



International Journal of Engineering Technologies and Management Research

A Knowledge Repository

EXAMINING THE EFFECT OF WORKPLACE SPIRITUALITY ON JOB PERFORMANCE: A STUDY FROM INDONESIA

Roisul Iksan¹, Sukoroto², Siswoyo Haryono^{*3}

^{*1} Master of Management, Universitas Muhammadiyah Yogyakarta, Indonesia

^{2,3} Doctoral Management, Universitas Muhammadiyah Yogyakarta, Indonesia



Abstract:

This study aimed to examine the mediating role of organizational commitment and job involvement on the effect of workplace spirituality on job performance. The sample in this study were employees of PKU Muhammadiyah Hospital, Yogyakarta. Data collection used survey method. The method of analyzing the data employed Structural Equation Modeling (SEM) with AMOS version 24.0. The study revealed that workplace spirituality significantly affects organizational commitment, job involvement, and performance. Organizational commitment significantly affects job performance. Job involvement does not affect job performance. The indirect effect of workplace spirituality on job performance through organizational commitment has the same value with the direct effect of workplace spirituality towards job performance.

Keywords: Workplace Spirituality; Job Performance; Organizational Commitment; Job Involvement.

Cite This Article: Roisul Iksan, Sukoroto, and Siswoyo Haryono. (2020). "EXAMINING THE EFFECT OF WORKPLACE SPIRITUALITY ON JOB PERFORMANCE: A STUDY FROM INDONESIA." *International Journal of Engineering Technologies and Management Research*, 7(4), 20-30. DOI: 10.29121/ijetmr.v7.i4.2020.566.

1. Introduction

In the last decade, research has focused on the values of workplace spirituality, which broadly supported employees to interpret deeply about their work to better work. Workplace spirituality offers about how individuals experience more profound on work motivation and intrinsic attachments. Understanding the meaning of work is essential to motivate employees. Every employee has a motivation that is not just to assume a job is a routine; more than that, work can be exciting because it has more in-depth and meaningful meaning. Workplace spirituality is an understanding by an individual who thinks his work is not just a routine but also the purpose of the work itself. Workplace spirituality happens when people work with the spirit of being committed and find the meaning of work [1].

Three components of workplace spirituality are meaningful of work, a sense of connectedness with an organization or community, and a value maker in oneself. The components contributed and influenced the parts of the construct of individual work [2]. Some studies revealed that critical work dimensions and a sense of connectedness with the community in workplace spirituality

constructs influence personal commitment to the organization. It also minimizes the individual's intention to leave the organization, creates satisfaction in carrying out assignments, engenders job involvement, and improves self-esteem in an individual. Moreover, this increases in work attitude and ultimately enhances employee performance.

2. Literature Review and Hypothesis Development

2.1. Workplace Spirituality

The spirituality of work was first raised by Maslow, regarding the meaning of life at work. The spirituality of work as an acknowledgment that employees have motivation from within that nurtures meaningful work. In general, classify workplace spirituality into three parts, namely inner life, meaningful work, and community [3], [4], [5], [6], and [7].

The components that make up the workplace spirituality into three parts, namely:

1) Personal level (meaningful work)

The dimension of the spirituality of work is the meaningfulness of work, which is an essential aspect of work spirituality that focuses on the deep meaning of one's work goals. The spiritual dimension of work illustrates how an employee interacts with work assignments, or employment is done daily at the individual level. This dimension assumes that each individual has motivations and truths that are within themselves, and is involved in activities or work that give higher and deeper meaning to the employees' life [2], [4].

2) Community-level (feeling connected to the community/sense of community)

This dimension is a feeling deeply connected with other individuals or articulated as a sense of society [1]. This dimension occurs at the level of individual groups involving interactions between individuals; this sense of community in the workplace is on the belief that each individual connects [7], [8].

3) Organizational level (enforcement and maintenance of personal values and their suitability with organizational values / alignment of organization values).

The dimension of the spirituality of work is when individuals feel of being owned. The spirituality of work is the secure integration between values and the values used by an organization. This dimension includes the interaction of individuals with broader organizational goals [9], [10]' and [11].

