

## Workplace Spirituality as a Determinant of Organizational Sustainability and Person-Job Fit among Nurses: Comparative Study

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### Abstract

**Background:** Workplace spirituality is one of the most important issues that improves organizational sustainability and nurses' job fit. **Aim:** To explore the influence of workplace spirituality on organizational sustainability and person-job fit among nurses at Gastroenterology Surgical Center and Health Insurance Hospital. **Design:** Descriptive correlational comparative design. **Setting:** The study was carried out at Gastroenterology Surgical Center and Health Insurance Hospital at Mansoura City. **Subject:** All nurses working in Gastroenterology Surgical Center (120) and Health Insurance Hospital (175) who meet the criteria of having a minimum of one year of experience were included in the study. **Tools:** Three tools were used; Workplace Spirituality Scale, Organizational Sustainability Scale, and Person-Job Fit Scale. **Results:** A statistically significant positive correlation was observed between workplace spirituality and organizational sustainability at both study hospitals. Dimensions of workplace spirituality had significant relationship with dimensions of organizational sustainability. Also, a statistically significant positive correlation was found between workplace spirituality and person-job fit in both hospitals. There were statistically significant relations among all items of workplace spirituality and all items of person-job fit at both study hospitals. In addition to that, Gastroenterology Surgical Center has the highest mean score of total workplace spirituality, total organizational sustainability and total person-job fit in comparison to Health Insurance Hospital. **Conclusion:** Workplace spirituality has a significant influence on increasing organizational sustainability and person-job fit. **Recommendations:** Enhancing organizational sustainability through effective utilization of human resources practices including strategic human resource planning, selective hiring and in-depth training.

**Keywords:** Nurses, Organizational sustainability, Person-job fit & Workplace spirituality.

### Introduction

In the workplace, spirituality is regarded as a crucial component of nurses' life. They express their innermost selves through a sense of community and belonging at work, which is the essence of their spirituality at work. Organizations that offer their staff members greater possibilities for spiritual growth usually perform better than others (Moez, et al., 2024).

Spirituality is the basic feeling of maintaining harmony with one's own self, others, and all the world. It can offer a venue for nurses to exhibit or adhere to a cultural path that fosters mutual respect and growth. It also supports work design and provides assistance with the team and community building (Khalaaf, et al., 2022).

Workplace spirituality is a condition that can give nurses purpose or guidance, as well as feelings of support, understanding, connection or inner wholeness. It means that nurses have an inner life that is nurtured by meaningful work and enables them to live their values completely at work (Ali, et al., 2021). It also entails exerting effort to discover nurses' life essential purpose, strengthening their bonds with coworkers and other professionals, and

maintaining alignment between the organizational values and nurses' main beliefs (El-Guindy & Basiony, 2020).

Workplace spirituality includes five dimensions as follows; sense of pleasure at work, opportunities for inner life, team's sense of bonding, contribution to community, and congruence between values (Mumtaz, 2017).

Sense of pleasure at work means gratification sense at work. Opportunities for inner life, contains descriptions of how the organization honors each person's spirituality and spiritual values. Team's sense of bonding refers to group spirit, members' concern for one another, shared objectives and sense of community. Contribution to community means that the individual work is beneficial to the community and aligns with their personal ideals. While congruence between values refers to the alignment of organizational values with individuals' values and inner life (Nwanzu & Babalola, 2021).

Workplace spirituality illuminates underlying values, a sense of wholeness and connection. Additionally, it looks at the purpose of a nurse's life, the value of relations with peers and others in the workplace, the consistency of one's personal values, and the working

environment. Further, workplace spirituality acknowledges that nurses have a distinct inner self that gradually develops as a result of meaningful job. Moreover, workplace spirituality facilitates the effective development of organizational sustainability (Hafez, et al, 2022).

Opportunities for organizations to maintain their competitiveness arise from organizational sustainability. It concerned with managing new information about practices and ideas that can improve work. Organizational sustainability is a thorough organizational strategy that improves the ability to respond to social, environmental, economic, and institutional dynamics by achieving skilled leadership, a talented workforce, organizational behavior, resources and a culture that address sustainability issues and mold the sustainability of the organization as a whole (Rahman, et al., 2022).

Organizational sustainability is the ability of an organization to integrate social, economic, and environmental aspects into its strategy in order to fulfill its objectives and enhance long-term value (Sumathi & Sumathi, 2022). It contains six dimensions, namely, financial sustainability, environmental management sustainability, pollution control measures, governance sustainability, public related sustainability and employee related sustainability (Nawaz & Koc, 2018).

**Financial sustainability** are ongoing strategies for generating income, the potential for profit, and the desire to reinvest in the organization for its progress.

**Environmental management sustainability** includes suitable ventilation system, use of the best possible transportation to maintain clean air, proper water recycling system, and organization's consideration of sustainable development.

**Pollution control measures** are the organization's consideration for proper solid waste management, electronic waste management, and recycling systems for different types of waste, as well as its intention to not pollute the environment.

**Governance sustainability** includes non-migrating employees in top management and higher nurses' retention. **Public related sustainability** is the commitment of the organization to promote public safety and security, uphold local culture and safeguard human rights.

**Employee related sustainability** are suitable work-life balance, gender equality in the organization, job training, development and security, and safety training measures (Balasubramanian & Balaji, 2022).

