

Original Article

IMPACT OF WORKPLACE SPIRITUALITY ON WORK ENGAGEMENT: A PILOT INVESTIGATION ON EDUCATORS

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ABSTRACT

Spirituality is an old idea that has been examined in both ancient and contemporary civilizations. But until recently, its effects on the workplace were disregarded. This idea has been growing in popularity quickly as management research focuses on the efficient use of spirituality as a tool for employee motivation and management [Hisam and Sanyal \(2021\)](#). We can see the wisdom or truth of nature by paying careful consideration to each moment without making judgments or doing analyses [Payutto \(2002\)](#). Researchers and practitioners are becoming more interested in introducing mindfulness in the workplace [McGhee and Grant \(2015\)](#). Furthermore, practicing mindfulness is regarded as one of the strategies to improve workplace spirituality, which boosts productivity [Petchsawang and Duchon \(2012\)](#). The prosperity of employees, organizations, and societies may hold significance for workplace spirituality. Organizations are always searching for methods to increase workforce engagement [Utami et al. \(2021\)](#). Due to the potential religious and social implications, organizations were hesitant to discuss or take into consideration the effects of spirituality on workers a few decades ago, preferring their staff to use all of their physical strength [Jena & Pardhan \(2018\)](#). Managers as well as organizations focus on and concentrate on some factors, such as work environment, recognition, job satisfaction, rewards, and other aspects linked to organizational commitment. Yet in the corporate setting, spirituality at work received little to no attention [Devendhiran & Wesley \(2017\)](#). There is still more work to be done to completely understand and investigate the idea in organizational contexts, specifically in the empirical sense, but the expanding literature of research in the field offers insights into the causes and effects of spirituality. Identifying the purpose of one's life and establishing a balance between one's personal and organizational cultural values are the essential elements of workplace spirituality [Kalantari & Khalili \(2018\)](#).

Keywords: Spirituality, Workplace Spirituality, Mindfulness, Employee Engagement, Job Satisfaction

INTRODUCTION

Spirituality is an old idea that has been examined in both ancient and contemporary civilizations. But until recently, its effects on the workplace were disregarded. This idea has been growing in popularity quickly as management research focuses on the efficient use of spirituality as a tool for employee motivation and management [Hisam and Sanyal \(2021\)](#). We can see the wisdom or truth of nature by paying careful consideration to each moment without making judgments or doing analyses [Payutto \(2002\)](#). Researchers and practitioners are becoming more interested in introducing mindfulness in the workplace [McGhee and Grant \(2015\)](#). Furthermore, practicing mindfulness is regarded as one of the strategies to improve workplace spirituality, which boosts productivity [Petchsawang and Duchon \(2012\)](#). The prosperity of employees, organizations, and societies may hold significance for workplace spirituality. Organizations are always searching for methods to increase workforce engagement [Utami et al. \(2021\)](#). Due

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to the potential religious and social implications, organizations were hesitant to discuss or take into consideration the effects of spirituality on workers a few decades ago, preferring their staff to use all of their physical strength [Jena & Pardhan \(2018\)](#). Managers as well as organizations focus on and concentrate on some factors, such as work environment, recognition, job satisfaction, rewards, and other aspects linked to organizational commitment. Yet in the corporate setting, spirituality at work received little to no attention [Devendhiran & Wesley \(2017\)](#). There is still more work to be done to completely understand and investigate the idea in organizational contexts, specifically in the empirical sense, but the expanding literature of research in the field offers insights into the causes and effects of spirituality. Identifying the purpose of one's life and establishing a balance between one's personal and organizational cultural values are the essential elements of workplace spirituality [Kalantari & Khalili \(2018\)](#).

The ultimate objective of spirituality in an organization is to create an atmosphere of work that values and honors the employees' work ethics instead of imposing one's own philosophical thought or ideological system [Devendhiran & Wesley \(2017\)](#). Promoting this kind of practice in the organization leads to an improved relationship between the organization and employees which results in employee retention and loyalty of the employees. On the other side, spirituality improves employees because it reduces the stress related to work, encourages greater creativity and innovation, boosts morale, improves teamwork, and produces higher-quality work [Daniel \(2015\)](#). When employees can express themselves physically, mentally, and emotionally at work, they feel more involved in their jobs. Meaningfulness, safety, and availability consist of work engagement. Under this research study, we have tried to explore the different factors related to Workplace spirituality and work engagement along with testing the impact of workplace spirituality on work engagement.

