**The Effect of Workplace Spirituality and HRM Practices on Job performance the Mediating and Moderating Approach**

**Arif Massood[1], Ghazanfar Ali[2]**

**Abstract**
Providing the vital roles of nurses in defining the sustainability of the healthcare system, nursing performance is recognized to be significant in providing quality care of patients. However, job performance reported in Pakistani public hospitals over the past few years has been deteriorated. There have been numerous researches about factors that affect job performance like HRM practices, spirituality at work and employee engagement. So, in this regard, leadership desires to change the behavior to engage the nurses in improving performance. The current study examines the direct effect of HRM practices and spirituality at work on job performance and on the employee engagement. The indirect mediating effect of employee engagement is examined on the associations and the moderating effect of change leadership between employee engagement and job performance is also examined. Purposive sampling was used to collect the data. There were 390 practical data from fifteen public hospitals in Pakistan were applied for further data analysis. The software PLS-SEM was applied to measure the structural model. Further the bootstrapping supported on the effect of inner life and employee participation and career development on employee engagement and on job performance is significant. In addition, the study found the partial mediating effect of employee engagement between inner life and career development on job performance is significant. The moderating effect of change leadership between employee engagement and job performance is also significant. The empirical implication showed that HRM practices and spirituality at work confines the negative effect of shortage of nurses and also increasing nursing job performance of nurses and providing better working atmosphere. However, there is no need to any intervention from the top management to modify the nursing behaviors. Future research could increase on the scope of the study.
**Keyword:** Human Resource Management practices, Spirituality at work, Employee engagement, Job performance

## 1. Introduction

In public service organization, Human Resource are supposed to enhance the performance of employees (Pamungkas & Wulandari, 2021). For healthcare sector, job performance is crucial aspect for the provision of the excellence patient's care (Gunawan et al., 2019). For this regard, the management's efforts should be especially in addressing patient's complaints, and enhancing the level of their satisfaction through quality of services (Ahmed et al., 2017). Over the past few years, nursing performance has been decreased in Pakistani public hospitals that cause a low satisfaction for patients (Rasool, Wang, Zhang, & Samma, 2020; Pervaiz, Khan, Hussain, Batool, Shabbir, Younas, & Jumagulov, 2023).

Previous researchers discussed on nursing performance using instruments of task performance. In this regard, the Schwirian (1978) developed six-D Scale to measure nursing performance used by (Ta'an et al. 2020; Safarpour et al. 2019' Mahat et al. 2018; Mrayyan & Abu AlRub 2004). However, this scale could not measure fully the nursing engaging behaviors at their daily work routine (Greenslade & Jimmieson, 2007). This scale only focused on a small portion of the behaviors that are relevant to the jobs that the nurse performs overall. Bell and Menguc (2002) found that there may be other aspects other than task-specific behaviors that might generate required results for customers. Additionally, since there is a development within nursing duties that involves a broad variety of behaviors, the instrument that is used to measure the nursing performance should be updated and efficient (Som et al., 2015; Ossenberg, Mitchell, & Henderson, 2020).

In addition to that, previous researches on nursing performance and found various factors like nursing HRM (Qawasmeh, Alnafisi, Almajali, Alromaih, Helali, & Ismail al-lawama, 2024), role of empowerment (Hlaing, & Fernando, 2023), job stress (Safarpour et al., 2019), motivation (Gunawan et al., 2019), job characteristics (Kuo, Lin, Chang, & Cheng, 2024), transformational leadership (Trichandhara, et al, 2019), socioeconomic environment (Loignon, Johnson, Veestraeten, & Boyd, 2024), organizational commitment (Loan, 2020) and job resources (Bhatti, Mat, & Juhari, 2018). Furthermore, Hisam and Sanyal (2021) proposed that employers should consider the SAW as a vital part to boost the level of productive work environment to enhance the JP in healthcare sector. Similarly, Ali, Ali, Khan, and Afzal (2021) suggested that SAW might result in the creation of a friendly and pleasant working atmosphere for all professionals at workplace. In the meanwhile, Kouhdasht, et al, (2019) discussed that high spirituality is connected with a low level of professional's mental health and stress. So, in a stressful circumstance, a natural source that can assist employee with spirituality to manage employees' behavior (James, Miles, & Mullins, 2011). Employees also obtain intrinsic motivation for enhancing expertise and skills (Amin, Lubis, & Outra, 2020). Specially, when nurses feel a sense of demotivation and high levels of stress at workplace they need the sense of spirituality (Fitriasari, 2020). Through spirituality at the workplace (SAW) increase the positive behaviors of nurses, which has a significant influence on quality care (Bruyneel, Bouckaert, Pirson, Sermeus, & Van den Heede, 2024).

Though, there is increasing interest in spirituality at workplace, however, many studies that have been conducted on this topic and require additional empirical investigation (Hisam & Sanyal, 2021). This is due to the fact that spirituality is hardly and negligibly discussed regarding management perspective (Amin et al., 2020). There is a tendency in the previous researches of nursing to associate spirituality at workplace with job satisfaction, OCB and turnover intention (Fitriasari, 2020). However, there is a negligible research between spirituality at workplace with its two dimensions such as inner life and meaningful work and job performance. Wei et al. (2020) also concluded that there is negligible research between SAW and JP in the context nurses. In spite

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[1] Corresponding Author, Institute of Business, Management, & Administrative Science, The Islamia University of Bahawalpur, Punjab, Pakistan, arif.masood@iub.edu.pk
[2] Institute of Business, Management, & Administrative Science, The Islamia University of Bahawalpur, Punjab, Pakistan, ghazanfar.ali@iub.edu.pk

of the fact that other researchers, like Amin et al. (2020), have discussed that it is vital to conduct an empirical investigation to understand the spirituality and to examine whether or not this construct is connected to the employee's attitudes and behaviors. Habeeb (2019) found that only a small number of studies considered spirituality has an important effect on performance. In the meanwhile, Margaretha, et al, (2021) also found that there is a negligible research on the topic of spirituality and employee engagement. As a result, its influence on nursing work attitude (employee engagement) and nursing behavior (job performance) (Wei et al., 2020). Consequently, this indicates that there is a need for future research on the spirituality at workplace particularly in nursing field.