Workplace spirituality is also a predictor of person job fit. Nurses that work in spiritual environments feel more connected to one another, have their spiritual and mystical needs met, and are more inclined to participate in meaningful labor that

upholds accountability, respect, honesty, and personal growth (Carlo, et al., 2020).

Person job fit (P-J fit) is defined as the extent to which nurses' needs, preferences, values, abilities, skills and knowledge align with those of the job. The P-J fit explains how well a nurse's personal qualities compatible with the demands of their job (Li, et al., 2024). P-J fit comprises two dimensions: the demands-abilities (DA) fit which refers to the compatibility of nurses' skills, knowledge and abilities with the job requirements or demands, and need-supplies (NS) fit which matches the job nature with the nurses' desires, needs, or favorites (Khan, et al., 2023). Moreover, the person job fit theory highlights the process of selecting employees for certain positions by emphasizing how nurses' qualities match work tasks (Pattanawit, 2021).

Moreover, higher P-J fit nurses exhibit more enthusiasm for their profession and have more positive relationships with their workplace than lower P-J fit nurses (Guo & Hou, 2022). In this supportive work environment, nurses can get compliments on their work from their managers or others, which could give them confidence in their ability to do tasks well (Park & Hai, 2023).

### Significance of the study:

Workplace spirituality is a worldwide phenomenon that organizations need to take into account. Workplace spirituality not only be beneficial to nurses and healthcare organizations, but also contribute in a meaningful way to community at large. Since nowadays nurses strive for achieving several significant objectives in the workplace, such as sense of community, feeling that their work is meaningful and healthy interpersonal relationships. In this regard, workplace spirituality connects the nurses to each other and to the workplace, fulfills their needs and thereby facilitates the effective development of organizational sustainability and person job fit. Therefore, nurses engage in more positive relationships and have a greater beneficial impact on the workplace.

However, the impact of workplace spirituality on organizational sustainability and P-j fit among nurses is still under-researched. Such dearth hinders us from achieving a better understanding of how workplace spirituality enhances organizational sustainability and person-job fit among nurses. Therefore, investigating workplace spirituality and its influence on organizational sustainability and person-job fit among nurses constitutes important contribution to the field.

### Aim of the study

The study aims to explore the influence of workplace spirituality on organizational sustainability and

person-job fit among nurses at Gastroenterology Surgical Center and Health Insurance Hospital.

#### Research questions

- 1- What is the influence of workplace spirituality on organizational sustainability?
- 2- What is the influence of workplace spirituality on person-job fit?
- 3- What are the differences at both studied hospitals regarding the influence of workplace spirituality on organizational sustainability and person-job fit?

### Subject and Methods

#### Research Design:

A descriptive correlation comparative research design was utilized.

#### Setting:

The study conducted at two hospitals: Gastroenterology Surgical Center with bed capacity 127 beds and Health Insurance Hospital with 360 beds. These hospitals in the Delta Region which provide a wide range of health services.

#### Subject:

All nurses working in Gastroenterology Surgical Center (n=120) and Health Insurance Hospital (n=175) at Mansoura city who meet the criteria of having at least one year experience and being available at time of data collection participated in the study. Their whole numbers were 295 nurses.

#### Tools of data collection:

Three tools used for data collection, namely; Workplace Spirituality Scale, Organizational Sustainability Scale, and Person-Job Fit Scale.

#### Workplace spirituality scale.

It was divided into two parts:

**The first part:** It was used to identifying personal characteristics of the nurses as age, educational qualifications and years of experience.

**The second part:** It was developed by **Rego & Cunha (2008)**. To examine nurses' perceptions of workplace spirituality. It includes 19 items grouped under five dimensions as follows: Team's sense of Bonding (5 items), Congruence between values (6 items), Contribution to community (4 items), Sense of pleasure at work (2 items) and Opportunities for inner life (2 items). The responses were measured on 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

#### Organizational sustainability scale.

It was developed by **Balasubramanian & Balaji (2022)** to measure nurses' perception of organizational sustainability. It includes 25 items grouped under six dimensions as follows: Financial sustainability (4 items), Governance sustainability (4

items), Environmental management sustainability (4 items), Pollution control Measures (4 items), Employee related sustainability (5 items), and Public related sustainability (4 items). Every item was assessed on a Five Point Likert Scale ranging from 1 (strongly disagree) to 5 (strongly agree).

#### Person-job Fit Scale.

It was developed by **Cable & DeRue (2002)** to assess nurses' job fit perception. It includes six items grouped under two-dimensional subscales including: needs-supplies fit (3 items) and demands-abilities fit (3 items). Each scale item was rated using a Five-Point Likert-Scale ranging from 1 (strongly disagree) to 5 (strongly agree).

#### Validity and reliability:

The tools were translated into Arabic by the researchers and tested for its content, face, validity, and relevance by five experts in Nursing Administration from Faculty of Nursing Mansoura University, and the necessary changes were made. Cronbach's alpha test was used to determine the reliability of the tools. It was (0.91) for workplace spirituality scale, (0.83) for organizational sustainability scale, and (0.92) for person-job fit scale.

#### Pilot study:

A pilot study conducted on 10% of the study sample from different units at Gastroenterology Surgical Center and Health Insurance Hospital to test the feasibility and clarity of the tools that selected randomly and excluded from the study sample. Necessary modifications were done accordingly.

