Impact of Individual Spirituality and Workplace Spirituality on Organization Commitment

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Abstract: The research aims to identify the Impact of Individual Spirituality and Workplace Spirituality on the Organization Commitment in the hospitals of the Ministry of Health in Jeddah city. It followed quantitative research methods using survey in the form of a questionnaire which was distributed electronically, the number of participants reached (181) employees at the hospitals of the Ministry of Health in Jeddah city. The research has founded results: that there is a moderate level of gratitude of workplace spirituality; and of Individual Spirituality. The results also show that there is a moderate level of Organizational Commitment, and that there is a significant Impact of Individual Spirituality on Organization engagement among workers at the hospitals of the Ministry of Health in Jeddah city. Depending on the results, the research concluded to recommendations, employees should be more aware of their colleagues at work and the nature of their work, and the hospitals of the Ministry of Health in Jeddah should be more spiritual in relations with their employees.

Keywords: Individual Spirituality, Workplace Spirituality, Organization Commitment, hospitals of the Ministry of Health

تأثير الروحانيات الفردية والروحانية في مكان العمل على التزام المنظمة

جميل عبد الكريم السالمي

المستخلص: هدف البحث إلى التعرف على أثر الروحانيات الفردية والروحانية في مكان العمل على الالتزام التنظيمي في مستشفيات وزارة الصحة بمدينة جدة. اتبع البحث طرق البحث الكمي باستخدام المسح على شكل استبانة وزعت الكترونيا بلغ عدد المشاركين (181) موظفا في مستشفيات وزارة الصحة بمدينة جدة. توصل البحث إلى نتائج: أن هناك مستوى معتدلًا من تقدير الروحانية في مكان العمل؛ والروحانية الفردية. كما بينت النتائج أن هناك مستوى متوسط من الالتزام التنظيمي، وأن هناك تأثيرا كبيرا للروحانية الفردية على الالتزام التنظيمي بين العاملين في مستشفيات وزارة الصحة بمدينة جدة وأيضا هناك تأثير كبير للروحانيات في مكان العمل على الالتزام التنظيمي بين العاملين في مستشفيات وزارة الصحة بمدينة جدة.

وبناء على النتائج خلص البحث إلى توصيات أهمها: يجب أن يكون الموظفون أكثر وعياً بزملائهم في العمل وطبيعة عملهم، وأن تكون مستشفيات وزارة الصحة بجدة أكثر روحانية في العلاقات مع موظفيها.

الكلمات المفتاحية: الروحانية الفردية، الروحانية في مكان العمل، الالتزام التنظيمي، مستشفيات وزارة الصحة

1- Introduction

Numerous organizations lean to encourage behaviors that support the work environment and workplace spirituality amid employees: and strive to improve them in order to meet the continuance need for organizational development and increase sustainability and social responsibility. Workplace Spirituality has risen during the recent period as an essential factor in the workplace and academia, this

fame can be explained by the positive influence that workplace spirituality has on the individual, collective and organizational level.

The idea of workplace spirituality is focused on encouraging positive emotions (love, affection, and altruism), wherever a lot of studies have indicated the importance of workplace spirituality by accomplishing a competitive position for organizations today. Numerous researchers were keen on researching this factor, due to the strategic positives it provides to the organizations.

Also, Workplace spirituality helps raise the substantial drive to conserve the environment of the organization, because it gives a rooted inner goal to contemplate on nature and then feels the motive to make the organization a better place to work for current staff (Afsar et al, 2016).

Hassan et al (2016) showed that workplace spirituality also has a potential connection with employee prosperity, organizations, and societies. It connects the substance of workers, their activities, and tasks, which leads to an enhanced organization Commitment and job satisfaction that grants firmness to the organization and increases performance.

According to Hammadi (2016)6, the organization commitment emerged through studies that attempt to explore the nature of the employee's association with the organization, as it was found that the employees have feelings towards the organization, including compatibility with its goals. Therefore, the current research aimed to identify the impact of workplace spirituality on organization commitment.

2- Research Problem:

Although the most important factors that affect the achievement of good performance is the presence of an administrative philosophy that effectively affects workers, their motivations and goals to be consistent with the goals of the organization and in harmony with their values. However, it is noted that the departments of hospitals of the Ministry of Health in Jeddah city are concentrated in the official organizational and procedural values without regard to Individual Spirituality and Workplace Spirituality. which can raise the level of organizational commitment in these hospitals.

the problem with the current research lies in focusing on the Impact of Individual Spirituality and Workplace Spirituality on Organization Commitment.

The problem of the research is determined by answering the following questions:

- How compatible is Individual Spirituality and Workplace Spirituality in Ministry of Health hospitals in Jeddah city?

- What is the extent of Organization Commitment in the hospitals of the Ministry of Health in Jeddah city?

- What is the Impact of Individual Spirituality and Workplace Spirituality on Organization Commitment?

3- **Research Significance**

This research scientific and applied significance, as follows:

3.1. Scientific importance:

This research derives its scientific importance in the gap between Arab studies and foreign studies where Arab studies are scarce in relation to foreign studies in the field of Individual Spirituality and Workplace Spirituality, and thus this research may work to reduce the gap between Arab and foreign studies that addressed the requirements.

3.2. Applied importance:

The research benefits the hospitals of the Ministry of Health in Jeddah city in fulfilling the requirements of Individual Spirituality and Workplace Spirituality and in achieving the Organization Commitment among workers in various job sites.

4- **Research Aim and Objectives**

The aim of the research is to identify Impact of Individual Spirituality and Workplace Spirituality on Organization Commitment in the hospitals of the Ministry of Health in Jeddah city.

It sits the following objectives:

- Identify the level of Individual Spirituality in the hospitals of the Ministry of Health in Jeddah city.
- Identify the level of Commitment among workers in the hospitals of the Ministry of Health in Jeddah city.
- Examine the Impact of Individual Spirituality and Workplace Spirituality on Organization Commitment.

5- **Research Hypothesis**

5-1 **The First hypothesis**

There is a significant Impact of Individual Spirituality and on Organization Commitment (Affective commitment, Normative Commitment, Continuous Commitment) among workers at the hospitals of the Ministry of Health in Jeddah city

5-2 **The second hypothesis**

There is a significant Impact of workplace Spirituality (Compassion, Mindfulness, Meaningful Work, and Transcendence) and on Organization Commitment (Affective commitment, Normative Commitment, Continuous Commitment) among workers at the hospitals of the Ministry of Health in Jeddah city.