Besides the spirituality at workplace, HRM practices also have significant effect on employee performance (Anwar & Abdullah, 2021; Hameed & Mohamed, 2016). Similarly, Pamungkas and Wulandari, (2021) also confirmed that HRM practices have the potential to improve employee job performance. These factors may also provide employees with high motivation and performance (Amin et al., 2020; Vivek, 2019). Pamungkas and Wulandari (2021) discussed that when employees believe that if HRM practices are fair and better for employees, they would devote their maximum efforts and energy to improve the performance. It is hypothesized that some HRM practices (career development and employee participation have a positive effect on nursing job performance in public hospitals (El-Gazar & Zoromba, 2021). This is due to the fact that these practices are anticipated to improve positive behaviors.

In addition to this, researchers found that there is a negligible research on the effect of HRM practices on employee engagement (EE) (Li et al, 2019). Notably, Ahmed et al. (2020) also found that negligible research to analyze the association between HRM practices and EE, particularly in developing countries. To continue along the same lines, Hossain, et al, (2020) concluded that there is also negligible research on the effect of HRM practices on employees' attitudes and behaviors. For this reason, it is necessary to examine the association between HRM practices, attitude (employee engagement) as well as behavior (job performance).

Likewise, Shantz et al. (2016) claimed that it is essential to identify the variable that has the possible to perform as a mediator in the association between HRM practices and performance. Study of Kusu and Gowtham (2020) proposed that it is essential to interpret the "black box" on employee attitudes, as this will operate as a mediator between HRM practices as well as performance. The 'black box' refers to the nature of the system, also known as the mediating variable between HRM practices and JP.

Further, Saks (2011) proposed that employee engagement apply as a mediator between SAW and JP. Additionally, Alfes et al. (2013) proposed the EE as a mediator between HRM practices and JP. The engagement of nurses was essential to maintain the standard of healthcare (Keyko, 2014), the significance of doing more research on employee engagement in this area critically emphasized. Therefore, to understand the effect of EE that plays as mediating effect, the purpose of this study is to examine how employee engagement effect between SAW and HRM practices to enhance nursing job performance.

There is negligible research on the mediating effect of EE on job performance through other factors (Wijayati, Rahman, Rahman, Arifah, & Kautsar, 2022). Therefore, to explain the association between EE and JP, this research would apply change leadership as a moderating construct. Dhamija et al. (2021) concluded that the organization or job performance is largely dependent on the leadership. Similarly, healthcare sector is a complex structure consisting of a substantial number of professional groups, experts and departments. If the healthcare sector needed to improve individual level of performance through engagement, then the change leadership is necessary. Since, the traditional way of managing nurses are not enough to improve the performance. Chatterjee, Suy, Yen, and Chhay (2018) and oygarden, Olsen, and Mikkelsen (2020 found that the existing health care system has been failing to adequately address a critical leadership deficit.

In Pakistani public hospital, having the significant role of nurses to define sustainability in healthcare sector through focusing the practical and theoretical aspects that effect of job performance. So, the main purpose of the present study examines the effect of EE as a mediator between SAW, HRM practices and JP and the second purpose is to examine the effect of change leadership as a moderator between EE and job performance.

## 2. Research Design

Using a quantitative approach, this study investigated the associations between SAW, HRM practices and job performance through the mediation of employee engagement and change leadership as a moderator between employee engagement and job performance. This is due to the fact that quantitative research allows for the examination of the relationships of variables in a research (Kreuger & Neuman, 2006). Similarly, the answering of questions regarding the relationships of measured variables are to explain and predict (Leedy & Ormrod, 2005). Aside from that, all research variables were examined in this study, which followed a cross-sectional design (Cavana, Delahaye, & Sekaran, 2001). Data was gathered once within a set time. In contrast to longitudinal studies, which concentrate small samples over a longer period of time, cross-sectional studies allow for the participation of a large number of respondents at a particular moment (Sekaran, 2003). The unit of analysis in this study is a female nurse. The main objective of the research was to determine to what extent the behavior of nurses regarding workplace spirituality and HRM practices affect their performance through the meditation of employee engagement and moderation of change leadership. This showed how the data was obtained applying the selected nurse's information at the individual level. Questionnaires were the primary means of data collection for this study.

### 2.1. Population of the Study

The population of this study consists of nurses employed by the Pakistani Ministry of Health from 15 general hospitals selected from 15 divisions in both provinces, Sindh and Punjab. Large hospitals with bed capacity ranging from 800 to 1200 beds and providing a complete range of secondary care services, general hospitals are in contrast to smaller district hospitals which offer

more basic medical treatment. Sekaran and Bougie (2010) argued that the population means the whole group of people that a researcher wants to examine.

## 2.2. Sample Size and Technique

So, nurses were selected as the study's sample as they represent the Pakistan's 's primary healthcare system and according to the Pakistan Economic Survey 2020-202, 40133 registered nurses in 15 general public hospitals of Punjab and Sindh. Of the 15 general hospitals in Pakistan. The distribution of nurses working in 15 general hospitals. Overall, 550 nurses took part in the study. This study used purposive selection to choose a sample of 15 general hospitals located in Pakistan. Researchers use purposive sampling to choose subsets of the population that either have the necessary information or match the researcher's predetermined criteria for inclusion in the sample (Sekaran, 2003; Sekaran & Bougie, 2010).

## 3. Measurement

The fact that there were enough numbers of items for each study variable. An overview of the measures of the study based on 5-point Likert Scale are found in Table 1.

**Table 1: Sources of Instruments**

| Constructs | Sources | Items |
|---|---|---|
| Job Performance | Rodwell, Kienzle, & Shadur, (1998) | 9 |
| Inner Life | Ashmos and Duchon (2000) | 5 |
| Meaningful Work | Ashmos and Duchon (2000) | 7 |
| Career Development | Singh (2004) and Delery and Doty (1996) | 4 |
| Employee Participation | Singh (2004) and Delery and Doty (1996) | 4 |
| Employee Engagement | Schaufeli et al. (2002) | 9 |
| Change Leadership | (Kotter, 2011) | 4 |

**Table 2: Demographic Profile**

| Demography | Description | Number of Responses | % |
|---|---|---|---|
| **Age** | Less than 35 years | 193 | 46.9 |
| | 35 to 40 years | 170 | 40.8 |
| | 41 to 50 years | 145 | 10.5 |
| | More than 50 years | 42 | 1.80 |
| **Marital Status** | Married | 465 | 59.0 |
| | Single | 85 | 41.0 |
| **Experience** | Less than 4 year | 198 | 48.2 |
| | 4-8 years | 179 | 43.3 |
| | 9-17 | 109 | 4.90 |
| | More than 10 years | 64 | 2.10 |
| **Income** | 70-80000 | 308 | 45.4 |
| | 81-100000 | 154 | 40.8 |
| | More than 100000 | 88 | 2.10 |
| **Education** | Four-year BSN | 439 | 20.8 |
| | Two-year Masters in Nursing program (MSN) | 111 | 68.7 |

## 3.1. Factor Loading, Reliability and Validity

Hair et al. (2014) argued that if the outer loading values of each item are less than 0.5 would be deleted from the model. Hair et al. (2017) concluded that the AVE should be more than 0.50.

