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Does the Effect of Work Environment on Work Engagement is Reduced by Individual Spirituality of the Academic Staff?

Evidence from Private institutes which offer Foreign degrees in affiliation with Foreign Universities. (PIOFDAFU)

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Abstract
Work engagement can be identified as a positive and satisfying work-related mind state, which is characterized by vigor, dedication, and absorption and committed. Employees have high levels of energy and are excited about their work. In an organization if the organization is promoting values of the employees and if the employees also like to work in the organization it will help in achieving the targets of the organization. In an organization work environment plays a major role for work engagement. The working environment consists of two broader dimensions, which are; work and context. Factors affecting to working environment can be categorized as Physical, Social, psychological. The effect of the work environment to work engagement is depend on several factors. In this research individual spirituality was taken as a intermediate variable work environment and work engagement. The individual spirituality, which was measured by three dimensions; namely, larger context, awareness of life and compassion was the independent variable of the study, while, work engagement, which was measured through three dimensions, which are; vigor, dedication and absorption was the dependent variable of the current study. The working environment was evaluated using self-generated, literature supported 25 question with 5-point Likert scale. There were four dimensions which was proved in exploratory factor analysis namely Roles, Rewards, Challenges and Relationships. This will also will act as an independent variable of the study.

A structured questionnaire was distributed to collect the views from 200 academic employees in PIOFDAFU s in Sri Lanka. Findings revealed that, there is a significant positive impact of Work environment to individual spirituality which intern influences work engagement of the academic employees of PIOFDAFUs in Sri Lanka.

Keywords: Individual spirituality, work environment, work engagement.

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1.Introduction

Many organizations are encouraging the development of this new trend of spiritual, because they believe this kind of humanistic work environment creates benefits for both employees and the organization. If people in the organization are happy, the organization can achieve productivity and creativity of employees.

Work performance is a core objective of any organization. In accomplishing this objective, it desires to be determined the efficiency of the key factors. The concept of motivation of the people in an organization can be different to the organization to the organization. Naturally all the organizations are interested in finding the solutions to improve the performance and the efficiency of the employees. Understanding what motivate employees is an essential factor to the success of the organization. Special attention from the top management is needed to achieve this. People can be motivated through bonuses, leadership and other benefits.

To achieve the high productivity many corporations are in development of this new trend called "spirituality" because they believe humanistic work experience creates a win win situation for both employee and the organization. If the member in the organization are happy there will be more productive, more creative and more fulfilled.(Garcia-Zamor,2003).

According to Marques et al., the effective leaders of 21st century will be spiritual leaders (Marques, J. et al., 2007). Every person expects to have something greater

in life than merely earning money. Figures obtained from the Gallup

Organization in New York support such claims. Gallup had interviewed 800Americans to identify whether their jobs had influenced their spiritual lives in 1998, 33 percent of the sample credited work with "greatly improving" or "improving" their spirituality (Lewis, 2001).

U.S News and world report in 1999 has found that there are 300 topics have done on workplace spirituality. They also have found that more than 30 Master of Business Administration (MBA) have offered courses for this matter. Now some organizations have already identified the importance of the humanistic values of the employees to the high performance of organization. Organizations are now focused on helping the employees to balance the workplace and the personal life. Some Organizations are thinking of ways to balance the employees using different methods to get the high performance.

Ashmos and Duchon define spirituality at work as the recognition of employee's inner life that nourishes and is nourished by meaningful work and takes place in the context of community. (Ashmos and Duchon, 2000). Earlier people were considered as just another input into the production of goods and services. Hawthorne studies conducted by Elton Mayo 1924 to 1932 have changed this way of thinking about employees. (Dickson, 1973).This study discovered that employees are not motivated exclusively by money and employee behavior is connected to their attitudes(Dickson, 1973).The motivation

has been defined in different ways by different authors.

According to Jones, "Motivation is concerned with how behavior gets started, is energized, is sustained, is directed, and is stopped and what kind of subjective reaction is present in the organization while all this is going on. (Jones M.R 1955).

Gottfried defines academic motivation as "enjoyment of school learning characterized by a mastery orientation; curiosity; persistence; task-endogeny; and the learning of challenging, difficult, and novel tasks" (Gottfried,1990).

Organizational employees are de-motivated because of different reasons. By applying spirituality on employees we can make the people motivated.

Tension with the goals and spiritual fulfillment now has pursuit the work places around the world. Now a days, people are not only think about to be productive and effective. Most of the people wants to find the meaning of work life. People cannot differentiate the work life and the personal life. Both of themare interrelated with each other. Personal life is effecting to the work life. Most of the organizations are conducting work and family life balancing programs to help the employees to manage their life (Laabs,1995).The author of the W*ork as a Spiritual Practice*, Lewis Richmond has pointed out that, the Load Buddha has identified several reasons that the job can be dissatisfied (McDonald,1999).

People are not coming to work with their bodies and Knowledge. They come to work by their capabilities and sprits. Most of the traditional companies ignores these

important concepts but some companies have identified that the importance of trust, human values and the capabilities to achieve the targets of the business (Leigh

,1997). Most of the spiritual needs are complete with the recognition and the acceptance of the company responsibilities. If someone wants to make the organization as a spiritual one that means the whole organization is transferring in to a different culture. Now a days, people are struggling to find the meaning of the life (Schrage,2000).

Many organizations are encouraging the development of this new trend ofspiritual, because they believe this kind of humanistic work environment creates benefits for both employees and the organization. If people in the organization are happy, the organization can achieve productivity and creativity of employees. To achieve the high productivity many corporations are in development of this new trend called "spirituality" because they believe humanistic work experience creates a win win situation for both employee and the organization. If the member in the organization are happy there will be more productive, more creative and more fulfilled.(Garcia-Zamor,2003).

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In any organization motivated people have made a decision to apply considerable efforts to achieve something that they value. The value will be different from one individual to another. The most people in the organizations do the work in fear of losing their job. Some people do the job not because the job satisfies them but because they get a salary at the end of the month. There is another group of people they do the job because they have their own goals to be achieved or they are engaged with achieving the organizational goals without consider about themselves.

When the employees are facing to this type of situations the organizations itself cannot achieve the productivity and the efficiency that they are expecting. The main reason for this kind of situation is, employees in the organization are not working happily in the organization. According to the traditional view, when the people are not happily working in the organizations, we can get to know about the employees by identifying the symptoms at its most extreme.