Spirituality

The concept of spirituality isn't new; yet, in the eleventh century, it changed from meaning when it was determined that spirituality portrayed the mental component of humanity. Spirituality has psychological and social implications two centuries later. There are multiple definitions of workplace spirituality in the literature, but none of them can be considered adequate. Spirituality encompasses a vast range of experiences and has numerous facets that are difficult to put into words. Spirituality is both a component of recovery and existence. It incorporates faith and trust." Seek guidance, solace, and safety. It is a component of both life and recovery. It encompasses faith and trust [Coyle \(2002\)](#). "Expressing our desires to find meaning and purpose in lives and is a process of living out one's set of deeply held personal values" is the common definition of spirituality. [Pardasani et al. \(2014\)](#), [Lorraine \(2009\)](#)

Workplace Spirituality

The concept of spirituality in the workplace instills a sense of trust and reconnection with past practices among those involved in a certain work activity, which eventually develops a culture of cooperation and an overall motivation-driven workplace atmosphere, as indicated by an encouraging response [Afsar and Rehman \(2015\)](#). Workplace spirituality and religion are complete opposites [Afsar & Rehman \(2015\)](#), [Milliman et al. \(2003\)](#). The concepts of tolerance, patience, a sense of interconnectedness, purpose, and mental acceptance of organizational rules are more evident in workplace spirituality and blended to form individual values. In contrast, religion is characterized by a particular set of ideas and a particular system of faith [Afsar & Rehman \(2015\)](#). The concept of "workplace spirituality" refers to a way of living, performing, and interacting with others and the community while abiding by moral principles and a higher power (God or Other). It is a culture that acknowledges that employees have a spirit and a mind, that they desire to communicate with other employees, and that employees want to be a part of the community and find meaning and purpose in their job. According to [Mitroff and Denton \(1999\)](#), businesses perceived as spiritual also make a greater profit than their rivals. [Garg \(2020\)](#) discovered that employees exhibit higher levels of Organizational Citizenship Behavior (OCB) when their spiritual needs are met at work and that workplace spirituality is a vital condition for the company to exist. WPS has numerous positive effects on the organization, including strengthened interpersonal relationships, increased intergroup connectivity, and increased employee engagement, all of which contribute to a stronger sense of organizational dedication and fellowship [Marques \(2005\)](#). [Thompson \(2000\)](#) asserts that as every organization truly comprises up of a group consisting of individuals with various spiritual needs, these needs must be met on an individual basis rather than a collective one.

REVIEW OF LITERATURE

[Singh and Chopra \(2018\)](#) examined the impact of workplace spirituality and grit on work engagement. Under the study it was concluded that organizations should hire employees with high grit and provide them with meaningful work to enhance their engagement.

[Hassan et al. \(2016\)](#) under the study indicated that there is a positive relationship between WPS and job satisfaction and trust between employees would mediate the interaction of WPS and job satisfaction as the p-values are less than .05.

[Hisam and Sanyal \(2021\)](#) revealed the impact of the chosen dimensions of workplace spirituality on the organizational commitment of employees. The findings of the study suggested that meaningful work has the highest impact on organizational commitment, followed by inner life and sense of community. Organizational values have been found not to have a significant effect on organizational commitment. Workplace spirituality can have a profound impact on the mental health and wellbeing of employees in these troubled times.

Ashmos and Duchon (2000) were among the first scholars to conceptualize workplace spirituality as the recognition of employees' inner life, meaningful work, and a sense of community at the workplace. They argued that organizations fostering these dimensions create environments where employees experience greater psychological fulfillment and commitment. Their work laid the theoretical foundation for subsequent empirical studies on workplace spirituality.