When all of the components measure the same notion on the same scale, they are reliable (Sun, Chou, Stacy, Ma, Unger & Gallaher, 2007). Peterson and Kim (2013) argued that this reliability evaluated by analyzing the Cronbach's alpha value and CR.

To check whether the items are consistent, the CR is used (Hair et al., 2014). Hair et al. (2014) found that the reliability of the internal consistency is determined by examining the Cronbach Alpha. Hair et al. (2014) argued that a good CR value is within the range of 0.70 to 0.90.

As shown in Table 3, each Cronbach's Alpha value exceeds 0.80. Thus, this demonstrates that the study's variables are all highly reliable. Furthermore, it was observed in Table 4 that the AVE exceeds 0.50. According to Hair Jr. et al. (2014), convergent validity is attained when the value exceeds 0.5.
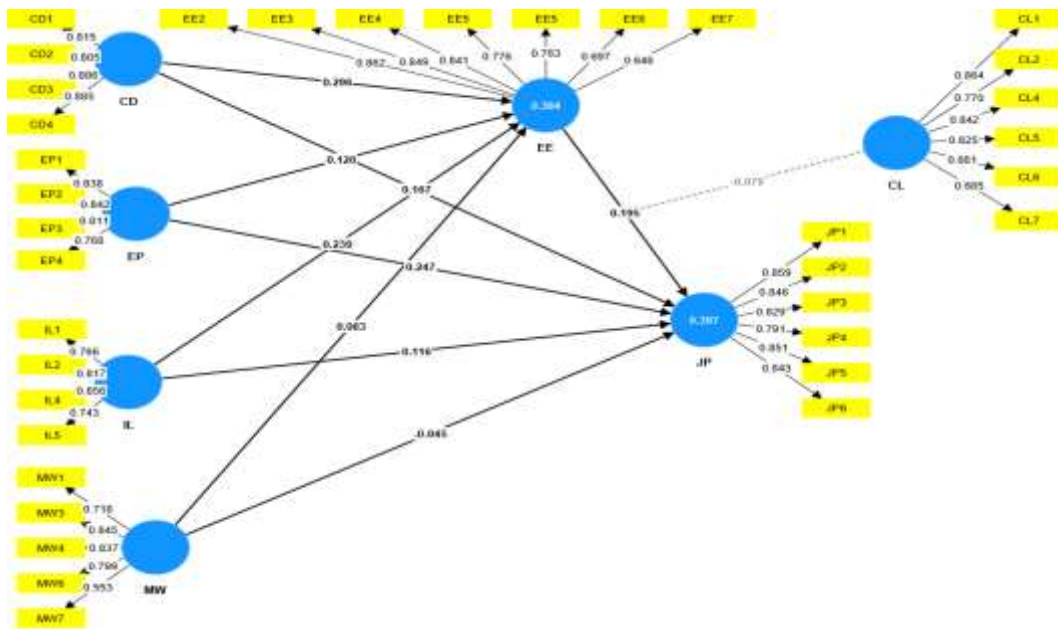
**Figure 1: Factor Loadings**

**Table 3: Internal Consistency**

| Constructs | Items | Factor Loadings | Cronbach's alpha | CR | AVE |
|---|---|---|---|---|---|
| | CD1 | 0.815 | | | |
| | CD2 | 0.805 | 0.870 | 0.911 | 0.720 |
| | CD3 | 0.886 | | | |
| | CD4 | 0.885 | | | |
| | CL1 | 0.864 | | | |
| | CL2 | 0.770 | | | |
| | CL4 | 0.842 | 0.897 | 0.921 | 0.662 |
| | CL5 | 0.825 | | | |
| | CL6 | 0.881 | | | |
| | CL7 | 0.685 | | | |
| | EE2 | 0.862 | | | |
| | EE3 | 0.849 | | | |
| | EE4 | 0.841 | 0.891 | 0.915 | 0.608 |
| | EE5 | 0.776 | | | |
| | EE5 | 0.763 | | | |
| | EE6 | 0.697 | | | |
| | EE7 | 0.646 | | | |
| | EP1 | 0.838 | | | |
| | EP2 | 0.842 | 0.831 | 0.888 | 0.665 |
| | EP3 | 0.811 | | | |
| | EP4 | 0.768 | | | |
| | IL1 | 0.766 | | | |
| | IL2 | 0.817 | | | |
| | IL4 | 0.856 | 0.810 | 0.874 | 0.635 |
| | IL5 | 0.743 | | | |
| | JP1 | 0.859 | | | |
| | JP2 | 0.846 | | | |
| | JP3 | 0.829 | 0.914 | 0.933 | 0.700 |
| | JP4 | 0.791 | | | |
| | JP5 | 0.851 | | | |
| | JP6 | 0.843 | | | |
| | MW1 | 0.718 | | | |
| | MW3 | 0.845 | | | |
| | MW4 | 0.837 | 0.807 | 0.869 | 0.575 |
| | MW6 | 0.799 | | | |
| | MW7 | 0.553 | | | |

### 3.2. Discriminate Validity

In order for a latent variable to possess discriminating validity (DV), it must be distinct from other latent variables (Hair et al., 2014). Cross-load testing and Fornell-Larcker are two practices that are evaluated in terms of their DV. This validity is assessed through the Fornell-Larcker, which contrasts the correlations of latent constructs with the value of AVE's square root (Fornell&Larcker, 1981). To create DV, the square root of the AVE will be greater comparing to the correlations with other variables, and the minimum score for a VE is 0.50 (Fornell-Larcker, 1981). The discriminant validity is therefore presented in Table 4.

