

**WORKPLACE SPIRITUALITY AND EMPLOYEE ENGAGEMENT IN
SELECTED HOTELS IN KILIFI COUNTY, KENYA.**

BY

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**A THESIS SUBMITTED TO THE SCHOOL OF TOURISM, HOSPITALITY
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DECLARATION

Declaration by Student

This thesis is my original work and has not been submitted for the conferment of a degree in any other university. No part of this thesis may be produced without prior permission from the author or Moi University.

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DEDICATION

I dedicate this thesis to my late father, Edward Kariuki Muthiga and my mother, Esther Muthoni Kariuki. My father instilled in me the belief that I was destined for greatness, while my mother has lovingly kept me grounded, offering guidance and correction throughout life's challenges. She has never limited my potential, always encouraging me to spread my wings and discover who I truly want to be.

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ABSTRACT

Employee engagement has been credited with numerous organizational benefits, but the hospitality sector faces workforce challenges that may potentially hinder it. Despite many studies focusing on abstract, intrinsic factors influencing engagement, limited research explores the impact of workplace spirituality on employee engagement in Kenya's hospitality industry. The main objective of the study therefore, was to determine the effect of workplace spirituality on employee engagement in selected hotels in Kilifi County. Specific objectives were to examine the effect of inner self, meaningful work and sense of community on employee engagement. The study was guided by Spiritual Leadership Theory, Maslow's Hierarchy of Needs and the Social Exchange Theory. Explanatory research design was employed targeting 702 employees from 10 registered hotels from which a sample size of 260 employees was drawn. Purposive sampling was used to select the study area, census method for hotels, while stratified and simple random sampling techniques selected respondents. Structured questionnaires were utilized to gather data which was analysed using multiple linear regression. Regression results indicated that workplace spirituality explains 47% ($R^2 = .47$) of variation in employee engagement. Furthermore, inner self ($t = 5.709$, $p < 0.001$), meaningful work ($t = 2.027$, $p = 0.044$) and community ($t = 2.660$, $p = 0.008$) were all found to significantly ($p < 0.05$) affect employee engagement. The study concluded that inner self, meaningful work and community all affect employee engagement. Furthermore, results suggested that employees who have their inner self respected at work, find meaning in their job and feel that they belong to a community at work tend to have positive sentiments toward the tasks they carry out. It recommended that hotel managers should encourage employees to express their inner self at work, foster an environment whereby employees find meaning in their roles and cultivate a culture that fosters a sense of community within the organization ultimately promoting engagement. The findings thus contributed to knowledge on the relationship between workplace spirituality and employee engagement in hospitality industry.

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ABBREVIATIONS AND ACRONYMS

CERMESA	Centre of Excellence in Educational Research Methodologies and Management in East and South Africa
GDP	Gross Domestic Product
ILO	International Labour Organisation
KMO	Kaiser-Meyer-Olkin
KWS	Kenya Wildlife Service
NACOSTI	National Commission for Science, Technology and Innovation
SPSS	Statistical Package for Social Sciences
TRA	Tourism Regulatory Authority
UNESCO	United Nations Educational Scientific and Cultural Organisation
UWES	Utrecht Work Engagement Scale
VIF	Variance Inflation Factor
WPS	Workplace Spirituality
WTTC	World Travel and Tourism Council

OPERATIONAL DEFINITION OF TERMS

- Community-** The interrelationships and interdependence among workers, which includes a feeling of togetherness and inclusion within the broader community (Garg, 2017). Concepts of workplace community include social interactions, perceived support, shared goals and values, trust and cooperation, communication, and inclusion.
- Employee engagement-** The favorable sentiment that employees hold toward their work, driving them to invest greater effort and motivation into their tasks (Sadiqe, 2014). It encompasses three key elements: vigor, which refers to high energy levels and enthusiasm; dedication, which is commitment and involvement in one's work; and absorption, which means being fully immersed in the activities at hand.
- Inner self-** It relates to an individual's internal being, encompassing contentment with the path they are on in life and a sense of spiritual joy (Hisam, 2021). Indicators of inner self in workplace spirituality include self-awareness, finding purpose in work, authenticity, compassion, mindfulness and ethical behaviour. These indicators reflect personal and spiritual well-being, promoting fulfilment in the workplace.
- Meaningful work-** A profound drive and intrinsic force that guides an employee to fully utilize their talents, skills and

capabilities, fostering a connection with their work and the pursuit of not only job satisfaction but also overall life fulfillment. (Balci *et al.*, 2019). Aspects of meaningful work in workplace spirituality include personal values alignment with vision of the organisation, contribution and impact, growth and development, connection to something greater. These indicators reflect the blending of spiritual principles and job, promoting purpose, fulfillment, and connection.

Spirituality-

It is derived from "spiritus," a Latin term, which signifies the "breath of life," it pertains to the appreciation of the non-material or transcendent facets of existence. (Pradhan *et al.*, 2016). It can also be described as the fundamental sense of being in harmony with self, others, and the universe. (Mitroff & Denton, 2012).

Workplace Spirituality-

The endeavor to discover one's ultimate life purpose, establish a profound rapport with colleagues and other work-related individuals, and achieve cohesion between one's fundamental principles and their organization's values. (Mitroff & Denton, 2012). Dimensions of workplace spirituality include meaningful work, sense of community, sense of contribution to the community, and inner self.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter outlines the background of the research problem from a global, regional and national perspective. Furthermore, a description of the statement of the problem and the objectives that guided the study are outlined. Finally, significance and scope of the study are stated.

1.1 Background of the Study

The travel and tourism industry is fundamental to the growth of global economies universally and particularly in Kenya. Its contribution to the Gross Domestic Product (GDP) of countries all over the world cannot go unnoticed and more so the number of persons that are employed in the sector. This fact is supported by the 2022 WTTC report that showed in Kenya, Travel and Tourism generated 4.9% of the GDP and 7.9 % of total employment. International labour Organisation in their report on the future of work in the tourism industry (2022) underscored that although tourism plays a pivotal role in generating employment, it grapples with significant challenges regarding decent work standards. These challenges encompass long working hours, inadequate wages, a notable staff turnover and a deficit in social safety nets. Furthermore, practices such as shift and night work, seasonality in employment, temporary or part-time job arrangements, and a growing trend of outsourcing and subcontracting are widespread in the tourism sector. The report emphasized the urgent need to address these issues to unlock the sector's full potential for fostering economic development, promoting decent labor conditions, and enhancing overall sustainability. More so, in light of these highlighted challenges, the lack of proper addressing could jeopardize employee engagement.

Employee engagement as a human resource concept has attracted significant interest recently. Taking into consideration the challenges faced by tourism organisations as outlined by ILO, they must intentionally invest in their employee so as to improve their service delivery. One crucial approach that organizations can employ to enhance service delivery is through effective employee engagement (Hughes & Rog, 2008). The term employee engagement was initially defined by Kahn (1990) as the utilization of an organization's members' personal qualities and characteristics in alignment with their work roles. He further stated that there are many ways which an employee expresses themselves while carrying out their roles. These are mainly: physically, cognitively, and emotionally. Employee engagement has also been described as the favorable sentiment that employees hold toward their jobs, motivating them to invest greater effort in their work (Sadiqe, 2014). Organisations are constantly seeking new ways to engage their employees for without employee engagement, organisations cannot survive in the longterm (Siti & Suhaili, 2016).

Employees can achieve engagement when their fundamental needs are fulfilled, and are given the opportunity to make contributions, experience inclusion and access opportunities for learning and personal development (Gallup, 2022). A survey done by Gallup, a consulting firm, in 2021 revealed that employee engagement stood at 21% globally. Gallup categorizes employees as actively disengaged, not engaged or engaged. They define engaged employees as individuals who exhibit a high level of involvement and enthusiasm in their job and workplace. On the other hand, not engaged employees are characterized as those who lack psychological attachment to their work and organization due to unmet engagement needs. This group of employees may fulfill their time commitments but do not invest energy or passion in their tasks. Actively disengaged employees, in contrast, are simply unhappy with their

work. Their unmet needs lead to resentment, and they consequently express their dissatisfaction through negative behaviors. Gallup's benchmark of achieving reasonable employee engagement was 50%. This means that, employees globally were actively disengaged from their work. The United States of America and Canada were ranked the best regions worldwide to work in. In Sub-Saharan Africa, only 21% of employees were engaged in their tasks and the region had the highest percentage of workers who were likely to move in the next year. Respondents also felt that they had not been treated with respect at their workplace (Gallup, 2022).

The below average statistic of employee engagement globally and regionally represents a clear problem that organisations must endeavor to address. In Malaysia's hotel industry, effective engagement programs were observed to promote commitment, dedication, motivation, innovation and morale. In the long-term, enhanced performance and increased profitability were evidenced (Siti & Suhaili, 2016). Another study in the Nigerian Civil Service on employee engagement and harmony of employees revealed that collaboration between the employer and employee was key in achieving employment engagement (Nwinyokpugi, 2015). In Kenya's Capital, Ngumbao and Muturi (2018) looked into the employee engagement strategies on service delivery in the County of Nairobi. They highlighted that motivated employees play a pivotal role in driving organizational performance, as they tend to be more productive and willing to provide their services wholeheartedly. This is achieved through ensuring they receive adequate training, recognition, and compensation, ultimately leading to an improvement in service delivery.

Workplace spirituality has been linked to positive organisation outcomes such as promotion of engagement among employees. It was distinctively defined by Ashmos and Duchon (2000) as recognizing that employees possess an inner dimension that is

enriched through meaningful work within a community. Additionally, it can be described as a condition or encounter that offers individuals direction, purpose, or feelings of comprehension, support, inner completeness, or interconnectedness (Smith & Rayment, 2007). In a workplace context, spirituality is described as the pursuit of an individual's ultimate purpose in their professional life, aiming to establish equilibrium between personal and organizational cultural values (Kalantari *et al.*, 2018). It's crucial to emphasize that organizational spirituality doesn't revolve around advocating for a particular ideology or belief system. Instead, it centers on nurturing a culture that acknowledges and fosters the intrinsic motivation and dedication of employees towards their work. (Devendhiran & Wesley, 2017).