2.2. Organizational Commitment

Commitment means a healthy acceptance of individuals towards company goals and values, where individuals will strive and work and have a strong desire to remain in the company [8], [21], [22] and [23]. The definition of organizational commitment as a psychological construct that explains the relationship of corporate members to their organization, which then has implications for individual decisions to continue their membership in an organization [9].

2.3. Job Involvement

Job involvement is one of the most critical factors in the lives of individual employees. Employees give their contribution to the company. Job involvement in the workplace emotionally implies the state of individual engagement [14].

Job involvement is the full utilization of the physical, cognitive, and emotional energy of employees to achieve work performance [15] and [16]. Research in examining the spirituality in organizations and job involvement looks for ways with relationships between individuals and work environment [30]. Besides, work involvement is the level at which a person psychologically identifies or is committed to his work [31] and [32].

2.4. Job Performance

Performance is the total value expected for the organization from episodes of discrete behavior carried out by individuals during standard periods [17], [18], and [19]. Performance as a behavior or action that is relevant to the goals of an organization [24]. The definition of job performance suggested by Campbell with the following three things, the name first performance is a behavior rather than results, both performance only contains actions that are relevant to organizational goals, and the third performance is multidimensional [27]

2.5. Hypothesis Development

The Influence of Workplace spirituality on Organizational Commitments

Workplace spirituality is a part of employee attitudes, which later became the basis for further research. Previous research suggested that a sense of affiliation relates to employee commitment and turnover, and close to the intention to leave the job [1], [2]. Spiritual well-being positively associated with employee teamwork. In reverse, most research findings revealed that spiritual well-being negatively associated with intention to leave work and absence [3], [4], and [5]. The keen understanding of organizational goals of employees would affect more significant commitment and higher retention rates [6]. Some research findings revealed that workplace spirituality significantly affects organizational commitment [7], [8], and [9]. This finding also supported some further research which also empirically shows the same results [10], [11], [12] and [13].

From the explanation and summary of the above research, the spirituality of work (the meaningfulness of work, community, harmony with organizational values) affects organizational commitment, as stated below.

H₁: Spirituality of work significantly affects the organizational commitment

Influence of Spirituality of Work on Work Involvement

Job involvement is a psychological identification of beliefs with work. Job is the potential to meet employee needs. As an antecedent of job involvement. Work engagement shows that fulfillment needs are a result of job involvement. The spirituality aspect focuses on meeting the spiritual needs of employees [14]. The dimensions of the spirituality of work through its effect on meeting employee needs should result in job involvement. Furthermore, workplace spirituality provides

intrinsic motivation, and work activities become motivations that result in higher work involvement [15].

Consistent with the discussion above, there is a positive relationship between spiritual survival with a sense of meaningfulness of work, community, and work involvement. Other research findings also showed a significant and positive relationship between the spirituality of work and the community with work involvement. Furthermore, understanding organizational goals would provide more fabulous employees with emotional involvement [28]. Understanding organizational goals must have a positive relationship with employee work involvement [16].

From the explanation and summary of the above research, this research proposes that the spirituality of work (meaningfulness of work, community, harmony with organizational values) affects work engagement, as stated below.

H₂: Workplace spirituality significantly affects work involvement

The Influence of Workplace spirituality towards Employee Performance

The fundamental shift has undergone in organizational studies from the mechanistic to the spiritual phenomenon. The mechanistic paradigm applies the scientific method. The spiritual paradigm values awareness and understanding. This shifting paradigm emphasizes on teamwork. This paradigm approaches to keep businesses continue to survive [17].

From a spiritual perspective, people both work with their hands and hearts. If the employees work with the spirit of being committed, the employee will find the meaning and purpose of work. A good workplace is a place where an employee works optimally. Thus, it allows an employee expression at the deepest level about work assignments. This working situation besides reduces stress, conflict, and absenteeism, in reverse, improves employee performance and welfare.[18].