**Table 4: Discriminant Validity**

| Constructs | CD | CL | EE | EP | IL | JP | MW |
|---|---|---|---|---|---|---|---|
| CD | 0.848 | | | | | | |
| CL | 0.417 | 0.814 | | | | | |
| EE | 0.545 | 0.412 | 0.780 | | | | |
| EP | 0.482 | 0.732 | 0.446 | 0.815 | | | |
| IL | 0.540 | 0.818 | 0.525 | 0.591 | 0.797 | | |
| JP | 0.485 | 0.458 | 0.492 | 0.520 | 0.484 | 0.837 | |
| MW | 0.746 | 0.563 | 0.524 | 0.505 | 0.667 | 0.452 | 0.758 |

**Table 5: Cross Loading Result**

| Items | CD | CL | EE | EP | IL | JP | MW |
|---|---|---|---|---|---|---|---|
| CD1 | 0.815 | 0.32 | 0.472 | 0.423 | 0.454 | 0.419 | 0.572 |
| CD2 | 0.805 | 0.354 | 0.352 | 0.369 | 0.422 | 0.360 | 0.599 |
| CD3 | 0.886 | 0.357 | 0.496 | 0.390 | 0.474 | 0.421 | 0.677 |
| CD4 | 0.885 | 0.387 | 0.508 | 0.449 | 0.478 | 0.440 | 0.681 |
| CL1 | 0.375 | 0.864 | 0.370 | 0.638 | 0.716 | 0.384 | 0.528 |
| CL2 | 0.187 | 0.770 | 0.268 | 0.467 | 0.659 | 0.277 | 0.346 |
| CL4 | 0.396 | 0.842 | 0.373 | 0.574 | 0.730 | 0.386 | 0.510 |
| CL5 | 0.265 | 0.825 | 0.277 | 0.515 | 0.697 | 0.280 | 0.420 |
| CL6 | 0.345 | 0.881 | 0.368 | 0.589 | 0.751 | 0.402 | 0.535 |
| CL7 | 0.390 | 0.685 | 0.316 | 0.703 | 0.455 | 0.438 | 0.364 |
| EE2 | 0.420 | 0.370 | 0.862 | 0.392 | 0.467 | 0.440 | 0.424 |
| EE3 | 0.416 | 0.392 | 0.849 | 0.419 | 0.447 | 0.372 | 0.435 |
| EE4 | 0.482 | 0.343 | 0.841 | 0.364 | 0.433 | 0.403 | 0.431 |
| EE5 | 0.408 | 0.268 | 0.776 | 0.263 | 0.408 | 0.339 | 0.383 |
| EE5 | 0.493 | 0.364 | 0.763 | 0.398 | 0.445 | 0.415 | 0.478 |
| EE6 | 0.348 | 0.214 | 0.697 | 0.260 | 0.312 | 0.334 | 0.322 |
| EE7 | 0.384 | 0.266 | 0.646 | 0.306 | 0.323 | 0.367 | 0.361 |
| EP1 | 0.440 | 0.646 | 0.379 | 0.838 | 0.552 | 0.432 | 0.480 |
| EP2 | 0.391 | 0.583 | 0.342 | 0.842 | 0.449 | 0.439 | 0.402 |
| EP3 | 0.380 | 0.614 | 0.399 | 0.811 | 0.503 | 0.420 | 0.430 |
| EP4 | 0.359 | 0.540 | 0.330 | 0.768 | 0.417 | 0.403 | 0.328 |
| IL1 | 0.298 | 0.755 | 0.345 | 0.507 | 0.766 | 0.359 | 0.431 |
| IL2 | 0.565 | 0.566 | 0.469 | 0.391 | 0.817 | 0.372 | 0.645 |
| IL4 | 0.575 | 0.598 | 0.509 | 0.471 | 0.856 | 0.445 | 0.628 |
| IL5 | 0.205 | 0.747 | 0.314 | 0.548 | 0.743 | 0.358 | 0.372 |
| JP1 | 0.399 | 0.404 | 0.409 | 0.432 | 0.413 | 0.859 | 0.366 |
| JP2 | 0.396 | 0.379 | 0.410 | 0.446 | 0.397 | 0.846 | 0.376 |
| JP3 | 0.486 | 0.393 | 0.437 | 0.463 | 0.429 | 0.829 | 0.428 |
| JP4 | 0.335 | 0.390 | 0.369 | 0.402 | 0.381 | 0.791 | 0.343 |
| JP5 | 0.417 | 0.366 | 0.453 | 0.442 | 0.397 | 0.851 | 0.376 |
| JP6 | 0.390 | 0.372 | 0.386 | 0.420 | 0.410 | 0.843 | 0.372 |
| MW1 | 0.778 | 0.313 | 0.392 | 0.374 | 0.417 | 0.377 | 0.718 |
| MW3 | 0.553 | 0.357 | 0.435 | 0.359 | 0.479 | 0.383 | 0.845 |
| MW4 | 0.584 | 0.348 | 0.404 | 0.321 | 0.471 | 0.337 | 0.837 |
| MW6 | 0.530 | 0.395 | 0.394 | 0.369 | 0.465 | 0.292 | 0.799 |
| MW7 | 0.344 | 0.764 | 0.346 | 0.505 | 0.721 | 0.307 | 0.553 |

### 3.3. Cross Loading

This approach involves measuring the DV by comparing the loadings of indicators with the cross-loadings (Hair et al., 2017). According to Chin (1998), the loadings of the indicators of one construct should be greater than those of another construct. In assessing discriminant validity, the cross-loading technique is regarded as liberal I (Hair et al., 2011). All indicator loadings in this analysis were greater than cross-loadings, demonstrating DV as shown in Table 5.

### 3.4. R Square

The R-squared value is a ratio of variance of the latent construct (Hair, et al 2013). The R-squared value signified the percentage of variance for the dependent variable which is explained by the latent constructs (Hair et al., 2010). In fact, $R^2$ is the combined effect of dependent variable upon the independent variables (Hair et al., 2014). The $R^2$ value of JP are explained by the model CD, CL, EP, IL, MW and EE. The R2 value is above 0.397 and $R^2$ value of EE is 0.384 in table 6.

**Table 6: R-square Endogenous Variable**

|  | R-square | R-square adjusted |
| --- | --- | --- |
| EE | 0.384 | 0.377 |
| JP | 0.397 | 0.386 |

### 3.5. Structural Equational Model

The relationship between the latent exogenous and the latent endogenous constructs are showed by the PLS-SEM model. The validity of the results and the degree to which the data validate the theory are assessed through the analysis of the SEM (Hair et al., 2014). The bootstrapping procedure is applied to apply the SEM, consisting of 390 case and sample of 5,000 bootstrap to determine the significance of model coefficients (Hair et al., 2014).

### 3.6. Direct Relationship

There are 14 hypotheses in the study in which nine hypotheses have direct and four have indirect effect. The table 7 displays that the coefficient of these direct hypotheses and their respective t value should be greater than 1.96 and p-value should be less than 0.05 describes the relationship is significant. If the value comes other than the relationship will be non-significant.