Workplace spirituality is a concept comprising two distinct dimensions: one pertaining to the organization as a whole and the other focused on individual experiences. In the organizational context, workplace spirituality can be described as the embodiment of organizational values manifested through a culture that encourages employees to transcend mere routine tasks, fostering unity and injecting a sense of purpose into their work. This leads to employees experiencing feelings of happiness and fulfillment (Giacalone & Jurkiewicz, 2010). In an individual context, it manifests as the pursuit of meaningful work, a sense of belonging to a community, and the alignment of personal values with those of the organization. (Mitroff & Denton, 2012).

Drawing from the literature, the dimensions of workplace spirituality encompass meaningful work, a sense of community, the harmony between organizational and individual values, a feeling of contributing to the community, and a connection with one's inner self. This study will adopt three dimensions derived from Ashmos and Duchon (2000) definition which states that for workplace spirituality to exist, the inner

well-being of employees should be nurtured through the fulfillment derived from meaningful work within a community. Meaningful work is characterized as the experience of deriving satisfaction and fulfillment from one's job, encompassing feelings of joy and pleasure in the work environment. (Milliman *et al.*, 2003; Ashmos & Duchon, 2000). A sense of community entails mutual support among members, a shared sense of belonging, a common sense of purpose and team spirit (Milliman *et al.*, 2003). Finally, inner self includes descriptors concerning the way the organization respects the spirituality and spiritual values of the individual (Ashmos & Duchon, 2000).

Literature on workplace spirituality brings out a common theme that employees desire not just to be good at their job but also able to derive a personal meaningful experience from their work. In the past, organizations required employees to fully commit to their job while avoiding to look into the effect of spirituality at the workplace because of the religious conflict it would raise (Jena & Pardhan, 2018). Spirituality revolves around promoting well-being and fostering values, attitudes, and behaviors that serve as internal motivators for employees. In essence, spirituality provides a foundation for individuals in their work and enables them to establish a connection with the transcendent aspect of their endeavors. (Biswakarma, 2018).

Different researchers have conducted studies on the effect of Workplace Spirituality on various variables such as job satisfaction, job commitment, Organisation performance and employee productivity. Evalyna and Wibawa (2020) in their research on Workplace Spirituality and its effect on organizational performance and commitment articulated that Workplace Spirituality at work did produce good moral habits and good qualities such as honesty, loyalty, integrity and trustworthiness. Mebariz (2022) conducted a study aiming to assess the impact of workplace, treated

as an independent variable, job satisfaction and commitment, serving as mediating variables, with job performance as the dependent variable within the context of university staff. The findings from the analysis indicated a direct and positive significant influence of workplace spirituality on the job performance of university staff, with job satisfaction partially mediating this relationship. As a recommendation, it was suggested that the organization should intensify its efforts by collaborating with relevant entities to further promote workplace spirituality.

In the Hospitality context, Milliman *et al.*, (2018) conceptualized workplace spirituality as a framework that provided new perspectives on how employees strive to attain heightened levels of intrinsic work motivation and engagement. In their study, the findings indicated that there was a correlation between employee engagement and their service delivery, but this relationship did not extend to their intention to remain with the organization. It therefore provided a fresh insight into intrinsic work motivation. This suggests that fostering employees' sense of workplace spirituality has the potential to have a positive impact on their intention to remain with the organization. Research on Workplace Spirituality within our borders has also not been left behind as businesses endeavor to achieve the best of their employees. A study conducted by Emelda (2018) in Trans Nzoia County, Kenya concluded that the presence of Workplace Spirituality within the organization cultivated a sense of affection among employees, motivating them to make concerted efforts to better accommodate and comprehend each other, thereby enhancing organizational performance. Another study by Muok (2018) on Workplace Spirituality on organizational citizenship behaviour was conducted at the office of the Attorney General. The recommendation emphasized the importance of fostering a stronger sense of community among employees, as this, in turn, fosters a greater sense of

security. It further advised organizations to adopt values that promote Workplace Spirituality, ultimately enhancing connections among employees (Muok, 2018). The current body of research on work spirituality has yielded valuable insights; however, it is important to highlight that only a limited number of studies have delved into the link between work spirituality and employee engagement. Moreover, the hospitality industry remains relatively unexplored in this context, particularly in the specific setting of Kilifi County. Consequently, this study seeks to address this research gap and contribute to the existing knowledge in the field.

Although previous researchers have delved into the concept of work spirituality, few have explicitly examined its connection to employee engagement. Employee engagement, which encompasses the emotional commitment and active involvement of employees in their work, is a crucial factor in enhancing organizational performance and productivity. Therefore, understanding the potential relationship between work spirituality and employee engagement is of great importance for both researchers and practitioners. Additionally, the hospitality industry, known for its unique work environment and customer-centric focus, has received relatively limited attention in the context of work spirituality. Kilifi County, a region renowned for its vibrant hospitality sector and diverse workforce, remains particularly unexplored in this regard. By focusing on this specific industry and geographical location, this study aims to shed light on the dynamics of work spirituality and employee engagement in a unique organizational context. The research endeavors to bridge this gap by investigating the potential impact of work spirituality on employee engagement in the hospitality industry within Kilifi County. By conducting a comprehensive analysis, this study seeks to provide empirical evidence and insights into the connection or relationship between these two concepts. The findings have the potential to inform

organizational practices and interventions that can enhance employee engagement in the hospitality sector, ultimately leading to improved employee satisfaction, well-being and organizational performance.

In conclusion, while previous studies have contributed to our understanding of work spirituality and its implications, the relationship between work spirituality and employee engagement remains underexplored. Furthermore, the hospitality industry, specifically within Kilifi County, is an area that has not garnered significant focus in this regard. This study aimed at addressing these research gaps and contribute valuable knowledge to both academia and the hospitality industry by investigating the relationship between work spirituality and employee engagement in this unique organizational context.

1.2 Problem Statement

Over the past decade, researchers have extensively examined employee engagement to determine its significance for organizations. Empirical evidence suggests that engaged employees yield various benefits to organizations, including enhanced productivity, reduced turnover rates, a positive work culture, and improved customer-employee relationships, ultimately leading to increased profits (Emeritus, 2022). These benefits are highly significant to the hospitality industry, as the services provided in hotels are inseparable from the employees delivering them. Therefore, hospitality managers must make concerted efforts to foster positive attitudes toward the work their employees perform.

However, the nature of the hospitality industry creates hurdles to sustaining high employee engagement such as extended working hours and a high turnover rate (ILO, 2022). In Kilifi County, the seasonal nature of tourism leads to a significant turnover

of staff, primarily because of the informal recruitment practices during peak seasons (Bula, 2018). These circumstances could pose a significant challenge to maintaining satisfactory levels of employee engagement within hotels. Consequently, hotels must consistently develop strategies to foster engagement among their staff, regardless of the employment arrangements, thereby maximizing the return on their investments in human resources.

Employee engagement in Kenya remains relatively low at 21% (Gallup, 2022). Despite evidence justifying importance of employee engagement, research findings highlight communication, worker relationships, and recognition as the common factors that influence employee engagement. However, a notable challenge associated with these factors is their intrinsic nature, making it difficult for organizations to directly address them. Consequently, organizations may encounter difficulties in effectively impacting employee engagement solely through these factors (Otachi, 2019).

Workplace spirituality can positively influence employee engagement (Milliman, 2018; Agoi, 2018). Recognizing the intrinsic nature of workplace spirituality, organizations must create an environment that respects and supports employees' spiritual needs for optimal engagement and well-being consequently impacting factors influencing engagement. It is worth noting that extensive research has been conducted on workplace spirituality in various sectors such as banking (Iqbal, 2014; Areba, 2019), academic staff (Azeez, 2018; Wainaina, 2014; Mebariz, 2022; Sandhu, 2015), and hospital staff (Kartini et al., 2021), in comparison to the hospitality industry. The limited amount of research conducted within the hospitality industry puts it at a disadvantage, potentially missing out on the benefits associated with workplace spirituality. Workplace spirituality has been conceptualized as a means to gain deeper

insights into how employees experience intrinsic work motivation and engagement. Given that the hotel industry heavily relies on customer-employee relationships, it is imperative for managers to develop strategies that ensure employees are fully engaged in their work. Furthermore, scholars have increasingly focused their attention on a range of organizational outcomes, including job commitment, service delivery, job performance, sustainability and organizational citizenship behavior (Evalyna & Wibawa, 2020; Jena & Pardhan, 2018; Mebariz, 2022; Milliman et al., 2018). Employee engagement, as a critical organizational outcome, requires further investigation to explore the underlying intrinsic factors that influence it. Based on this context, this study aimed to determine the impact of workplace spirituality on employee engagement among employees in selected hotels located in Kilifi County.

1.3 Research Objectives

1.3.1 General Objective

To determine the effect of workplace spirituality on employee engagement in selected hotels in Kilifi County, Kenya.

1.3.2 Specific Objectives

1. To determine the effect of inner self on employee engagement in selected hotels in Kilifi County, Kenya
2. To establish the effect of meaningful work on employee engagement in selected hotels in Kilifi County, Kenya.
3. To establish the effect of community on employee engagement in selected hotels in Kilifi County, Kenya.

1.4 Research Hypothesis

H₀₁ Inner self does not affect employee engagement in selected hotels in Kilifi County, Kenya.

H₀₂ Meaningful work does not affect employee engagement in selected hotels in Kilifi County, Kenya.

H₀₃ Community do not affect employee engagement in selected hotels in Kilifi County, Kenya.