6- Theoretical framework

6- 1 Workplace Spirituality.

Spirituality is an astonishingly old concept since ancient times, and spiritual philosophy in the workplace is interested in encouraging feelings of love, altruism, affection, concern, and humanity with the goal of achieving inner satisfaction and self- fulfillment (Giacalone & Jurk, 2013). Workplace spirituality is a movement that started in the early 1920s. It emerged as a popular movement with individuals seeking to live their religion and / or spiritual values in the workplace. Among the first publications that mentioned spirituality in the workplace was Business Week, June 5, 2005. The cover article was titled "Businesses Going on the Less Starting Road: Can Spirituality Enlighten the Summary?". Recently it has become an interesting topic for research. Nowadays employees look for more than just a big salary. Now money is not the only driver for good job performance. Employees want spiritual satisfaction with their work. Feeling fulfilled from their work has become an important factor for doing good work (Tripathi & Agarwal, 2013).

These spiritual values have verified to be a significant source of competitive advantage for institutions these days. They achieved better results for organizations and researchers have grown interested in researching them because of the strategic benefits they provide to business units (Khudair, 2016).

Daniel (2010: 443) showed that Workplace spirituality includes three important components: inner life, purposeful work, and society. According to Daniel, Workplace spirituality is "the search for an opportunity at work to show many aspects of your personality". Daniel mentioned that meaningful work occurs when employees realize that their work is meaningful or have a purpose for their life, and society indicates how people feel communicating with each other at work.

Likewise, a workplace spirituality approach suggests evaluating employees not only with their bodies and minds, but also with their lives in the production process. If spirituality is adopted in the workplace, positive concrete results must be achieved (Aksu et al, 2019).

6-2 Dimensions of Workplace Spirituality.

There are many dimensions of Spirituality at workplace, as the following:

6-3 Compassion.

Compassion considered as a feeling developed for others in terms of care, empathy, support and an understanding of their suffering to provide a solution or comfort. It develops awareness and the desire to do well to others (Habeeb & Khan, 2018).

Rezapouraghdam et al (2018) was suggested that compassion be enhanced with next generations and other people as a redress to recognize environmental regards such as climate change. Compassion

defined as "the ability to experience and relate to thoughts or emotions or experience others." One of the main attributes of workplace spirituality is feeling lonely and connected with others. When employees feel connected and united with others, they resort to sympathize with them. Mindfulness.

Petchsawang & McLean (2017: 216) defined mindfulness as "a state of inner consciousness in which one is aware of one's thoughts and actions moment by moment". Mindfulness was brought to the workplace with increased attention among practitioners and researchers. In addition, exercising mindfulness is one of the tools to enhance workplace spirituality that leads to increased work performance. Workplace spirituality focuses on meaningfulness that penetrates the organizational context in which employees need "mind- rich, heart- satisfying, self- satisfying, and financial reward".

Mindfulness has been known to improve the focus of practitioners by teaching them to be present today. It is a widely used stress management technology to reduce psychological distress and gain clarity in thoughts. Meaningful Work.

According to Cooper (2017), meaningful work arises when "an individual perceives an authentic connection between work and a broader transcendent life purpose beyond the self."

Kendall (2019) define workplace spirituality as "the recognition that employees have an inner life that is nourished and nurtured through meaningful work that occurs in the context of society". This brief definition captures the most widely discussed topics and is among the most established in this field. It emphasizes the impact of meaningful work, which is the construction that links workplace spirituality with other areas.

Work spirituality is the recognition that employees have an inner life that is nourished and nurtured through meaningful work that occurs in the context of society. In this case, there are three components in the spiritual workplace, the most important of which is meaningful work. Still in the individual level of workplace, Spirituality is defined as, one of the psychological climates in which employees consider themselves to have an internal life with meaningful work and placed in the context of community (Fanggidae et al, 2016).

6-4 Transcendence.

Spiritual transcendence is "the Transcendental Consciousness of the individual, which is related to the ability of a person to understand his relationships with all people and in different environments around him, and the ability to coordinate and adapt between the scenes and situations that he faced in his life". That is, to supply and develop the individual's ability to use a deep comprehension of social relationships interchanged with Himself and others (Al- Hakim et al, 2017: 171).).

Spiritual transcendence has been assessed using several measures, including the Spiritual Transcendence Scale, the Self- Transcendence Scale, the Adult Self- Transcendence Scale, and the Self-Transcendence Scale of the Temperament and Character Inventory. Of note, the TCI Self- Transcendence

Scale has been shown to be more stable over time than other personality traits, suggesting the existence of a unique, distinct spiritual transcendence construct (Johnstone et al, 2017).

6-5 Organization Commitment.

In ultramodern organizations and institutions, it has its own needs and needs regarding the employees working in them, as these organizations seek to accomplish the different needs through the proper means that make the work more able to satisfy those needs. As the nature of the job performed by the individual within the institution is a huge problem in the work cycle, because the success of the work in institutions relies foremost on the level of motivation, and then the level of professional satisfaction with the work. Thus, institutions aim to improve the quality of work through upgrading the incentive system and developing human communication processes (Al- Wadhani, 2014).

This organizational commitment is considered one of the methods adopted by the institutions in satisfying the different needs of the institution and its employees. Organizational commitment is important because high levels of commitment can easily lead to different favorable regulatory outcomes. Meta- analyzes indicate that commitment is negatively linked to change, absenteeism, and opposite behavior, positively linked to job satisfaction, motivation, and organizational citizenship behavior (Rafiei et al, 2014).

The Commitment can be defined as an obligation, agreement, or commitment to a person, or an action that must be taken in the future. One may be committed to people, institutions, or the workplace. Workplace commitment includes commitment to a profession, profession, goals, teams, leaders, or organization. The concept of organizational commitment has received attention in the areas of management and organizational behavior (Bihani et al, 2019).

Some researchers have indicated that the commitment reflects the individual's desire to make a high level of effort in the interest of the organization, and a strong desire to remain in it, and then accept its goals and values. Some researchers consider that commitment is tied to and linked to the organization. It is also intended to be a bias towards the goals and values of the organization except for the tendency to remain in it (Arif & Saeed, 2019).