The people will come to work lately, they wanted to go home early, high absenteeism, people get leaves most of the time, Unproductive work like spending time with you tube, face book, watching movies, chatting with the others. The people dislike work, they work only for money, people cannot manage their own work and they cannot direct themselves to achieve goals, they do mistakes all the time, the employees get angry with their subordinators,they

spend their most of the time by gossiping the top management faults with the other company members and when the top management give a group work to the employees they are not achieving it on time. It is management's job is to identify what the people are good in and assigning them to the work that they like to do will act as a motivation factor to get high productivity.

In private education sector, some lecturers are assigned to do modules that the lecturer does not like to do or in some situations the lecturer does not have the knowledge about the particular subject. In this type of situations, the lecturers cannot do the maximum to the students. He/she will deliver the module somehow to stop the blame that he is getting from the top management. Therefore, the lecturer will not put his/her maximum effort to deliver the module to the students. The students will not get the expected out come from the lecturer. But if the lecturer is assigned to a module that he/she is good in, he/she will do more researchers and may find the best way to deliver the module to the students to give the maximum. This will happen because he/she is happy with the assigned work. So that by identifying the people that they are good in will act as a motivation factor and can get high productivity.

Today in Sri Lanka, Education is an important focal point to provide job opportunities to people to make the country economy rise. Sri Lanka has now been moved to knowledge based economy from service economy. Therefore, Sri Lanka has to compete with other countries that are already developed their higher education system. Hence, Sri Lanka also should develop their higher education regionally and internationally

to compete with other countries. (SamanKelegama,2017)

According to the e-book of strategic management for tourism hospitality and events, it has mentioned that the skilled labor of Sri Lanka has high turnover rates in higher education sector because of low salaries and unfavorable work conditions. They have also analyzed higher educational institutes cannot meet the demand of the labor because there are less of job opportunities for the young people who are trying to enter to this industry (EvensN,2015).

Therefore, it is vital to find the reasons behind this high turnover rate and the factors affecting to work engagement of the academic staff of PIOFDAFUs in Sri Lanka. If the employees are satisfied, their work engagement is also found to be high. There are so many factors affecting to employee satisfaction and they can be either categorized under physical factors, mental factors and spiritual factors. In Sri Lanka, most of the organizations havestill not identified the importance of spirituality. Most of the organizations are doing changes to the organizational employees without giving attention to the spirituality as a motivational factor. In new business environment, organizations are trying to get the maximum from the employees. Though, there are plenty of research studies done on such physical and mental factors, still there is a research gap to fill by executing research on impact of spiritual factors on work engagement. Hence, the objective of this research is to identify the impact of individual spirituality in between work environment and on work engagement of the academic employees in PIOFDAFUs in Sri Lanka.

Introduction to Private institutes which offer Foreign degrees in affiliation with Foreign Universities. (PIOFDAFU)

Today in Sri Lanka, Education is an important focal point to provide job opportunities to people to make the country economy rise. Sri Lanka has now been moved to knowledge based economy from service economy. Therefore, Sri Lanka has to compete with other countries that are already developed their higher education system. Hence, Sri Lanka also should develop their higher education regionally and internationally to compete with other countries. (Saman Kelegama, 2017)

According to the Webometrics web site issued in July 2014 world ranking universities have ranked Colombo, Peradeniya, Moratuwa, Sri Jayewardenepura and Kelaniya as the best five Universities in Sri Lanka. According to webometrics results Sri Lankan universities are not in the best 1000 universities in world ranking. Colombo University is in 2146th place according to world ranking. The top ranked universities in the world are MIT, Stafford and Harvard(Webometrics,2014).

It is a known fact that Sri Lanka needs more private universities to fulfill the annual intake of students. It has found that Sri Lanka needs 40 new universities to fill the gap. Sri Lankan government cannot fund such a huge amount to the universities in Sri Lanka with the other expenses. Because of the high demand, open the avenue for the private universities has become very important to Sri Lanka.

Sri Lankan government has allowed for the foreign universities to establish in Sri Lanka due to the high demand. There is no

financing requirement by the Sri Lankan government to establish those kinds of universities. For this purpose, Sri Lankan government will charge some amount from foreign universities. These universities will grade the students according to the credit system. Most of the time the first two years they will allow students to study in Sri Lanka and the last year according to their option they can either select Sri Lanka or the affiliated universities.

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In Sri Lanka percentage of the pass rate of General Certificate of Education Ordinary Level(GCE O/L) Examination who are qualified for the Advanced Level (A/L) class has been increased in 2005 47.75% to 2011 61%. Percentage of qualifying to enter universities has been increased in 2005 59.2% to 2010, 61.21%.In 2015
total number of students who are qualified for the Government universities are 149,572,but number of students admitted was 25,643. The management of the government universities are done by the University Grant Commission (UGC).Today only 15 state universities and 17 postgraduate institutes are functioning under UGC (Ministry of Higher education report,2013).

With the limited number of government universities, Sri Lanka is facing to a big problem of catering higher education to achieve the demand of the market. Today to fill the gap for the demand of higher education there is a need of Private institutes offer foreign Degrees affiliated with foreign universities. (PIOFDAFUs). (De Alwis D.,2013). Government University intake has become increased throughout the years but still according to the demand numbers of seats are limited. According to the UGC statistics from 2014/2015 academic year number of students qualified for the universities after A/L are 149, 572.But only 17% (25,643) was admitted to the universities. Each year more than 10,000 students who are qualified for the universities are not getting a chance of entering to the universities (UGC,2015).Many International school students who has done Cambridge curriculum stream or EDEXCEL curriculum stream are unable to find entry to local government universities. Today more than 12,000 students are seeking to go abroad to get their degree (De Alwis D, 2013).

According to the Central Bank report in 2015, 103,423 students have been enrolled for the state universities in Sri Lanka and 20,523 students have been enrolled to the open University. In 2015, 27 new undergraduate degree programmes and 10 postgraduate degree/diploma programmes are approved by the UGC for the demand in the market for different subjects (CBSL,2015).

In 1977, after opening the economy for the higher education in Sri Lanka, UGC has been established on 22nd of December1978. This was establishing under the University act no 16. UGC is responsible for the fund allocation, check

for the academic standards and check for the admission requirements for the students of the HEI. The Open University of Sri Lanka has been established on 22nd of June 1980 under the university act no.