1.5 Significance of the Study

Organisations are waking up to the fact that to achieve engagement and consequently better performance, the traditional expectation of employees to separate their inner self from their work requires rethinking. It is worth noting that workplace spirituality and engagement have been primarily studied in the context of business firms and not much has been done for the hospitality industry and specifically in Kenya. The results from this study go on to inform and expound on this paradigm shift. In the researcher's opinion, the findings promote a win-win for both hotel managers and employees in general and particularly in Kilifi County. Employees see the effect inculcating their inner beings and having a meaningful purpose will have on their engagement to the job they perform. This therefore influences their approach to the tasks given. Managers on the other hand derive a deeper understanding on whether or not it is instrumental to consider the spiritual aspect of their employees while cultivating their organisational culture with an aim to be profitable and sustainable. Hospitality research too, benefits from these findings as they expound on the limited research already existing on workplace spirituality in the hospitality sector.

1.6 Scope of the Study

The aim of this study was to examine the impact of Workplace Spirituality on employee engagement in specific hotels located in Kilifi County for which data was collected between November 2023 and January 2024. The study specifically concentrated on three dimensions of Workplace Spirituality: inner self, meaningful work, and community. Based on the literature reviewed, Workplace Spirituality can be observed from two perspectives: the individual's and the organization's. However, this research solely focused on the individual perspective of Workplace Spirituality. Geographically, the study was confined to hotels situated within Kilifi County. This choice was justified by the fact that tourism is the primary economic activity in the county, leading to the presence of numerous tourist hotels. To reduce bias, employees from all departments in the selected hotels were included in the data collection process. Quantitative analysis was conducted on the data collected, which was obtained through the use of questionnaires. The questionnaires were designed to gather relevant information related to Workplace Spirituality and employee engagement. The collected data was then analyzed using both descriptive and inferential statistics. It is important to note that the results of this study could be limited in their generalizability due to the specific focus on Kilifi County and the selected hotels within that region. Nonetheless, the findings serve as a foundation for further research in the field of Workplace Spirituality and its effects on employee engagement in different contexts.

1.7 Limitations of the study

The extent of research on the relationship between workplace spirituality and employee engagement specifically within the hospitality industry was limited. This is attributed to the fact that workplace spirituality is a relatively new concept gaining

traction in organisations and research. To counter this, the researcher delved into vigorous literature review incorporating all relevant literature conducted in other sectors. The questionnaire administered included explanations of key variables in simple terms to counter incomprehensibility of the study by the respondents.

1.8 Assumptions of the study

The study assumed that respondents selected for the study were knowledgeable and the responses provided were honest. To enhance honesty, the respondents were asked to omit their names or personal information so as to maintain anonymity. It was also presumed that the respondents possessed sufficient capability to respond to the questions as they pertained to their personal experiences at work.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This chapter reviews literature on workplace spirituality and employee engagement. The chapter discusses the empirical and theoretical foundation of the study. It describes the relationship between the two variables as outlined in the objectives. Finally, the conceptual framework is derived.

2.1 Employee Engagement

Sharmila (2013) described employee engagement as the favorable mindset employees maintain, their dedication, and the extent of their participation in and commitment to the organization and its core values. Another way to define employee engagement is as the positive emotions that employees experience in relation to their jobs, which serve as motivation for them to invest greater effort and enthusiasm in their work (Sadiqe, 2014). It encompasses various elements, including job satisfaction, involvement, and commitment, which employees harness to enhance their ability to deliver better customer service (Scott & McMullen, 2010). Gallup (2022) classifies employees into three categories: engaged, not engaged, or actively disengaged. According to their framework, engaged employees are those who display high levels of involvement and enthusiasm for their job and workplace. Not engaged employees, on the other hand, are individuals who lack a strong emotional connection to their work and organization due to unmet engagement needs. They may fulfill their job requirements in terms of time spent but do so without significant energy or passion. Actively disengaged employees are simply dissatisfied with their work. Their unmet needs breed resentment, leading them to exhibit negative behavior as a reflection of their unhappiness.

In the recent past, organisations have put great effort in looking for ways to engage their employees. Employee engagement is a vital factor essential for the long-term sustainability and success of organizations (Siti & Suhaili, 2016). Welch (2011) concurred with the argument for employee engagement, recognizing it as a critical factor influencing organizational effectiveness, innovation, and competitiveness. Furthermore, engaged employees are highly likely to make valuable contributions to their companies by attracting and retaining new customers, fostering innovation, or simply radiating positivity to their colleagues (Crabtree & Robinson, 2013).

In Otachi's study conducted in 2019, the goal was to assess the degree of engagement among management employees in Kenya and identify the factors impacting their engagement levels. The findings of the study revealed that just one out of every four management employees displayed active engagement, while a substantial majority fell into the category of passive engagement. Despite their commitment and focus on their tasks, management employees didn't exhibit the same level of enthusiasm and energy in their work. He interpreted the results as a sign of burnout, which from his findings was more evident among middle level managers. One major factor influencing engagement among managers was communication while appreciation for significant contribution they made to the organisation was stated to be of great importance. These findings suggested that the level of engagement among managers was low. In their 2018 study, Ngumbao and Muturi examined strategies for employee engagement in service delivery, with a particular emphasis on Nairobi County. Their research specifically investigated the impact of work environment, leadership, training, and reward strategies on service delivery. Their findings indicated that these employee engagement strategies made a statistically significant contribution to improving service delivery within Nairobi City County. Additionally, they pointed out a

prevalent issue in many organizations: the absence of well-defined and clearly articulated policies concerning employee engagement and participation in decision-making processes. The absence of motivational policies could lead staff to feel undervalued and only seen as means to achieve the organization's objectives. These findings laid the groundwork for this study, as service delivery is crucial in the hospitality industry. Being predominantly service-driven, the industry is characterized by the inseparability of the service from the employee providing it.

In the context of the hotel industry, Siti and Suhaili (2016) also examined the factors that influence the employee engagement in hotel industry in Malaysia. They recognized that employee engagement could be influenced by several factors, including training and development, internal communication, rewards, and leadership. They proposed that well-executed employee engagement initiatives could lead to heightened dedication, motivation, morale, and innovation among employees. In a different viewpoint on the factors affecting employee engagement, Onyango *et al.* (2022) conducted a study on the impact of organizational justice on employee engagement within the hospitality industry in the North Rift region of Kenya. The researchers observed that employees experience satisfaction and contentment when they perceive fairness within their workplace. They emphasized that the way employees perceive fairness in the organization significantly influences their job satisfaction and levels of engagement. The factors influencing engagement highlighted from these two studies informed the case for workplace spirituality as a potential solution for engagement challenges experienced in organisations.

Marima (2021) studied the effect of employee engagement practices on the competitiveness of four-star rated hotels in Nairobi, Kenya. The results indicated that the selected hotels had thoroughly examined and effectively put into practice

employee engagement strategies. The job roles were thoughtfully structured to provide employees with a sense of independence, significance, and ongoing internal feedback. These findings are in line with Otachi (2019) who conducted his study among managers in different sectors. He found out that communication and independence were important factors of employee engagement. Cheruiyot *et al.*, (2017) also conducted an examination of how employee engagement factors impact staff turnover within the hotel industry. Although the dependent variable studied was different, the importance of implementing employee engagement factors was consistent with other studies (Siti & Suhaili, 2016; Marima, 2021 & Marima, 2021). The study emphasized the importance for hotels to prioritize employee engagement factors if their goal was to provide top-notch services to their customers. Effective communication channels were identified as crucial for addressing employee concerns, ultimately leading to higher employee retention rates and a reduction in staff turnover. Hotel management was also encouraged to implement reward and training programs to enhance service quality within their establishments. Staff turnover is an eminent problem in hospitality industry. These findings suggested that engagement as an organizational outcome would positively impact turnover thus establishing a case for the problem of this study which is to derive maximum value from employees despite prevailing external challenges such as involuntary turnover caused by seasonality.

2.2 Workplace Spirituality

The concept of spirituality has transformed throughout history. Initially, in the 11th century, it was primarily associated with the mental aspect of human beings. However, two centuries later, it began to encompass psychological implications. It wasn't until the Second World War that the term was separated from religion, and the idea emerged that an individual could embrace spirituality without adhering to a

specific religious belief (Broadhurst, 2021). Various definitions of spirituality converge on the idea that it represents the manifestation of human aspirations to discover meaning and purpose in their lives while aligning with deeply held personal values (Lorraine, 2009; Pardasani *et al.*, 2014). Given that employees spend a substantial portion of their lives in their workplaces, they naturally seek to attain a sense of meaning, purpose, and fulfillment in their work (Mitroff & Denton, 2012) because their professional roles significantly contribute to shaping their social identity (Cartwright & Holmes, 2006). The growing interest in workplace spirituality was driven by the volatile nature of the work environment, marked by factors such as emerging technologies, reengineering, and downsizing (Cash & Grey, 2000).

Ashmos and Duchon (2000) define workplace spirituality as the recognition that employees possess an inner dimension of their lives, which is enhanced through engaging in meaningful work within a communal setting. Another way to define workplace spirituality is as a state or encounter that can offer individuals a sense of purpose, direction, comprehension, support, inner completeness, or a feeling of being connected (Smith & Rayment, 2007). According to Milliman *et al.*, (2003), Workplace Spirituality pertains to employees who perceive themselves as spiritual individuals with a need for nourishment in their work, leading to a sense of purpose, meaning, and a feeling of interconnectedness with both their colleagues and the workplace community. Furthermore, since employees invest a significant portion of their time at work, their overall well-being can be anticipated based on the quality of their work environment (Friedman & Lobel, 2003). Workplace spirituality can also be characterized as the pursuit of one's fundamental life purpose, the cultivation of strong bonds with colleagues and others connected to their work, and the establishment of harmony between an individual's core beliefs and their organization's values (Mitroff

& Denton, 2012). Workplace Spirituality is a concept with two distinct dimensions: organizational and individual. In the organizational context, it can be described as the embodiment of organizational values that are manifested in a culture fostering employee transcendence, fostering a sense of unity, and infusing work with significance, resulting in employees experiencing emotions of happiness and fulfillment (Giacalone & Jurkiewicz, 2010). Individually, employees who connect with spirituality contemplate the suitability of their workplace for their spiritual well-being even before accepting employment (Garcia-Zamor, 2003).