Organizational commitment is one of the most notable behavioral variables highlighted by the results, as the results of several studies assured the clear importance of organizational commitment. As studies have shown that the high level of commitment in the work environment results in a reduction in the level of a set of negative phenomena, foremost among which is the absence and evasion of work. Organizational commitment is one of the basic barometers for forecasting a number of behavioral facets, specifically the turnover rate of work; it is assumed that committed individuals will be longer stay in the organization and more working towards achieving the goals of the organization (Bakri, 2013).

Types of Organization Commitment.

Many researchers showed that there exist three distinct types of organizational: Affective commitment, Continuance commitment, and normative commitment.

Affective commitment:

Affective commitment relates to the number of employees who want to stay in their organization. If the employee is impressively committed to his organization, this means that he wants to stay in his organization. They usually match organizational goals; feel they match the organization and are satisfied with their work. Employees who are passionately committed feel the value, act as ambassadors for their organization and are generally great assets for organizations (Der Werf, 2020).

Continuance commitment:

A Continuance commitment is the inclination to stay a member of an organization because of the realization of the cost associated with leaving it. A Continuance commitment is known as "the perception that it will be costly to stop the course of action". Thus, employees continue to work in the organization because they need to. The Continuance commitment is linked to what employees have provided the organization in the past. Past behavioral actions make staff members committed to the organization. Mutually, the Continuance commitment arises when employees feel they will benefit if they stay and will endure the cost if they leave. For example, employees may enjoy high fares and other benefits related to seniority if they stay in their current organization, but you may lose these benefits if they move to another organization (Yahaya & Ebrahim, 2016).

Normative commitment:

This concept indicates an individual feel obligated to stay in the organization because of the pressure of others. Individuals with a strong normative commitment largely take it into account, what others can say if they leave the organization. So, they do not want to leave a bad impression on colleagues because they leave work, and therefore this has a moral obligation, even if it is at the expense of themselves (Bakri, 2013).

In other word, Normative commitment is the level of commitment where the employee feels obligated to stay in the organization, where he feels, that staying in the organization is the right thing to do (Bhat, 2020).

Studies on Workplace Spirituality

Comte and Palmer's research (2019) aims to focus on spirituality in the workplace as a mitigating factor in enhancing the commitment of USU faculty.

The main findings of the research showed that there is a strong linear relationship between spirituality in the workplace and organizational commitment.

The data collected was analyzed using the Statistical Package for Social Sciences 22.0. The main findings showed that work stress, workplace spirituality, and job satisfaction have a negative relationship.

Milliman et al (2018) research to determine the impact of workplace spirituality on hospitality employee engagement, intent to stay, and service delivery.

The research results showed that spirituality in the workplace has a direct impact on employee engagement and survival intent. The association was found to be related to the provision of employee services, but not their intention to survive.

Research by Afsar and Bader (2017) aims to build and examine a theoretical model that links workplace spirituality, perceived organizational support, and innovative work behavior through perceived organizational fitness.

The research findings showed that workplace spirituality and perceived organizational support positively affected perceived organizational fitness. Spirituality in the workplace supported organizational setting.

Perceived organizational adequacy as a partial mediator between workplace spirituality and innovative work behavior and both perceived organizational support and innovative work behavior.

Zhou and Daling's research (2017) aims to determine how workplace spirituality prevents the harmful relationship between emotional labor and personal well- being.

The main results showed that a negative relationship between superficial representation and personal well- being was moderate with spirituality in the workplace.

Shin and Kumar (2019) research to determine the organizational commitment of employees working in the insurance sectors in India. The main findings confirmed that (9%) the importance of the variable that influences organizational commitment and through which only work- life and career-opportunity policies were found to significantly influence on organizational commitment.

Studies on Organization Commitment

The research conducted by Sufyan (2019) aimed to test the indirect relationship between organizational justice and effective organizational commitment of employees through the mediating effect of job satisfaction and the main results showed that job satisfaction plays the role of mediator between organizational justice and emotional commitment.

Wai et al. (2019) conducted research aimed at revealing the teaching effectiveness of special education teachers through training and exploring the relationship between organizational commitment, job satisfaction, and teaching effectiveness. The main findings showed that private schools attach more importance to teacher training. In- service training of teachers has a significant impact on teacher effectiveness. Effective and normative commitments are mediators between personal educational

effectiveness and job satisfaction, mediated in part by general educational effectiveness and job satisfaction.

Another research conducted by Wenaraja et al. (2018) determines the impact of organizational commitment and job stress on job performance, and partially determines the impact of organizational commitment on employee performance through job satisfaction variables, and determines the impact of stress on job performance through job satisfaction.

Nikbor's research (2017) is to investigate the mediating role of organizational commitment by employees regarding the relationship between organizational culture and organizational performance. The main results showed that the proposed model has an appropriate organizational culture that exceeds its direct impact, and indirectly affects the organizational performance through the mediation of the organizational commitment of employees that the scope of the indirect impact is much higher than the direct impact.

Discuss the results.

The research reached the following results:

The results show that there is a moderate level of appreciation for spirituality in the workplace; the results indicated that the first place in the workplace spirituality variables was compassion with a high degree of appreciation. After that transcendence was highly appreciated. The third place was for purposeful work with a high degree of appreciation. The last rank was for Vigilance at a low rank.

The results show that there is a moderate level of appreciation for individual spirituality. The results are clear that the staff

The results show that there is moderate regulatory compliance; It is noted that the first place in the organizational commitment variables was emotional commitment with a high degree of appreciation. After that continued commitment was a moderate degree of appreciation. The last rank of normative commitment was a medium degree of appreciation.

The results showed that there is a significant effect of individual spirituality and organization among workers in the Ministry of Health hospitals in Jeddah.

The results show that there is a significant influence of spirituality in the workplace on organizational commitment among workers in Ministry of Health hospitals in Jeddah. A finding that is consistent with the findings of the Coquette and Palmer (2019) study that showed that there is a strong linear relationship between workplace spirituality and organizational commitment.

The results show that there is a significant impact of feasible work on organizational commitment among workers in Ministry of Health hospitals in Jeddah. The research believes that meaningful work

leads to job satisfaction and this leads to commitment to organization among workers according to Jane and Lee (2019) while workplace spirituality and job satisfaction had a positive relationship

The results showed that there is a significant effect of transcendence on the organizational commitment of workers in the hospitals of the Ministry of Health in Jeddah.

Research Methods.