CD-> EE (HI) (B=0.296, t=4.054, p=0.000),
Career Development-> JP (H2) (B=0.225, t=3.100, p=0.001),
Employee Engagement -> JP (H4) (B=0.195, t=3.084, p=0.001),
EP -> EE (H5) (B=0.120, t=1.942, p=0.026),
EP -> JP (H6) (B=0.271, t=3.569, p=0.000),
Inner Life -> EE (H7) (B=0.239, t=4.086, p=0.000),
Inner Life -> JP (H8) (B=0.163, t=1.901, p=0.029),
Meanwhile (H9 and H10) Meaningful Work-> EE (B=0.083, t=1.139, p=0.127), and Meaningful Work-> JP (B =-0.029, t=0.324, p=0.373). Therefore, table 7 that out of nine direct hypothesis two are not supported.
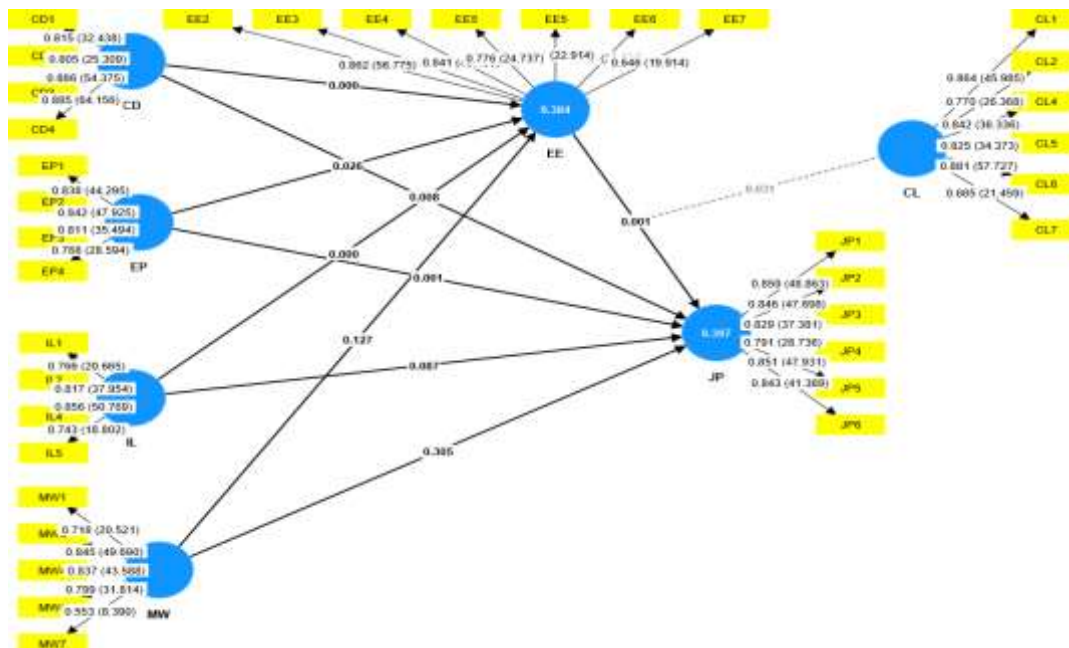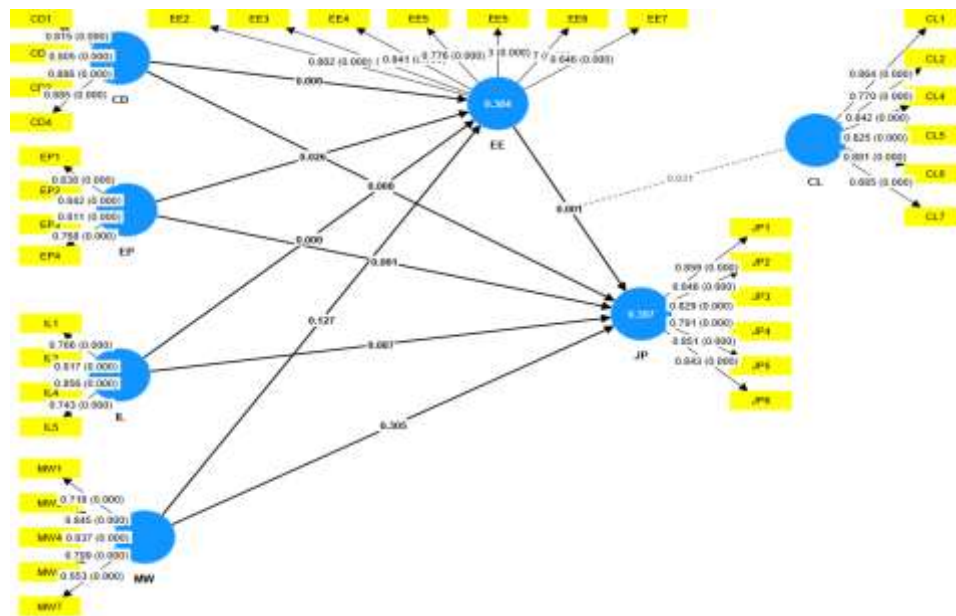


**Figure 2: Path Coefficient and t value**

**Figure 3: Path Coefficient and p value**

**Table 7: Result of Direct Hypotheses Testing**

| Hypothesis | Relationship | Original sample (O) | Standard deviation (STDEV) | T statistics (|O/STDEV|) | P values |
|---|---|---|---|---|---|
| H1 | CD -> EE | 0.296 | 0.073 | 4.054 | 0 |
| H2 | CD -> JP | 0.225 | 0.072 | 3.1 | 0.001 |
| H3 | EE -> JP | 0.195 | 0.063 | 3.084 | 0.001 |
| H4 | EP -> EE | 0.12 | 0.062 | 1.942 | 0.026 |
| H5 | EP -> JP | 0.271 | 0.076 | 3.569 | 0 |
| H6 | IL -> EE | 0.239 | 0.058 | 4.086 | 0 |
| H7 | IL -> JP | 0.163 | 0.086 | 1.901 | 0.029 |
| H8 | MW -> EE | 0.083 | 0.073 | 1.139 | 0.127 |
| H9 | MW -> JP | -0.029 | 0.09 | 0.324 | 0.373 |

### 3.7. Indirect Relationship

The indirect relationship between both independent and dependent variables is measured through the mediating effect. Table 8 showed the two indirect hypotheses are supported. Inner Life-> EE-> Job Performance (H10) (P=0.047, t=2.395, p=0.008), Career Development-> EE->Job Performance (H13) (P=0.058, t=2.183, p=0.015). However, two indirect hypotheses are not supported Meaningful Work-> EE-> Job Performance (H11) (P=0.016, t=1.073, p=0.142), EP-> EE-> JP (H12) (P=0.023, t=1.572, p=0.058).