The literature review reveals three recurring themes in all definitions: the pursuit of happiness, the exploration of life's purpose, and meaningful work experiences that instill a sense of contributing to the greater good, all intertwined with the concept of transcendence (Mohammed & Shouvik , 2021). Historically, organizations used to demand wholehearted employee dedication to their roles, often avoiding the examination of spirituality's impact in the workplace due to concerns about potential religious conflicts (Jena & Pardhan, 2018). It is crucial to distinguish between workplace spirituality and religion. The former is a concept rooted in an individual's emotions and personal choices (Mohammed & Shouvik, 2021). Spirituality can also be seen as the voyage towards discovering a lasting, genuine, significant, comprehensive, and profound comprehension of one's existential self and its interconnectedness with the sacred and the transcendent (Karakas , 2010). In this context, transcendence refers to a profound feeling of utmost joy and connection that extends beyond the boundaries of the self (Kinjerski & Skrypne, 2004).

Given the attention workplace spirituality has received, different authors have sought to determine the relationship between the concept and various organisational outcomes such as organisational citizenship, organisational commitment, job

performance and employee engagement (Jena & Pardhan, 2018; Muok, 2018; Mohammed & Shouvik, 2021; Mebariz, 2022; Emelda, 2018). Muok (2018) delved into the impact of workplace spirituality on organizational citizenship within the Kenyan Attorney General's office. He specifically analyzed how organizational values, meaningful work, a sense of community, and compassion influenced organizational citizenship. His findings indicated that employees were more engaged due to the sense of community fostered in their organizational culture. However, he recommended additional research in different organizations to further explore this phenomenon. Emelda (2018) conducted a study in the County Government of Trans-Nzoia that sought to examine the effect of workplace spirituality on employee engagement. Her findings showed a significant positive effect between the variables. It was concluded that workplace spirituality if strategically used in organisations would positively affect employee engagement and consequently contribute to the overall success.

In their study, Baskar and Indradevi (2022) explored workplace spirituality and its impact on employee engagement within non-governmental organizations. Their findings revealed a direct correlation between workplace spirituality and employee engagement. They proposed that fostering spiritual virtues in the workplace played a crucial role in effectively engaging NGO employees in their social work. These findings were in line with Burhan *et al.*, (2022) who also studied the same variables. In this study however, it was interesting to note that female employees depicted lower workplace spirituality compared to that of their male counterparts. Interviews conducted explained that women especially those who were married with children had many issues to think about therefore did not give their full attention to their work. Another reason given was that women felt like work was not their main role in the

society thus lacked the motivation to innovate. The final possibility was the emotional nature of female employees that would affect problem-solving, harmony and interactions in the office.

Crawford *et al.*, (2009) conducted a study investigating workplace spirituality and its association with variables such as intention to leave, intrinsic work satisfaction, organizational-based self-esteem, job involvement, and organizational commitment, particularly within the hospitality industry. Their results demonstrated a significant connection between spirituality at the workplace and the employee-related factors under scrutiny. A similar context was observed in the study conducted by Milliman *et al.* (2018), which also showed that workplace spirituality directly impacted employee engagement and the intention to remain with the organization. However, it's noteworthy that while engagement was linked to employees' delivery of service, it was not directly tied to their intention to stay. These findings contributed fresh insights to the field of intrinsic work motivation research.

In a qualitative case study conducted by Areba (2019), the focus was on investigating the influence of managers' workplace spirituality in addressing unethical conduct within Kenyan banks. The study's results highlighted the significant function that managers' workplace spirituality contributes in mitigating unethical behavior in these banks. Moreover, the findings indicated that managers' workplace spirituality had a positive impact on promoting ethical practices within the Kenyan banking sector. This research underscores the importance of managers' workplace spirituality in effectively addressing and preventing fraud and unethical behavior in Kenyan banks.

In their 2014 study, Wainaina *et al.*, examined workplace spirituality as an inherent factor contributing to organizational commitment. This survey-based research

employed both descriptive and correlational research designs, encompassing academic staff across both public and private universities in Kenya. The analysis, which included correlation and regression analysis, showed a significant positive relationship between workplace spirituality and organizational commitment among the surveyed academic staff.

2.2.1 The concept of Inner self

Innerself pertains to an individual's internal existence. This concept rooted in Hebrew philosophy suggests the existence of two distinct aspects of our lives: the outward or external life, characterized by achievements, wealth, and material comforts; and the inner self, which is defined by contentment with one's journey and a sense of spiritual fulfillment (Hisam, 2021). Rezapouraghdam *et al.*, (2019) cited Fairholm (1996) who proposed the notion that the workplace is an intrinsic element of human existence and functions as a foundation for values within communities where employees spend substantial portions of their lives, establish connections, generate value, and contribute to society. According to Milliman *et al.*, (2018) the concept of inner self assesses whether individuals feel a significant alignment between their personal values and the purpose of the organization. A key finding from their research was that the concept of inner self significantly accounts for employees' engagement levels and their inclination to leave their positions.

Ashmos & Duchon (2000) expressed the view that inner self encompasses the process of harnessing one's inner power to lead a more fulfilling life. Furthermore, the concept of inner self recognizes that employees have spiritual needs in the workplace, in addition to their cognitive, emotional, and physical needs (Albuquerque *et al.*, 2014). This sentiment was also earlier shared by Ashmos and Duchon (2000), who recognized the idea that humans are not solely driven by reason, but also possess

emotional and spiritual dimensions. This suggests that individuals have not only intellectual capacities but also spiritual requirements, with spiritual growth potentially playing a crucial role in mental development. It's essential to emphasize that meaningful work nurtures an individual's inner life. (Rego *et al.*, 2007).

The dimension of inner self introduces the concept that employees have an intrinsic need for purpose and the urge to fulfill that need exists. This identification takes place within one's inner life whereby they begin to question their existence or seek to be part of something greater. Inner self therefore is a fundamental pinnacle in workplace spirituality because it creates a foundation for organisations to view their employees as more than the physical. The dynamic workplace has seen the aspect of passion introduced whereby employees pour their complete selves into the work they do (Dehler & Welsh, 2003). Passion can only be achieved when employees are allowed to present their entire selves to work. Organisations which have employees who work passionately have found them valuable because of their positive contribution (Ashmos & Duchon, 2000).

Mebariz (2022) studied workplace factors such as inner self on performance of university teachers in Egypt. The findings indicated a significant positive correlation between the two variables. He attributed employee job satisfaction, creativity and increased commitment and ultimately the influence on an individual's well-being to alignment of staff personal values and university values. These results contrasted with (Hanafi *et al.*, 2021) who conducted their research in the health sector. Their conclusion was that workplace spirituality, as assessed through inner self variable, did not have a significant impact on performance.

Inner self as a dimension of workplace spirituality was also studied by Mohammed and Shouvik, (2021) who reached the conclusion that it had a direct positive impact on the commitment of employees across various sectors of the economy. Notably, inner life was found to be of considerable significance to employee commitment, ranking second when compared to the dimensions of workplace spirituality, including meaningful work and a sense of community. These results were in contrast with Evalyna and Wibawa, (2020) who conducted the same study in Bali, among the performance of teachers. In their case, findings revealed that inner life held a stronger influence on commitment compared to the other two variables.

Hanafi *et al.* (2021) conducted a study that diverged significantly from previous research. In their case, they examined the impact of workplace spirituality dimensions on the performance of hospital employees. They reached the conclusion that the inner lives of employees did not yield a significant effect on the organization's performance. They attributed this finding to a lack of self-awareness among employees, which led them to work without full dedication, without realizing that their excellence in their roles could provide them with a sense of fulfillment in their daily tasks. Another study by Hafni and Chandra (2020) explored the influence of inner self on the performance of lecturers in a private university. Their results indicated a positive relationship, suggesting that employees whose inner lives are closely intertwined with their work tend to have stronger motivations to excel in their jobs.

Biswakarma (2018) conducted a research study with the objective of examining the relationship between the establishment of workplace spirituality and its influence on employee productivity within Nepalese hospitality organizations. Notably, the dimension of inner self was found to have a mean value of 3.85, which was the lowest among all dimensions of spirituality management. This suggested that respondents

slightly disagreed with the idea that their organization respected the spirituality and spiritual values of individuals. Furthermore, the regression analysis performed in the study revealed that there was indeed an impact of the inner life on employee productivity. As a result, he concluded that workplace spirituality is closely linked to the level of respect shown for employees' inner lives. Consequently, employees tend to be more productive in the long term when they work in organizations that acknowledge and respect spirituality, in contrast to those where spirituality is disregarded or undervalued.

2.2.2 Meaningful Work

The concept of meaningful work within workplace spirituality revolves around the idea that work should bring employees not only a sense of joy but also connect them to a larger, more profound purpose (Mebariz, 2022). The literature suggests that work, in itself, can serve as a source of spiritual growth, and it can be characterized as a state where individuals achieve a sense of completeness and a newfound, deeper motivation. Employees who find their work to be meaningful derive significant fulfillment from their job (Miller, 2010). Due to the varying interpretations of meaningful work, Balci *et al.*, (2019) synthesized these definitions into a concise concept. They described meaningful work as an inner motivation and intrinsic power that guide employees to fully utilize their skills and abilities in their work, fostering a genuine passion for and integration with their tasks. This pursuit of meaningful work also leads to self-actualization, not only resulting in work satisfaction but also contributing to overall life satisfaction.

Research has explored the impact of meaningful work on both individuals and organizations, focusing on outcomes such as intrinsic motivation, job satisfaction, and organizational commitment (Balci *et al.*, 2019). Age has been termed as fundamental

variable in relation to satisfaction of work. The new generation workers are more aware and look for meaning in the work that they do, consequently requiring employees to create conditions for meaningful work. As at the year 2024, the older generation also described as generation X (people born between 1965 and 1980) are close to their retirement thus find themselves asking about meaning of life and of the work they do (Chalofsky & Krishna, 2009). Conversely, the generation Y (people born between 1980 and 1992) seek meaning in their work from the onset because they were brought up questioning tradition therefore also question the employer (Li & Devos, 2008).