16 of 1978. The main purpose of this university was to give the higher education opportunities to the working adults in SriLanka. This is the main open and distance learning institute in Sri Lanka. Sri Lanka has given the authority to open the first private medical college called north Colombo medical college – Ragama in 1981.The first institute that was affiliated with the foreign university is the Institute of technological studies in 1980. A higher growth in the PIOFDAFUs in Sri Lanka can be seen over the past few years from 1990 to now.

Is Private Institutes which offer Foreign Degrees in affiliation with Foreign Universities functioning Well?

These days most of the Private Institutes has started in different names and offering foreign degrees to the local students. Most of these private Institutes are not functioning well. There is no recommended authority or committee is appointed by the Sri Lankan government to check the functionality of these educational institutions. A procedure called internal verification and external verification is applied to check the quality of the work of these Institutes. Internal verification is done by the private educational institute itself and the external verification is done by the affiliated university.

There is a great difference between the staff of the private education institutes when compared with the government universities. Most of the private education

Private institutes are divided in to two groups; as Private institutes hat are registered under the Ministry of Higher Education (MHE) as Private Institutes which offer Sri Lankan degrees recognized by University Grants Commission (UGC) and Private Institutes which offer Foreign Degrees in affiliation with Foreign Universities that operate outside the eye of MHE.

There are several Degrees of Institutes Recognized under Section 25 A of the Universities Act No. 16 of 1978, by the UGC.Institute of surveying and mapping was established under Act No. 21 of 1969, to provide Bachelor of Science Degrees (Surveying Science) from 24.7.1990 onwards.

institutes in Sri Lanka are money oriented. They do not consider about the quality of the education given to the students. They are starting more than ten batches per year. These institutes have less staff but they have to do lot of work. Most of the staff members have to work more than 30 hours per week. So, they do not have enough time to do their researches. Some institutes are there in Sri Lanka that do not give enough lecture preparation time and to do their research work for the lecturers.

As a remedy for this situation, lecturers are also behaving in low quality manner due to this heavy work load and limited time. As a consequence of this situation, lecturers tend to use same teaching materials for all the batch of students.

In most of the Private Institutes which offer Foreign Degrees in affiliation with Foreign Universities produce large number of graduates per year. Most of them cannot find a proper job in the industry because they have not gathered

the proper knowledge from their degrees. This happens because of the lecturers cannot give the required knowledge to the students due to the reason of the management does not give enough lecture preparation time and time to do their research work.

It was found that through the interviews and surveys with the employees in Private Institutes which offer Foreign Degrees in affiliation with Foreign Universities, that most of the private institutions' lecturers do not remain in the same place. The institutions are not keeping extra lecturers to the same subject due to the financial cost of keeping extra lecturers should be beard by the institute itself. The most organizations will tell to another lecturer to take that session as a solution for this problem. If the lecturer has refused to take that subject, management will force to the lecturer to take the module. The management's argument is that, if the lecturer has done the module when the lecturer was doing in his degree, He/she should be able to teach the same module to the students. But the management is thinking only to overcome the situation from the internal lectures. But they do not think about the pressure that they are giving to the lecturers. They also cannot understand different people have different skills for the different subjects that they deliver. Some organizational Managers cannot understand that, it is difficult to achieve the expected level of outcome by forcing a person to do something that he does not like to do.

It will decrease the productivity and the quality. When employees are facing to this type of situations the employees do not give priority to money or the bonuses that they get from the organization. They give priority to the happiness of themselves andself-satisfaction.

Even if the lecturer agreed to conduct the lecture with the new subject and come up with the 100% pass rate, the management is not appreciating them most of the time. Finally, this becomes a reason for demotivating the lecturer after facing to this type of situations.

Another miserable situation the lecturers are facing is that, they have to respect to the people who are not respecting them. In most of the Private Institutes which offer Foreign Degrees in affiliation with Foreign Universities, coordination positions are hold by the employees who are not much educated. The top-level people specially the branch managers and the people who are in the higher ranks have a good relationship with these coordinators. Coordinators are coordinating with the lecturers and the coordinators will tell different things to the management about the lecturers. Most of the people who are in the top management are educated people but unfortunately, they believe what the coordinators are telling. According to that they make decisions. Some decisions will make the lecturer to leave the job. Problems like, forcing to undertake subjects to lecturers, which are not in their specialization, the 50% of the blame will go to the coordinators and the other 50% will go to the top management.

The management advice to the lecturers to conduct and complete the subject within the given time frame or before that. But that time period is not the time period to conduct the module that is mentioned by the affiliated university.

Literature Review

The Concept of Spirituality – from Individual Perspective

Now a day the term "spiritually" has become an important factor in organizations. The organizations are trying to get the maximum out of employees. But the organizations are not realizing that they cannot get the maximum of the employees without careering the entire person. Academic literature on spirituality has been expanded very recently by Saas in 2000 (Saas,2000).

The changes in the global economy like competition, population and globalization have realized that the current policies and procedures are not applicable for the 21st century. Some of these factors are demotivate and demoralize the employees in an organization.

Interest of the spirituality has been grown in locally and globally. People have identified the importance of spirituality and its values. Spirituality has been involved to increase the motivation of the employees. Many scholars have tried to find the exact meaning of spirituality in different ways. Many researchers have done researches about spirituality in a professional way. In organizational science, the evaluators and academic researchers like Cavanagh 1999, Sass 2000 have done researchers about the spirituality(Cavanagh, 1999,Sass, 2000). Some of the practitioners, like, Laabs has done researches about spirituality (Laabs, 1995). Some organizations have found some solutions from spirituality to make the organization a better place.

Currently, organizations are doing permanent changes as responses to the

changing environment. In accordance with the needs of changing environment, modern organizations are becoming more flexible places for the employees to have employee relationships (Burack,1999).

According to the Judith A. Neals, academic publication of "Spirituality in the work place: an emerging phenomenon, he has mentioned that most of the management authors and consultants who work in the field of spirituality in the workplace defined the human being as consisting of four parts or four types of energy;(1) physical: our ability to take good care of our bodies and physical well-being; (2) mental: our ability to think clearly,learn,and make good decisions;(3) Emotional: our ability to create positive relationships and to handle difficult situations; (4) Spiritual: our ability to connect to something greater than ourselves and to be of service in the world. He has also identified that to some degree or another, the workplace tends to pay attention to the first three energies, but spiritual energy encompasses these other three and brings in the intangible, life-affirming energy(Neal,2000).

Fairholm describes spirituality in his book of "Capturing heart leadership", as spirituality is the essence of who he or she is. It explains yourself without your body. He has also stated that, it includes the intellectual and physical self. Spirituality is also the quality of being spiritual. Spirituality is the essence of keep humans from others. It is a relationship with the inner self of higher values and morality. It is recognition of the truth of the inner nature of people (Fairholm,1997).

