

# INVESTIGATION THE EFFECT OF ORGANIZATIONAL SPIRITUALITY ON EMPLOYEE ENGAGEMENT THROUGH THE MODERATING ROLE OF ORGANIZATIONAL EXCELLENCE (CASE STUDY: SADERAT BANK)

## INVESTIGAÇÃO DO EFEITO DA ESPIRITUALIDADE ORGANIZACIONAL NO ENVOLVIMENTO DOS FUNCIONÁRIOS POR MEIO DO PAPEL MODERADOR DA EXCELÊNCIA ORGANIZACIONAL (ESTUDO DE CASO: SADERAT BANK)

Hajar Karimi 1

**Abstract:** Spirituality in the workplace describes the experiences of employees who are effusive and energetic are satisfied with their work; perceive the meaning and purpose of their work, and feel that they have an effective communication with their colleagues. On the other hand, employees' work engagement not only plays a vital role in understanding positive organizational behaviors, but also plays an important role in guiding human resource management and occupational health policies in organizations. One of the strategies to improve employees' work engagement is to increase excellence in the organization. The research is applied study in terms of purpose and descriptive-survey study in terms of problem or method of research. Data were analyzed using SPSS software. The statistical population of the study consisted of all employees of Saderat Bank in Tehran. The research samples were selected by simple random sampling method and Cochran formula was used to determine the sample size. According to this formula and the statistical population, 249 people were selected to participate in this study. Given the hypotheses, the results showed that organizational spirituality affects the employees' work engagement in Saderat Bank. Finally, it was proved that organizational excellence does not moderate the effect of spirituality on work engagement.

**Keywords:** Organizational spirituality. Employees. Work engagement. Organizational excellence. Saderat Bank.

**Resumo:** A espiritualidade no local de trabalho descreve as experiências de funcionários efusivos e energéticos satisfeitos com seu trabalho; percebem o significado e o objetivo de seu trabalho e sentem que têm uma comunicação eficaz com seus colegas. Por outro lado, o envolvimento no trabalho dos funcionários não apenas desempenha um papel vital na compreensão de comportamentos organizacionais positivos, mas também desempenha um papel importante na orientação do gerenciamento de recursos humanos e das políticas de saúde ocupacional nas organizações. Uma das estratégias para melhorar o envolvimento no trabalho dos funcionários é aumentar a excelência na organização. A pesquisa é um estudo aplicado em termos de objetivo e um estudo descritivo de pesquisa em termos de problema ou método de pesquisa. Os dados foram analisados no software SPSS. A população estatística do estudo consistiu de todos os funcionários do Saderat Bank em Teerã. As amostras da pesquisa foram selecionadas pelo método de amostragem aleatória simples e a fórmula de Cochran foi utilizada para determinar o tamanho da amostra. De acordo com essa fórmula e a população estatística, 249 pessoas foram selecionadas para participar deste estudo. Dadas as hipóteses, os resultados mostraram que a espiritualidade organizacional afeta o engajamento dos funcionários no Saderat Bank. Finalmente, ficou provado que a excelência organizacional não modera o efeito da espiritualidade no engajamento no trabalho.

**Palavras-chave:** Espiritualidade organizacional. Funcionários. Engajamento no trabalho. Excelência organizacional. Saderat Bank.