About a link between the spirituality of work and performance, some studies empirically proved that the spirituality of the workplace positively affects employee performance. The effect of the spirituality of work towards employee performance mediated by Organizational Citizenship Behavior empirically proved that workplace spirituality has a positive effect on performance [19] From the explanation and summary of the above research, this study proposes that workplace spirituality affects employee performance, as stated below:

H₃: Spirituality of work significantly affects employee performance

2.6. Effect of Organizational Commitment on Employee Performance

Employees with high commitment would work more productive than others. This level of employee would get more satisfaction from work, and this employee would see work as more fulfilling their personal. Employees are willing to work harder to help to achieve the organization's goals [20]. The previous research findings revealed that an attractive work environment significantly increases employee commitment and retention [21]. Organizational commitment leads to effective employee performance. Employees will receive better rewards, which will increase higher satisfaction and commitment. Affective commitment significantly affects work performance [22]. A study in China found that commitment significantly affects performance in the roles and behaviors of organizational citizens. The continuant commitment did not affect

performance but negatively affected organizational citizenship behavior. Normative commitment has a moderating effect on the relationship between affective commitment and performance on the behavior of organizational citizens [23].

Organizational commitment significantly affects the work performance of Bank employees. The results show that the dimensions of organizational commitment, such as sustainable, normative, and practical, have a relationship with employee work performance [24]. This finding is reinforced by the [24] and [25], which empirically revealed that organizational commitment related and influence employee performance.

From the explanation and summary of previous research findings, the hypothesis of the relationship between organizational commitment on employee performance is as follows:

H₄: Organizational Commitment significantly affects employee performance

2.7. Effect of Job Involvement on Employee Performance

Job involvement has a relationship that affects employee performance. Employee work behavior is a consequence of job involvement, and job involvement has an impact on employee motivation and effort, which ultimately shows performance [27]. However, meta-analysis shows that there is no effect on job involvement towards performance [28].

The spirituality of work has empirically demonstrated a significant effect on work involvement, and in subsequent studies, influences job performance [29]. The hypothesis of the relationship between work involvement and employee performance is as follow:

H₅: Job involvement significantly affects employee performance.

3. Research Methodology

Data collection in this study uses purposive sampling with a closed data collection model. The sample used in this study amounted to 180 respondents who came from employees who actively worked on PKU Muhammadiyah Public Hospital, Yogyakarta Indonesia. Hypothesis testing used Structural Equation Modeling (SEM) with AMOS 24.00 Software. The measurement technique of all variables in this study (Workplace Spirituality, Organizational Commitment, Job Involvement, Job Performance) used a 1-5 Likert Scale. The scale from 1 to 5 represents strongly disagree to agree strongly.

3.1. Data Screening

The sample in this study were employees of PKU Muhammadiyah Public Hospital, Yogyakarta, with a total of 200 respondents. This study used purposive sampling. Questionnaires distributed to respondents were 200 questionnaires, questionnaires were received back as much as 192. After screening and normality data, those who did not meet the requirements as many as 12 questionnaires, questionnaires that met the requirements as many as 180 questionnaires

3.2. Validity and Reliability Test

To test the dimensionality of a theoretical construct or often called testing the validity of a theoretical construct used Confirmatory Factor Analysis. There are two types of variables in this study, the first order and the second order. The first order variable consists of the Organizational Commitment and Job Involvement, while the 2nd Order variable consists of Workplace Spirituality and Job Performance. In testing using CFA, the Indicator is valid if the loading factor is ≥ 0.70 . In previous research, loading factors, $\geq 0.50 - 0.60$, can still be tolerated [33]. The reliability assessment of the instrument employed the Construct Reliability (C.R.), and Average Variance Extracted (A.V.E.). If the value of C.R. >0.70 , and A.V.E. >0.50 , the variables are reliable.