The chosen methodology will be quantitative research to investigate the research questions hypothesis. Considering the chosen subject, gathering numerical data is an evident course of action. This data will help the author to interpret the Impact of Individual Spirituality and Workplace Spirituality on Organization Commitment.

The research method chosen will involve the use of a survey in the form of a questionnaire to gather information about research variables.

Research population and samples:

Population of the research includes all employees at the hospitals of the Ministry of Health in Jeddah city.

The questionnaire was distributed electronically, and the data was collected two weeks later, as the number of participants reached (181) employees.

Data Sources:

There are two main methods of collecting data, secondary and primary data. Each type consists of various methods of gathering data. In this research, two methods will be argued.

The Methods of Gathering Data in this Research will depend on the two methods primary and secondary data.

- The primary data will be represented by the development of a questionnaire to measure the variables and dimensions and research hypotheses.
- Secondary data will be represented by the theoretical and field previous studies, as well as books and research on the subject under research in order to develop the theoretical framework and the goal of research dimensions.

Scale

Likert Scale was adopted, which consists of five degrees to determine the extent to which the responders agree or disagrees on each statement in the questionnaire as shown in Table (3.1).

Table 3. 1. Likert Scale

Scale	Low	neutral	High
Degree	1	2	3

In addition, three levels of the relative importance were identified as show in Table (3.2). The following equation used to compute the relative importance:

The length category = (The upper limit of the alternative- the minimum of the alternative) / Number of levels = (3- 1) / 3 = 0.667

Table 3. 2. The Distribution Level of Importance

Level of the importance	Category
$1 - 1.66$	Low
$1.67 - 2.33$	Medium
$2.34- 3$	High

Reliability

To make sure the questionnaire is reliable and measures what it was made to, the questionnaire was subjected to the scale reliability procedure using the Cronbach's Alpha criterion to assess the internal consistency and reliability of the studied construct (Sekaran and Bougie, 2013). The Cronbach' Alpha coefficient reaches (%85.6) which is above the accepted cut- off value (0.70), as suggested by (Sekaran & Bougie, 2013). This indicates that each item is internally consistent and reliable.

Statistical Methods:

Methods of data processing depended on number of statistical analysis techniques that are found in the SPSS program.

1. Descriptive: Frequency, means, standard deviations.
2. Analytical: multi Regression.

Analysis of Demographic Characteristics

This section provides general information regarding the sample of research in terms of (Nationality, Sex, Marital Status, Education Experience, Role, Years in the Organization and Age).

A total of 181 questionnaires were collected, 25 questionnaires have been neglected due to uncompleted answers, 156 questionnaires data were suitable to be tested.

Nationality

Table No.4.1.and figure 2. Show that %93.6 of the samples were Saudi, %6.4 were females.

This research obtained these results because most of the workers at the Ministry of Health hospitals in Jeddah are Saudi more than other nationalities.

Table 4. 1.Nationality

	Frequency	Percent
Saudi	146	93.6
Non- Saudi	10	6.4
Total	156	%100.0

Table 1. samples were Saudi
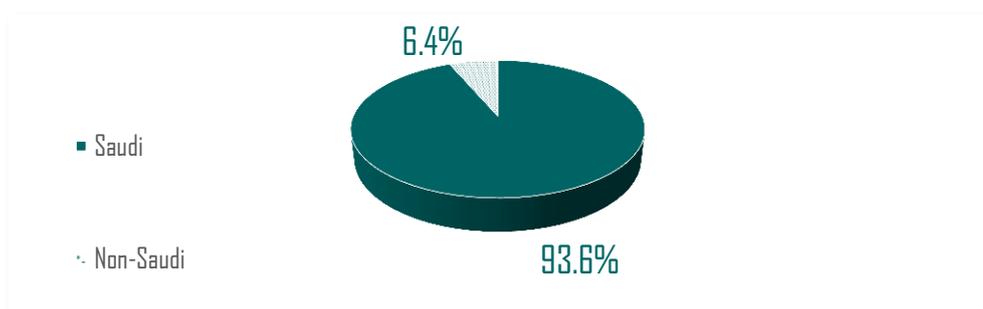

Figure 1. Nationality

Sex

Table 4.2.and figure 3. Show that %57.7 of the samples were males, %42.3 were females.

This research got such results since Saudi society is a conservative society; males are more responsive than females.

Table 4. 2. Sex

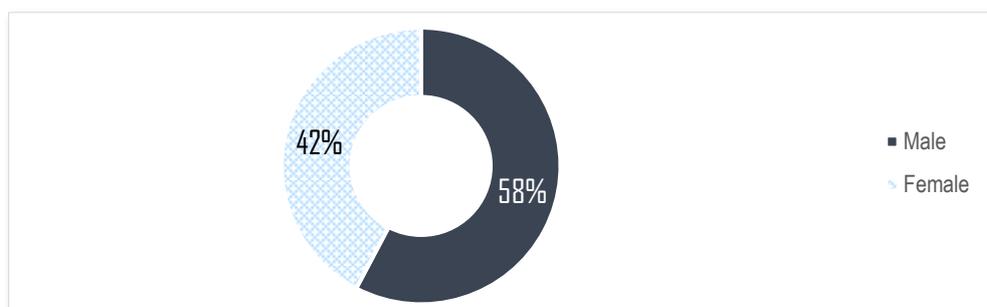|	Frequency	Percent
Male	90	57.7
Female	66	42.3
Total	156	%100

Figure 2. Sex

Marital Status

Table 4.3.and figure 4. show that: %73.1 of the samples were married, %26.9 were Single.

This research shows such results due to fact that the highest percentage of workers individuals in KSA are married.

Table 4. 3. Marital Status

	Frequency	Percent
Married	114	73.1
Single	42	26.9
Total	156	%100

Figure 3. Marital Status

Education Experience

Table No.4.4.and figure 5 Show that: %37.2 hold bachelor's degree, %28.2 of the samples hold Diploma degree, %17.9 holds PhD/ Board Specialist degree, and %16.7holds Master/ Board degree.

This research shows such results due to fact that the highest percentages of workers individuals in KSA are holders of bachelor's degree.