## Introduction

Today, it seems that wherever employees are working, they are looking for something more than material rewards. In fact, they are looking for meaningful and promising work and want to balance their lives. Organizations are faced with growing and interesting staff seeking to find meaningful and purposeful jobs and foster workplaces with such characteristics. Spirituality at work describes the experience of employees whose work is satisfying, meaningful, and purposeful. In addition, the experience of spirituality at work is linked to increased creativity, honesty, trust, and commitment at work, along with enhancing employees' sense of personal development, and incorporates a sense of integrity and continuity at work and an understanding of deep values at work (Gibbons, 2001). Incorporating spirituality into the organization enables employees to gain a more integrated perspective on their organization, family and community. In the last two decades, many organizations have been morally weakened and depressed, in line with developments such as reengineering, downsizing, layoffs, suspension, and so on. In fact, these measures, which were based on a modern mechanistic and rational paradigm, failed to meet the demands of the employees. Globalization refer to the move to knowledge-based organizations, the growth of staff demand for rich, nurturing workplaces as well as meaningful work has exacerbated these pressures. It seems that employees are not just looking for economic rewards in their jobs and are looking for something more. After many years of research and experience, organizations are now moving to a place called spirituality that is shaping a new purpose for organizations. Managers of the organization must pay particular attention to the meaning of life to employees in order to have effective management, late arriving to work, lack of commitment, lack of citizenship and charm in the workplace are examples of not knowing the meaning of life in the workplace. On the other hand, there is an increasing gap between the intellectual level of the human being and the spiritual principles, and this among other things has caused confusion in spirituality. Moreover, it seems that the people of the world today tend to be more concerned with spirituality and spiritual issues. Given the importance of spirituality and motivation, one must think of mechanisms to motivate and pay attention to spirituality in the workplace. The motive man is the motive force, the driving force. Perhaps the most telling of today's organizations biggest problems and the most challenging crisis facing managers is the low motivation and lack of accountability of employees (Alaj et al., 2013). Employees' work engagement is one of the key factors in creating organizational differentiation and achieving competitive excellence in the labor market. The focus in the process of employees' work engagement is to identify and provide the resources needed for employees' work engagement (Gholamzadeh & Rabbani, 2015).

Research shows that the best employers are distinguished from others by their high levels of engagement, thus leading to better productivity, improved financial performance, a higher rate of attracting talented applicants, and lower retirement rates will be achieved. On the other hand, it can be said that encouraging spirituality in the workplace has many benefits, including productivity and performance enhancement for organizations. Spirituals in the workplace exhibit more teamwork, are more kind and fair, more sensitive to the needs of other employees, more trusted, and honest in the organization. They have higher organizational commitment, the lower exit rate, and the higher job satisfaction, in these individuals, increased creativity and productivity are observed than others and are more involved in organizational citizenship behavior (Rastegar et al., 2007). Positive synergy occurs between the individual and the organization by creating an employees' work engagement that will have positive consequences for both groups. These outcomes can include positive job attitudes, strong job recognition (job satisfaction and organizational commitment), mental health including positive emotions and reduced burnout, better intra-occupational and extracurricular performance, increased intrinsic motivation, personal initiative and pioneering behavior, personal and occupational resources (Isa Khani, 2014).

High levels of employees' work engagement for the organization also have positive consequences, including work engagement of talented people, a positive mental image of the organization, business performance, financial performance or service quality (Altaf & Avan, 2011).

In recent years, studies in the field of organizational psychology and management have focused more on negative or at least natural phenomena and have focused more on problem solving and on removing barriers. Accordingly, they paid less attention to ethical and transcendent

aspects of organizations, such as organizational citizenship behavior and organizational excellence.

Organizational citizenship behavior is individual, voluntary, and conscious behavior that is not directly designed with formal remuneration practices in the organization and beyond the job description of individuals; however, it does improve the effectiveness and efficiency of the organization. Another transcendent aspect of an organization is organizational excellence that is also linked to organizational citizenship behavior. Due to its effective role in organizations and in particular its impact on employee performance, it has recently received much attention. Excellence in organizations is to create, promote, support and nurture transcendent behaviors, habits, practices and desires such as humanity, honesty, forgiveness, trust and loyalty at the individual and collective level in an organization. The highest aspirations in the human condition are excellence, habits, desires, and actions that produce social and individual excellence (Rego et al., 2011).

Therefore, any individual practices, collective activities, cultural characteristics, or any process that promotes and perpetuates excellence in an organization may lead to organizational excellence (Etemad and Rahman Seresht, 2015). Organizational excellence enhances social capital through greater participation of individuals and their stronger relationships and sharing of valuable resources and information in people. The positive functions of organizational excellence in developing the ability of the organization to cope with the major problems that the organization faces, as well as the expansion of organizational excellence, reduce the negative effects of failure. Positive emotion and the creation of social capital are promoted by organizational excellence and will synchronize the performance of individuals and organizations (Barclay et al., 2008) and understand the drivers of positive behaviors in the environment. It is a work that can empower organizations to grow to higher levels of success (Malik, 2012). Spirituality in the organization, employees' work engagement, and organizational excellence are recent issues in the field of organizational behavior that have attracted the attention of many management and organization experts at different levels. Management studies suggest that the notion of spirituality in the workplace, employees' work engagement, and organizational excellence may be the answer and solution to the decline of organizational functions such as alienation, stress, overconfidence, and personality decline for employees and also a strategy to increase productivity and improve performance in the organization. So the general question of the research is "what effect does organizational spirituality have on employees' work engagement, given the moderating role of organizational excellence?"