Milliman et al. (2003) developed one of the most widely accepted frameworks of workplace spirituality comprising meaningful work, sense of community, and alignment with organizational values. Their empirical findings demonstrated that workplace spirituality positively influences job satisfaction, organizational commitment, intention to remain with the organization, and organizational citizenship behaviour. They concluded that employees who perceive greater spirituality at work tend to exhibit more positive work attitudes.

Kahn (1990) introduced the concept of personal engagement, proposing that employees become fully engaged when they experience psychological meaningfulness, psychological safety, and psychological availability. Although his work did not explicitly focus on workplace spirituality, it established the theoretical basis for understanding how meaningful work enhances employee engagement.

Schaufeli et al. (2002) defined work engagement as a positive work-related psychological state characterized by vigor, dedication, and absorption. They argued that engaged employees invest physical, cognitive, and emotional energy into their work, leading to higher productivity, better performance, and reduced burnout. Their Utrecht Work Engagement Scale (UWES) has become the most widely used instrument for measuring work engagement.

Pawar (2016) examined the relationship between workplace spirituality and employee well-being and reported that spirituality significantly enhances employees' psychological well-being, job satisfaction, and organizational effectiveness. The study emphasized that organizations promoting meaningful work and value congruence develop healthier and more engaged employees.

Mahipalan (2019) investigated workplace spirituality among secondary school teachers in India. The study found that workplace spirituality positively influenced organizational commitment, teaching satisfaction, job involvement, and organizational citizenship behaviour. More importantly, employee engagement significantly mediated the relationship between workplace spirituality and work outcomes. The findings highlighted that educational institutions promoting spirituality can substantially improve teachers' professional effectiveness.

Pradhan et al. (2023) explored whether workplace spirituality enhances teachers' work engagement in higher educational institutions. Based on data collected from Indian educators, the study revealed that workplace spirituality significantly improves work engagement. Furthermore, emotional intelligence partially mediated this relationship, suggesting that emotionally intelligent educators are more capable of translating workplace spirituality into higher engagement. The authors recommended that educational institutions cultivate supportive environments that encourage meaningful relationships, shared values, and emotional development among teachers.

Lianto (2023) conducted a comprehensive literature review on workplace spirituality and observed that the concept has evolved considerably over the last two decades. The review highlighted that workplace spirituality positively affects employee motivation, organizational commitment, performance, job satisfaction, and engagement across various sectors. The author further emphasized that workplace spirituality should be viewed as an organizational culture rather than merely an individual characteristic.

Kovid and Kumar (2024) reviewed the factors affecting work engagement among teachers in higher education institutions. The study identified organizational support, leadership, job resources, psychological empowerment, and meaningful work as major determinants of teacher engagement. The authors observed that although considerable research exists on teacher engagement, studies examining workplace spirituality as an antecedent remain relatively limited, especially in higher education institutions.

Ohri and Dutta (2024) conducted a comprehensive literature review on workplace spirituality and employee engagement. Their review synthesized existing empirical evidence and concluded that workplace spirituality consistently demonstrates a positive association with employee engagement across different organizational settings. However, they emphasized that most studies are cross-sectional and concentrated in corporate sectors, indicating the need for sector-specific empirical research in educational institutions and developing countries.

Nayyar et al. (2024) systematically reviewed fifteen years of workplace spirituality research in India using the Theory-Context-Characteristics-Methodology (TCCM) framework. Their analysis revealed that workplace spirituality research has predominantly focused on organizational commitment, job satisfaction, organizational citizenship behaviour, and employee engagement. The authors identified Social Exchange Theory and Self-Determination Theory as the dominant theoretical perspectives and recommended greater attention to educational settings, longitudinal research designs, and contextual variables affecting workplace spirituality.

Wang et al. (2024) systematically reviewed teacher work engagement studies published between 2018 and 2022. They found that research on teacher engagement has increased substantially; however, most studies focused on psychological and organizational predictors such as job demands, leadership, and organizational support. The review highlighted the need to examine emerging constructs such as workplace spirituality that can enhance educators' engagement and well-being.

OBJECTIVES OF THE STUDY

- To explore the factors of workplace spirituality and work engagement.
- To study the impact of workplace spirituality on work engagement.

Hypothesis

- There is no impact of Workplace spirituality on work engagement.