Table 1: Validity and Reliability Test Results

Constructs and Measurement Item	Standardized L.F.	CR	VE	AVE
Workplace Spirituality (Meaningful Work)				
MW ₁ : Work is essential in life	0,70	0.754	0.538	0.733
MW ₂ : Employees are looking forward to coming to work.	0,610			
MW ₃ : Employees feel the connection between work and social life	0,640			
MW ₄ : Work gives personal meaning.	0,690			
Workplace Spirituality (Sense of Community)				
SC ₁ : Employees feel like a part of a community	0,630	0.733	0.518	0.720
SC ₂ : We support each other	0,610			
SC ₃ : Employees engaged with a common goal.	0,700			
SC ₄ : Employees genuinely care about each other.	0,620			
Workplace Spirituality (Alignment with Organizational Value)				
AoV ₁ : Employees feel ok with organization values.	0,640	0.738	0.522	0.723
AoV ₂ : Employees feel that the organization cares of them	0,630			
AoV ₃ : Employees feel the organization has a sense of right and wrong.	0,620			
AoV ₄ : Employees feel connected with the organization goal	0,690			
Organizational Commitment				
OC ₁ : Employee feel proud as a part of the organization	0,730	0.794	0.540	0.735
OC ₂ : The organization inspires employees	0,680			
OC ₃ : Employees are happy to work in this organization	0,630			
OC ₅ : Employees accept almost any job assignment	0,630			
OC ₆ : Employees concern about the sustainability of the organization	0,640			
Job Involvement				
Jl ₁ : Ivery much involved with the job	0,670	0.783	0.567	0.753
Jl ₂ : Employees consider the job is essential to employee existence	0,700			

Jl3: Employees like to do everything in this kind of job	0,630			
Jl4: Employees' life, eat, and breath are from job	0,76			
Job Performance (Task Performance)				
TP1: Employees perform tasks totally according to their capabilities	0,760	0.798	0.543	0.737
TP2: Employees perform tasks according to the wishes of the organization	0,640			
TP3: Employees complete their assignments on time	0,700			
TP4: Employees are aware when there is a lack of resources	0,640			
TP7: Employees receive feedback	0,600			
Job Performance (Contextual Performance)				
CP1: Employees give feedback to the organization	0,650	0.761	0.505	0.711
CP3: Employees set aside personal problems when working	0,62			
CP5: Employees arrive at work on time	0,630			
CP6: Employees do not take actions that harm the organization	0,600			
CP7: Employees have excellent communication	0,610			

4. Results and Discussions

The analysis in this study uses Confirmatory Factor Analysis to test indicators and constructs. The results of the Goodness of Fit Test indicate that Chi-Square Results=496.153, Significance probability=0.010, CMIN/DF=1.167, GFI=0.847, AGFI=0.822, CFI=0.963, TLI=0.959, NFI=0.791, IFI=0.963, RMSEA=0.031, and RMR=0.037. The estimation model of a structural equation using Maximum Likelihood Estimation (ML). The results of the Goodness of Fit testing is on Figure 1.