## Methodology

The research is applied study in terms of purpose and descriptive-survey study in terms of problem or method of research. Descriptive research describes what it is and focuses on existing conditions or relationships, common beliefs, current processes, tangible works or expanding trends. Descriptive information is usually collected through questionnaires, interviews, or observations (Khaky, 2004). The statistical population of this study consists of 700 staff with higher bachelor's degree in Saderat Bank of Tehran. In this study, according to Cochran formula, 700 people was selected according to the number of statistical population and sampling was done by classified method. The information needed for the research can be collected in various ways (questionnaire, observation and calculation). In this research, first, through extensive studies to identify variables and its components with library studies, and then with the guidance of a number of respected professors and guides on their validity and reliability as well as corrections, questionnaires were prepared and processed. The survey was completed by the staff of Saderat Bank for data extraction.

**Table 1:** KS test

|                             | Kolmogorov value | Sig   | Error probability level | Result   |
|-----------------------------|------------------|-------|-------------------------|----------|
| Organizational spirituality | 1.633            | 0.027 | 0.05                    | Abnormal |
| Work engagement in          | 1.432            | 0.032 | 0.05                    | Abnormal |

|                           |       |       |      |          |
|---------------------------|-------|-------|------|----------|
| Organizational excellence | 2.062 | 0.000 | 0.05 | Abnormal |
|---------------------------|-------|-------|------|----------|

In this table, considering the amount of Smirnov-Kolmogorov statistic obtained and also the level of significance can be deduced that there is a significant difference between the expected distribution (normal distribution) and the observed distribution for all variables and their distribution is abnormal. Therefore, nonparametric statistics should be used to test hypotheses according to the type of distribution of variables.

## Results

### Testing hypotheses:

- The main hypothesis: "Organizational spirituality affects the employees' work engagement in Saderat Bank".

H0: Organizational spirituality does not have an impact on the employees' work engagement in Saderat Bank.

H1: Organizational spirituality affects the employees' work engagement in Saderat Bank.

Multivariate regression analysis should be used to examine the impact of organizational spirituality on the employees' work engagement in Saderat Bank. One-way regression is a statistical analysis in which the variations of one or more dependent variables are explained and predicted by one or more independent variables. In other words, regression is a powerful statistical technique that examines the effects of one or more independent variables on the dependent variable. But because the data distribution is abnormal, sequential regression methods should be used.

**Table 2.** Coefficient Estimation of Regression Model

| No | R <sup>2</sup> Cox and Snell | R <sup>2</sup> Nagelkerke | R <sup>2</sup> McFadden |
|----|------------------------------|---------------------------|-------------------------|
| 1  | 0.365                        | 0.366                     | 0.076                   |

The coefficient of determination (effect and prediction) of the independent variables is equivalent to three estimates, ranging from 0.8 to 0.36. In other words, the amount of change in the employees' work engagement variable in Saderat Bank on the basis of the effects of the above variables is about 0.8 to 0.36 (this coefficient is almost appropriate and indicates the relative efficiency of the model). Therefore, 0.8 to 0.36 of the changes in the employees' work engagement in Saderat Bank are explained and predicted by the indicators of organizational spirituality.

**Table 3.** Significance of regression model

| Results        | Calculated X <sup>2</sup> | Degrees of freedom | Sig   |
|----------------|---------------------------|--------------------|-------|
| Ultimate model | 113.060                   | 3                  | 0.000 |

This table is equivalent to the ANOVA table in multiple linear regressions. In other words, the results of this table show whether the overall relationships of the variables with the dependent variable are significant. The value of X<sup>2</sup> statistic at the level (sig < 0.01) is significant, in other words, organizational spirituality has a significant and positive effect on the employees' work engagement in Saderat Bank.