#### Field work description:

Data was collected through meeting with the nurses and explaining the purpose of the study to them. The questionnaire sheets allocated to participants discretely in their job places, and each sheet taken 15-20 minutes to be answered. Data was collected in two months starting from the beginning of February to the end of March 2024.

#### Ethical consideration:

The Research Ethical Committee of the Faculty of Nursing at Mansoura University provided ethical approval. The director of the both hospitals granted official permission to carry out the study. All study subjects provided written informed consent and were informed that their participation was voluntary and that they had the right to withdraw at any time. All participants were assured that the collected data would be kept confidential, and that the study subject privacy would be protected at all stages of the study.

## Results

Table (1): Personal characteristics of nurses at both studied hospitals (n=295).

Characteristics	Gastroenterology Surgical Center (n= 120)		Health Insurance Hospital (n= 175)		X <sup>2</sup> / p
	No	%	No	%	
<b>Age</b>					
- 20-30	99	82.5	71	40.6	51.30/ 0.000**
- 31-40	19	15.8	96	54.8	
- >40	2	1.7	8	4.6	
<b>Educational qualification</b>					
- Secondary nursing school	4	3.3	17	9.7	36.97/0.000**
- Technical nursing institute	70	58.4	42	24.0	
- Bachelor of nursing	46	38.3	114	65.1	
- Master's degree	0	0.0	2	1.2	
<b>Years of experience</b>					
- 1-5	8	6.7	8	4.6	124.83/0.000**
- 6-10	93	77.5	26	14.8	
- >10	19	15.8	141	80.6	
<b>Marital status</b>					
- Single	16	13.3	17	9.7	10.16/0.02*
- Married	99	82.5	140	80.0	
- Widowed	5	4.2	5	2.9	
- Divorced	0	0.0	13	7.4	

\* Statistically significant ( $p \leq 0.05$ )\*\* Highly statistically significant ( $p \leq 0.01$ )

Table (2): Mean score of nurses' perceptions in relation to workplace spirituality, organizational sustainability and person-job fit at both study hospitals

Workplace spirituality dimensions	Gastroenterology Surgical Center (n= 120)	Health Insurance Hospital (n= 175)	T	p
	Mean±SD	Mean±S.D		
Team's sense of Bonding	20.72±2.05	17.77±3.85	7.68	<b>0.000**</b>
Congruence between values	23.75±2.04	20.14±4.94	7.58	<b>0.000**</b>
Contribution to community	15.68±1.95	14.03±2.98	5.30	<b>0.000**</b>
Sense of pleasure at work	7.08±1.48	6.91±1.90	0.82	0.14
Opportunities for inner life	8.36±1.60	6.90±1.88	6.93	<b>0.000**</b>
<b>Total</b>	<b>75.58±7.52</b>	<b>65.75±13.58</b>	<b>7.21</b>	<b>0.000**</b>
<b>organizational sustainability dimensions</b>				
Financial sustainability	15.99±2.24	12.37±4.05	8.88	<b>0.000**</b>
Governance sustainability	16.08±1.93	12.14±3.81	10.44	<b>0.000**</b>
Environmental management sustainability	15.42±1.61	12.38±3.93	8.01	<b>0.000**</b>
Pollution control Measures	14.82±1.33	12.7±3.81	5.85	<b>0.000**</b>
Employee related sustainability	19.92±1.7	16.23±4.75	8.15	<b>0.000**</b>
Public related sustainability	15.60±1.52	12.48±3.75	8.64	<b>0.000**</b>
<b>Total</b>	<b>97.83±7.90</b>	<b>78.30±22.27</b>	<b>9.21</b>	<b>0.000**</b>
<b>Person-job Fit dimensions</b>				
Needs-supplies Fit	10.69±1.14	9.94±3.27	41.2	0.01**
Demands-abilities Fit	10.81±1.09	10.07±3.35	2.32	0.02*
<b>Total</b>	<b>21.50±2.17</b>	<b>20.02±6.52</b>	<b>2.40</b>	<b>0.01**</b>

\* Statistically significant ( $p \leq 0.05$ )\*\* Highly statistically significant ( $p \leq 0.01$ )