RESEARCH METHODOLOGY

The study is exploratory in nature. Convenient sampling is used in the study. Data is collected from 94 educators from different colleges and universities. The sources of data are primary and secondary for meeting the objectives. The standardized self-structured questionnaire is used. A two-part questionnaire containing 27 questions, divided into 2 categories under workplace spirituality 19 questions and under work engagement, 8 questions is utilized to assess the respondents. The data was analyzed using exploratory factor analysis (EFA) to check the validity and reliability of the measuring instrument, to discover the factor structure of a measure and Regression was used to check the impact

ANALYSIS AND INTERPRETATION

Table 1

Table 1 Reliability Statistics	
Table1: Reliability Statistics	
Cronbach's Alpha	N of Items
0.831	27

Above Reliability Statistics in [Table 1](#), Cronbach's alpha reliability was found to be 0.902. Hence, it can be said that all the statements of the questionnaire are valid and the questionnaire can be treated as highly reliable

Exploration of Factors of Workplace spirituality and Work engagement

Understanding what determines workplace spirituality and work engagement is important to be known for educators. The very first step towards it is seeing if the sample is adequate and then proceeding with an exploration of factors.

The sample adequacy checks results indicate the sample size is good enough for extracting factors (see the value of sampling adequacy measure in [Table 2](#).

Table 2

Table 2 Adequacy of Sample	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0.742
Chi-Square@Significance	2098.316@.000

Factor Description

The method of Principal Component Factor analysis with Varimax rotation and Kaiser Normalization was applied it resulted in 7 factors and is described in [Table 3](#)

Table 3

Table 3 Factor Description				
Name of Factor	Total Eigen Value	% of Variance	Variables Converged	Loadings
F1 (Sense of Connection)	5.503	20.383	Q2	0.806
			Q12	0.631
			Q13	0.552
			Q16	0.655
			Q19	0.515

			Q24	0.718
			Q25	0.707
			Q26	0.69
			Q27	0.821
F2 (Compassion)	3.784	14.015	Q10	0.8
F3 (Commitment)	2.578	9.548	Q6	0.773
			Q22	0.721
F4 (Absorption)	2.467	9.137	Q14	0.737
			Q18	0.77
F5 (Positive outlook)	2.285	8.465	Q7	0.666
			Q8	0.837
			Q17	0.735
F6 (Dedication)	2.179	8.07	Q21	0.787
			Q23	0.609
F7 (Lack of Caution)	1.467	5.435	Q3	0.746

FACTOR DESCRIPTION

SENSE OF CONNECTION (5.503)

The foremost factor explained 20.283 % of the variation, factors including Q2 (.806), Q12(.631) Q13(0.552), Q16 (.655), Q19 (.515), Q24 (.718), Q25 (.707) and Q26 (.690). The statements revealed that educators are valued at work (highest loading), they look forward to coming to work most days, their spirit is energized by their work, they try to help their coworkers relieve their suffering (lowest loading), experience moments at work where everything is blissful, they are very resilient, mentally at the job, feel strong and vigorous at the job, also they find their job challenging and inspiring.

Compassion (3.784)

The second factor explained 14.015 % of the variation, factors including Q10 (.800). This statement revealed that educators help their coworkers in relieving their suffering.

Commitment (2.578)

The third factor explained 9.548% of variation, factor includes Q6 (.773) & Q22 (.721). These statements show that educators are valued at their workplace and they work in automatic pilot mode without being much aware of the same.

Absorption (2.467)

The fourth factor explained 9.137 % of the variation, factor includes Q14 (.737) & Q18 (.770). These assertions demonstrate that educators understand what gives their work personal meaning and also, they have moments at work in which they have no sense of time or space.

Positive outlook (2.285)

The fifth factor explained 8.465 % of the variation, factor includes Q7 (.666), Q8 (0.837), and Q17 (.735). These Statements reflect that educators in difficult work situations can pause negative thoughts or actions without immediately reacting, they do not care about their coworkers' suffering and also at times, they experience happiness at work.