**Table 4.** Regression Weight Coefficients

| Model factors              | B Standard | Wald   | Sig   |
|----------------------------|------------|--------|-------|
| Feeling meaningful at work | 1.407      | 23.073 | 0.000 |

|                            |       |        |       |
|----------------------------|-------|--------|-------|
| Feeling purposeful at work | 1.065 | 8.919  | 0.003 |
| Self-actualization at work | 2.578 | 72.576 | 0.000 |

In this table the weighted values of each variable are plotted on the dependent variable (beta). The value of Wald statistic is significant for all dimensions of organizational spirituality at the level (sig <0.01). In other words, these factors have a net and significant effect on employees' work engagement in Saderat Bank. Also, the organizational spirituality variable has the most significant effect on the employees' work engagement in Saderat Bank. Therefore, with respect to these coefficients, one can first express the regression equation of employees' work engagement of Saderat Bank based on independent variables and constant coefficient value. Second, it predicted the magnitude of the effect of each of the independent variables on a unit change in the dependent variable.

### Subsidiary Hypotheses:

First subsidiary hypothesis: "Feeling meaningful at work has a significant effect on employees' work engagement in Saderat Bank".

H0: Feeling meaningful at work does not have a significant effect on employees' work engagement in Saderat Bank.

H1: Feeling meaningful at work has a significant effect on employees' work engagement in Saderat Bank.

Multivariate regression analysis should be used to examine the impact of feeling meaningful at work on employees' work engagement in Saderat Bank. However, non-parametric regression methods such as sequential regression should be used because the data distribution is abnormal.

**Table 5.** Summary of Regression Model

|                | Coefficients | Independent variable       | B Standard | Wald value | Sig   |
|----------------|--------------|----------------------------|------------|------------|-------|
| R <sup>2</sup> | 0.134        | Feeling meaningful at work | 1.437      | 32.485     | 0.000 |
| X <sup>2</sup> | 35.673       | -                          | -          | -          | -     |
| Sig            | 0.000        | -                          | -          | -          | -     |

The coefficient of determination (impact and prediction) of the independent variables is equal to 0.13. In other words, the rate of change in the employees' work engagement of Saderat Bank based on effects of the variable of feeling meaningful at work is equal to 0.13 (this value indicates the relative efficiency of the model). The level of X<sup>2</sup> statistic is significant (sig <0.01), so the overall effect is significant at the 1% confidence level. Also, the job variable has a significant and meaningful effect on the employees' work engagement of the Saderat Bank, given the beta coefficient of 1.44.

Second hypothesis: "Feeling purposeful at work has a significant effect on the employees' work engagement in Saderat Bank".

H0: Feeling purposeful at work does not have a significant effect on the employees' work engagement in Saderat Bank.

H1: Feeling purposeful at work has a significant effect on the employees' work engagement in Saderat Bank.

Multivariate regression analysis should be used to examine the beneficial effect of feeling purposeful at work on employees' work engagement. However, since the data distribution is abnormal, nonparametric regression methods such as sequential regression should be used.

**Table 6.** Summary of Regression Model

|                | Coefficients | Independent variable       | B Standard | Wald value | Sig   |
|----------------|--------------|----------------------------|------------|------------|-------|
| R <sup>2</sup> | 0.021        | Feeling purposeful at work | 0.433      | 5.965      | 0.000 |
| X <sup>2</sup> | 5.221        | -                          | -          | -          | -     |
| Sig            | 0.022        | -                          | -          | -          | -     |

The coefficient of determination (impact and prediction) of the independent variables is less than 0.1. In other words, the magnitude of the variations in employees' work engagement of Saderat Bank based on the effects of variable of feeling purposeful at work is less than 0.1 (this value represents the relative efficiency of the model). The level of X<sup>2</sup> statistic is significant (sig <0.01), so the overall effect is significant at the 99% confidence level. Also, the useful variable has a significant and net effect with respect to the weighted beta coefficient of 0.43 on the employees' work engagement of the Saderat Bank.

Third hypothesis: "Self-actualization at work has a significant effect on the employees' work engagement in Saderat Bank".

H0: Self-actualization at work does not have a significant effect on the employees' work engagement in Saderat Bank.

H1: Self-actualization at work has a significant effect on the employees' work engagement in Saderat Bank.

Multivariate regression analysis should be used to examine the impact of self-actualization at work on the employees' work engagement in Saderat Bank. However, because the data distribution is abnormal, nonparametric regression methods such as sequential regression should be used.

