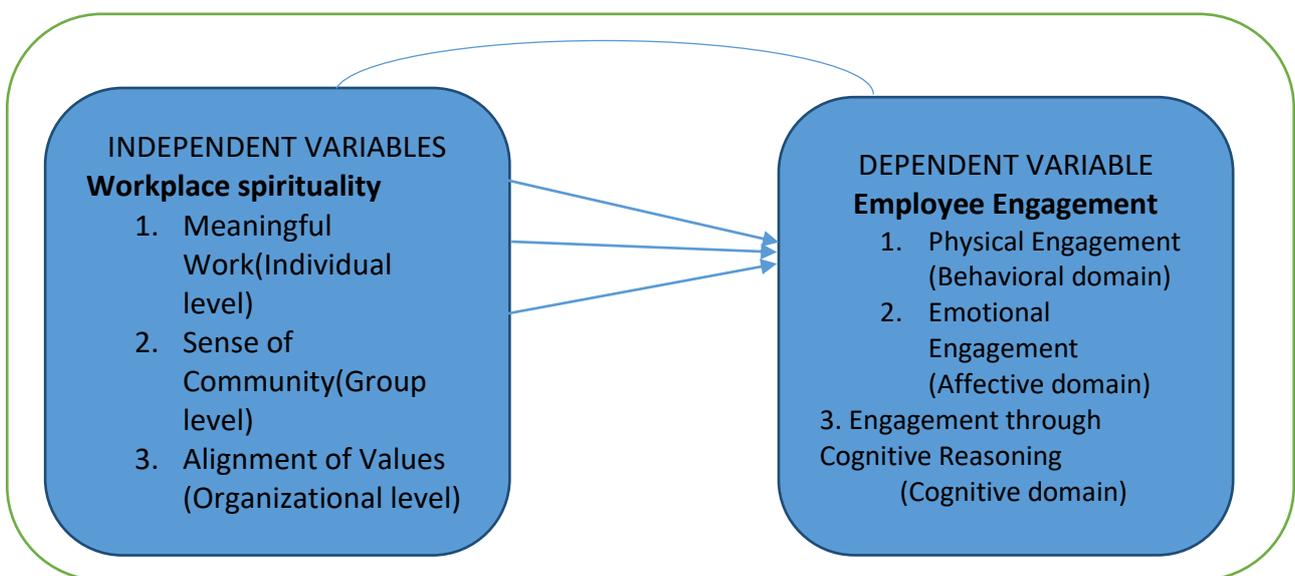
(b) Dependent Variables – **Employee Engagement**

Table 2: Description of Dependent Variables

Variables	Questions under five point Likert Scale
Physical engagement	$(C13+C14+C15+C16)/4 = A$
Emotional engagement	$(C17+C18+C19+C20)/4 = B$
Engagement through cognitive reasoning	$(C21+C22+C23+C24)/4 = C$
Employee engagement	$A + B + C$

*C – Construct

Fig.1 Conceptual frame work of the study



Inferences of Model:

1. How does each independent variable (Meaningful Work, Sense of Community and Alignment of Values) impact the employee engagement which is the sum of Physical Engagement, Emotional Engagement & Engagement through cognitive reasoning?
2. How does Workplace Spirituality (Sum of meaningful Work, Sense of Community and Alignment of Values) impact the Employee Engagement (Sum of Physical Engagement, Emotional Engagement & Engagement through cognitive reasoning)?
3. It also shows the correlation between each independent variable and dependent variable (i.e., between workplace spirituality and employee engagement in the selected hospitals).

5. DATA ANALYSIS, RESULTS AND DISCUSSION

Data Reliability Analysis

The reliability analysis is carried out to assess whether the data/items included in the questionnaire are reliable for the factor analysis. The results are presented in the following tables.

Table 3: Reliability Statistics

Cronbach's Alpha	No. of Items (Questions under consideration)
.948	24

Table 4: Scale Statistics

Mean	Variance	Std. Deviation	No. of Items (Questions under consideration)
99.50	194.838	13.958	24

Based on the Cronbach Alpha value of 0.948, it is confirmed that the data/items are reliable to be carried for factor analysis. The minimum value of Cronbach Alpha as per standard should be 0.8 for the data to be reliable for analysis purpose.

Predictive (Regression) Analysis

While running the Regression Analysis, we have 3 numbers of Independent Variables (taken from the grouped variables under independent variables) and have 1 number of dependent variable. The result is presented below.

- (a) Regression Result for Meaningful Work (Independent Variable) & Employee Engagement (Dependent Variable)

Table 5: Results of Predictive Modeling (regression analysis)

SUMMARY OUTPUT									
<i>Regression Statistics</i>									
Multiple R	0.600445384								
R Square	0.360534659								
Adjusted R Square	0.354009502								
Standard Error	6.135461606								
Observations	100								
<i>ANOVA</i>									
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>				
Regression	1	2079.938867	2079.939	55.2530282	4.02E-11				
Residual	98	3689.101133	37.64389						
Total	99	5769.04							
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>	
Intercept	24.3759015	3.681677549	6.620868	1.92099E-09	17.06973	31.68207	17.06973	31.68207	
X Variable 1	1.626527939	0.218818222	7.433238	4.02147E-11	1.19229	2.060766	1.19229	2.060766	

The Multiple R shows the relationship between independent and dependent variables. Here, the Multiple R value of 0.600 indicates that the relationship exists between the Meaningful Work (IV) and Employee Engagement (DV) is to the extent of 60%.