**Table 8: Result of Indirect Hypotheses Testing**

| Hypothesis | Relationship | Original sample (O) | Standard deviation (STDEV) | T statistics (|O/STDEV|) | P values |
|---|---|---|---|---|---|
| H10 | IL -> EE -> JP | 0.047 | 0.019 | 2.395 | 0.008 |
| H11 | MW -> EE -> JP | 0.016 | 0.015 | 1.073 | 0.142 |
| H12 | EP -> EE -> JP | 0.023 | 0.015 | 1.572 | 0.058 |
| H13 | CD -> EE -> JP | 0.058 | 0.026 | 2.183 | 0.015 |

From figure 4 the red line represents effect of change leadership at -1 SD above the mean. Further, the blue line displays at mean regular effect without the change leadership as moderation and the green shows positive effect of leadership at +1 SD below the mean that shows the moderating effect. So, the red line proposes that change leadership has negative influence between employee engagement and job performance of nurses in Pakistan. The result of moderating analysis from Table 4.10 (β=0.079, p< 0.05) and SSA concluded that change leadership has a significant and negative moderation between employee engagement and job performance of nurses in Pakistan.
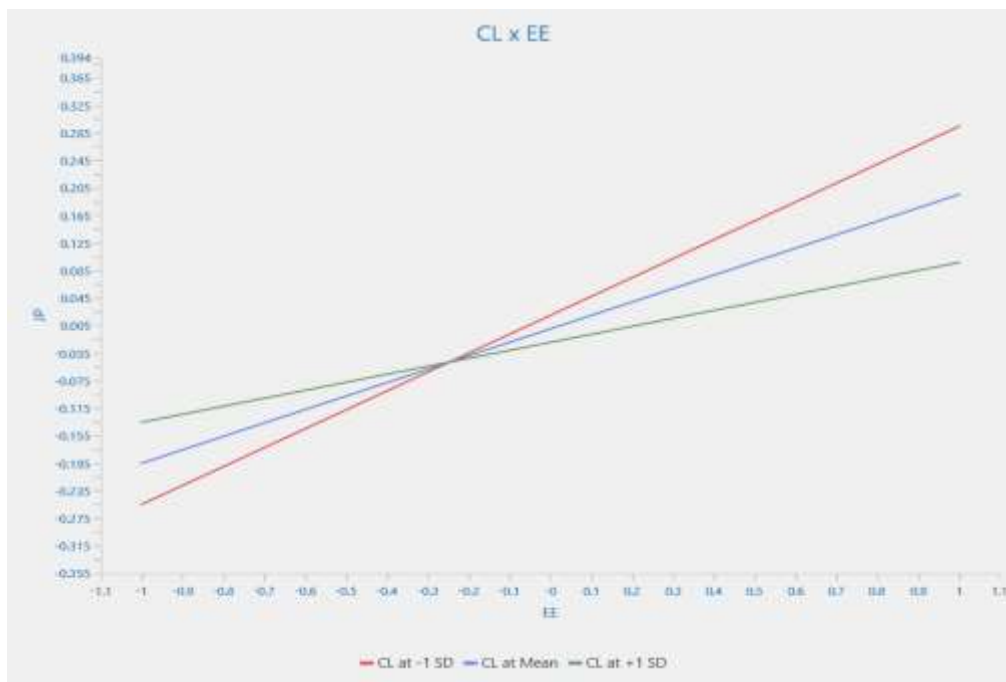
**Figure 4: Simple Slope Analysis**

**Table 9: Result of Moderating Hypotheses Testing**

| Hypothesis | Relationship | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (|O/STDEV|) | P values |
|---|---|---|---|---|---|---|
| H14 | CL x EE -> JP | -0.079 | -0.078 | 0.042 | 1.87 | 0.031 |

### 3.8. Assessment of Predictive Relevance

Predictive relevance ($Q^2$) is used in SEM to assess the accuracy of the model for endogenous constructs (Hair et al., 2014). The evaluation of $Q^2$ using the Stone-Geisser, $Q^2$ test is considered to be an additional assessment of the goodness-of-fit in the PLS-SEM method (Duarte & Raposo, 2010). The $Q^2$ model was indicated by the cross-validation redundancy assess the endogenous constructs, which was greater than zero Henseler et al., (2012) in Table 9.

**Table 10: Construct cross Validity Redundancy**

| Constructs | SSO | SSE | $Q^2$ (=1-SSE/SSO) |
|---|---|---|---|
| EE | 2730 | 2113.434 | 0.226 |
| JP | 2340 | 1705.086 | 0.271 |

### 3.9. The Effect of Spirituality at Work (Inner Life and Meaningful Work) on Job Performance

The definition of the construct Spirituality at Work (SAW) means the employee' perception about himself to be spiritual whose soul wants sustenance at work, who finds meaning and purpose in their work (Milliman et al., 2003). There is two dimensions of this construct: inner life and meaningful work. A bootstrapping approach was applied to address the first research question, and the results, which are shown in Table 7, used to determine the relationship between SAW and job performance. According to Das and Mukherjee (2018), SAW encourages employees to commit their jobs and be honest, which in turn improves employee performance. Similarly, Sintaasih et al. (2018) found that employee job performance was significantly impacted by spirituality at work. Furthermore, a recent research conducted by Mousa (2020) at Abu Dhabi University found a strong and significant association between employee SAW and JP. According to Devendhiran and Wesley (2017), fostering a work environment that values and recognizes the advantages of allowing employees to meet their spiritual needs at work at work than promoting a certain religion or believe. According to Ashmos and Duchon (2000), giving employees the freedom to express their own views may benefit both the work unit and the organization. The reason for this is that employees who feel that their work environment, inner lives are strongly correlated (Charoensukmongkol et al., 2015) achieve to have meaningful work (Do, 2018). Simultaneously, Jena (2020) contended that spirituality enhances employee performance by encouraging emotional and cognitive relationship between employees and their organization. However, in Pakistan nurses should have an inner life at workplace. They do believe if they have meaningful work that lead to enhance their productivity (Lalani, 2019).

### 3.10. The Effect of HRM Practices (Career Development and Employee Participation) on Job Performance.

The results of the bootstrapping process, which are shown in Table 7, indicated a partially associated between career development (CD) and job performance (JP). HRM practices have been shown to be predictive of job performance according to the previous research (Ismail et al., 2019; Aarabi et al., 2013). There are two dimensions of HRM practices CD and EP.