**Table 7.** Summary of Regression Model

|                | Coefficients | Independent variable       | B Standard | Wald value | Sig   |
|----------------|--------------|----------------------------|------------|------------|-------|
| R <sup>2</sup> | 0.243        | Self-actualization at work | 1.248      | 57.848     | 0.000 |
| X <sup>2</sup> | 69.220       | -                          | -          | -          | -     |
| Sig            | 0.000        | -                          | -          | -          | -     |

The coefficient of determination (impact and prediction) of the independent variable is equal to 0.24. In other words, the rate of change in the variable of employees' work engagement of Saderat Bank based on the variable effects of self-actualization on the job is equal to 0.24 (this value indicates the relative efficiency of the model). The level of X<sup>2</sup> statistic is significant (sig <0.01), so the overall effect is significant at the 99% confidence level. Also, self-actualization variable at work has a significant effect with respect to the weighting factor of beta of 1.25 on the employees' work engagement in Saderat Bank.

4. Forth hypothesis: "Organizational excellence moderates the effect of spirituality on employees' work engagement".

H0: Organizational excellence does not moderate the effect of spirituality on employees' work engagement.

H1: Organizational excellence moderates the effect of spirituality on employees' work engagement.

Hierarchical regression analysis should be used after calculating the moderating role to calculate the organizational excellence in relation to the effect of spirituality on employees' work engagement. Hierarchical regression is a method that allows one to arbitrarily choose a variable entry-order theory in the regression equation.

And the interaction effects of the variables are performed together. In hierarchical regression, the order in which the predictor variables are entered into the two sets of models is specified, using the quality of the model and the effect of the variable or group of variables later.

The effect of controlling the effect of the first stage variable is examined. At this point, then, the data are normalized and then the relevant calculations are performed. In the first stage, the effects of organizational spirituality and excellence are measured as independent variables on employees' work engagement, and then in the next step, the effects of organizational excellence on the relationship of spirituality to employees' work engagement are measured.

**Table 8.** Summary of Regression Model

|           |                           | R              | R <sup>2</sup> | F       | Sig   |
|-----------|---------------------------|----------------|----------------|---------|-------|
| Primitive |                           | 0.466          | 0.217          | 34.173  | 0.000 |
| Moderate  |                           | 0.467          | 0.218          | 22.717  | 0.000 |
|           |                           | Non-standard b | Standard B     | t       | Sig   |
| Primitive | Fixed                     | 3.598          | -              | 223.095 | 0.000 |
|           | Organizational excellence | 0.129          | 0.156          | 2.399   | 0.017 |
|           | Spirituality              | 0.339          | 0.369          | 5.688   | 0.000 |
| Moderate  | Fixed                     | 3.597          | -              | 204.072 | 0.000 |
|           | Organizational excellence | 0.129          | 0.156          | 2.394   | 0.017 |
|           | Spirituality              | 0.337          | 0.367          | 5.572   | 0.000 |
|           | Moderate                  | 0.033          | 0.015          | 0.253   | 0.801 |

In the initial model, the variables of organizational excellence and spirituality predict about 0.217% of organizational work engagement in, with only moderating role added to the R<sup>2</sup> factor. If this value is significant, then the role of organizational excellence as a moderating variable is confirmed. Regarding the level (P> 0.801) it is meaningless. In other words, organizational excellence may not, as a moderating variable, modulate the effect of spirituality on employees' work engagement. Therefore, the null hypothesis cannot be rejected.

### Ranking and Prioritizing Effective Indicators with Friedman Test

To estimate and determine the most important factor in this hypothesis, Friedman test is first used to prioritize and rank variables based on the maximum impact on the dependent variable.

The Friedman test for comparing multiple groups is their average ratings and whether these groups can be of one community or not. The scale in this test must be at least rated.

This test is the corresponding nonparametric test of the F test and is usually used in successive scales instead of F (as there should be homogeneity of variances those in lower scales). The Friedman test is also used to calculate bidirectional variance (for non-parametric data) through ratings and to compare the mean ratings of different groups. Accordingly, in order to prioritize the indices and identify the most important of them, Friedman test is performed for the subscales of each construct.