Ian Mitroff, Professor of Management, has defined spirituality as "the desire to find ultimate purpose in life, and to live

accordingly". He also indicated that, people do not have to be religious to be spiritual, and most of the spiritual people are not religious. Most of the people say spirituality is the power, but the word spirituality governs the entire world. There is a purpose of everything and everyone of this world. There is a high power every part of the expression. Everything is interconnected with each other. The spirituality is the interconnection and be with in that situation. Spirituality does not always give good things. spirituality can also give bad things. Caring, hope, kindness, love and optimism is connected with spirituality. (Mitroff and Denton ,1999).

According to Kuhn in 1959, the development of set of forms all of which contain a particular element, especially the set of all inflected forms based on a single stem or theme will involve the extensive process by which a person or persons acquire the social and psychological characteristics of a group. This theoretical view can always be change according to the given set of data (Kuhn, 1959).

Mitroff and Denton have defined spirituality as "universal, non-denominational, broadly inclusive, and tolerant, and as the basic feeling of being connected with one's complete self, others, and the entire universe" (Mitroff andDenton,1999).

"Religion I take to be concerned with faith in the claims of one faith tradition or another, an aspect of which is the acceptance of some form of heaven or nir-vana. Connected with this are religious

teachings or dogma, ritual prayer, and so on. Spirituality I take to be concerned with those qualities of the human spirit—such as love and compassion, patience, tolerance, forgiveness, contentment, a sense of responsibility, a sense of harmony—which brings happiness to both self and others" (Dalai Lama,1999).

According to Waaijman, spirituality is a "process of re-formation which aims to recover the original shape of man, the image of God. To accomplish this, the re-formation is oriented at a mold, which represents the original shape: in Judaism the Torah, in Christianity Christ, in Buddhism Buddha, in the Islam Muhammad"(WaaijmanK,2010).

The Goal of this paradigm is to make them believe or not believe a particular believing system. This effort explores methods by studying their stakeholders and the work organization. After few decades Paloutzian in 1996 have found that the religion and spirituality have effectively used the scientific method for the investigations that are done in empirically (Paloutzian,1996).

Lewis & Geroy, 2000 presented the view of Clark on spirituality as "the inside experience of a person when he or she feels a beyond, mainly as proof by the effect of this experience on his or her life behavior when he or she actively participate to harmonize his or her life with the beyond". The key factors he has found was inner experience, connection to Higher Being, meaning and purpose in

life, larger context, behavioral dimension and connectedness (Lewis &Geroy,2000).

Ellison in 1983 has defined spirituality as "the capacity to find purpose and meaning beyond one's self and the immediate". He has identified key factors of the spirituality as meaning and purpose of the spirituality, connectedness and self-transcendence (Ellison,1983).
Emmons in 2000 has defined spirituality is as "the personal expression of ultimate concern"(Emmons ,2000). According to Wong in 1998 spirituality involves ultimate and personal growth" (Wong,1998).

Bregman and Thierman in 1995 has identified spiritualty as" spirituality is how the individually lives meaningfully with ultimacy in his or her response to the deepest truths of the universe (Bregman and Thierman ,1995).In accordance with Armstrong in 1995,"spirituality is the presence of a relationship with a higher power that effects the way in which one operates in the word" (Armstrong, 1995).

The work environment

The working environment consists of two broader dimensions, which are; work and context. Work comprises with all of the diverse features of the job, such as, the way job is done and completed, involving the tasks like task activities training, control on one's own job related activities, a sense of achievement from work, variety in tasks and the fundamental value for a task. Many research scholars have focused on the intrinsic aspect of the job satisfaction and results have shown that there is a positive link between work environment and intrinsic aspect of the job satisfaction. Furthermore, they described

the second feature of job satisfaction, which is known as context, which includes the physical working conditions and the social working conditions (Sousa-Poza & Sousa-Poza, 2000; Gazioglu &Tanselb, 2006; Skalli, Theodossiou, &Vasileiou, 2008). Spector (1997) explored that most organizations disregard the working environment within their organizations, which resultant in an adverse influence on their employee performance in the organizations. In accordance with Spector (1997), employees' safety, job security, good relationships with co-workers, recognition for good performance, motivation for performing well and participation in the decision making process of the organization can be considered as the factors affecting to working environment in an organization. He further explained that once employees understand that the firm considers them as important, they will have high level of commitment and a sense of ownership for their organization. According to Lane aet al., 2010, diverse elements in the working environment such as wages, working hours, freedom given to employees, organizational structure and communication between employees and management might influence to the job satisfaction (Lane et al., 2010). Arnetz (1999) discussed that,it can be observed in organizations that, most of the employees have issues with their supervisor who is not giving them the respect, which employees expect. Supervisors also show harsh behaviours to employees due to which they are not comfortable to share good and innovative ideas with their supervisors. Furthermore, he describes that top management limits employees to their tasks rather than creating a sense of responsibility in employees by making them work in teams to attain high performance.

Furthermore, working environment is also having an impact on job satisfaction according to the results of the research done by Bakotic and Babic (2013). According to their findings, employees prefer to work in working environment with less risky.Like wise, office design also impacts on performance environmental factors are source of motivation by employees as pointed out by Amina and Shehla (2009). Mokaya et al. (2013) explored that factors, such as, working conditions, remuneration and promotions play important role for employees' job satisfaction. Ollukkaran and Gunaseelan (2003) examined that, how well employees engage with their working environment, it will have positive impact on employees' performance level. According to Mcguire and Mclaren (2007), a working environment has a strong influence on employees well-being and create interaction, collaboration and innovation and enrichthe job satisfaction. When studying the impact of indoor work environment, Roelofsen (2007) has explored that, indoor working environment has strong influenceon job performance and the performance level can be increased from 5 to 15 percent due to improved working conditions. Work place level also impacts on employees' stress as according to Vischer (2006) that a good working environment will lead to better fit between work space and employees and results in improving behavior and stress related emotions.

Bhola and Shravsti (2015) have done a research study to identify the relationship between working environment and job satisfaction of service sector employees. Factors affecting to working environment were identified as; Physical environment. Social environment, psychological environment, job related issues, job

rotation, job enlargement and job enrichment. It was found that there is a positive relationship between working environment and job satisfaction of employees. There is a direct impact Working conditions on job satisfaction of employees, which might lead to the job involvement, employees' commitment towards achievement of organizational goal.