Table 4. 4. Education Experience

	Frequency	Percent
Diploma	44	28.2
Bachelors	58	37.2
Master/ Board	26	16.7
PhD/ Board Specialist	28	17.9
Total	156	%100

Role

Table No.4.5. and figure 6. Show that: %30.8 of the samples work as Physician at the Ministry of Health hospitals in Jeddah, %25.6work as Pharmacists, %16.7 work as Administrations,%15.4 work as Nurse's, and %11.5 of the samples work as Assistant Pharmacy.

The results consistent with the previous results and shows that most sample of the research are Physicians and Pharmacists.

Table 4. 5. Role

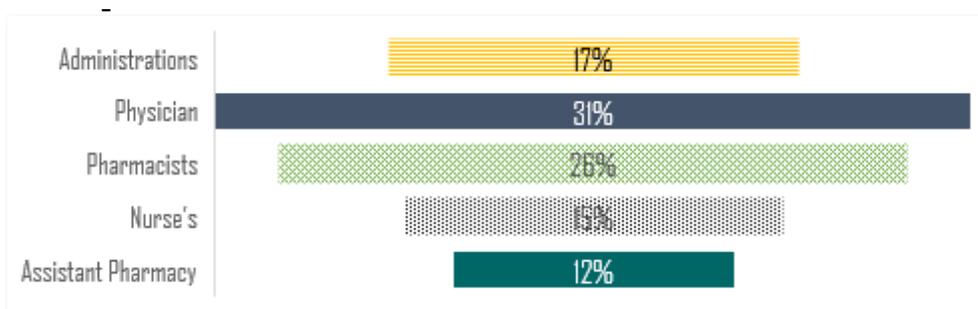|	Frequency	Percent
Administrations	26	16.7
Physician	48	30.8
Pharmacists	40	25.6
Nurse's	24	15.4
Assistant Ph	18	11.5
Total	156	%100

Figure 4. Role

Years in The Organization:

Table No.4.6.and figure 7. Show that: %38.5 of the samples have (11- 20 years) in the Ministry of Health hospitals in Jeddah, %33.3have (3- 10 years), %15.4 have (21- 30 years),%9 have (below 3 years),and %3.8 have (above 30 years) in the Ministry of Health hospitals in Jeddah.

The results show that most of the research sample worked in in the Ministry of Health hospitals in Jeddah for 3- 20 years.

Table No.4.6 Years in the Organization

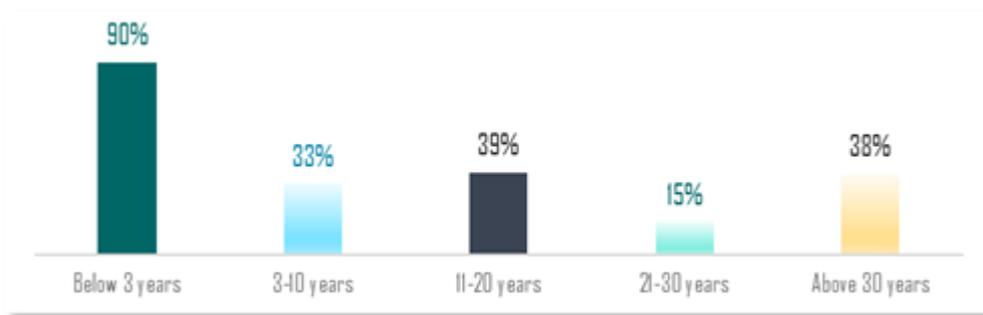|	Frequency	Percent
Below 3 years	14	9.0
3- 10 years	52	33.3
11- 20 years	60	38.5
21- 30 years	24	15.4
Above 30 years	6	3.8
Total	156	%100

Figure 6. Education Experience

Age:

Table No.4.7.and figure 8 show that the majority of the research sample is in the age category (36- 45) (%38.5) followed by category (26- 35) (%33.3), then category (46- 60) (%15.4), and the last age category is (below 25 years) (%9) of the research sample.

This research got such results due to the fact that most of the Saudi nation is young.

Table No.4.7 Age

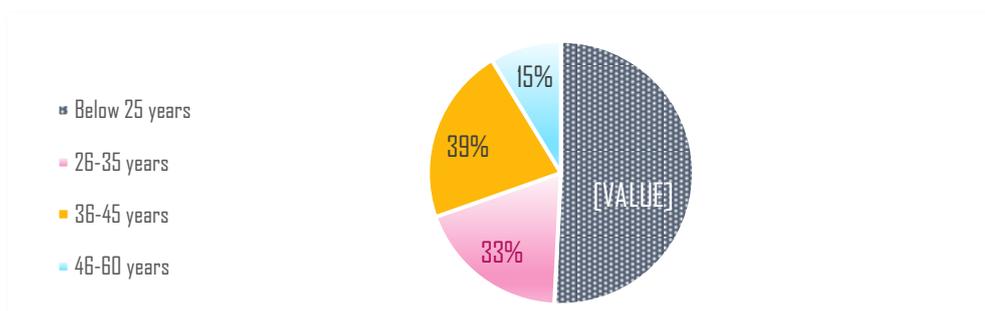|	Frequency	Percent
Below 25 years	14	9.0
26- 35 years	52	33.3
36- 45 years	60	38.5
46- 60 years	24	15.4
Total	156	%100

Figure 8. Age group

Analysis of the Statistical Results

The following tables present the arithmetic mean, standard deviation for the research dependent and independent variable that are related to first part of questionnaire.

Workplace Spirituality

Workplace spirituality has 4 variables that include (Compassion, Mindfulness, Meaningful work, and Transcendence), where they are arranged descending according to the degree of estimation as shown in table (4.8):

Table 4. 6.Means and Std. Deviation of variables of Workplace.

No.	Statement	Mean	Std. Deviation	Rate
1	Compassion	2.556	0.621	High
2	Transcendence	2.466	0.723	High
3	meaningful work	2.439	0.708	High
4	Mindfulness	1.650	0.774	Low
	Average	2.278	0.707	Moderate
	Spirituality where they are arranged descending according to the degree of estimation			

Table No.4.8. indicates attitudes of the sample towards questionnaire statements of Workplace spirituality; Average mean (2.278), S.t (0.707) (Moderate estimation).

It is noted that the first rank in the Workplace spirituality variables was Compassion with mean reach (2.556) Std. (0.621) at high degree of estimation. Next was Transcendence with mean reaches (2.466) Std. (0.723) at high degree of estimation. The third rank was for Meaningful Work with mean reaches (2.439) Std. (0.708) at high degree of estimation. The last rank was for Mindfulness with mean reaches (1.650) Std. (0.774) at low degree of estimation.