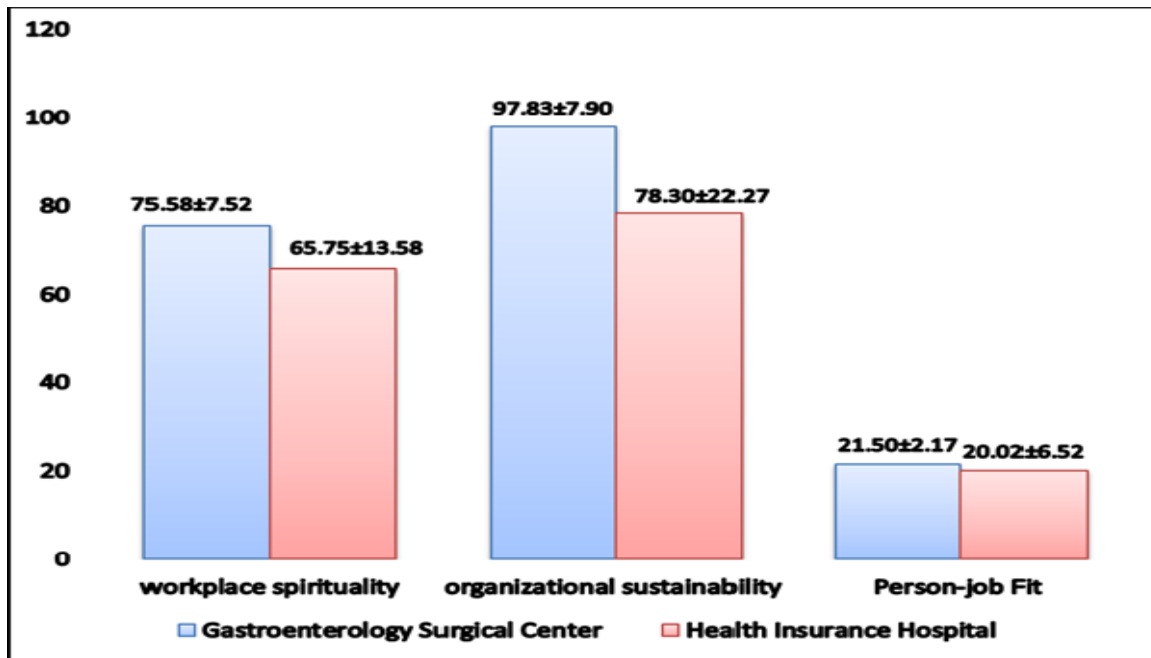


Figure (1): Total workplace spirituality, total organizational sustainability and total person-job fit mean score at both study hospitals.

Organizational sustainability	Workplace spirituality									
	Gastroenterology Surgical Center (n= 120)					Health Insurance Hospital (n=175)				
	Team's sense of bonding	Congruence between values	Contribution to community	Sense of pleasure at work	Opportunities for inner life	Team's sense of bonding	Congruence between values	Contribution to community	Sense of pleasure at work	Opportunities for inner life
Financial sustainability	0.000**	0.458	0.019*	0.138	0.002**	0.000**	0.000**	0.000**	0.000**	0.000**
Governance sustainability	0.032*	0.825	0.373	0.519	0.804	0.000**	0.000**	0.000**	0.000**	0.000**
Environmental management sustainability	0.007**	0.090	0.000**	0.316	0.002**	0.000**	0.000**	0.000**	0.000**	0.000**
Pollution control Measures	0.000**	0.220	0.098	0.014*	0.016*	0.000**	0.000**	0.000**	0.000**	0.000**
Employee related sustainability	0.000**	0.003**	0.000**	0.023*	0.027*	0.000**	0.000**	0.000**	0.001**	0.000**
Public related sustainability	0.000**	0.022*	0.000**	0.122	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**
<b>Person-job Fit</b>										
Needs-supplies Fit	0.008**	0.006**	0.000**	0.000**	0.001**	0.000**	0.000**	0.000**	0.000**	0.001**
Demands-abilities Fit	0.008**	0.000**	0.000**	0.007**	0.029*	0.000**	0.000**	0.000**	0.001**	0.000**

\* Statistically significant ( $p \leq 0.05$ )

\*\* Highly statistically significant ( $p \leq 0.01$ )

**Table (4): Relationship among workplace spirituality, organizational sustainability, person-job fit and personal characteristics of nurses at both study hospitals (n=295).**

Characteristics	Gastroenterology Surgical Center (n=120)			Health Insurance Hospital (n=175)		
	Total workplace spirituality score	Total organizational sustainability score	Total Person-job Fit score	Total workplace spirituality score	Total organizational sustainability score	Total Person-job Fit score
<b>Age</b>						
- 20-30	75.48±7.51	97.84±8.02	21.6±2.06	69.18±11.93	88.75±20.05	22.15±5.18
- 31-40	76.47±7.95	98.42±7.57	21.26±2.66	65.57±12.02	71.59±21.45	18.60±6.35
- >40	72.00±4.24	91.50±2.12	19.00±0.001	37.50±12.95	66.00±12.96	18.00±12.8
<b>F value / p</b>	0.37/0.96	0.69/0.50	1.55/0.22	24.99/0.000**	15.63/0.000**	6.88/0.001**
<b>Marital status</b>						
- Single	78.38±6.95	95.13±5.20	22.44±4.05	71.00±14.42	87.59±26.10	21.94±5.88
- Married	74.72±7.46	98.20±8.38	21.32±1.73	66.24±12.79	78.61±22.14	19.26±6.25
- Widowed	83.80±1.10	99.00±0.01	22.00±0.01	53.60±6.02	57.00±21.91	17.40±10.41
- Divorced				58.31±18.03	71.00±8.90	26.69±4.40
<b>F value / p</b>	5.07/0.008**	1.10/0.34	1.99/0.14	3.71/0.01**	3.09/0.03*	6.49/0.000**
<b>Educational qualification</b>						
- Nursing school diploma	70±3.37	91.25±1.26	19.5±0.58	63.71±8.03	73.59±10.37	21.82±7.76
- Technical nursing institute	74.27±7.65	101.46±5.33	21.03±1.96	67.67±10.72	86.83±18.67	22.26±3.7
- Bachelor of nursing	78.07±6.87	92.87±8.48	22.39±2.23	65.46±15.18	75.84±24.2	18.89±6.95
- Master degree				59.5±0.71	79±0	22±0
<b>F value / p</b>	4.99/0.008**	25.03/0.000**	8.13/0.000	0.56/0.64	2.86/0.04*	3.43/0.02*
<b>years of experience</b>						
- 1-5	76.13±7.77	86.38±5.63	20.5±2.27	70.88±9.42	85.38±7.63	21.25±4.4
- 6-10	76.3±7.49	99.48±7.62	21.74±2.05	68.23±13.89	86.69±21.63	21.19±4.86
- >10	71.84±6.75	94.53±4.45	20.74±2.47	65.01±13.68	76.35±22.59	19.73±6.88
<b>F value / p</b>	2.88/0.06	14.94/0.000**	2.68/0.07	1.22/9.29	2.85/0.06	0.69/0.49