There is a significant association between CD and JP was found. The effect of HRM practices on JP is significant and positive. The result is consistent with previous researches (Otoo & Mishra, 2018; Tiwari, 2011) found significant association between CD and JP. CD is the term for a continuous, systematic, coordinated effort aimed at enhancing and producing more competent employees (Gomez-Mejia et al., 2010). According to Mohamad and Yahya (2017), an organization's support for employee's career development practices is crucial because it fosters skills, motivation, and attitude that improve JP.

The studies were found to be consistent with research conducted by Aleem et al. (2012), Khalid et al. (2014), and Kulachai et al. (2018). According to these previous studies that, the effect of employee participation on JP is significant and positive. Nurses carry out their duties to engage through interpersonal communication and cooperate with others (Beh& Loo, 2012). This includes engaging meetings, rounds and taking part in team decisions and activities.

### 3.11. The Effect of Spirituality at Work on Employee Engagement

Bootstrapping approach was used to address the third research question of the study showing in Table 7, which were applied to examine the effect of spirituality at workplace (SAW) on employee engagement (EE). According to Schaufeli et al. (2002), EE is defined in this research as a positive, encouraging state of mind associated to work that is characterized by energy, devotion, as well as absorption.

The association between EE and SAW was found to be validated by the bootstrapping result obtained from PLS, as shown in Table 7. Employee engagement was found to be influenced by spirituality at work, as was to be predicted. According to the findings, nurses who feel that their spirituality at workplace are achieved at workplace they are likely to be more engaged. According to earlier research (Margaretha et al., 2021; Mahipalan & Sheena, 2018), the result is consistent. For instance, a research conducted by Lianto et al. (2018) found a significant relationship between inner life, meaningful work and employee engagement. Similarly, a research found that employee engagement was significantly impacted by SAW (meaningful work and inner life) (Mahipalan & Sheena, 2018). A recent research by Margaretha et al. (2021) found a strong and significant relationship between workplace SAW and EE.

### 3.12. The Effect of HRM Practices (Career Development and Employee Participation) on Employee Engagement.

The study employed a bootstrapping procedure with 5000 resamples to address the fourth research question. Table 7 presents the results of this procedure, which were used to determine the impact of HRM practices; career development (CD) and employee participation (EP)on employee engagement. According to earlier research, several HRM practices inside an organization have a positive impact on EE (Albrecht et al., 2015).

Employee engagement was shown to be significantly impacted by career development and employee participation. The findings suggest that nurses are more willing to engage if they have participation. Stated differently, nurses would exhibit higher levels of involvement if they felt that their hospitals appreciated and allowed them to provide feedback about their job. The results seem to be consistent with other research (Houssein, Singh, & Arumugam, 2020; Vuong & Sid, 2020) showing that CD had a significant effect on EE. The previous studies show that the effect of employee participation on employee engagement is significant (Benn, Teo, & Martin, 2015; Bapat, & Upadhyay, 2021).

### 3.13. The Effect of Employee Engagement on Job Performance.

A bootstrapping approach was applied to address the fifth research question of the study and the effect of employee engagement (EE) on job performance (JP) which was determined using the data shown in Table 7.

The association between EE and JP is significant by the bootstrapping output obtained from PLS in Table 7. In a particular, the results of the study indicated a significant association between EE and JP. This suggested that nurses perform better on the job when they are highly engaged. Stated differently, the results demonstrated that a motivated employee through engaging performs well at the workplace. This result is consistent with previous researches showing a positive and significant association between EE and job performance (Masae, Iftinanaura, & Sugiyarti, 2024; Ismail et al., 2019).

### 3.14. The Mediating effect of Employee Engagement between Spirualty at Work and Job Performance

it was found that the effect of spatiality at workplace (SAW) on job performance (JP) is partially mediated by employee engagement (EE). This shows that employee engagement has a direct and indirect impact on job performance when it comes to spirituality at work. Higher levels of spirituality among nurses at work would lead to better job performance. This result is consistent with the research conducted by (Das & Mukherjee, 2018). The researchers found that the effect of SAW (inner life and meaningful work) on JP is significant. Similarly, a research by Sintaasih et al. (2018) found that employees' job performance was significantly impacted by their spirituality at work. Furthermore, a person may have a higher degree of intrinsic work motivation and engagement if they practice SAW (Milliman et al., 2018). Positive emotions produced by an engaged employee boost motivation and commitment to carry out duties and obligations, which results in improved performance (Guest, 2014).

However, the association between meaningful work and job performance is not significantly mediated by employee engagement. The reason is, stress and ill-treated with nurses by management and patients' families in public hospitals of Pakistan, nurses start perceiving meaningless work as caring patients (Khan, Afzal, Ali, Hussain, & Gilani, 2018). The result is not consistent with the previous results of the researches. For example, Tong (2018) found that when employees foster the meaningful work, they will engage to increase performance.

### 3.15. The Mediating Effect of Employee Engagement between HRM Practices and Job Performance

In particular, there was a significant mediating impact of employee engagement (EE) between careers development (CD) and job performance (JP). The result is consistent with earlier research conducted by Pronajaya, Anindita, and Pamungkas (2021), which found that the effect of EE between career development and JP is significant. Similarly, Nasidi, Waziri, Sunday, and Halim, (2020) also found that the effect of EE between career development and JP is significant. The reason is, performing stressful daily tasks, nurses wants development in their career to promote themselves. They engage themselves to perform well in public hospital of Pakistan.

In particular, there was no significant mediation impact of EE between job performance and employee participation. There is no match of the current result with the previous results of the studies. Since, stress and ill-treated with nurses by management and patients' families in public hospitals of Pakistan, nurses start disengaging at workplace (Haider, Malik, & Iqbal, 2015). This research demonstrated that was a significant mediating effect of EE between careers development (CD) and JP.

### 3.16. The Moderating effect of Change Leadership between Employee Engagement and Job Performance

The final research question of the study was addressed through the bootstrapping of the indirect effect approach, which examined the moderating effect of a change leadership between employee engagement (EE) and job performance (JP). The findings indicated that the moderating effect of change leadership between EE and JP significant.

The change leadership act as a weak moderator between EE and JP. The results show that if the effect of change leadership is low then the effect of employee engagement on job performance would be high and if the effect of change leadership is high then the effect of EE on JP would be low. That's mean, nurses do not like interfere as a change in their role to enhance performance in Pakistan public health sector (Masih, Sehar, Afzal, & Gilani, 2019). This result is not in line with the previous study.