The following is a details of Workplace spirituality variables results:

▪ Compassion:

To identify the Compassion Means and Std. Deviation were executed, table (4.9) shows the results:

Table 4. 7.Means and Std. Deviation of Compassion

No.	Statement	Mean	Std.	Rate
1	I can easily put myself in other people	2.487	0.657	High
2	I am aware of and sympathize with other people	2.718	0.530	High
3	I try to help my coworkers relieve their suffering	2.801	0.446	High
4	I am aware of my coworkers	2.218	0.852	Moderate
	Average	2.556	0.621	High

Table No. 4.9. indicates the attitudes of the sample towards questionnaire statements of Compassion; Average mean (2.556), S.t (0.621) (high estimation).

It is noted that Compassion mean ranged [2.218- 2.801] and between (moderate- high) degree of estimation. Paragraph (3) has the highest level of estimation, which stated that "I try to help my coworkers

relieve their suffering", means (2.801), Std. Deviation (0.446). Paragraph (4), was at the lower level which stated, "I am aware of my coworkers" mean was (2.218) Std. Deviation (0.852).

▪ Mindfulness:

To identify the Mindfulness Means and Std. Deviation were executed, table (4.10) shows the results:

Table 4. 8. Means and Std. Deviation of Mindfulness.

No.	Statement	Mean	Std. Deviation	Rate
5	I do jobs or tasks automatically, without being aware of what I am doing.	1.609	0.783	low
6	I find myself working without paying attention.	1.436	0.674	low
7	It seems I am working automatically without much awareness of what I'm doing.	1.904	0.863	Moderate
	Average	1.650	0.774	Low

Table No. 4.10. indicates the attitudes of the sample towards questionnaire statements of Mindfulness; Average mean (1.650), S.t (0.774) (low estimation).

It is noted that Mindfulness mean ranged [1.436- 1.904] and between (low- Moderate) degree of estimation. Paragraph (7) has the highest level of estimation, which stated that "It seems I am working automatically without much awareness of what I'm doing", means (1.904), Std. Deviation (0.863). Paragraph (6), was at the lower level which stated, "I find myself working without paying attention" mean was (1.436) Std. Deviation (0.674).

▪ Meaningful work:

To identify the Meaningful work Means and Std. Deviation were executed, table (4.11) shows the results:

Table 4. 9. Means and Std. Deviation of Meaningful w

No.	Statement	Mean	Std.	Rate
8	I experience joy in my work.	2.404	0.743	High
9	I look forward to coming to work most days.	2.423	0.728	High
10	My spirit is energized by my work.	2.590	0.621	High
11	I understand what gives my work personal meaning.	2.340	0.741	Moderate
	Average	2.439	0.708	High

Table No. 4.11. indicates the attitudes of the sample towards questionnaire statements of Meaningful work; Average mean (2.439), S.t (0.708) (High estimation).

It is noted that Meaningful work mean ranged [2.340- 2.590] and between (Moderate- High) degree of estimation. Paragraph (10) has the highest level of estimation, which stated that "My spirit is energized by my work", means (2.439), Std. Deviation (0.621). Paragraph (11), was at the lower level which stated, "I understand what gives my work personal meaning" mean was (2.340) Std. Deviation (0.741).

- Transcendence:

To identify the Transcendence Means and Std. Deviation were executed, table (4.12) shows the results

Table 4. 10. Means and Std. Deviation of Transcendence

No.	Statement	Mean	Std. Dev.	Rate
12	I experience moments at work where everything is blissful.	2.301	0.766	Moderate
13	At times, I experience happiness at work.	2.506	0.714	High
14	I have moments at work in which I have no sense of time or	2.417	0.762	High
15	At moments, I experience complete joy and ecstasy at work	2.641	0.652	High
	Average	2.466	0.723	High

Table No. 4.12. indicates the attitudes of the sample towards questionnaire statements of Transcendence; Average mean (2.466), S.t (0.723) (High estimation).

It is noted that Transcendence mean ranged [2.301- 2.641] and between (Moderate- High) degree of estimation. Paragraph (15) has the highest level of estimation, which stated that "At moments, I experience complete joy and ecstasy at work", means (2.641), Std. Deviation (0.652). Paragraph (12), was

at the lower level which stated, "I experience moments at work where everything is blissful" mean was (2.301) Std. Deviation (0.766).

Individual Spirituality:

To identify the Individual Spirituality Means and Std. Deviation were applied, table (4.13). shows the results:

No.	Statement	Mean	Std. Dev.	Rate
16	I feel God's presence.	2.846	0.457	High
17	I find strength in my religion or spirituality.	2.724	0.563	High
18	I feel deep inner peace or harmony.	2.699	0.584	High
19	I ask for God's help in the midst of daily activities.	2.769	0.519	High
20	I am spiritually touched by the beauty of creation.	2.827	0.442	High
21	I feel thankful for my blessings.	2.128	0.948	Moderate
22	I feel a selfless caring for others.	1.923	0.891	Moderate
	Average	2.560	0.629	High

Table 4. 11. Means and Std. Deviation of the Individual Spirituality

Table No. 4.13. indicates the attitudes of the sample towards questionnaire statements of Individual Spirituality; Average mean (2.560), S.t (0.629) (high estimation).

It is noted that Individual Spirituality mean ranged [1.923- 2.846] and between (moderate- high) degree of estimation. Paragraph (16) has the highest level of estimation, which stated that: "I feel God's presence" mean (2.846), Std. Deviation (0.629). Paragraph (22), was at the lower level which stated, "I feel a selfless caring for others" mean was (1.923) Std. Deviation (0.891).

Organizational Commitment

Organizational Commitment has 3 variables that include (Affective commitment, Normative commitment, and Continuance commitment), where they are arranged descending according to the degree of estimation as shown in table (4.14).

Table 4. 12. Means and Std. Deviation of variables of Organizational Commitment.

No.	Statement	Mean	Std. Dev.	Rate
1	Affective commitment	2.372	0.759	High
2	Continuance commitment	2.085	0.871	Moderate
3	Normative commitment	2.066	0.854	Moderate
	Average	2.174	0.828	Moderate
	Organization Commitment arranged descending according to the degree of estimation			

Table No.4.14. indicates attitudes of the sample towards questionnaire statements of Organizational Commitment; Average mean (2.174), S.t (0.828) (Moderate estimation).