Another research done by Jain and Kaur in 2014 was focused on the impact of working environment on job satisfaction of the employees in Domino's Pizza. In the study, they have explored three major elements in working environment and they are; physical environment, mental environment and social environment. Study found that, employees of Dominos are basically well satisfied with these factors; work environment, duties and responsibilities, refreshment & recreation facility, grievance handling procedure, fun at workplace, health & safety facility. Further, study concluded that, employees are not satisfied or dissatisfied with the factors of workload & overtime, job includes fatigue & boredom, attitude of supervisor.

According to the study done by Awan and Tahirin 2015, It was found that, the factors like supervisor support, relation with co-workers, training and development, attractive and fast incentives and recognition plans, adequate work load at work place are helpful in developing a working environment that has positive impact on employee's level of productivity in the organizations. Moreover, they found that, the most of the problems faced by employees are related to working environment and the level of productivity can be increased through developing a conducive working

environment in the organization (Awan and Tahir,2015).

In accordance with the work done by Pravamayee (2014), effective work environment encourages the happier employee with their job that ultimately influence the growth of an organization as well as growth of an economic. Further he found that, employees are basically well satisfied with these factors: work environment, duties and responsibilities, refreshment & recreation facility, grievance handling procedure, fun at workplace, health & safety facility. The organizations can retain its employees with these aspects. However, factors like workload and overtime, tiredness and tediousness of job, attitude of supervisor affect to employees' dissatisfaction over the job. Therefore, these aspects may have a direct impact on the organizational growth and also the job satisfaction of the employees.

It was explored in the research done by Raziqa and Maulabakhs in 2015 that, such working environments where employees are made a part of the overall decision making process, being given flexible working hours, less work load, a team work approach and a supportive top management have positive impact on the performance of employees. This will affect to high employee job satisfaction, thus creating the employees more committed towards their jobs, more motivated to work hard and more persuaded to get high productivity for their organizations promoting their respective businesses in the longrun.

The work engagement

Work engagement is a comprehensive concept, which encompasses fundamental

characteristics, such as, high involvement, affective energy, and self-presence at work (Sonnentag et. al, 2008). Work engagement can be identified as a positive and satisfying work-related mind state, which is characterized by vigor, dedication, and absorption. Vigor is featured by high levels of energy and mental flexibility while working. Dedication denotes to being strongly involved in one's work and experiencing a sense of significance, eagerness and challenge. Absorption is described as being fully focused and happily absorbed in one's work, by which time passes quickly and one has difficulties with detaching oneself from work. As a summary, committed employees have high levels of energy and are excited about their work.

Schaufeli et al. described employee work engagement as a positive fulfilling, work related state of mind that is characterized by vigor, dedication and absorption. Furthermore, they indicated that, engagement is not a temporary and specific state, but is a more determined and prevalent affective mental state that is not focused on any particular object, event, individual, or behaviour. Harter et al., define employee work engagement as the individual's involvement and satisfaction with as well as enthusiasm for work. Hewitt explains employee work engagement as the employees 'aspiration to speak positively about the organization, intention to be a member of the organization and propensity to go beyond the expected by the organization. Wellins and Concelman suggest that work engagement is the illusive force that motivates employees to higher levels of performance. This desired energy is amixture of commitment, loyalty, productivity an ownership. In additionto

that, they added that, it includes feelings and attitudes, which employees have towards their jobs and their organizations. Robinson et al. define engagement as a positive attitude held by the employee towards the organization and its values. An engaged employee is well conscious about the business setting and likes to work with colleagues to enhance the performance within the job for the advantage of the organization. They further add that organization must develop and nurture engagement which is a two-way relationship between employer and employee.

Kahn (1990) was the first to conceptualize engagement, defining personal engagement as the concurrent manifestation and expression of an individual's ideal self in task behaviors that encourage a connection with work and with others, a connection with personal presence (physical, cognitive, and emotional), and a connection to active, full role performance. Maslach and Leiter (1997) suggested that ,work engagement occurs on a range, and is the direct opposite of the three burnout dimensions, namely exhaustion, cynicism, and a sense of inefficacy.

Methodology

The data was collected for the current study from 200 academic staff of PIOFDAFUs in Sri Lanka and for the purpose a structured questionnaire was distributed among the sample. The collected data was analyzed using regression analysis and for the purpose of data analysis, the Statistical Package for Social Sciences (SPSS) and Structural Equation Modeling (SEM) with Analysis of Movement Structures (AMOS) were utilized.

Conceptual Framework and Hypotheses

One of the independent variable of this study was work environment. The working environment was evaluated using self-generated, literature supported 25 question with 5 point Likert scale. There were four dimensions which was proved in exploratory factor analysis namely Roles, Rewards, Challenges and Relationships. Cronbach Alpha is a reliability test to measure the internal consistency i.e. reliability of a Questionnaire. It is the most commonly used technique when the questionnaire is developed using multiple Likert scale statements and therefore to determine if the scale is reliable ornot.

According to the analysis, all 4 sections in the questionnaire relating to working environment had Cronbach alpha morethan 0.7.

Another independent variable of the study was Individual spirituality and it was measured using three dimensions; namely, larger context, awareness of life and compassion according to the Human Spirituality Scale (HSS) was developed by Wheat (1991:166-168).The first section of HSS larger context subscale includes altruism or selflessness, truth, justice or morality, and meaning and purpose in life; the awareness of life subscale includes personal growth and wholeness, some aspects regarding sacredness or significance of life, and a connection with other life dimensions; the compassion subscale includes some aspects regarding sacredness or significance in life and awareness of pain and suffering (Wheat, 1991).

The dependent variable of the study was work engagement and it was measured using three dimensions, which are; vigor, dedication and absorption according to Schaufeli, Salanova& Bakker (2003). According to Schaufeli, Salanova & Bakker (2003),Vigor is described by high levels of energy and mental resilience while working, the readiness to invest effort in one's work, and perseverance even in the face of difficulties. Dedication denotes to being strongly involved in one's work and experiencing a senseof

significance, enthusiasm, inspiration, pride, and challenge. Absorption has the characteristics of being fully concentrated and happily occupied in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

Accordingly, the measurement Scale of Work Engagement used in this study is based on the UTRECHT Work Engagement Scale (UWES) developed by Schaufeli, Salanova& Bakker (2003).