In a descriptive survey carried out by Balci *et al.* in 2019, the aim was to investigate the level of meaningfulness of work among academics in Turkey and its impact on motivation and satisfaction. The findings indicated that participants primarily found their work meaningful in the context of the work itself, followed by a sense of contribution, a sense of self, and a sense of balance. Notably, the opinions of academics varied based on their academic title and discipline, particularly concerning the dimensions of a sense of self and a sense of contribution. As a recommendation, it was suggested that the higher education sector should consider implementing measures such as manageable workloads, initiatives promoting work-life balance, mentorship programs and a comprehensive reward-recognition system.

Meaningful work has been studied by different researchers in an attempt to establish its relationship with different job outcomes. A survey conducted in the healthcare sector in Bali indicated that the meaningfulness of work has a significant and positive influence on the performance of healthcare professionals. (Hanafi *et al.*, 2021). Another study also done in Bali but among teachers revealed that in the education

sector as well, meaningful work had an effect on performance (Evalyna & Wibawa, 2020). Results from the two different sectors were consistent.

Mohammed *et al.*, (2021) studied meaningful work and its relationship to employee commitment in various industries within the economy in Oman. An interesting finding was that meaningful work compared to innerlife and community had the highest impact on commitment. These findings contrasted those of Evalyna and Wibawa (2020) whose results showed inner life among the three had the highest impact on commitment. The association between meaningful work and organization citizenship behavior was similarly studied by Azeez (2018) and the findings revealed that there was no statistically significant relationship between the variables among academic staff in Nigeria. This contrasted with Muok, (2018) who did his study in Kenya. These findings showed a positive significant relationship.

There is a limited body of literature on the relationship between meaningful work and employee engagement, particularly in the context of Kenya. In the United States, Milliman *et al.*, (2003) conducted a study which revealed a direct and positive impact of meaningful work on employee engagement within the hospitality industry. Similarly, a study conducted by Emelda in 2018 in Kenya demonstrated a direct and positive association between meaningful work and employee engagement among county government employees. The scarcity of research in this area, particularly in the Kenyan context, underscored one of the research gaps that this study aimed to address.

2.2.3 Sense of Community

Garg (2017) defined Community as the state of interconnectedness and mutual reliance among employees, as well as a feeling of being rooted and belonging within

society. It can also encompass the constructive interactions that occur between employees and their environment. (Daniel, 2019). Spirituality at work is also viewed in terms of how one can live and connect with other people. The workplace is increasingly acknowledged as a distinct form of community, primarily because of the considerable time employees invest in it (Ilmiah, 2013). Ashmos and Duchon (2000), in their conceptualization of community as a key aspect of workplace spirituality, emphasized that human connection is an integral part of being alive. They further posited that friendship plays a crucial role in helping leaders and their team members cope with feelings of loneliness, disillusionment, and the negative effects of modern organizations. This, in turn, safeguards the organizational spirit and the well-being of individuals within it. The sense of belonging to a community has a notably positive impact on enhancing spirituality in the workplace. (Albuquerque *et al.*, 2014).

Organizations are increasingly integrating elements of workplace spirituality, thereby creating a more favorable environment for their employees. Teamwork serves as an indicator of spirituality within the workplace, promoting positive qualities like confidence, creativity, and self-respect. These factors, in turn, have a significant impact on team effectiveness, conflict resolution, job satisfaction, and overall performance (Ilmiah, 2013). Khasawneh (2011) also highlights the critical role of workplace spirituality as a cornerstone of organizational success. His research indicates that the majority of employees seek a meaningful work environment that fosters a sense of self-connection.

Acceptance and appreciation are fundamental in the fulfillment of employee needs. Community also entails establishing profound mental, emotional, and spiritual bonds with colleagues and others in the workplace. A sense of community and togetherness emphasizes spiritual connections among employees can be a result of shared values

and beliefs serving as bonding forces. A robust sense of community within an organization has the potential to foster increased support, effectiveness, and authentic care among its members (Mebariz, 2022). From a descriptive analysis of the impact of community as an aspect of workplace spirituality, community was evidenced to have a direct positive influence on the commitment, satisfaction and overall engagement of university lecturers.

In employee engagement, co-worker relationships and team dynamics represent its interpersonal aspects. Kahn (1990) conjectured that trusting interpersonal relationships and team work contributes to employee engagement. An open and supportive team is essential for employees, as it provides them with the freedom to innovate without the fear of facing adverse consequences. May *et al.*, (2004) found out that workplace relationships had a significant impact on meaningfulness, which is a key component of employee engagement. Their findings suggested that the presence of positive relationships with coworkers would likely result in an increase in employee engagement.

Mughal (2020) in his research aimed at identifying the primary factors influencing employee engagement and their ability to predict the concept, it was concluded that organizations must allocate resources to create a workplace environment that fosters positive co-worker relationships, encourages teamwork, and supports effective leadership. Employee engagement is nurtured by managers who provide amicable environment for employees. He tested the working environment, teamwork and peer support to find out the correlation with engagement.

2.3 Theoretical Review

A theoretical framework is a carefully structured explanation of actions that assists researchers in positioning their study and identifying the foundation for their proposed research. (Vithal & Jansen 2010). The theories used to discuss the purpose of this research include the social exchange theory (Homans, 1958), Spiritual leadership theory (Fry, 2003) and Maslow's Hierarchy of needs (1954).

2.3.1 The Social Exchange Theory

In 1958, Sociologist George Homans proposed the social exchange theory. He defined social exchange as the reciprocal sharing of activities, whether concrete or abstract, that entail varying degrees of benefit or cost, involving a minimum of two individuals. Following the development of this theory, two additional theorists, Peter Blau (1964) and Richard Emerson (1976), further explored its concepts. Blau emphasized the economic and utilitarian aspects, while Emerson concentrated on reinforcement principles, positing that individuals based their future social interactions on past experiences. The Social Exchange Theory delineates four fundamental facets in the social conduct of individuals. These namely are rewards and resources of exchange, mechanisms of exchange, social and social capital factors and finally the aspect of reciprocity (Homans, 1958).

According to Emerson (1976), a reward is the favorable result of interactions with a positive meaning, whereas a resource is a characteristic that provides an individual with the ability to attain the reward, motivating people to engage in transactions. Examples of resources could be information, love, status, goods or services. These resources enable either socio-emotional benefits or economic rewards. Socio-emotional benefits are obtained when acquired resources enhance self-esteem or address social needs, while economic benefits, on the contrary, fulfill financial

requirements (Shore *et al.*, 2006). Furthermore, the theory suggests that resources are exchanged through a subjective cost-reward analysis (Blau, 2017). This analysis depends on how much a person or others have been rewarded for similar performance in the past and the extent to which the outcome of the exchange is valuable to that individual (Blau, 2017; Homans, 1961). The third aspect delineates various forms of social capital, encompassing social entities, norms, rules, information channels, expectations, and obligations. Social capital is not solely a factor that facilitates cooperation among individuals, but also as a reward derived from relationships. Interpersonal interactions are motivated by the anticipation of maximizing social advantages, such as enhancing social connections and networks (Wang & Liu, 2019). Finally, reciprocity establishes obligations between the involved parties (Emerson, 1976). In other words, individuals engage in relationships with the anticipation that their contribution to these relationships will be reciprocated, even if not immediately.

This theory was pertinent to the present study because the problem statement was grounded in the context of the employer-employee relationship. Hospitality organizations are human related therefore making their employees fundamental to the achievement of the objectives and overall success. According to Homans (1958), relationships between two parties are influenced by value offered in exchange for their contribution. This means that for employees to be physically, cognitively and emotionally engaged, they must perceive a form of reward from the effort put into their work. Management therefore has continually sought ways to motivate their employees over the years. However, with the hospitality industry changing rapidly due to technological advancement, traditional ways of motivation such as monetary benefits are not enough to engage an employee. Workplace Spirituality underpins

intrinsic motivation strategies and studies have shown the benefits accrued from organisations which encourage their employees to express themselves spiritually.

2.3.2 Spiritual Leadership Theory

Fry (2003) conceptualized spiritual leadership as encompassing the values, attitudes, and actions essential for intrinsically motivating oneself and others, enabling them to attain a sense of spiritual well-being through a sense of purpose and belonging. This involves crafting a vision where members of an organization perceive a sense of calling, feeling that their lives have significance and create an impact. Additionally, it involves cultivating an organizational culture founded on altruistic love, where leaders and followers genuinely demonstrate care, concern, and appreciation for both themselves and others, thus fostering a sense of membership, understanding, and appreciation. Furthermore, he suggested that the primary impact of spiritual leadership is to harmonize or establish a sense of unity among the four fundamental aspects of human existence: the body, mind, heart, and spirit. This integration motivates individuals toward high performance, fosters greater organizational commitment, and leads to personal feelings of joy, peace, and serenity.

According to Fry, (2003), a new organizational paradigm was emerging, which he termed the "learning organization". These organizations would be distinguished by novel thought processes and shared aspirations, empowering members to attain results. At the core of his work was the notion that spiritual leadership played a critical role in both the transformation and sustainability of a learning organization. Three essential themes derived from Fry's definition of Spiritual leadership were vision, organization culture and Hope. Vision was described to be motivational as well as transcendental. Employees required to have a vision that not only gave meaning to their work but also gave them push to strive for a higher self. The culture

fostered within organizations must also be rooted in the principle of altruistic love, wherein leaders authentically care for their employees, and members experience a sense of being understood and appreciated. Finally, hope is the impetus to achieve the set goals and maintain the faith that even if hard times come, the organization would triumph. In 2005, Fry added onto his work and hypothesized that those who practiced spiritual leadership would experience better psychological well-being on a personal level. Spiritual leaders and their followers would also likely possess high self-esteem, cultivate high-quality relationships with others, exhibit self-determination and independence, and demonstrate mastery over their environment to fulfill their life's purpose and experience ongoing personal growth.