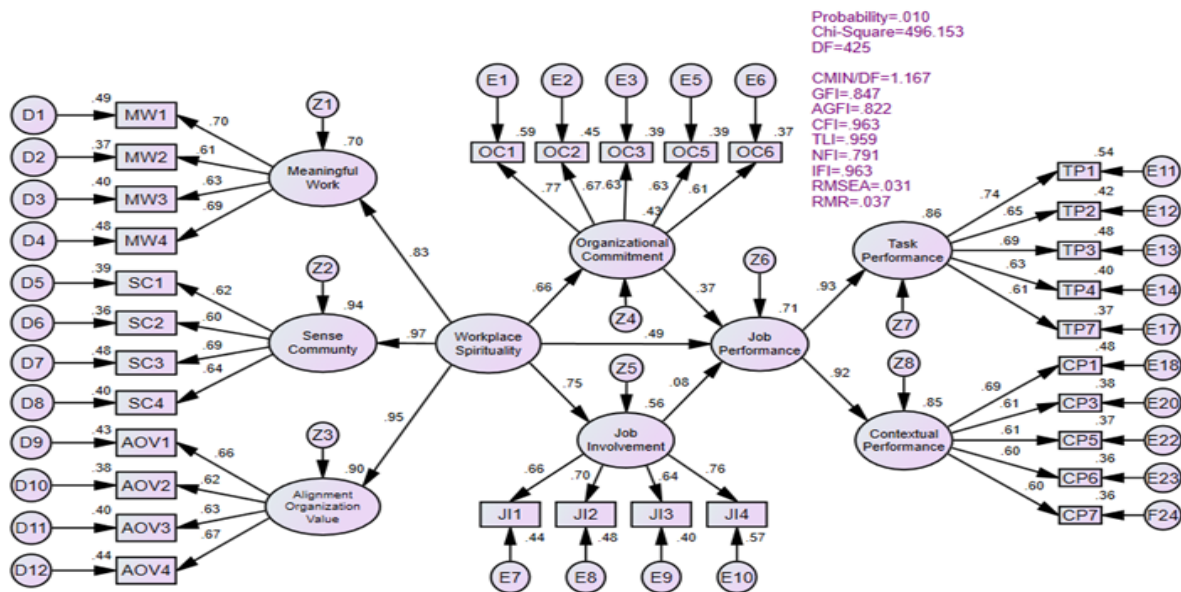


Figure 1: The results of the Goodness of Fit Test of Final Fit Model

The results of full model testing show that H1, H2, H3, H4 are accepted, and only H5 is unaccepted.

Table 2: Hypothesis Testing Results with Critical P Values ($\alpha = 0.05$)

Hypothesis	Regression Weights	Est	S.E.	P	Ket.
H ₁	Workplace Spirituality → Organizational Commitment	.874	.143	***	Accepted
H ₂	Workplace Spirituality → Job Involvement	.936	.143	***	Accepted
H ₃	Workplace Spirituality → Job Performance	.524	.165	0.010	Accepted
H ₄	Organizational Commitment → Job Performance	.300	.083	***	Accepted
H ₅	Job Involvement → Job Performance	.680	.103	.511	Rejected

5. Conclusions and Recommendations

In this model, workplace spirituality significantly affects organizational commitment, job involvement, and job performance. Organizational commitment significantly affects job performance. Job involvement does not affect job performance. The direct effect and indirect effect of workplace spirituality on job performance through organizational commitment have the same coefficient, amounting to 0.49. However, this does not mean that efforts to improve job performance are as effective as increasing workplace spirituality directly or through increasing organizational commitment as a mediator. The total effect of workplace spirituality on job performance through the mediation of organizational commitment has a more significant total effect, 1.03 compared to the direct effect of spirituality workplace towards performance, which is only 0.49. The alternative of increasing job performance to the mediation of organizational commitment is still much better.

The suggested future research is to analyze further confirmation of the steps in taking data in different work settings with a more significant sample. It would be ideal if several research methods were to validate the collection of sample data to be more accurate, including employee interviews and employee supervisor ratings.

This research focuses on the role of workplace spirituality and testing the influence of job performance by adding organizational commitments and job involvement as mediating roles. Future research is to add new constructs to the model.

The findings in this study reveal that workplace spirituality has been academically in theory, which was later proven in research to improve employee performance significantly. Other constructs, such as organizational commitment, also significantly increase employee performance. The findings also show that organizational commitment significantly moderated the effect of workplace spirituality on employee performance.

References

- [1] Dehaghi Morteza Raei, Goodarzi Masoud, and Arazi Zahra Karimi (2012). The Effect of Spiritual Values on Employees' Organizational. *Procedia - Social and Behavioral Sciences* 62 (2012) 159 – 166.