Organizational spirituality

**Table 9.** Ranks and average ranks in organizational spirituality

|                            | Average sig | Rank |
|----------------------------|-------------|------|
| Self-actualization at work | 2.16        | 1    |
| Feeling meaningful at work | 1.97        | 2    |
| Feeling purposeful at work | 1.87        | 3    |

Based on the results of the table above, the most important subscale was self-actualization at work and then the feeling meaningful at work and feeling purposeful at work.

**Table 10.** Friedman statistics estimation of organizational spirituality

|                                 | Value  |
|---------------------------------|--------|
| Number                          | 249    |
| Calculated X <sup>2</sup> value | 12.285 |
| Degrees of freedom              | 2      |
| Sig) significance level)        | 0.002  |

The level of Friedman statistic was significant (sig <0.01). Therefore, there is a significant difference in the dimensions of organizational spirituality.

Employee engagement

**Table 11.** Rankings and average of employees' work engagement ratings

|                              | Average importance | Rank |
|------------------------------|--------------------|------|
| Vitality or vigor            | 2.37               | 1    |
| Attracted                    | 0.02               | 2    |
| Self-sacrifice or dedication | 1.63               | 3    |

According to the results of the table above, the most important subscale is vitality or vigor and then to be attracted and self-sacrifice or dedication.

**Table 12.** Estimation of Friedman Statistics of work engagement

|                                 | Value  |
|---------------------------------|--------|
| Number                          | 249    |
| Calculated X <sup>2</sup> value | 71.184 |
| Degrees of freedom              | 2      |
| Sig) significance level)        | 0.00   |

The level of Friedman statistic was significant (sig <0.01). Therefore, there is a significant difference in the importance of recall indices.

Organizational excellence

**Table 13.** Ranks and average of organizational excellence

|                         | Average importance | Rank |
|-------------------------|--------------------|------|
| Organizational cohesion | 3.23               | 1    |
| Organizational optimism | 2.54               | 2    |
| Organizational trust    | 2.47               | 3    |

Based on the results of the above table, the most important subscale was organizational compassion and then organizational forgiveness, organizational cohesion, organizational optimism and organizational trust.

**Table 14.** Estimation of Friedman statistic of organizational excellence

|                                 | Value   |
|---------------------------------|---------|
| Number                          | 249     |
| Calculated X <sup>2</sup> value | 108.504 |
| Degrees of freedom              | 4       |
| Sig) significance level)        | 0.00    |

The level of Friedman statistic was significant (sig <0.01). Therefore, there is a significant difference in the importance of organizational excellence.



D) Main structures

**Table 15.** Ranks and average of variables

|                             | Average importance | Rank |
|-----------------------------|--------------------|------|
| Organizational excellence   | 2.98               | 1    |
| Engagement                  | 1.57               | 2    |
| Organizational spirituality | 1.45               | 3    |

According to the results of the table above, the most important indicator of organizational excellence is employees' work engagement and then organizational spirituality.

**Table 16.** Friedman statistics estimation of variables

|                                 | Value   |
|---------------------------------|---------|
| Number                          | 249     |
| Calculated X <sup>2</sup> value | 357.647 |
| Degrees of freedom              | 2       |
| Sig) significance level)        | 0.00    |

The level of Friedman statistic is significant (sig <0.01). Therefore, there is a significant difference in importance in the main indicators.

## Conclusion

The participants in this study were 249 employees of Saderat Bank, 139 of whom were men and 110 were women. 29 of them were under 30 years of age, 62 of them were 30 to 40 years old and 158 were over 40 years old.

Education of 48 samples was diploma, 42 associate degree, 108 bachelor and 61 masters. 50 peoples also had a history of work less than 5 years, 96 of them between 5 and 10 years, 34 of them between 10 and 15 years, 40 of them between 15 and 20 years, and 39 of them more than 20 years of experience.

Following the analysis, the mean and standard deviation of the research variables and their indices were estimated. Estimation of mean and standard deviation of organizational spirituality and its characteristics revealed that the mean feeling meaningful at work was  $3.52 \pm 0.462$ , mean feeling purposeful at work was  $3.48 \pm 0.364$ , mean self-actualization at work was  $57.3 \pm 0.435$  and the average organizational spirituality is  $3.53 \pm 0.311$ .

In general, the average of the mentioned indicators showed that the indicators of organizational spirituality among the employees of the Saderat Bank are average.