In 2005, Benifiel critiqued Fry's 2003 model, asserting that it displayed a somewhat simplistic view of spirituality by concentrating on a particular religious tradition, despite its professed inclusiveness. Additionally, it assumed that leaders were willing to engage in the process of spiritual transformation without providing guidance on how such a transformation could take place. Nevertheless, Fry expanded his theory by delving into aspects of psychological and ethical well-being, as well as life satisfaction, through the exploration of workplace spirituality, character ethics, and spiritual leadership. He argued that these domains offered a framework for shared attitudes, values, and behaviors that are essential for positive human development and, ultimately, social responsibility.

When applied to this study, this theory served as a foundation for understanding the significance of acknowledging employees' spiritual needs. Dushon and Plowman (2005) observed that employees possess spiritual needs, which can be thought of as an inner life, much like their physical, emotional, and mental needs. All of these are fundamental to the organization because none can be left behind when an employee

arrives at the workplace. At the core of the connection between spirituality and leadership lies the recognition that we all have an intrinsic voice that serves as the ultimate source for guidance in our most challenging business and personal decisions (Levy, 2000). Therefore, as per Fry's (2003) perspective, workplace spirituality is reflected in a leadership style grounded on vision, altruistic love, and culture. These elements were employed as indicators of workplace spirituality.

2.3.3 Maslow's Hierarchy of needs

Abraham Maslow, in his 1943 paper titled "A Theory of Human Motivation," proposed a theory suggesting that human beings are motivated by a hierarchy of needs. In his subsequent book in 1954, he retained five levels of needs, which include Physiological needs, Safety needs, Belonging needs, Esteem needs, and Self-Actualization needs. Two additional levels of needs were later introduced: Understanding needs and Aesthetic needs. Maslow argued that human needs are essentially limitless, meaning that once one need is satisfied, another need will emerge. He also posited that these needs follow a specific hierarchical order, and no need can be considered in isolation. This is because every need is interconnected with the satisfaction or dissatisfaction of other needs, and unmet needs serve as a significant source of motivation for individuals.

Physiological needs encompass the essential requirements for human existence, including fundamental necessities like food, water, clothing, shelter (accommodation or housing), sleep, and the ability to procreate. Safety needs, at the next level, involve the need for protection and security from chaotic situations, social unrest, disturbances, and physical dangers within the human environment. The third level pertains to the need for identification and belonging within a social framework, whether it involves family, community, or community-based organizations, among

others in society. Esteem and Prestige needs, as the fourth level, encompass the desire for self-worth, respect, status, recognition, reputation, admiration, and a strong sense of self-assurance. Finally, self-actualization describes individuals who have achieved a heightened level of self-awareness, enabling them to act authentically, seek solutions, find comfort in solitude due to their self-sufficiency and independence, appreciate life's beauty, possess a deep sense of community, embrace democratic values, exhibit creativity and wit, and resist conformity and stereotypes.

As with any theory, Maslow expanded his original five-level hierarchy in response to criticisms and further insights (Maslow, 1973). Cognitive needs, including curiosity, the pursuit of knowledge, and the need for understanding, were introduced as the fifth level. Aesthetic needs, encompassing the appreciation of beauty, balance, and form, were placed within the esteem and prestige needs as the sixth step. Self-actualization was then designated as the seventh step, and finally, transcendence needs were added as the eighth step, defined as the act of helping others achieve self-realization (McLeod, 2016). Koltko-Rivera (2006) described transcendence as the state of going beyond one's personal needs, where individual interests take a back seat. In essence, transcendence is reached when a person strives to serve a cause greater than themselves and experiences a sense of unity beyond personal boundaries (Maslow, 1968). Individuals who reach the pinnacle of Maslow's revised hierarchy, referred to as transcended individuals, typically seek to benefit something beyond their personal needs. They identify with a larger purpose or community, often engaging in selfless service to others (Koltko-Rivera, 2006).

Venter (2012) in his study on Maslow's concept of self-transcendence in organizational culture and leadership, suggested that the forces of globalization and technology had added complexity to the competitive landscape. This complexity has

given rise to a demand for leaders who can respond differently to an ever-changing world. Profit is no longer the sole focal point; instead, the emphasis has shifted towards how management can establish organizations that are economically, ethically, and socially sustainable. Self-transcendent leadership is of paramount importance in this context because it involves identifying with a cause larger than the individual self and engaging in selfless service to others. This not only necessitates a shift in the organizational leadership culture but also highlights the need for more self-transcendent leaders to emerge within organizations.

Maslow's hierarchy of needs is at the forefront of the most significant studies on motivation (Uysal *et al.*, 2018). This study was grounded on this theory because workplace spirituality by definition, is a culture that fosters employees' experience of transcendence in their work (Giacalone & Jurkiewicz, 2010). The motivation of employees has been at the core of organizations as they endeavor to maximize the value of their human resources. This theory however articulates that as human needs are met, so do they increase. Hence, traditional ways of motivation such as monetary incentives are no longer sufficient to improve motivation levels in employees.

2.4 Summary of Research Gaps

Table 2.1: Summary of research gaps

Author and Year	Title of the study	Findings	Deviation from this Study		Research Gap
Kartini <i>et al.</i> , (2021)	Effect of spirituality in the workplace on Organizational Performance, Job performance as mediating variables in South Sulawesi	Community and meaningful work have a positive significant impact on organization performance. Inner life does not affect Job performance Job satisfaction moderates effect of workplace spirituality on Performance	- Dependent variable used - Theory used was Goal setting theory - Study was conducted in the health sector - A survey was conducted	- The dependent variable was employee engagement - This study was conducted in Hospitality industry - Different theories guided this study - Explanatory survey research design was used	Contextual gap
Evalyna & Wibawa (2020)	Effect of workplace spirituality on Organisation commitment and teacher performance in Bali	Workplace Spirituality has a positive significant effect on performance Inner life, meaningful work and community have a positive significant effect on performance Inner life has higher influence on performance	- The dependent variable used - Study was conducted in Bali in the education sector - The study used mixed methods	- The dependent variable was employee engagement - The study was conducted in hospitality industry - This study was purely quantitative	Contextual gap
Mohammed <i>et al.</i> , (2021)	Effect of workplace spirituality on	Meaningful work has highest impact followed by inner life	Dependent variable used	Employee engagement was dependent variable	Contextual gap

	organization commitment in various sectors in the economy in Oman	and sense of community	- The study Area - Used partial SEM to analyse data	- This study was conducted in hospitality industry - This study used multiple regression to find out the relationship of workplace spirituality on employee engagement	
Mebriz (2022)	Effect of workplace spirituality on job performance in Beni-seuf University, Egypt	There is a direct positive significant effect of workplace spirituality on Job performance	- Used different dependent variable - Conducted in the education sector	- Employee engagement was the dependent variable - This study was conducted in hospitality sector	Contextual gap
Azeez (2018)	Effect of inner life, meaningful work and conditions for community on organization citizenship behavior in universities in Nigeria	Insignificant positive relationship between inner life and citizenship behavior Strong positive relationship between community and citizenship behavior No significant relationship between meaningful work and citizenship behaviour	- Different dependent variable - Conducted in the education sector - Used SEM in analysis	- Employee engagement was the dependent variable - Multiple regression was used to find out the relationship between independent and dependent variables - This study was conducted in hospitality sector	Contextual gap
Milliman (2018)	The effect of workplace spirituality on hospitality employee engagement, intention to stay and	Workplace had a direct positive effect on engagement	- Used SEM in analysis - Was conducted in	This study was conducted in Kenya's hospitality	Geographical gap

	service delivery in US		the US	Multiple regression was used for analysis	
Wainaina <i>et al.</i> , (2014)	Workplace spirituality as a determinant of commitment of academic staff in universities in Kenya	There is a positive significant relationship between workplace spirituality and commitment	- Theory used was organization support theory - Conducted in the education sector - Dependent variable is organization commitment	- This study used different theories - It was conducted in Hospitality sector in Kenya - Employee engagement was the dependent variable	Contextual gap
Muok (2018)	Effect of workplace spirituality on organization Citizenship Behaviour in the office of the Attorney General	There is a significant effect of workplace spirituality on citizenship behaviour	- Different dependant variable - The study was conducted in the office of Attorney General	- Employee engagement was the dependent variable - This study was conducted in hospitality industry	Contextual gap
Emelda (2018)	Effect of workplace spirituality on organization engagement in the county government of Trans Nzoia	There is a significant effect of workplace spirituality on engagement	The study was conducted in the public service	This study was conducted in the hospitality industry	Contextual gap

Source: Authors own compilation

2.5 Conceptual Framework

The conceptual framework modeled the relationship between workplace spirituality and employee engagement. The framework assumed workplace spirituality dimensions (independent variables) namely inner self, meaningful work and community predict employee engagement (dependent variable).