Accordingly, the conceptual framework of current study can be illustrated as follows;
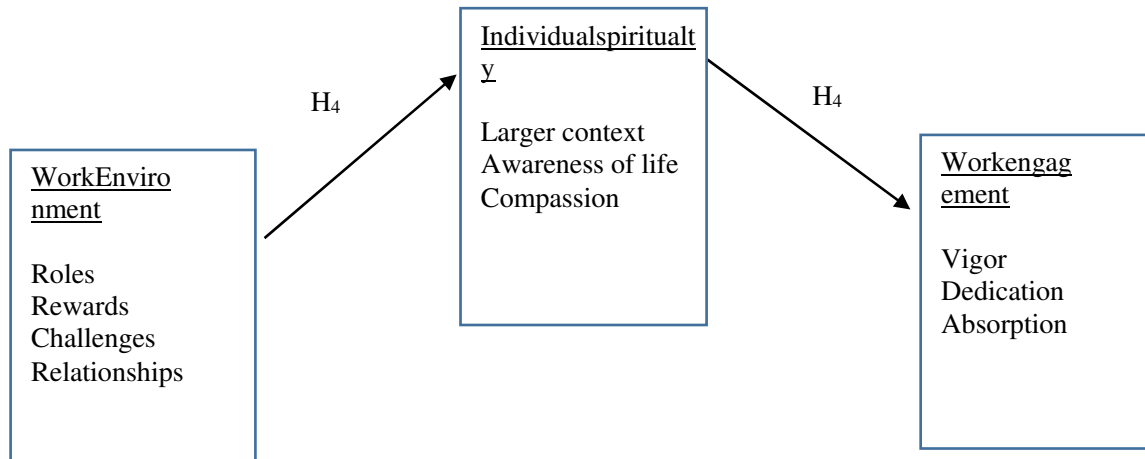
Figure 1: Conceptual Frame Work
Source: Constructed by author

Figure 2: Structural Model

The hypothesis of the study is;

H$_4$: Work environment leads to more individual spirituality which intern influences work engagement of the academic employees of the PIOFDAFUs.

The structural model of the present research can be presented as bellow;
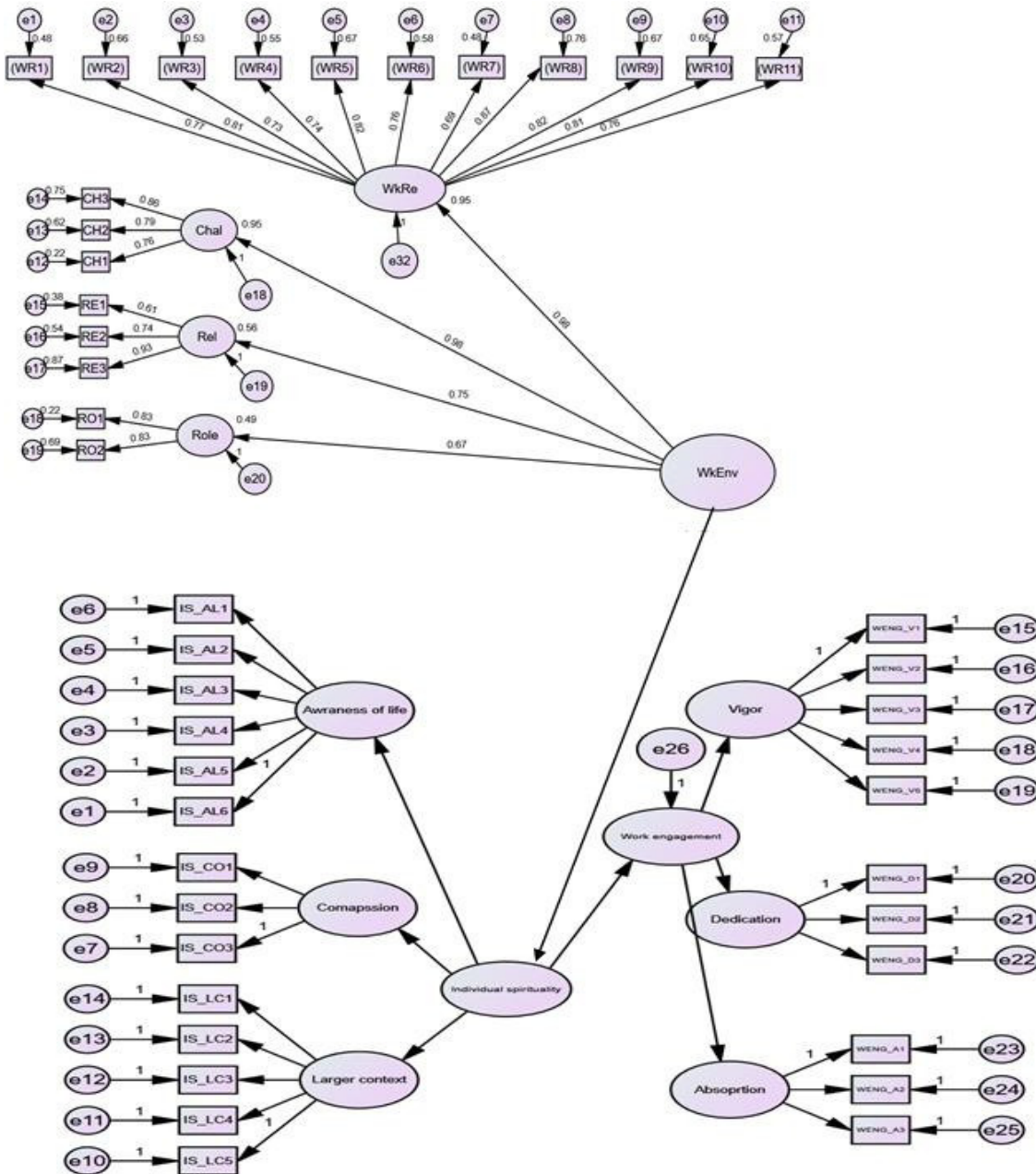
The questionnaire consisted with 14 questions to measure individual spirituality and 13 questions to measure work engagement and 19 questions to measure the work environment. In addition to that, the respondents' demographic factors, such as, age, gender, qualifications, designation, duration of service, income, marital status and number of children.

Findings and Discussion

Demographic Factor Analysis

The majority of the respondents are in the age range from 31 years to 40 years (39%). Further, the next highest percentage is for the age range from 20 years to 30 years (34.5%). The lowest percentage was reported for the age range of more than 60 years (2%). Moreover, it can be seen that the majority of the respondents are males(73%).