\* Statistically significant ( $p \leq 0.05$ )

\*\* Highly statistically significant ( $p \leq 0.01$ )

**Table (5): Correlation of workplace spirituality, organizational sustainability and person-job fit at both studied hospitals (n=295).**

	Hospitals' name	Correlation with organizational sustainability		Correlation with Person-job Fit	
		r. value	p. value	r. value	p. value
<b>Workplace spirituality</b>	<b>Gastroenterology Surgical Center (n= 120)</b>	0.187	<b>0.04*</b>	0.373	0.000**
	<b>Health Insurance Hospital (n= 175)</b>	0.726	<b>0.000**</b>	0.44	0.000**

\* Statistically significant ( $p \leq 0.05$ )

\*\* Highly statistically significant ( $p \leq 0.01$ )

**Table (6): Correlation of workplace spirituality, organizational sustainability and person-job fit at both study hospitals (n=295).**

	Correlation with organizational sustainability		Correlation with Person-job Fit	
	r.value	p. value	r. value	p. value
<b>Workplace spirituality</b>	0.68	<b>0.000**</b>	0.443	<b>0.000**</b>

\*\* Highly statistically significant ( $p < 0.01$ )

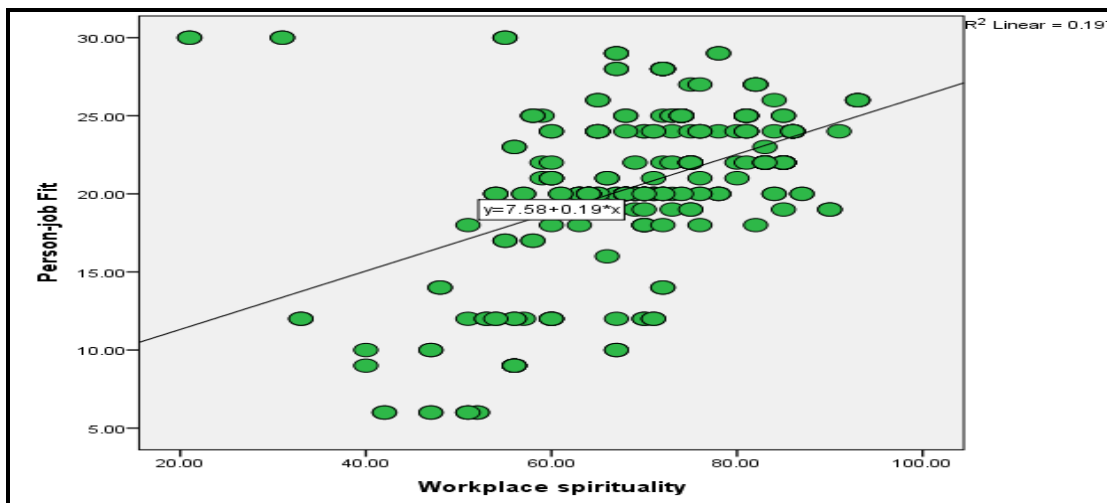


Figure (2): Correlation of workplace spirituality with organizational sustainability