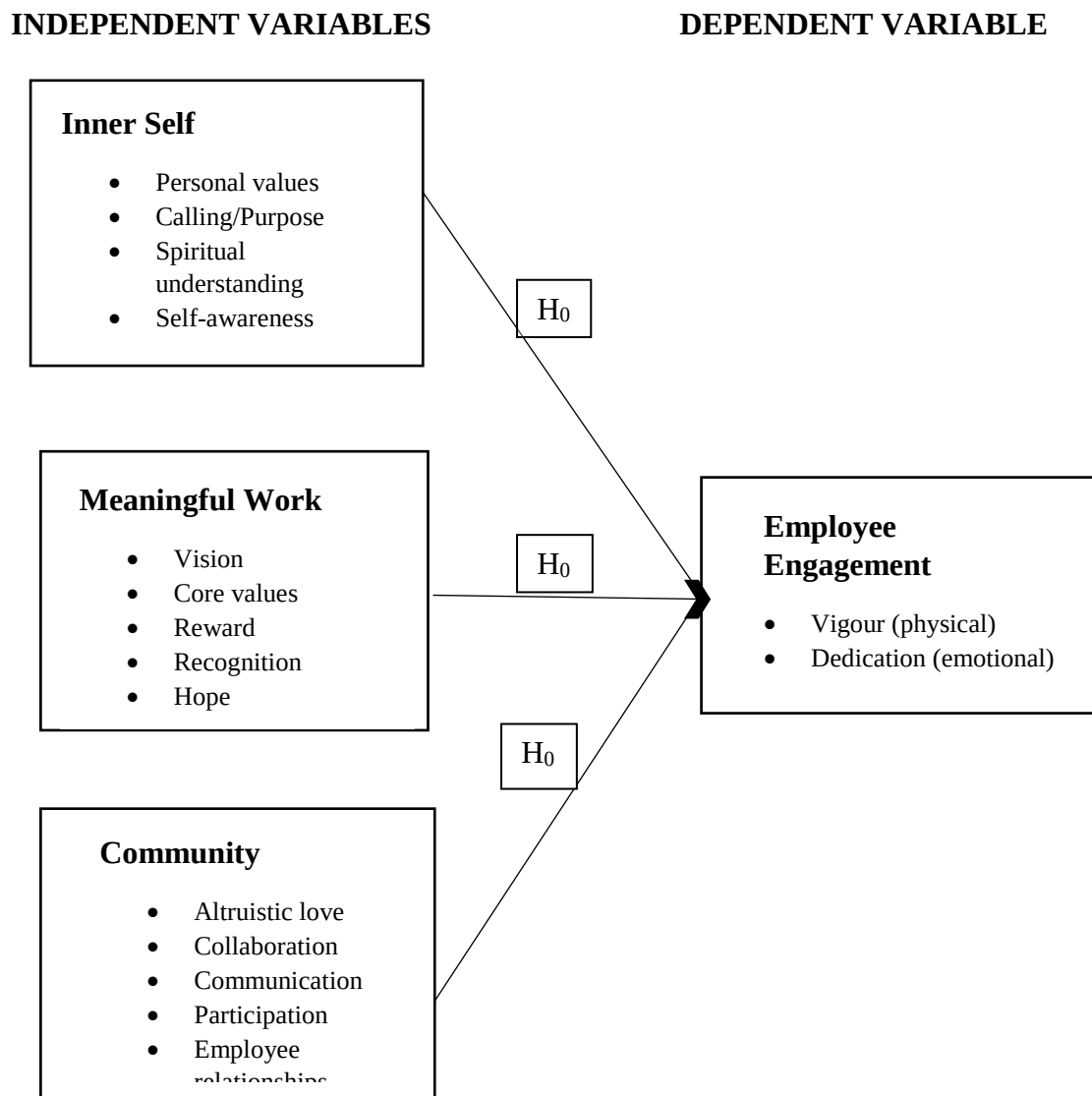


Figure 2.1: Conceptual Framework

Adopted and modified from: (Milliman, 2018) and (Mitroff & Denton, 2012)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Overview

This chapter outlines the study area, the research design, the target population, the sampling method, data collection, data collection instruments and collection procedures, validity and reliability and the methods of data analysis that were used in the study.

3.1 Study Area

This research concentrated on selected hotels situated within Kilifi County, which is one of the 47 counties in Kenya. Positioned along the Indian Ocean coastline, Kilifi County is one of the six counties that make up the Coastal Zone of Kenya. It shares borders with Kwale County to the Southwest, Taita Taveta County to the West, Tana River County to the North, Mombasa County to the South, and the Indian Ocean to the East. The county covers an area of 12,370.8 square kilometers and is further divided into seven sub-counties: Kilifi North, Kilifi South, Ganze, Malindi, Magarini, Rabai, and Kaloleni. The county has tropical white sandy beaches along a 265 km coastline making it an attractive tourist destination. Tourism activities are primarily concentrated along the coastline in these areas (Kilifi County Government, 2022). Moreover, Kilifi County is known for its abundant endemic flora and fauna, captivating natural features, and historically significant sites that make it a distinctive tourist destination. Additionally, it boasts of a rich cultural and historical heritage, including the Swahili/Arab and Mijikenda cultures, as well as world heritage sites like the Kaya forests and archaeological landmarks in Gede, Malindi, Takaungu, Mnarani, and Rabai, dating back to the slave trade era. The county is home to more than 378 registered accommodation establishments, twelve of which are classified, offering an

estimated total of 12,085 beds (Kilifi County Government, 2022). The map of Kilifi County is attached in Appendix D & E.

The tourism sector not only plays a pivotal role in Kilifi's economy but also serves as a significant source of employment for the local population. Despite the positive contributions made by tourism to Kilifi County's economy, it faces a notable issue of seasonality. During peak tourist seasons, hotels tend to hire additional staff through informal means, resulting in a high turnover rate within the industry (Bula & Muriithi, 2018). The International Labour Organization has identified staff turnover as a significant challenge that adversely affects the establishment of a stable and skilled workforce in the tourism sector. As suggested by Agoi (2015), employee engagement plays a pivotal role in influencing turnover intention. It is against this backdrop that the motivation for conducting this study in Kilifi County arose.

3.2 Research Design

Research design refers to the systematic methods used to gather, analyse, interpret, and report data in research studies (Creswell & Clark, 2007). This particular study adopted an explanatory research design, which aimed to uncover and explain relationships between variables. By utilizing questionnaires, data was gathered from a representative sample of individuals or groups. The design enabled the researcher to formulate hypotheses, which were subsequently tested. In addition, to gather data, structured questionnaires were administered to participants in hotels in Kilifi County. The questionnaires encompassed dimensions related to the inner self, meaningful work, sense of community and employee engagement. Using multiple linear regression analysis, the study aimed to determine how the various dimensions of inner self, meaningful work, and sense of community predict employee engagement. By investigating the relationships between the variables, the study intended to offer a

deeper understanding of workplace spirituality and its contribution to employee engagement.

3.3 Target Population

Target population refers to a collection of people or participants with certain characteristics that are relevant to and of interest to the study (Creswell, 2003). The target population was 702 employees working in selected hotels in Kilifi County. Hotels were specifically chosen because Kilifi County's primary tourist allure is its pristine sandy beaches, resulting in the majority of accommodation establishments being situated along the coastline. Furthermore, the study concentrated on hotels with substantial bed capacities, specifically those with a bed capacity of not less than 80. According to Tourism Regulatory Authority records, there were 11 licensed hotels with a bed capacity of not less than 80. However, 1 hotel was used to pre-test the questionnaire and therefore not included in the sample. Hotels with a large bed capacity are most likely to have a functional human resource department and this rationale informed this decision. In addition, this criterion allowed for both rated and non-rated hotels.

3.4 Sampling

A sample is a portion of a population that has been chosen to represent or symbolise certain traits of the population. (Creswell & Creswell, 2017).

3.4.1 Sample Size Determination

Sample size determination involves the process of ascertaining the suitable number of participants or observations to be included in a research study. This step was of paramount importance in research design since it directly affected the credibility and reliability of the study's outcomes. Several actors were put into consideration when

determining the sample size such as the study objectives, the level of precision desired, the variability of the data, the statistical methods to be employed and available resources such as time, budget, and access to participants (Saunders *et al.*,2016). The sample size for this study was established using (Yamane, 1967) formulae:

$$n = \frac{N}{1 + Ne^2}$$

n=Sample size

N=Population

ε= error

A sample size of 260 will be adopted for this study calculated as follows:

$$n = \frac{702}{1 + 702(0.05)^2}$$

$$=260$$

3.5 Sampling Procedure

The sampling procedure involves the systematic selection of a sample from a given population, taking into account the population's characteristics such as size, distribution, and other distinguishing features. The aim is to ensure that all aspects of the population are adequately represented in the selected sample (Creswell & Creswell, 2017).

The sampling techniques employed included purposive, census, stratified and simple random sampling. Initially, purposive sampling was employed to select the study area, which is Kilifi County. Kilifi County is known for its vibrant tourism industry, with hotels being a prominent feature due to its favorable geographical location. The

research specifically focused on hotels that possessed significant bed capacities, with a minimum requirement of 80 beds. This selection criterion aimed to ensure that a diverse range of facilities, including both rated and non-rated establishments, were included in the sample. Moreover, larger hotels with substantial bed capacities were more likely to have well-structured organizational frameworks that encompassed the essential departments of a hotel.

A census approach was used to include all 10 listed hotels, given that the sample size was small. The sampling frame included both non-rated (4 hotels) and rated (1-5 star, 3-4 star & 2-3star hotels). The researcher used this approach to enhance the representativeness of the sample, given the classification status in Kenya was valid until 2022 (TRA, 2023).

To further refine the sample, equal sample selection was adopted whereby each hotel had an equal number of questionnaires distributed. In each hotel, employees were stratified into departments which gave an equal chance to all employees to take part in the study. The nature of work in the various departments was a possible factor in the respondents answers hence the researcher deemed it fit to stratify respondents into departments. To identify specific respondent, simple random sampling was employed. Specifically, the lottery method was used whereby every employee who picked a ‘yes’ was given a chance to fill in the questionnaire.

Table 3.2: Sampling Procedures

Target Group	Population	Sample Size	Sampling Technique
Study Area	-	-	Purposive
Hotels	10	10	Census
Employees	702	260	Stratified Random and simple random

Source: Researcher (2023)

3.6 Data collection

This section presents sources of data and collection methods. Secondary data comprises information that has been previously gathered for other objectives, while primary data denotes fresh data that is systematically and intentionally gathered specifically for the current study (Saunders *et al.*, 2016).

3.6.1 Data sources

This research employed both primary and secondary data. Specifically, primary data was collected through structured questionnaires whereby the researcher sought to gather data on the respondents' feelings about the fundamental meaning of who they are, what they do, and the contributions they make, the importance of having meaningful work, the fostering of a community at the workplace and the effect these aspects had on their engagement to the job they perform. Secondary data too was used to build on the hypotheses of the research and was derived from journal papers, books, publications and material from the internet.