And also, the majority of the respondents are in the Lecturer position (47%), while the least respondents can be found from the designation of Professor (4.5%). It can be observed that, 43.5% of the respondents have Masters' degree, and 29.5% has first degree. Diploma holders are 15.55% from the total respondents and PhD holders are 11.5% from the total respondents.

Further, it is observed that, the highest percentage of respondents (53%) are working in PIOFDAFUs for more than 2 years. 47% of respondents' service duration is less than 2 years. And also, the majority of the respondents are married (81.5%). 17% of the respondents aresingle,whilethebalanced1.5%ofthe

respondents belongs to the divorce category. Moreover, the majority of the respondents (44%) belong to the income range from Rs. 50,001 to Rs. 100,000.37.5% of the respondents earn the income ranging from Rs. 35,001 to Rs. 50,000. The least respondents (3.5%) belongs to the income level of more than Rs. 150,000. Finally, it can be observed that, the majority of the respondents (33.5%) has one child. 29.5% of the respondents has two children and 19.5% of the respondents has no children. There is only 1% of the respondents has more than three children.

Regression Analysis

Before running the regression analysis, the second order Confirmatory Factor Analysis (CFA)was done for three structural models of the current study including three main variables of the study, which are individual spirituality, work engagement, work environment and their respective latent variables (for individual spirituality, larger context, awareness of life and compassion, for work engagement, vigor, dedication and absorption, for work environment Roles ,Rewards, Challengers, Relationships), and for observed variables under each latent variables, which were represented by their respective questions.

After executing CFA, the Standardized regression weights (factor loadings) and squared multiple correlations, which are R^2 values were recognized, between three latent variables, which are; vigor, dedication and absorption and the main latent variable of work engagement and between three latent variables, which are; larger context, awareness of life and compassion and the main latent variable of individual spirituality and with roles,

rewards, challengers, relationships of the main latent variable work environment.

Furthermore, standardized regression weights and squared multiple correlations of three latent variables of vigor, dedication and absorption with their respective observed variables and three latent variables of larger context, awareness of life and compassion with their respective observed variables and four latent variables of work, rewards challengers and rewards with their respective observed variables also were identified.

Standardized Regression Weights - Between latent variables – Work Engagement

Variables			R^2	Estimate
Vigor	<---	WkEng	0.72	.850
Dedication	<---	WkEng	0.68	.822
Absorption	<---	WkEng	0.52	.718

Source: Author constructed from SPSS AMOS Output

Standardized Regression Weights - Between latent variables – Work Environment

Variables		R^2	Estimate
Challenges	<--- WkEnv	.953	.976
Relationships	<--- WkEnv	.564	.751
Roles	<--- WkEnv	.486	.697
Work &Rewards	<--- WkEnv	.954	.978

Source: Author constructed from SPSS AMOS Output

Standardized Regression Weights - Between latent variables – Individual Spirituality

Variables		R^2	Estimate
Awareness of Life	<---IndSpir	.569	.754
Larger Context	<---IndSpir	.980	.978
Compassion	<---IndSpir	.293	.534

Source: Author constructed from SPSS AMOS Output

Table 1: Standard Regression Weights

There should be more than 0.5 value for standardized regression weights to be accepted as a good representative factor for latent or observed variable. Accordingly, after identifying low standardized regression weights, they were removed and hence all the fitness indices, which measure the absolute fit, incremental fit and parsimonious fit were achieved.

Then, unidimensionality, validity and reliability were tested. Accordingly, unidimensionality was identified through second order CFA done for the present study and it is considered as achieved the unidimensionality, if the standardized regression weights are met the standard level of 0.5 according to Awang (2012).

Validitycan be verified through convergent validity, construct validity and discriminant validity. Convergent validity is attained when all items in a measurement model are statistically significant.

It is confirmed through the p values of unstandardized regression weights for all the latent constructs and all the observed variables of the structural model of this study. construct validity is reached when the fitness indices for a construct achieved the required level. According to the second order CFA executed for this study, it can be observed that, the fitness indices to measure the absolute fit, incrementalfit

and parsimonious fit relating to two structural models of the current study were achieved the required standard level. Finally, discriminant validity is achieved when the measurement model is free from redundant items, which can be identified through high Modification Indices (MI) and accordingly, two structural models in this second order CFA in this study identified redundant items through high MI and they were deleted.

Reliability in the forms of internal reliability, composite reliability and Average Variance Extracted (AVE) was tested for the present study. Internal reliability can be achieved through the Cronbach's Alpha coefficient, which is higher than 0.7, which is calculated using SPSS. In order to achieve Composite Reliability (CR) for a construct, value of CR should be greater than 0.6 is required. The Average Variance Extracted (AVE) for a construct should be greater than 0.5 to achieve the reliability.

Following Table 1 illustrates the Cronbach's Alpha coefficients, Composite Reliability values and AVE values for all the dimensions of each variable of the structural model of the current study.

Table 2: Cronbach's Alpha Coefficients, Composite Reliability Values and AVE values for the Dimensions

Variable	Dimensions	Cronbach's Alpha Coefficients	Composite Reliability	AVE
Work Engagement	Vigor	0.875	0.87	0.58
	Dedication	0.798	0.81	0.59
	Absorption	0.820	0.82	0.61
Work Environment	Challenges	0.759	0.85	0.65
	Relationships	0.819	0.81	0.59
	Roles	0.591	0.81	0.69
	Work and Reward	0.946	0.95	0.61
Individual Spirituality	Awareness of Life	0.917	0.88	0.58
	Larger Context	0.905	0.89	0.62
	Compassion	0.859	0.89	0.75

Source: Author constructed from SPSS and SPSS AMOS Output

Normality assessment was also done in order to qualify for running regression analysis. It was verified through identifying the skewness for every item. If the absolute value of skewness is 1.0 or less than 1.0, in indicates the data is normally distributed (Awang, 2012). Accordingly, it was identified that, absolute value of skewness for every item of work engagement and individual spirituality were achieved the required level.

The mediation analysis of this study was done using PROCESS model 4. Prior to proceed with the mediation analysis, the direct relationship between work

environment and work engagement was tested using liner regression analysis. The first hypothesis relating to the direct effect of work environment and work engagement.

The mediating variable of individual spirituality was introduced and analyzed using PROCESS model 4 in SPSS. The hypotheses relating to the mediation of the study are as follows;

H_2: There is a significant impact of work environment on individual spirituality of the academic employees of the PIOFDAFUs.