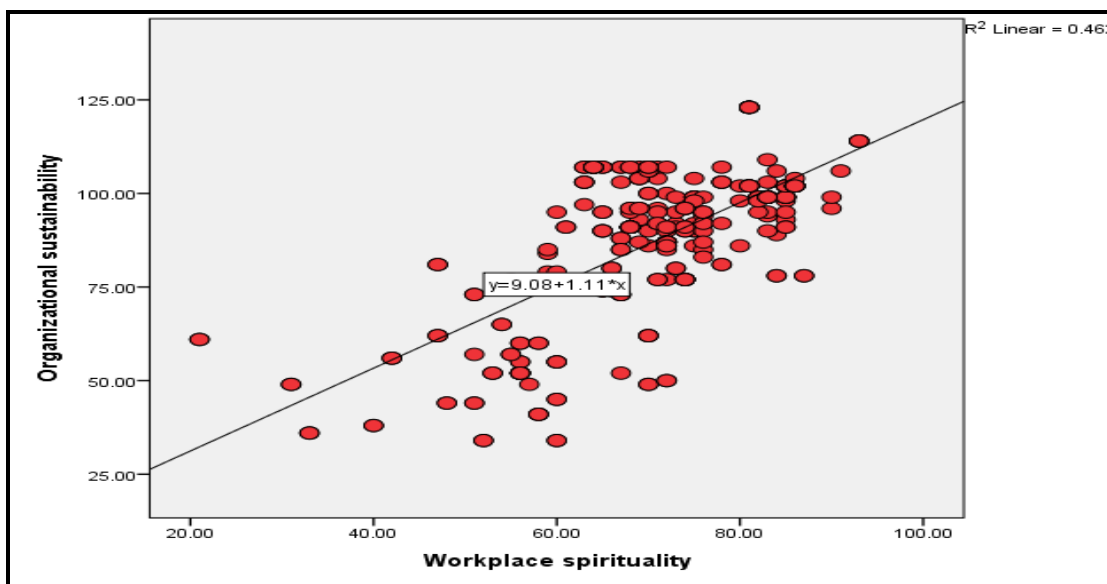


Figure (3): Correlation workplace spirituality with person-job fit

**Table (1):** Depicts personal characteristics of nurses at both study hospitals. Most of nurses in Gastroenterology Surgical Center were between 20-30 years old and more than half of them have secondary nursing diploma degree of technical nursing institute (58.4%), while, more than half of them working in Health Insurance Hospital were included in 31-40 years old and 65.1% of them had bachelor's degree of nursing. On the other hand, 77.5 % of nurses working in Gastroenterology Surgical Center have experience from 6 to 10 years, while, most nurses in Health Insurance Hospital have more than 10 years of experience (80.6%) and the majorities were married at both hospitals.

**Figure (1):** Shows total workplace spirituality, total organizational sustainability and total person-job fit

mean score at both study hospitals. Gastroenterology Surgical Center has the highest mean score of total workplace spirituality, total organizational sustainability and total person-job fit in compared to Health Insurance Hospital.

**Table (2):** Shows mean score of nurses' perceptions in relation to workplace spirituality, organizational sustainability and person-job fit at both study hospitals. This table showed statistically significant differences between total score and all mean scores of workplace spirituality dimensions except sense of pleasure at work in both hospitals. Nurses at Gastroenterology Surgical Center had high spirituality in their workplace than nurses in Health Insurance Hospital. Both study hospitals had a statistically significant difference in all aspects of organizational

sustainability, nurses at Gastroenterology Surgical Center had high mean score regarding all dimensions of organizational sustainability than nurses in Health Insurance Hospital. There were statistically significant differences between two hospitals regarding total and all items of nurses' job-fit, nurses in Gastroenterology Surgical Center had more job fit than nurses in Health Insurance Hospital.

**Table (3):** Shows relation between workplace spirituality with organizational sustainability and person-job fit as perceived by nurses at both study hospitals. This table showed statistically significant positive relations between items of workplace spirituality and items of organizational sustainability in both studied hospitals except governance sustainability and environmental management sustainability with congruence between values and sense of pleasure at work. Additionally, the item of pollution control measures was not related with congruence between values and contribution to community. While there were statistically significant relations between all items of workplace spirituality and items of person-job fit at both study hospitals.

**Table (4):** Shows relationship among workplace spirituality, organizational sustainability, person-job fit and personal characteristics of nurses at both study hospitals. In Gastroenterology Surgical Center, there were statistically significant positive relations between marital status and educational qualifications with total workplace spirituality. Also, there was a statistically significant positive relation between educational qualifications and years of experience with total organizational sustainability. While in Health Insurance Hospital, there were statistically significant positive relations between personal characteristics and total workplace spirituality, total organizational sustainability and total person-job fit except years of experience.

**Table (5):** Demonstrates correlation of workplace spirituality, organizational sustainability and person-job fit at both study hospitals. There was a statistically significant positive correlation between workplace spirituality and organizational sustainability at both hospitals. There was also a statistically significant positive correlation between workplace spirituality and person-job fit at both study hospitals.

**Table (6):** Clarifies correlation of workplace spirituality, organizational sustainability and person-job fit at study hospitals. There was a statistically significant positive correlation between workplace spirituality and organizational sustainability ( $r = 0.68$ ,  $p < 0.01$ ). Also, there was a statistically significant positive correlation between workplace spirituality and person-job fit ( $r = 0.443$ ,  $p < 0.01$ ).

**Figure (2):** Illustrates correlation between workplace spirituality with organizational sustainability among the studied nurses. A statistically significant positive correlation was found between workplace spirituality with organizational sustainability.

**Figure (3):** Shows correlation between workplace spirituality and person-job fit among the studied nurses. A statistically significant positive correlation was found between workplace spirituality and person-job fit.

## Discussion

Organizations in general and healthcare organizations in particular, in essence, having the specific aim of protecting health, workplace spirituality is a goal that is completely compliant with the current environmental, economic, and global concerns. Working in a spiritually oriented workplace helps nurses to connect with one other and to feel connected to their coworkers, which result in a more pleasant work atmosphere and a higher level of productivity for the organization (Fidelis, 2022). Organizations have numerous benefits from workplace spirituality. It has shown to be one of the most successful strategies for fostering organizational sustainability, person job fit, innovation, organizational excellence and to decrease nurses' turnover intentions (Hisam, 2021).