## 4. Theoretical Contributions

The present study demonstrated the mediating effect of EE. The empirical results confirm the theoretical relationships described in the theoretical framework and this leads to make a theoretical contribution to the nursing literature of job performance (JP). In particular, this study's findings indicated that nurses were invested in their job performance. These results are matched with the findings of Rodwell, Kienzle, and Shadur (1998), who developed nursing job performance self-rating scale.

In addition, the impact of spirituality at the workplace, HRM practices, EE and change leadership on JP was validated by this study. Thus, the study has contributed to the previous literature regarding the significance of SAW, HRM practices, EE and change leadership as determinants of JP among nurses. Furthermore, the study's results furnished empirical evidence regarding the correlation between SAW, EE, and JP, as suggested by SDT (Deci & Ryan, 1985). According to SDT, employees who possess high SAW may encounter greater satisfaction of their intrinsic needs, resulting in increased EE and, ultimately, enhanced performance. SAW can serve as an intrinsic motivator to engage employees at workplace, which in turn improves JP of nurses, according to the results of this study. Put simply, the findings of this research suggest that nurses who possess a strong sense of SAW are more inclined to improve JP. This attributed is to increase willingness to participate in tasks that contribute significance and greater meaning to their own lives as well as the lives of others.

Furthermore, this research provides further support for the SET (Blau, 1964), particularly with regard to the impact of HRM like career development and employee participation on job performance through employee engagement. According to the SET, nurses are more likely to exhibit positive attitudes and behaviors in return when their organizations provide them with adequate resources and support. HRM practices are considered a type of organizational resource that may support members in attaining their professional objectives, alleviate the physical and mental strains of their jobs, and foster their individual advancement, learning, and progress (Salanova et al., 2005). Therefore, employees are likely to react with a high level of engagement when efficient resources are utilized to energize them (Saks, 2019), thereby enhance their job performance. The findings validated the notion that nurses' perceptions of the HRM practices of their organizations (career development and employee participation) could inspire them to be more invested in their work, thereby enhancing their job performance.

This study expanded our understanding of the mediating effect of EE, specifically in relation to the intersection of SAW, HRM practices, and JP. This is due to the fact that only a limited number of prior studies, including Alfes et al. (2013) have addressed the mediating effect of EE. Therefore, through the demonstration of significant direct and indirect impacts of religiosity in the workplace, HRM practices, and JP via EE, this research offers empirical support for the mediating effect of EE.

Additionally, the moderating influence of change leadership on the relationship between EE and JP was explained through this research. This is due to the fact that only a limited number of prior studies, including Bayraktar and Jiménez (2020), have addressed the moderating influence of change leadership. Therefore, through demonstrating the existence of a substantial indirect impact of change leadership on EE and JP, this research offers empirical support for the notion that change leadership acts as a moderator. Additionally, the results validated Blau's (1964) SET, which posits the existence of a mutual obligation between an employer and an employee. Within the healthcare domain, nurses want autonomy and do not like any interfere. Nurse might experience a sense of autonomy in their professional capacity as a form of reciprocation to perform better. They desire of autonomy in carrying out their responsibilities, exhibit significant engagement in their work, which indirectly improve JP, and prepare to go above and beyond the requirements of their job descriptions.

In conclusion, the majority of earlier research on SAW, HRM practices, EE and change leadership in relation to JP was conducted diverse sector and sample of study. Hence, this research has made a theoretical contribution to the previous literature, particularly concerning the moderating effect of change leadership, the effect of spirituality at workplace, HRM practices, and EE on JP of nurse's public healthcare sector in Pakistan.

## 5. Practical Implications

One of the main objectives of this research is to generate results that could potentially assist nurses in attaining optimal job performance within their respective domains. As a result, hospital administration and the Pakistan Ministry of Health can benefit from the present contribution to the knowledge regarding the potential effect of SAW, HRM practices on JP of nurses in general hospitals across Pakistan. In the same way, leadership that implements changes to improve performance fail in this regard. This is significant because the healthcare industry, particularly the public sector, is presently confronted with a shortage of nurses relative to demand, which have a negative effect on the responsibilities of personnel, their job performance, and the quality of care provided to patients. According to the results of this study, nurses are engaged, have a positive perception of the HRM practices of the organization, and have a higher level of SAW are more likely to accomplish superior JP than those who lack these qualities.

## 6. Limitations and Suggestions

Despite the considerable theoretical and practical contributions made by this study, it is significant to acknowledge the existence of several limitations. To begin with, this research exclusively focused on nurses employed in fifteen public hospitals in Pakistan, excluding nurses and their counterparts working in private hospitals. Following investigations should consider expanding the scope of the study to include nurses employed in private hospitals as well as other medical institutions, and conducting comparative analyses across various sectors. Because a larger sample size within the same industry can enhance the applicability of the results.

Second, the cross-sectional design of this investigation prevents the formation of a causal relationship between the variables. While employing a cross-sectional design has its benefits, this particular study is limited in scope as it solely presents a brief description of the research phenomena under the investigation due to the one-time collection of data for all measures. Sekaran and Bougie (2010) argued that a limitation of cross-sectional studies is the inability to establish a cause-and-effect relationship between the variables. Therefore, to improve the accuracy of results, it is recommended that future research employ a longitudinal design, given that the attitudes, and behaviors of individuals may evolve over time.

## 7. Conclusion

The objective of this research was to examine the relationship between IVS (SAW, HRM practices), mediator (employee engagement), moderator (change leadership) and DV (job performance) in Pakistan among nurses in healthcare sector. In addition, this study examines EE as a mediator between SAW and HRM practices and JP. Furthermore, this study also examined the moderating effect of change leadership between EE and JP. This study has achieved all eight research objectives and questions. The first two objectives of the study were to examine the effect of SAW, HRM practices on JP, in the meantime the next three and four objectives were to examine the effect of SAW, HRM practices on EE. Further, the fifth objective was to examine the effect of EE on JP. The next six and seven objectives were the mediating effect of EE between SAW, HRM practices and JP. The last objective was to examine the moderating effect of change leadership between EE and JP. Findings indicated that the dimension of HRM practices, meaningful work has no significant effect on job performance as well as employee engagement. Further, the SAW (inner life) and HR practices (career development and employee participation) have significant effect on EE and JP. By bootstrapping the indirect effect was determined between SAW (interior life) and HRM practices (career development) was mediated by employee engagement. Furthermore, this research validated both SDT and SET, which suggests that SAW and friendly workplace atmosphere through HRM practices motivate an employee to participate in positive attitude like EE by facilitating the employee's behavior to accomplish high performance.

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