R Square communicates the coefficient of determination or co-variance between Meaningful Work and Employee Engagement. In this case, the value of R Square, 0.361, states that only 36.1% of Employee Engagement is explained by Meaningful Work. This means, Employee Engagement partially depends on Meaningful Work.

The coefficient or beta value of 0.600 of Meaningful Work (X variable) states that with increase of every single unit in the Meaningful Work, it affects the Employee Engagement by 60%.

Since P value is far below the standard of 0.05, it indicates that the results are randomly selected and are correct.

(b) Regression Result for Sense of Community (Independent Variable) & Employee Engagement (Dependent Variable)

Table 6: Results of Predictive Modeling (regression analysis)

SUMMARY OUTPUT									
<i>Regression Statistics</i>									
Multiple R	0.517485285								
R Square	0.267791021								
Adjusted R Square	0.2603195								
Standard Error	6.565325497								
Observations	100								
<i>ANOVA</i>									
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>				
Regression	1	1544.897	1544.897	35.84157	3.53E-08				
Residual	98	4224.143	43.1035						
Total	99	5769.04							
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>	
Intercept	30.64554913	3.521767	8.701753	7.9E-14	23.65672	37.63438	23.65672	37.63438	
X Variable 1	1.336416185	0.223228	5.986783	3.53E-08	0.893428	1.779404	0.893428	1.779404	

The Multiple R shows the relationship between independent and dependent variable. Here, the Multiple R value of 0.517 indicates that the relationship which exists between the Sense of Community (IV) and Employee Engagement (DV) is to the extent of 51.7%.

R Square communicates the coefficient of determination or co-variance between Sense of Community and Employee Engagement. In this case, the value of R Square, 0.268, states that only 26.8% of Employee Engagement is explained by Sense of Community. This means, Employee Engagement partially depends on Sense of Community.

The coefficient or beta value of 0.517 of Sense of Community (X variable) states that with increase of every single unit in the Sense of Community, it affects the Employee Engagement by 51.7%.

Since P value is far below the standard 0.05, it indicates that the results are randomly selected and are correct.

(c) Regression Result for Alignment of Values (Independent Variable) & Employee Engagement (Dependent Variable)

Table 7: Results of Predictive Modeling (regression analysis)

SUMMARY OUTPUT								
<i>Regression Statistics</i>								
Multiple R	0.662004							
R Square	0.438249							
Adjusted R Square	0.432517							
Standard Error	5.750565							
Observations	100							
<i>ANOVA</i>								
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>			
Regression	1	2528.278	2528.278	76.45461	6.41E-14			
Residual	98	3240.762	33.069					
Total	99	5769.04						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	23.85264	3.198042	7.458513	3.56E-11	17.50623	30.19905	17.50623	30.19905
X Variable 1	1.713854	0.196007	8.743833	6.41E-14	1.324884	2.102824	1.324884	2.102824

The Multiple R shows the relationship between independent and dependent variable. Here, the Multiple R value of 0.662 indicates that the relationship which exists between the Alignment of Values (IV) and Employee Engagement (DV) is to the extent of 66.2%.

R Square communicates the coefficient of determination or co-variance between Sense of Community and Employee Engagement. In this case, the value of R Square, 0.438, states that only 43.8% of Employee Engagement is explained by Alignment of Values. This means, Employee Engagement partially depends on Alignment of Values.

The coefficient or beta value of 1.713 of Alignment of Values (X variable) states that with increase of every single unit in the Alignment of Values, it affects the Employee Engagement by 171.3%, which is highly affected.

Since P value is far below the standard 0.05, it indicates that the results are randomly selected and are correct.

Correlation Overall Result – Meaningful Work, Sense of Community & Alignment of Values (As One Independent Variable) and Employee Engagement (Dependent Variable)

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.710 ^a	.504	.489	.45476

a. Predictors: (Constant), ALIGNMENTOF VALUES, meaningful work, sense of community

Dependent variable (Final)

Table 9: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.210	3	6.737	32.575	.000 ^b
	Residual	19.853	96	.207		
	Total	40.063	99			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), ALIGNMENTOFVALUES, meaningful work, sense of community

Table 10: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.447	.297		4.874	.000
	Meaningfulwork	.288	.092	.319	3.141	.002
	Senseofcommunit y	.003	.091	.003	.028	.978
	ALIGNMENTOF VALUES	.406	.084	.471	4.828	.000

a. Dependent Variable: Employee engagement

The Multiple R value of 0.710 indicates that the relationship that exists between Meaningful Work, Sense of Community and Alignment of Values (IV) and Employee Engagement (DV) is to the extent of 71%.