It is noted that the first rank in the Organizational Commitment variables was Affective commitment with mean reach (2.372) Std. (0.759) at high degree of estimation. Next was Continuance commitment with mean reaches (2.085) Std. (0.871) at moderate degree of estimation. The last rank was for Normative commitment with mean reaches (2.066) Std. (0.854) at moderate degree of estimation.

The following is a details of Organizational Commitment variables results:

▪ **Affective commitment:**

To identify the Affective commitment Means and Std. Deviation were executed, table (4.15) shows the results:

Table 4. 13. Means and Std. Deviation of Affective commitment

No.	Statement	Mean	Std. Dev.	Rate
23	I am proud to tell others that I am part of this organization	2.417	0.727	High
24	I have a strong affection for this organization.	2.391	0.758	High
25	I feel like "part of the family" at my organization	2.308	0.792	Moderate
	Average	2.372	0.759	High

Table No. 4.15. indicates the attitudes of the sample towards questionnaire statements of Affective commitment; Average mean (2.372), S.t (0.759) (high estimation).

It is noted that Affective commitment mean ranged [2.308- 2.417] and between (moderate- high) degree of estimation. Paragraph (23) has the highest level of estimation, which stated that "I am proud to tell others that I am part of this organization", means (2.417), Std. Deviation (0.727). Paragraph (25), was at the lower level which stated, "I feel like "part of the family" at my organization" mean was (2.308) Std. Deviation (0.792).

- Normative commitment:

To identify the normative commitment Means and Std. Deviation were executed, table (4.16) shows the results:

Table 4. 14. Means and Std. Deviation of Normative commitment

No.	Statement	Mean	Std. Dev.	Rate
26	Even if it were to my advantage, it would not be right to leave	2.231	0.818	Moderate
27	I would not leave my organization right now because I have a	2.045	0.875	Moderate
28	If I got another offer for a better job elsewhere, I would not feel	1.923	0.869	Moderate
	Average	2.066	0.854	Moderate

Table No. 4.16. indicates the attitudes of the sample towards questionnaire statements of Normative commitment; Average mean (1.650), S.t (0.774) (Moderate estimation).

It is noted that Normative commitment mean ranged [1.923- 2.231] with Moderate degree estimation for all Paragraphs. Paragraph (26) has the highest level of estimation, which stated that "Even if it were to my advantage, it would not be right to leave my organization now", means (2.231), Std. Deviation (0.818). Paragraph (28), was at the lower level which stated, "If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization" mean was (1.923) Std. Deviation (0.869).

- Continuance commitment:

To identify the Continuance commitment Means and Std. Deviation were executed, table 4.17. shows the results:

Table 4. 15. Means and Std. Deviation of Continuance commitment.

No.	Statement	Mean	Std. Dev.	Rate
29	I remain in this organization because I feel that it would not be	2.077	0.862	Moderate
30	I believe that I have just a few options to consider leaving this	2.045	0.897	Moderate
31	I remain in this organization because I feel that I have a few	2.039	0.894	Moderate
32	I do not leave this organization due to the losses that I would	2.180	0.831	Moderate
	Average	2.085	0.871	Moderate

Table No. 4.17. indicates the attitudes of the sample towards questionnaire statements of Continuance commitment; Average mean (2.085), S.t (0.871) (Moderate estimation).

It is noted that Continuance commitment mean ranged [2.039- 2.180] with Moderate degree estimation for all Paragraphs. Paragraph (32) has the highest level of estimation, which stated that "I do not leave this organization due to the losses that I would incur in that case", means (2.180), Std. Deviation (0.831). Paragraph (31), was at the lower level which stated, "I remain in this organization because I feel that I have a few opportunities in other organizations", mean was (2.039) Std. Deviation (0.894).

Hypothesis AnalysisFirst Hypothesis.

H1. There is a significant Impact of Individual Spirituality on Organization Commitment among workers at the hospitals of the Ministry of Health in Jeddah city.

To test this hypothesis, multi regression used to find out if there is a statistically significant impact of Individual Spirituality on Organization Commitment among workers at the hospitals of the Ministry of Health in Jeddah city at significance level ($\alpha \leq 0.05$).

Table 4.18. Model Summary first hypothesis

Model	R	R^2	Adjusted R Square	Std. Error of
1	.432[a]	0.187	0.181	0.45832
a. Predictors: (Constant), Individual_ Spirituality				

Table No. 4.18. shows the value of the Regression coefficient between the independent & dependent variable, reaching its value (0.432) as shown, the value of the coefficient of determination (R^2) reaches value of (0.187). That is indicates that %18.7 of changes in dependent variable caused by independent variables.

Table 4.19. represents the results of analysis of independent variable Individual Spirituality on Organization Commitment (Affective commitment, Normative Commitment, Continuous Commitment) among workers at the hospitals of the Ministry of Health in Jeddah city to test the significance of regression model:

Table 4.19. ANOVAa Individual Spirituality on Organization Commitment

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.426	1	7.426	35.352	.000 [b]
Residual	32.349	154	.210		
Total	39.776	155			
a. Dependent Variable: Commitment					
b. Predictors: (Constant), Individual Spirituality					

Table 4.19. analysis of variance, which aims to identify the independent variable Individual Spirituality on dependent variable Commitment of statistical through examined (F).

The Examined (F) value was equal to (35.352) with possibility value (0.00) which is lower than the specific value (0.05), and that shows that there is a significant impact exists at significance level ($\alpha \leq$ 0.05).

Therefore, we reject the null hypothesis and accept the alternative:

There is a significant Impact of Individual Spirituality and on Organization Commitment (Affective commitment, Normative Commitment, Continuous Commitment) among workers at the hospitals of the Ministry of Health in Jeddah city

Second Hypothesis.

H2. There is a significant Impact of workplace Spirituality (Compassion, Mindfulness, Meaningful Work, and Transcendence) on Organization Commitment (Affective commitment, Normative Commitment, Continuous Commitment) among workers at the hospitals of the Ministry of Health in Jeddah city.

To test this hypothesis, multi regression used to find out if there is a statistically significant impact of workplace Spirituality (Compassion, Mindfulness, Meaningful Work, and Transcendence) on Organization Commitment (Affective commitment, Normative Commitment, Continuous Commitment) among workers at the hospitals of the Ministry of Health in Jeddah city at significance level ($\alpha \leq$ 0.05).