- [2] Thakur K, Singh J and Kaur P (2017) A Study of Spirituality at Work and Organisational Commitment of University Teachers. *Pertanika J. Soc. Sci. & Hum.* 25 (4): 1501 – 1514
- [3] Kalantarkousheh Seyed Mohammad, Sharghi Najmeh, Soleimani Maryam, and Ramezani Sepideh (2014), The Role of Spiritual Intelligence on Organizational Commitment in Employees of Universities in Tehran Province, Iran. *Procedia - Social and Behavioral Sciences* 140 (2014) 499 – 505.
- [4] Wainaina Lawrence, Iravo Mike, and Waititu Anthony (2014). Workplace Spirituality as a Determinant of Organizational Commitment amongst Academic Staff in the Private and Public Universities in Kenya, *International Journal of Academic Research in Business and Social Sciences* December 2014, Vol. 4, No. 12
- [5] Awais Mustabsar, Malik Muhammad Shaukat, and Qaisar Amina (2015). A Review: The Job Satisfaction Act as Mediator between Spiritual Intelligence and Organizational Commitment. *International Review of Management and Marketing*, 2015, 5(4), 203-210
- [6] Haryono, Siswoyo; Ambarwati, Yusda Indira, and Mohd. Shamsuri Md.Saad (2019). Do Organizational Climate and Organizational Justice Enhance Job Performance through Job Satisfaction? A Study of Indonesian Employees. *Academy of Strategic Management Journal*, <https://www.abacademies.org/articles/do-organizational-climate-and-organizational-justice-enhance-job-performance-through-job-satisfaction-a-study-of-indonesian-employ-7829.html>
- [7] Pradhan, S., and Jena, L. K. (2018). Workplace Spirituality and Employee Commitment: The Role of Emotional Intelligence and Organizational Citizenship Behavior in Indian Organizations.
- [8] Malik Rajeev, Yadav Jaya, and Yadav Deepesh Yadav (2018). Role of Spiritual Leadership in Enhancing Employees' Job Performance: A Study of Organized Retail Sector in India, *International Journal of Innovative Technology and Exploring Engineering (IJITEE)* ISSN: 2278-3075, Volume-8 Issue-2S December
- [9] Wainaina Lawrence, Iravo Mike, and Waititu Anthony (2014). Workplace Spirituality as a Determinant of Organizational Commitment amongst Academic Staff in the Private and Public Universities in Kenya, *International Journal of Academic Research in Business and Social Sciences* December 2014, Vol. 4, No. 12.
- [10] Pradhan (2015). Workplace Spirituality and Employee Performance: Mediating Role Of Organisation Citizenship Behaviour. *Journal of Contemporary Psychological Research* ISSN 2349-5642
- [11] Rolland E. Fanggidae (2016). Effect of a Spirituality Workplace on Organizational Commitment and Job Satisfaction (Study on the Lecturer of Private Universities in the Kupang City -Indonesia). *Procedia - Social and Behavioral Sciences* 219
- [12] Walt Freda van der, and Swanepoel Herman (2015) The relationship between workplace spirituality and job involvement: A South African study, *African Journal of Business and Economic Research (AJBER)* Volume 10, Issue 1, 2015 Pp 95-116.
- [13] Mahipalan Manju, Sheena S (2018). Mediating Effect of Engagement Workplace Spirituality–Job Involvement Relationship: A Study among Generation Y Professionals. *Asia-Pacific Journal of Management Research and Innovation* 14(1–2) 1–9
- [14] Ashraf Saira, Simsab Atiya, Nazish Ayesha, and Farooqi Yasir Aftab (2014). Relationship of Workplace Spirituality with Positive Job Attitude (Job Satisfaction, Job Involvement, and Organizational Commitment): A study of Public Sector University. *International Journal of Management Sciences and Business Research*, 2014 ISSN (2226-8235) Vol-3, Issue 10
- [15] Acheampong Augutine, and Agyapong Kingsley (2015) The Links Between Workplace Spirituality, Job Involvement, and Workplace Deviance: <https://www.researchgate.net/publication/310447822>
- [16] Arjun Kumar Shrestha (2017). Workplace Spirituality and employee Attitudes: Moderating Role of Organizational Politics. *Journal of Business and Management Research* ISSN: 2382-5219