Dedication (2.179)

The sixth factor explained 8.070 % of the variation, factor including Q21 (.787) & Q23 (.609). These observations imply that the educators feel like going to work when they get up in the morning and also they can continue working for very long periods at a time.

Lack of Caution (1.467)

The seventh factor explained 5.435 % of the variation, factor including Q3 (.746). This statement reflects that they find it difficult to stay focused on what's happening in the present.

Regression: The main objective of this analysis is to find out the impact of independent variable on the dependent variable. Hence Dependent variable is Work engagement whereas the independent variable is Workplace Spirituality.

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.670 ^a	0.449	0.443	4.56812	0.449	75.081	1	92	0	1.3

a. Predictors: (Constant), VAR00001

b. Dependent Variable: VAR00002

R-value represents simple correlation and the value of R is .670 which indicates a moderate degree of correlation. R square represent how much of the total variation in the dependent variable, can be explained by the independent variable. The value of determination i.e. R square is 0.449 which indicate 44.9% of variation in dependent variable is explained by independent variable. Value of Durbin Watson Statistic is 1.300 which shows positive serial correlation among dependent and Independent variable.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1566.773	1	1566.773	75.081	.000 ^b
	Residual	1919.833	92	20.868		
	Total	3486.606	93			

a. Dependent Variable: VAR00002

b. Predictors: (Constant), VAR00001

The result indicates the statistical significance of the regression model. Here, the Value of F is 75.081 significant at 0.00 which represents good fit for the data.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.946	3.813		-1.035	0.303
	VAR00001	0.52	0.06	0.67	8.665	0

Unstandardized coefficients indicate how much the dependent variable varies with an independent variable when all other independent variables are held constant

Interpretation:

The result of the coefficient table indicates the covariance of the independent variable i.e. Workplace Spirituality on the dependent variable i.e. Work engagement. The beta value which is .670 T- value of the variable is 8.665 to be a significant 0% level of significance the hypothesis in the current status is rejected indicating that there is a significant relationship between Workplace spirituality and work engagement.

CONCLUSION

Spirituality in the workplace will enable workers to embed in their work and let them interact with others, which leads to prosperity both for the employees and for the organization. Hence, organizations, whether they are public or private, or surviving and competing in the twenty-first century, should enhance and compute WPS regularly.

The educational sector must go for the initiation of workplace spirituality, for the production of meaningful work, by integrating its values according to the individual's values, and by making itself more responsible for community. An exploration of factors was done to achieve the goal of knowing the factors of Workplace Spirituality and work engagement and seven factors were discovered: Sense of connection, commitment, compassion, absorption, positive outlook, dedication, and lack of caution.

Among these factors, the sense of connection was the most important factor with the maximum amount of variance. Regression was applied to check the impact of Workplace spirituality on work engagement. The results of the test showed R value that is .670, which indicates a moderate correlation, R square value comes out to be 0.449 which indicates that 44.9% variance in the dependent variable (work engagement) is explained by the independent variable (workplace spirituality).

IMPLICATION AND SUGGESTIONS

MANAGERIAL IMPLICATION

- Management is looking for profit, managers have to try and find out the ways through which they can retain their workers. Hence, through it, universities can retain their faculty members by knowing their needs so that they can find out the significance of life during work.
- By applying the present study, universities can give an open platform for personal growth by enhancing work engagement through workplace spirituality.
- The presence of WPS dimensions in the organization will help workers be more tolerated and patient toward the working environment, there will be less stress and high commitment to their work as well as to the organization

ACADEMIC IMPLICATION

- This study adds new ways of thinking for academicians by lightening up that in the culture the educational sector has some importance with respect to the concept of spirituality at the workplace.
- By increasing the WPS in the education sector, trust among people will boost up, and hence there will be greater satisfaction in work.
- Due to the interlinked spiritual values, both parties, organization and workers, will go for mutual trust, providing benefits from both sides in terms of organizational as well as individual.

LIMITATIONS AND FUTURE SCOPE

Other than work engagement other variables like absenteeism, organisational commitment, etc can also be considered. The impact of other mediating variables can be checked. The present study focused on the educational sector; future research can observe the impact of WPS on many other sectors like non-profit organizations and insurance companies as well.

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