Table 4.20. Model Summary Second hypothesis

Model	R	R^2	Adjusted R Square	Std. Error of the
1	.600[a]	0.360	0.339	0.41201
a. Predictors: (Constant), Individual_ Spirituality, Mindfulness, Compassion, Transcendence, Meaningful				

Table No. 4.20. shows the value of the Regression coefficient between the independent & dependent variable, reaching its value (0.600) as shown, the value of the coefficient of determination (R^2) reaches value of (0.360). That's indicates that %36 of changes in dependent variable caused by independent variables.

Table 4.21. represents the results of analysis of independent variables (Compassion, Mindfulness, Meaningful Work, and Transcendence) on Organization Commitment (Affective commitment, Normative Commitment, Continuous Commitment) among workers at the hospitals of the Ministry of Health in Jeddah city to test the significance of regression model:

Table 4.21. ANOVAa independent variables on Organization Commitment

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	14.313	5	2.863	16.863	.000 [b]
Residual	25.463	150	.170		
Total	39.776	155			
a. Dependent Variable: Commitment					

b. Predictors: (Constant), Mindfulness, Compassion, Transcendence, Meaningful work

Table 4.21. analysis of variance, which aims to identify the workplace Spirituality variable on Commitment of statistical through examined (F).

The Examined (F) value was equal to (16.863) with possibility value (0.00) which is lower than the specific value (0.05), and that shows that there is a significant impact exists at significance level ($\alpha \leq$ 0.05).

Therefore, we reject the null hypothesis and accept the alternative:

There is a significant Impact of workplace Spirituality (Compassion, Mindfulness, Meaningful Work, and Transcendence) on Organization Commitment (Affective commitment, Normative Commitment, Continuous Commitment) among workers at the hospitals of the Ministry of Health in Jeddah city.

Thus, it can be said that at least one independent variable the factors (Compassion, Mindfulness, Meaningful Work, and Transcendence) could have significant impact on dependent variables, and this is determined by a significant multiple regression test equation coefficient.

❖ **Multivariate Regression:**

Table 4.22 shows the values of the regression coefficients for the capabilities and the statistical tests.

Table 4.22. Coefficients Multivariate Regression sub variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std.	Beta		
(Constant)	.103	.327		.316	.752
Compassion	- .015-	.105	- .010-	- .140-	.889
Mindfulness	.070	.065	.071	1.076	.284
Meaningful work	.300	.093	.314	3.227	.002
Transcendence	.172	.084	.188	2.038	.043
Individual Spirituality	.328	.115	.214	2.855	.005
a. Dependent Variable: Commitment					

Sub Hypothesis.

H2.1. There is a significant Impact of Compassion on Organization Commitment among workers at the hospitals of the Ministry of Health in Jeddah city.

Table (4.22) shows that there is no significant impact of Compassion on Organization Commitment among workers at the hospitals of the Ministry of Health in Jeddah city, where calculated t

value was (0.140) lower than its tabular value (1.984) at significance level (0.889) which is higher than the specific value ($\alpha \leq 0.05$).

H2.2. There is a significant Impact of Mindfulness on Organization Commitment among workers at the hospitals of the Ministry of Health in Jeddah city.

Table (4.22) shows that there is no significant impact of Mindfulness on Organization Commitment among workers at the hospitals of the Ministry of Health in Jeddah city, where calculated t value was (1.076) lower than its tabular value (1.984) at significance level (0.284) which is higher than the specific value ($\alpha \leq 0.05$).

H2.3. There is a significant Impact of Meaningful Work on Organization Commitment among workers at the hospitals of the Ministry of Health in Jeddah city.

Table (4.22) shows that there is significant impact of Meaningful Work on Organization Commitment among workers at the hospitals of the Ministry of Health in Jeddah city, where calculated t value was (3.227) higher than its tabular value (1.984) at significance level (0.002) which is lower than the specific value ($\alpha \leq 0.05$).

H2.4. There is a significant Impact of Transcendence on Organization Commitment among workers at the hospitals of the Ministry of Health in Jeddah city.

Table (4.22) shows that there is significant impact of Transcendence on Organization Commitment among workers at the hospitals of the Ministry of Health in Jeddah city, where calculated t value was (2.038) higher than its tabular value (1.984) at significance level (0.043) which is lower than the specific value ($\alpha \leq 0.05$).

Discuss results.

The research reaches the following results:

The results show that there is a moderate level of estimation of workplace spirituality; the results clear that the first rank in the Workplace spirituality variables was Compassion at high degree of estimation. Next was Transcendence at high degree of estimation.

The results show that there is a Moderate level of estimation of Individual Spirituality; the results clear that the employees

The results show that there is a significant Impact of Individual Spirituality and on Organization among workers at the hospitals of the Ministry of Health in Jeddah city.

The results show that there is a significant Impact of workplace Spirituality on Organization Commitment among workers at the hospitals of the Ministry of Health in Jeddah city. It is a result consistent with the findings of Kokt & Palmer (2019) study which showed that there is a strong linear relationship between workplace spirituality and organizational commitment.

The results show that there is no significant impact of Compassion on Organization Commitment among workers at the hospitals of the Ministry of Health in Jeddah city.

The results show that there is significant impact of Meaningful Work on Organization Commitment among workers at the hospitals of the Ministry of Health in Jeddah city. The research thinks that Meaningful Work leads to job satisfaction and that leads to Organization Commitment among workers according to Jin & Lee (2019) while workplace spirituality and job satisfaction have had a positive relationship. The result also consistent with the findings of Milliman et al (2018)

The results show that there is significant impact of Transcendence on Organization Commitment among workers at the hospitals of the Ministry of Health in Jeddah city.

Recommendations:

Depending on results the research reaches the following recommendations:

- Employees should be more aware of their coworkers, and of the nature of their Job.
- The hospitals of the Ministry of Health in Jeddah city should be more spirituality in the relations with their employees to let them understand what gives their work personal meaning.
- The hospitals of the Ministry of Health in Jeddah city should be more spirituality in the relations with their employees to let them feel like "part of the family" at their organization.
- It is suggested that the Jeddah Hospitals Department work to make the work environment more conducive to the job stability of the employees.
- The researcher recommends future researches to execute more researches related to Individual Spirituality and Workplace Spirituality in related to Organization performance and employee's turnover.

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