The findings of the current study revealed that there was a statistically significant positive correlation between workplace spirituality and organizational sustainability at both hospitals. Also, there were statistical positive relations between items of workplace spirituality with items of organizational sustainability. It could be related to that; workplace spirituality enhances nurses' organizational sustainability through providing them with feelings of understanding, support, inner wholeness and connectedness. Moreover, it provides nurses with an inner life that both feeds and is fed by meaningful work, enabling them to more fully live out their values at work.

This study findings agreed with the study of Bella et al., (2018) "Workplace spirituality: Sustainable work experience from a human factors perspective" that conducted in Brazil and found a positive relationship between workplace spirituality and organizational sustainability. A more sustainable way for employees to live, develop, and work is made by spirituality in the workplace. It fosters the ability to grow personally, make a major contribution to society, and pay close attention to coworkers, subordinates, superiors and clients.

This was consistent with the study of Rezapouraghdam, et al., (2019) "Workplace spirituality and organization sustainability: a



theoretical perspective on employees' sustainable behavior" who revealed a positive relation between spirituality at workplace and organization sustainability. Spirituality is a key factor in the successful development of sustainability, which binds employees to the organization and to each other.

This finding also is in congruence with **Hafeez, et al., (2022)** who's study entitled "A Review of the Role of Workplace Spirituality and Organizational Citizenship Behavior in Enhancing Corporate Sustainability: An Underpinning Role of Stern and Dietz's Value Model" who reported a positive relationship between workplace spirituality and corporate sustainability. workplace spirituality has an active role in enhancing corporate sustainability.

Furthermore, **Hassan, et al., (2022)** who studied workplace spirituality and employee well-being in the public sector in Pakistan reported that, when employees can communicate their desire to help and care for others, discover their inner consciousness, attain transcendence and meaningful work, they will enjoy their work and have a positive working experience that will in turn, improve organizational sustainability.

Additionally, **Afsar, et al., (2016)** study "Linking spiritual leadership and employee pro-environmental behavior: The influence of workplace spirituality, intrinsic motivation, and environmental passion" revealed that, spirituality at the workplace gives employees a sense of belonging, power sharing, flexibility, and trust, all of which encourage and inspire their internal drive to use their skills and abilities that were previously restricted. Therefore, they take interest and engaged in activities, experience a feeling of creativity, recognize the internal locus of causality and fulfill needs of a higher order.

The results of the current study show a statistically significant positive correlation between workplace spirituality and person-job fit at both study hospitals. Moreover, items of workplace spirituality were positively correlated with items of person-job fit at both hospitals. It could be attributed to that; workplace spirituality involves a combination of integrated attitudes, practices, and ideals that generates a humanistic work environment which enhance nurses' sense of bonding and congruence between organizational values and beliefs and connects the nurses to each other and to the workplace. Moreover, spirituality in the workplace fosters an environment that motivates nurses and helps them reach their full potential, that in turn increase their job fit.

This finding was compatible with the study of **Pattanawit (2021)** who studied "The effects of workplace spirituality and spiritual intelligence on

person-organization fit, person-job fit and the subsequent effects on employees' work behaviors and performance" and found a positive relationship between workplace spirituality and P-J fit; a high degree of person-job fit was often associated with a high level of workplace spirituality. The awareness of the inner life of organizations that both feeds and is fed by meaningful work is the essence of workplace spirituality. Moreover, a high level of workplace spirituality aligns employees' own beliefs with those of the firm and helps them feel more at ease and connected to their work environment.

In agreement of the current study, the study of **Milliman et al. (2017)** "The implications of workplace spirituality for person-environment fit theory" who reported a positive relation between workplace spirituality and respondents' perception of person-job fit, especially in need-supplies job fit domain. Moreover, **Zaidi, et al., (2019)** reported that, in the healthcare sector, workplace spirituality has a beneficial effect on how nurses carry out their tasks at work. It focused on meaningful work, providing purpose and involvement that enables nurses to engage more toward the work, kept them happy, and increase their fit into their job.

Additionally, **Guo & Hou (2022)** pointed out that, the demands-abilities fit model is centered on how well nurses combine job needs with their unique set of skills, knowledge, and abilities. It is more likely that employees will implement new ideas when they possess greater professional knowledge and abilities. Thus, needs-supplies fit, which focuses on how well work meets individual needs, might inspire employees to work harder and feel more purposeful about their jobs.

The current study discovered statistically significant differences between mean scores of all dimensions and total scores of workplace spirituality at both hospitals. Nurses at Gastroenterology Surgical Center had high spirituality in their workplace than nurses in Health Insurance Hospital. It could be related to that; nurses in Gastroenterology Surgical Center believe that their team's members are bonded by a shared goal and support each other. They are optimistic about their future and organizational values.

In this same view, **Khari & Sinha, (2017)** who studied "Impact of workplace spirituality on knowledge sharing intention: A conceptual framework" stated that, higher spiritually conscious employees have a tendency to see life from a wider perspective that is marked by unity and connectivity with everyone. As a result, they prefer to act more helpful, believing that doing so will provide them happiness, a sense of fulfillment, and a connection with others.

Additionally, **Lin & Xu, (2024)** concluded that, workplace spirituality can help nurses develop a strong sense of purpose, fulfillment and connection to their profession. This, in turn, can result in less burnout and increased job satisfaction, which are important in healthcare organizations. Therefore, **Mhatre, & Mehta, (2023)** provided a thorough analysis of workplace spirituality that emphasizes its advantages for both employees and organizations and suggest developing learning and training interventions in support of workplace spirituality.