- [17] Tayebiniya Narjes Khatun, and Khorasgani Narges Saeidian (2018). The Relationship Between Workplace Spirituality and Job Performance Among Staff of Azad Islamic University, Iran. *Humanities & Social Science Reviews* eISSN: 2395-6518, Vol 6, No 1, 2018, pp 14-18
- [18] Beheshtifar Malikeh and Zare Elham (2013). Effect of Spirituality in the workplace on Job Performance. *Interdisciplinary Journal of Contemporary Research In Business* Vol. 5 No. 2, June.
- [19] Karakas Fahri, (2010). Spirituality and Performance In Organizations: A Literature Review, The Open University's Repository Of Research Publications And Other Research Outputs. *Journal of Business Ethics*, 94(1) pp. 89–106.
- [20] Hafiz, AZ (2017). The relationship between Organizational Commitment and Employee Performance Evidence from the Banking Sector of Lahore. *Arabian J Bus Manag Review* 7: 304.
- [21] Kalkavan Selma, and Katrinli Alev (2014). The Effects of Managerial Coaching Behaviors on The Employees' Perception of Job Satisfaction, Organisational Commitment, and Job Performance: Case Study on Insurance Industry In Turkey. *Procedia - Social and Behavioral Sciences* 150 (2014) 1137 – 1147.
- [22] Harwiki Wiwiek (2016). The Impact of Servant Leadership on Organization Culture, Organizational Commitment, Organizational Citizenship Behaviour (OCB), and Employee Performance in Women Cooperatives. *Procedia - Social and Behavioral Sciences* 219 (2016) 283 – 290
- [23] Imamoglu Salih Zeki, Ince Huseyin, Turkcan Hulya, and Atakay Birsen (2019). The Effect of Organizational Justice and Organizational Commitment on Knowledge Sharing and Firm Performance. *Procedia Computer Science* 158 (2019) 899–906
- [24] Ahmad Naveed, Iqbal Nadeem, JavedKomal, and Hamad Naqvi (2014). Impact of Organizational Commitment and Employee Performance on Employee Satisfaction. *International Journal of Learning, Teaching and Educational Research*, Vol. 1, No. 1, pp. 84-92
- [25] Dinc M. Sait (2017). Organizational Commitment Components and Job Performance: Mediating Role of Job Satisfaction. *Pakistan Journal of Commerce and Social Sciences* 2017, Vol. 11 (3), 773-789
- [26] Al Zefeiti Salim Musabah Bakhit and Mohamad Noor Azmi (2017). The Influence of Organizational Commitment on Omani Public Employees' Work Performance. *International Review of Management and Marketing*, 2017, 7(2), 151-160.
- [27] Azlan Nik Noor Afizah, Abdullah Nasiha, Fadhilah Ain, and Zahari Ahmad SuffanMohd (2017). The Organizational Commitment towards Employee's Performance: A Case Study at Elektro Serve (M) Sdn Bhd. *Journal of Applied Environmental and Biological Sciences*, 7(12)134-145
- [28] Rizwan Muhammad, Khan Dil Jan, and Saboor Fawad (2011). Relationship of Job involvement with Employee Performance: Moderating role of Attitude, *European Journal of Business and Management*. ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol 3, No.8.
- [29] Odero Jackline Akoth and Makori Makori Ezekiel (2017). Employee Involvement And Employee Performance: The Case Of Part-Time Lecturers In Public Universities In Kenya. *International Journal of Management and Commerce Innovations* ISSN 2348-7585 (Online) Vol. 5, Issue 2, pp: (1169-1178).
- [30] SellarTreshalin and Andrew Anthony (2017). The Impact of QWL on Job Involvement of Auto Mechanic Employees. *International Journal of Research*, ISSN: 2348-6848, Vol. 04, Issue 08.
- [31] Thevanes N and Dirojan, T (2018). Impact of Training and Job Involvement on Job Performance. *International Journal of Scientific and Management Research*. Volume 1 Issue 1 (July-August), ISSN:2581-6888, Page: 1-10
- [32] Tariq Iqbal Khan and Aisha Akbar (2014). Job Involvement-Predictor of Job Satisfaction And Job Performance-Evidence From Pakistan. *World Applied Sciences Journal* 30 (Innovation Challenges in Multidisciplinary Research & Practice): 08-14
- [33] Habeeb Ur Rahman (2017). Impact of Employee Work-Related Attitudes on Job Performance. *British Journal of Economics, Finance, and Management Sciences*, Vol. 13 (2).

- [34] Hair F. Joseph. Babin J. Barry J., Rolph E. Anderson, William C. Black, (2017), *Multivariate Data Analysis* (8th Edition), Cengage, India.

*Corresponding author.

E-mail address: profsis12@gmail.com