Estimation of mean and standard deviation of work engagement and its indices were characterized as mean vitality or vigor  $3.78 \pm 0.47$ , mean sacrifice, or devotion to self-esteem  $3.42 \pm 0.38$ , mean attracted is  $3.56 \pm 0.28$  and mean work engagement is  $3.6 \pm 0.28$ . In general, the average of the mentioned indicators showed that the indices of organizational excellence among the employees of the Saderat Bank are average.

In estimating the mean and standard deviation of organizational excellence and its indices, the mean of organizational optimism was  $4.37 \pm 0.45$ , mean organizational trust  $4.4 \pm 0.47$ ; mean of organizational cohesion  $4.54 \pm 0.55$ , the average organizational excellence is  $4.51 \pm 0.34$ . Generally, the average of the mentioned indices showed that the indicators of organizational excellence among the employees of Saderat Bank are average.

After analyzing the mean and standard deviation of the research variables, inferential statistics were used to analyze the data distribution. In this section, the variables were normalized or abnormal. According to the obtained results, it was found that all variables included organizational spirituality, work engagement, and abnormal organizational excellence, and therefore nonparametric statistics were used to test the hypotheses.

The main hypothesis stated in the study was that "organizational spirituality affects

employees' work engagement in Saderat Bank". Sequential regression analysis was used to investigate this effect.

The normality of the significance level of all the statistics used to investigate this hypothesis indicated that the hypothesis is confirmed, in other words, organizational spirituality had a significant effect on the employees' work engagement in Saderat Bank. It was also found that the variable of organizational spirituality had the most significant effect on the employees' work engagement in Saderat bank.

It was stated in the first hypothesis that "feeling meaningful at work has a significant effect on the employees' work engagement in the Saderat Bank". Sequential regression analysis was used to investigate this effect.

The normality of the significance level of all the statistics used to examine this hypothesis showed that the hypothesis is confirmed, in other words, feeling meaningful at work has a significant effect on the employees' work engagement in Saderat Bank.

In the second hypothesis it was stated that "feeling purposeful at work has a significant effect on the employees' work engagement in the Saderat Bank". Sequential Regression analysis was used to investigate this effect. The normality of the significance level of all the statistics used to investigate this hypothesis showed that the hypothesis is confirmed, in other words, feeling purposeful at work had a significant and net effect on the employees' work engagement in Saderat Bank.

The third hypothesis stated was that "self-actualization at work has a significant effect on the employees' work engagement in Saderat Bank". Sequential regression was used to investigate this effect. The normality of the significance level of all the statistics used to examine this hypothesis showed that the hypothesis is confirmed, in other words, that self-actualization at work had a significant and net effect on employees' work engagement in Saderat Bank. It was stated in the fourth hypothesis that "organizational excellence moderates the effect of spirituality on employees' work engagement ". Hierarchical regression analysis was used to investigate this hypothesis after calculating the moderating role.

The study found that organizational excellence as a moderator variable did not moderate the effect of spirituality on employees' work engagement. In other words, organizational excellence does not moderate the effect of spirituality on employees' work engagement.

The results of this study showed that organizational spirituality has an impact on the employees' work engagement in Saderat Bank. The following suggestions are offered:

- Understanding the importance of work for employees and encouraging work spirituality should be considered as an environment that addresses other factors that affect employee morale, address physiological and social needs of employees concerned with meeting needs. Lack the opportunity to meet higher and higher needs.
- Establishing equity and discrimination in the organization and paying attention to equality of motivation in the organization, so that individuals can do things with qualitative and quantitative requirements.
- Because of the valuable inter-employee collaboration factor, providing workgroup conditions for employees and paying attention to work-life exchange and organizational ergonomics and job enrichment.
- Developing work appropriate to people's circumstances and transforming the workplace into a dynamic and flexible environment.

The results of the first sub-hypothesis showed that meaningful work had a significant effect on the employees' work engagement in Saderat Bank.

The following suggestions are therefore offered:

- Trying to engage in day-to-day, interpersonal work for staff.
- Establishing self-esteem and valorizing human needs and dignity.
- Value yourself, others, and work life, and coordinate life and work and create opportunities for effective communication.
- Striving to make work meaningful, to increase employees' work engagement.