In the above case, the value of R Square being 0.504 states that 50.4% of Employee Engagement is explained by Meaningful Work, Sense of Community and Alignment of Values.

Amongst all the independent variables, the Alignment of Values has larger impact on Employee Engagement. Other two variables have moderate impact on Employee Engagement as reflected by results above.

Specific Correlation Analysis

While running the correlation analysis, the following results are depicted as presented in the table below.

Table 11: Correlation among all variables

		Meaning ful work	Sense of commun ity	Alignm ent of Values	Physical Engagem ent	Emotion al engagem ent	Engagem ent through Cognitiv e reasonin g
Meaning ful work	Pearson Correlat ion	1	.672**	.594**	.543**	.590**	.517**
	Sig. (2- tailed)		.000	.000	.000	.000	.000
	N	100	100	100	100	100	100
Sense of communi ty	Pearson Correlat ion	.672**	1	.638**	.433**	.472**	.514**
	Sig. (2- tailed)	.000		.000	.000	.000	.000
	N	100	100	100	100	100	100
Alignme nt to values	Pearson Correlat ion	.594**	.638**	1	.557**	.642**	.618**
	Sig. (2- tailed)	.000	.000		.000	.000	.000
	N	100	100	100	100	100	100
Physical Engagem ent	Pearson Correlat ion	.543**	.433**	.557**	1	.734**	.752**
	Sig. (2- tailed)	.000	.000	.000		.000	.000
	N	100	100	100	100	100	100
Emotion al Engagem ent	Pearson Correlat ion	.590**	.472**	.642**	.734**	1	.781**
	Sig. (2- tailed)	.000	.000	.000	.000		.000
	N	100	100	100	100	100	100
Engagem ent through Cognitiv e	Pearson Correlat ion	.517**	.514**	.618**	.752**	.781**	1
	Sig. (2- tailed)	.000	.000	.000	.000	.000	

Reasoning	N	100	100	100	100	100	100
g							
**. Correlation is significant at the 0.01 level (2-tailed).							

Six factors have been considered such as physical engagement, emotional engagement, and engagement through cognitive reasoning, alignment of values, meaningful work and sense of community for correlation analysis. In the Table above (Table 11), it is clear that the correlation value stand above 0.5 out of which two variables have statistically significant correlation between the workplace spirituality and employee engagement. Hence the model is proved. The independent and dependent variables are correlated with each other at the significance of 0.01.

Thus, it is concluded that there is positive relationship between workplace spirituality and employee engagement among the junior resident doctors working in the NABH accredited multispecialty hospitals in Karnataka.

5. IMPLICATIONS OF THE STUDY, CONCLUSION AND RECOMMENDATION

The study on workplace spirituality and employee engagement in the context of hospitals in the state of Karnataka revealed that positive relationship exists between workplace spirituality and employee engagement of junior resident doctors. The practice of workplace spirituality has created positive impact on the performances of these junior resident doctors in the hospitals and thus, positively impacted their employee engagement. The relationships of computed variables such as meaningful work, alignment of values, physical engagement, emotional engagement and engagement through cognitive reasoning have contributed positively to the engagement of the young doctors in their respective work places.

However, the sense of community has lesser influence on doctors' engagement at their respective work places but rest of the independent variables as defined in the study brings positive relation to the quality of work and commitment to the work by employee engagement of doctors. It is presumed that such relationship could help to provide better services with higher level of commitment and attachment to the work and the hospitals by the resident doctors.

The practice of work place spirituality creates a positive work environment for all doctors with high level of social harmony and bonding. As a result, doctors are highly supportive to each other for meeting the goals of the hospitals. Moreover, the doctors' commitment and their inner values are closely associated with the workplace spirituality and their engagement in their respective works. The junior resident doctors in the selected hospitals have positive attitude towards their work through the practice of workplace spirituality leading to higher engagement in the work itself. Thus, higher level of employee engagement could help to improve their productivity and hospital's overall efficiency as well.

Having undertaken the study on “Workplace Spirituality and Employee Engagement” with special reference to few NABH accredited multispecialty hospitals in Karnataka, it is recommended to expand the area of study by covering more number of hospitals. Further, it is also recommended to incorporate larger sample size, so that the results would be more authentic, reliable and accurate.

The author recommends adding more number of independent variables, as there could have been more aspects covered under workplace spirituality. In other words, the Employee Engagement does not only depend on Meaningful Work, Sense of Community and Alignment of Values. There could have been more variables contributing to the employee engagement. In addition, there could also be assessed through application of intervening and moderating variables like facilities for workplace spirituality, management’s support, policy support, etc.

7. LIMITATIONS OF STUDY

While conducting this study, the following notable limitations and challenges were encountered:

- Time constraint for data collection was a challenging factor. Author had to request his peer doctors in the hospitals to respond to the questionnaire within their tight time schedule.
- The study could have been taken up with nurses and paramedical staff of the hospitals, where the nurses are more stressed and that the workplace spirituality could have greater impact on their engagement in the hospitals.
- While there is possibility to increase the independent variables for the study, the number of dependent variables could also have been added and consolidated for assessing the dependability or variability of employee engagement through workplace spirituality.

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