H₃: There is a significant impact of individual spirituality on work engagement of the academic employees of the PIOFDAFUs.

H₄: Work environment leads to more individual spirituality which intern influences work engagement of the academic employees of the PIOFDAFUs.

The graphical representation of hypothesis 4 can be illustrated in the following

Individual
Spirituality

M

Work
Environment

X

Work
Engagement

Y
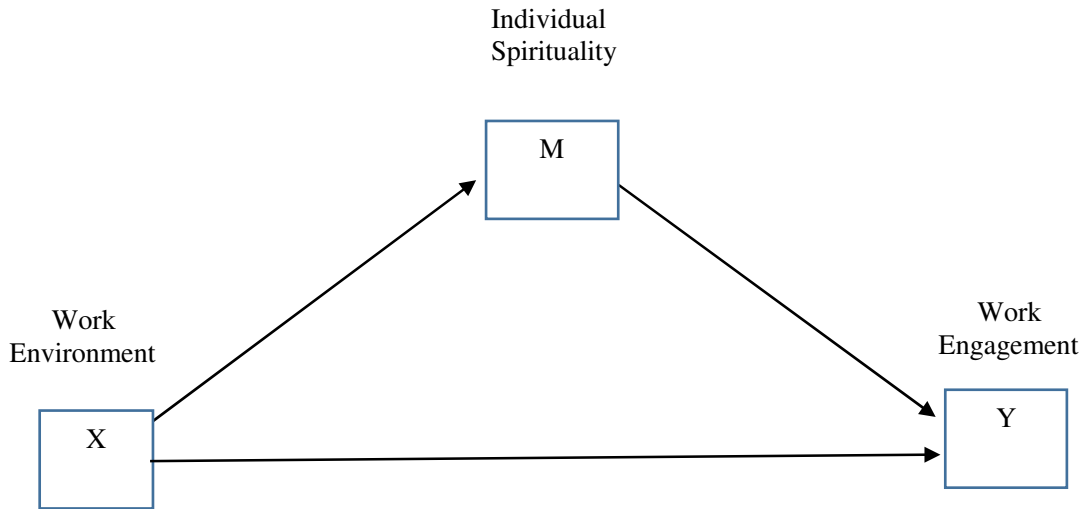
Figure 3: Graphical Representation of Hypothesis 4

PROCESS Macro Moderation Model 4 (Hayes)

Following equation will be evaluated for moderation;

$$M = i_M + aX + e_M \qquad \text{(Equation 5)}$$
$$Y = i_Y + c'X + bM + e_Y \qquad \text{(Equation 6)}$$

Where;

X = Work Environment
Y = WorkEngagement
M = Individual spirituality
e_M = Error term ofmediator
e_Y = Error term of dependent variable

The results of the PROCESS Model 4 can be presented in following Table 4.35.

Table 3: Results of the Regression Analysis Examining the Mediation

Antecedent		Consequent						
		M (Individual Spirituality)			Y (Work Engagement)			
		Coefficient	SE	p		Coefficient	SE	p
X (Work Environment)	a	0.944	0.013	0.000	c'	0.371	0.072	0.000
M (Individual spirituality)		-	-	-	b	0.504	0.075	0.000
Constant	i_M	0.245	0.046	0.000	i_Y	0.405	0.052	0.000
		$R^2 = 0.966$				$R^2 = 0.950$		

Source: Author constructed from SPSS PROCESS Output

In accordance with the results of PROCESS Model 4, the best fitting OLS regression model is;

$$M = 0.245 + 0.944X \quad \text{(Equation 5)}$$
$$Y = 0.405 + 0.371X + 0.405M \quad \text{(Equation 6)}$$

When it is observed, the regression results, it can be found that, the impact of work environment on individual spirituality is significant (a = 0.944, p = 0.000). It means, with the improvement of work environment, the individual spirituality also increases or vice versa. Therefore, the second hypothesis of the study,which is, there is a significant impact of work environment on individual spirituality of the academic employees of the PIOFDAFUs can beaccepted.

Furthermore, the impact of individual spirituality on work engagement is also significant (b = 0.504, p = 0.000). Hence, the third hypothesis of the study, which is, there is a significant impact of individual spirituality on work engagement of the academic employees of the PIOFDAFUs is also accepted.

Moreover, the direct impact of work environment on work engagement is significant (c' = 0.371, p = 0.000).

The indirect effect of X on Y is given by the product of a and b, which is also significant (ab = 0.476, SE = 0.1, BootLLCI = 0.252, BootULCI = 0.636).

As per the regression analysis to prove the H1, the results were a = 0.847, p =0.000 and after analyzing with mediator variable this impact has been reduced significantly (before mediation, a = 0.847 and after mediation, c' = 0.371).

Therefore, individual spirituality mediates the effect of work environment on work engagement, and it is a partial mediation, since both direct effect and indirect effect are significant. Moreover, the fourth hypothesis of the study, which is, work environment leads to more individual spirituality which intern influences work engagement of the academic employees of the PIOFDAFUs is accepted.

Therefore, the hypothesis of the current study,which is; the work environment leads to more individual spirituality which intern influences work engagement of the

academic employees of the PIOFDAFUs can be accepted.

Conclusion

It was found in the literature that, a research gap in identifying the impact of individual spirituality on work engagement of employees, especially in Sri Lankan context. Further, it was found that, the employee turnover, especially among the academic staff of PIOFDAFUs in Sri Lanka was rapidly increased in recent past. Therefore, the objective of the present study was to identify the impact of individual spirituality on work engagement of academic staff of PIOFDAFUs in Sri Lanka. For the purpose, a sample of 200 academic staff was selected and a structured questionnaire was distributed to collect the views of the respondents. The collected data was analyzed using regression analysis and the regression analysis was done using SEM with AMOS. The results revealed that, there is a significant positive impact of individual spirituality on work engagement of academic staff of PIOFDAFUs in Sri Lanka. Further, the individual spirituality has a greater explanatory power (94.7%)on the workengagement.

Therefore, it can be concluded that, by improving the level of individual spirituality of academic employees of PIOFDAFUs in Sri Lanka, work engagement of them can also be enhanced. Further, it can be concluded that, the individual spirituality of the academic employees can be enhanced by improving the three dimensions of individual

spirituality, which are; larger context, awareness of life and compassion.

Hence, the authority can formulate strategies, which can enhance the individual spirituality of the academic employees of PIOFDAFUs in Sri Lanka.

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