The results of the second sub-hypothesis showed that purposeful work had a significant effect on the employees' work engagement in Saderat Bank. The following suggestions are therefore offered:

- Explaining organizational goals and aligning them with organizational goals and values.
- Paying attention to the psychological, mental and spiritual needs of the staff and ultimately the self-organization that is being valued.
- Providing and setting smaller means and goals for individuals and organizations to achieve their ultimate goal.
- Evaluate the individual of the organization, explain and describe the tasks that define the business philosophy of the organization's goals.

The results of the third sub-hypothesis showed that self-actualization at work had a significant effect on the employees' work engagement in Saderat Bank. The following suggestions are therefore offered:

- Enabling employees to take full advantage and discover their talents, capacities and potentials.
- Providing an environment for people's desire to reach the capabilities they can reach that will drive people creativity and innovation in the organization.
- Creating inner peace and job satisfaction in individuals by meeting their physiological needs.

The following suggestions are also made in relation to future research:

- Consider only bank managers and deputies as statistical samples because of their expertise and knowledge
- Conduct this research in more diverse banks and financial institutions and then compare the results and comprehensive conclusions.
- Investigating the impact of cognitive intelligence on staff motivation
- Investigating the effect of employer branding on employees' work engagement
- Investigating the impact of organizational learning and employees' work engagement
- Investigating the impact of Islamic ethics and ethical excellence on employees' work engagement
- Investigating the impact of ethical excellence on the organizational suggestion system

## References

Alaj, S. Akbari, S. Mahni, A. Hosseini, S. (2014). **The Role of Spirituality in Today's Organizations**. Second National Conference on Modern Management Sciences, Gorgan, Hakim Jorjani Nonprofit Higher Education Institute.

Altaf, A. & M. Atif Awan. (2011). **Moderating Effect of Workplace Spirituality** on the Relationship of Job Overload and Job Satisfaction. Springer Science Business. Media B. V.

Araujo, M.S.G., & Lopes, P.M.P.R. (2014). **Virtuous leadership**, organizational commitment and individual performance. *Tékhné*, 12, 3-10.

Asadzadeh Bovyle, A. (2015). **The Role of Organizational Excellence on the Job Desire of the Staff of the General Accounting Department of the East Azarbaijan Province**. 3rd International Conference on Management, Economics and Accounting, Tabriz, East Azerbaijan Industrial Management Organization.

Barclay, L. A., Markel Karen, S., & Yugo Jennifer, E. (2012). **Excellence theory and organizations: considering persons with disabilities**. *Journal of Managerial Psychology*, 27(4), 330 – 346.

Etemad, kh. Rahman Seresht, h. (2015). **The Relationship between Employee Acknowledgment and Adoption of Study Change: Governmental Organizations of Sanandaj**. Second National Conference on Organizational Culture and Human Resources, Sanandaj Islamic Azad University, Sanandaj Branch.

Ferreira, P. (2014). **Does corporate social responsibility impact on employee engagement?** *Journal of Workplace Learning*. 26, 232-247.

Gholamzadeh, D. Rabbani, S. (2015). **Investigating the Impact of Employee Values on Organizational Leadership Values on Employee Satisfaction in Nirpars Company.** International Conference on Modern Research in Industrial Management and Engineering, Tehran, Ideh Pardazan, Iran.

Gibbons, P. (2001). **Spirituality at work: A pre\_theoretical overview,** MSc. Thesis\_Brinbeck College, University of London, Aug.

Isa Khani, A. (2014). **Explain the role of job resources and personal resources in employee engagement.** Public Administration, Volume Five.

Malik, M.A. (2012). **Role of spirituality in job satisfaction and organizational commitment among faculty of institutes of higher learning in Pakistan.** African Journal of Business Management, 5(4), 1236-1244.

Rastgar, AS. (2010). **Spirituality in Organizations with a Psychological Approach.** Qom: University of Religions and Publications.

Rastgar, AS. Abedi Jafari, h. (2007). **The emergence of spirituality in organizations** (concepts, definitions, assumptions, conceptual models). Iranian Journal of Management Science. Second Year, No. 2, Spring 1.

Rego, A., Riberiro, N., Cunha, M.P., Jesunio. J.C. (2011). **How happiness mediates the organizational virtuousness and affective commitment relationship.** Journal of business research, 64, 524- 532.

Recebido em 20 de dezembro de 2019.

Aceito em 21 de fevereiro de 2020.