Regarding dimensions of workplace spirituality, congruence between values was the highest mean score while, opportunities for inner life and sense of pleasure at work were the lowest among nurses at both hospitals. This finding supported by **Rego and Cunha (2008)** who studied workplace spirituality and organizational commitment: an empirical study in Portugal and revealed that the lowest spirituality dimension was opportunities for inner life.

On the contrast, **Khalaaf, et al., (2022)** who conducted a study entitled "Workplace Spirituality and its Influence on Staff Nurses' Motivation and Team Effectiveness" in Benha University Hospitals who found that, sense of community in the workplace was the highest dimension of Workplace Spirituality.

This finding disagreed with **Biswakarma, (2018)**, who studied the impact of workplace spirituality on employee productivity in Nepalese organizations and reported that, sense of pleasure at work has the highest mean value among the workplace spirituality dimensions. The respondents felt their work is meaningful, that they love what they do, and that they are happy to go to work. While they feel slightly positive regarding the organizational values and their future in the organization.

This also is inconsistent with **Tutar & Oruc, (2020)** who concluded that the pleasure at work dimension was the highest score, while the lowest was the congruence of values. Moreover, the participants felt that their work was valuable, but they were not congruent with the organizational values.

On the other hand, **Mumtaz (2017)** who investigated the effect of workplace spirituality dimensions in enhancing nurses job satisfaction in Pakistan and mentioned that team's sense of bonding, alignment between values, and sense of pleasure at work were the highest dimensions among nurses and strongly impacting their job satisfaction. Thus, hospitals should introduce spiritual practices that enable nurses to work from their minds, bodies, hearts, and souls while also assisting them in achieving their inner goals.

The result also, discovered statistically significant differences between mean scores of all dimensions and total scores of organizational sustainability at

both hospitals, nurses at Gastroenterology Surgical Center were more sustainable than nurses in Health Insurance Hospital. It could be related to that management in Gastroenterology Surgical Center provide optimal job security to nurses and help them to attain ideal work life balance. They also support views and opinions for development and training from all nurses' levels, that enhance creativity and innovation. This in the same line with **Abozed, et al., (2023)** who stated that, the availability of training programs in Gastroenterology Surgical Center is a part of hospital policy. Consequently, this may enhance nurses' practice and positively affect the care of patients and optimize patients' safety.

This was supported by **Florea, et al., (2013)** who illustrated that, any organization's sustainability efforts depend on the efficient use of human resources practices, which include strategic human resource planning, careful hiring, comprehensive training, career planning, results-driven evaluations, internal promotion, job security, performance-based reward, and participation encouragement.

In addition to that, **Permarupan, et al., (2020)** stated that a sustainable work environment is necessary because of the nature of nursing profession in order to enhance opportunities for growth, and development and maintain work life balance of nurses. Furthermore, it is very important to develop and enhance sustainability in healthcare sector which ultimately improve the quality of healthcare services.

Regarding mean scores of person-job fit dimensions, the results stated that there were highly statistically significant differences between two hospitals, where nurses in Gastroenterology Surgical Center had more job fit than nurses in Health Insurance Hospital. It means that, nurses in Gastroenterology Surgical Center have more compatibility of their skills, knowledge, and capabilities with requirements of the job, and matches their needs and preferences with the job nature. It could be related to that, nurses in Gastroenterology Surgical Center, work in teams and feel as if they were part of family and feel connected with their organization's goals and the larger community. Additionally, their skills and background align well with job demands.

In this same respect, **Ugwu & Onyishi, (2020)** concluded that, nurses are better encouraged to strive for excellence and high levels of competence when they are integrated into the organization's activities. So, the hospital management should consider the skills and interests of nurses, match their choices for job activities, and give them training relevant to their jobs. In addition to that, **Amarneh, & Muthuveloo, (2020)** mentioned that P-J fit takes place when nurses and hospital fulfil common requirements and share essential characteristics. So, every hospital that places

a high priority on training and providing nurses with knowledge relevant to their jobs will inevitably gain from this investment and reduce the likelihood of turnover.

### Conclusion

The present study concluded that workplace spirituality has a significant influence on enhancing organizational sustainability and nurses-job fit. This study emphasizes that both organizational sustainability and nurses-job fit can be improved when health care organizations prioritize workplace spirituality through enhancing sense of pleasure at work, team's sense of bonding, congruence between values, contribution to community, and opportunities for inner life.

### Recommendation

Based on the findings of the present study, the following can be recommended:

- Develop and maintain workplace spirituality through fostering sense of pleasure at work, opportunities for inner life, team's sense of bonding, contribution to community and congruence between values.
- Implement programs and policies in healthcare organizations that improve workplace spirituality that foster organizational sustainability and nurses' job fit.
- Enhancing organizational sustainability through effective utilization of human resources practices including strategic HR planning, targeted hiring, comprehensive training, career planning, results-driven appraisals, internal promotions, job security, performance-based reward, and participation encouragement.
- Considering the interests and skills of the nurses, adapt job duties to suit their preferences, and offer them training relevant to their jobs.
- Optimize recruiting, pre-job training, and the selection process to increase the fit between nurses and their jobs.
- Further research should include intervention studies on workplace spirituality.

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