3.6.2 Data collection instruments

The study made use of structured questionnaires to collect primary data. A questionnaire is an instrument used to systematically collect data, typically consisting of a series of written questions designed to elicit responses from participants. These questions can be answered individually or in group settings (Maxwel, 2012). In this study, the questionnaires were all administered through the drop and pick method complimented by consistent follow-up with contact persons from the hotels. A significant benefit of questionnaires is that they enable respondents to maintain anonymity when providing information (Flick, 2015). By utilizing structured questionnaires, the study aimed to obtain reliable data that could be analyzed quantitatively. Careful consideration in the design was undertaken to minimize bias

and enhanced the quality of responses. In order to prevent any ambiguity, the language employed was both clear and precise.

The questionnaire in this study consisted of structured questions measured on a Likert scale ranging from one to five. The scale was anchored with the options "1 = strongly disagree," "2 = disagree," "3 = neutral," "4 = agree," and "5 = strongly agree." The questionnaire was organized into five sections to comprehensively capture various aspects of the research topic. Section A focused on collecting demographic data, including age, gender, education level, and the duration of employment within the organization. This information provided an understanding of the sample characteristics and helped in interpreting the study results.

Section B assessed the inner self of employees. It included questions related to moral values, individual purpose, self-awareness, and transcendence needs of the employees. Section C concentrated on meaningful work. It contained items pertaining to the organization's vision, core values, and aspects of rewards and recognition. Section D explored the community dimension. It included items measuring aspects such as altruistic love, worker relationships, participation, communication, and collaboration within the organization.

Finally, Section E measured employee engagement. It assessed dimensions such as dedication, vigor, and absorption, which reflected the engagement level of employee's experience in their work. By structuring the questionnaire into these sections and utilizing the Likert scale, the study aimed to capture and quantify employees' perceptions and experiences related to inner self, meaningful work, community dimension, and employee engagement. This structured approach enabled a systematic

analysis of the data and facilitated a comprehensive understanding of the relationship between workplace spirituality and employee engagement.

3.7 Measurement of Variables

The proposed regression model for this study included three independent variables and one dependent variable. The independent variables included inner self (Evalyna *et al.*, 2020; Mohammed *et al.*, 2021; Ashmos & Duchon, 2000; Milliman *et al.*, 2003) sense of community (Hanafi *et al.*, 2021; Ashmos & Duchon, 2000; Milliman *et al.*, 2003; Evalyna & Wibawa, 2020) and meaningful work (Hanafi *et al.*, 2021; Ashmos & Duchon, 2000; Milliman *et al.*, 2018; Evalyna & Wibawa, 2020) while the dependent variable was employee engagement (Schaufeli *et al.*, 2002). All variables were measured using the ordinal scale on a 5 point Likert scale.

To measure both the independent and dependent variables, this study adopted and modified Gallup's Q12 index, whose questions consisted of core elements that contribute to various organizational outcomes. Modifying the index allowed for customization to specifically address the dimensions of inner self, sense of community, meaningful work, and employee engagement, as relevant to the research context. The measures included in Gallup's Q12 index align with the underlying theories that formed the basis of this research.

Fry (2003) proposed the concept of spiritual leadership, which emphasized the importance of a shared vision within the organization and an environment characterized by altruistic love and hope among employees. This aligned with the sense of community dimension in Gallup's Q12 index, which included elements related to worker relationships and a sense of belonging.

Furthermore, Maslow (1973) stated love and belonging as fundamental human needs and expanded his well-known model to include transcendence needs. Employee engagement was measured using the already existing UWES scale (Schaufeli *et al.*, 2002) In conclusion, selected measures aligned with established theories and provided a comprehensive framework for examining the relationship between workplace spirituality and employee engagement as shown in the table 3.3.

Table 3.3: Measurement of variables

Type of Variable		Indicators	Supporting literature
Independent	Inner self	Personal values (2 items)	Ashmos & Duchon (2000)
		Calling (2 items)	Ashmos & Duchon (2000)
		Spiritual Understanding (2 items)	Fry (2003)
		Self-awareness (2 items)	Maslow (1973)
		Transcendence needs (3 items)	Maslow (1973)
	Meaningful Work	Vision (1 items)	Fry (2003) Ashmos & Duchon (2000)
		Core values (2 items)	Fry (2003)
		Reward (2 items)	Gallup Q12 index Homans (1961)
		Recognition(3 items)	Gallup Q12 index Homans (1961)
		Hope (2 items)	Fry (2003)
	Community	Altruistic love (2 items)	Fry (2003) Gallup Q12 index
		Collaboration(3 items)	Maslow (1973)
		Communication (1item)	Gallup Q12 index Fry (2003)
		Participation (2 items)	Gallup Q12 index
		Employee relationships (2 items)	Gallup Q12 index Fry (2003)
Dependent	Employee engagement	Vigor- physical engagement (3 items)	Schaufeli & Bakker (2003)
		Dedication –emotional engagement (4 items)	Schaufeli & Bakker (2003)
		Absorption- cognitive engagement (3 items)	Schaufeli & Bakker (2003)

3.8 Pre-Testing

Pre-testing was conducted to improve the clarity of the questionnaire items. Instrument pretesting is a crucial step in ensuring well-structured sentences and effective respondent comprehension. Through this process, any potential issues or ambiguities within the instrument were identified and rectified (Cooper & Schindler, 2014). This enhanced the questionnaire's clarity and ensured that respondents provided meaningful and accurate responses. In this research, the pre-test was conducted in a hotel not included in the sample. Sekaran and Bougie (2013) suggested at least 10% of the targeted sample size should be used in the pretest. Therefore, a total of 26 participants were derived from one hotel which was not included in the study.

3.9 Validity and Reliability of the Instrument

Reliability is concerned with the consistency of a measuring technique, whereas validity is the extent to which a test genuinely measures what it's supposed to assess. (Kothari, 2007).

3.9.1 Validity of the instrument

Content validity was employed to assess the instrument with the objective of confirming that it accurately measured what it is designed to assess. Face validity of the questionnaire was enhanced through feedback from supervisors regarding vocabulary, tense, and vocabulary level. Their comments and notes from the pre-test results were imperative in assessing the appropriateness and clarity of the questionnaire. By incorporating their valuable insights, adjustments were made to improve the overall quality and comprehensibility of the questionnaire. This face validity test helped confirm that the questionnaire aligned with the intended objectives and effectively captured the desired information. The supervisors' expertise and input

was instrumental in enhancing the questionnaire's validity as a research tool. As for construct validity, the questionnaire items used were adopted and modified from developed scales in workplace spirituality (Ashmos & Duchon, 2000; Mitroff & Denton, 2012) and employee engagement research (Schaufeli *et al.*, 2002).

3.9.2 Reliability of the instrument

To assess the reliability of the instrument, Cronbach's Alpha was utilized to measure internal consistency. Internal consistency evaluates the degree to which the questionnaire items effectively measure the same concept (Mugenda & Mugenda, 2003). The Cronbach's Alpha coefficient ranges from 0 to 1, with higher values denoting greater reliability. A high level of internal consistency suggests that the items are measuring a similar underlying construct and can be relied upon for data collection. In this study, the internal consistency of the questionnaire was determined by calculating the Cronbach's Alpha coefficient. This coefficient provided an indication of the degree to which the items within the questionnaire align with the construct being measured. A Cronbach's Alpha coefficient of 0.7 or higher is commonly taken to be sufficient to ensure reliable data collection (Fowler, 2013). The higher the Cronbach's Alpha coefficient, the higher the reliability of the data.

The reliability analysis revealed that Inner self variable demonstrated a Cronbach's alpha coefficient of 0.842, derived from 11 indicators. Meaningful work exhibited a higher level of internal consistency, with a Cronbach's alpha of 0.881, based on 10 items. Similarly, the Community variable achieved a Cronbach's alpha of 0.866, utilizing 10 items. Conversely, the dependent variable, employee engagement, showed slightly lower internal consistency, yielding a Cronbach's alpha of 0.858 across 10 items. However, when all variables were combined, they exhibited a high level of

reliability, with a Cronbach's alpha coefficient of 0.904. The table below shows the summary of the reliability test results on the study variables.

Table 3.4 Reliability Tests

Variable	Items	Cronbach Alpha	Comments
Inner Self	11	0.842	Significant
Meaningful Work	10	0.881	Significant
Community	10	0.866	Significant
Employee engagement	10	0.783	Significant
All Variables (Inner self, Meaningful work, Community & Employee engagement)	4	0.904	Significant

Source: Survey data (2023)

3.10 Data Analysis and Presentation

Data analysis involved compiling, coding and interpreting collected data. Data analysis was conducted using SPSS Software. First, descriptive statistics were used and included frequencies, percentages, means and standard deviations to meaningfully describe distribution of scores. Secondly, factor analysis was conducted to reduce the number of items on the variables for ease of analysis, interpretation, presentation and discussion of the most significant determinants affecting employee engagement. Lastly, inferential statistics were also employed to test the hypotheses. Employee engagement was the dependent variable of this study and multiple linear regression at 95% confidence level was specifically used to establish its relationship to inner self of the employee, meaningful work and sense of community within the organisation. An assumption was made that the said relationship was linear and a regression model was developed as seen below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where Y = Employee engagement.

β_0 = Constant

β_1 , β_2 , and β_3 are Coefficients of the effects of workplace spirituality on employee engagement.

ϵ = error term

X_1 = Inner self

X_2 = Meaningful work

X_3 = sense of community

To assess the validity of the regression model adopted, the F Statistic was employed. This statistical measure evaluated the overall significance ($p < 0.05$) of the model by comparing the variation explained by the model to the unexplained variation. A higher F Statistic indicates a stronger relationship between the independent variables and the dependent variable, thus suggesting a more valid regression model (Hair *et al.*, 2014). The p-value was utilized to make conclusions about the general population based on the regression analysis. The p-value represents the probability of observing the obtained results, if the null hypothesis were true. A smaller p-value indicates stronger evidence against the null hypothesis and supports the conclusion that the observed relationship is statistically significant. In addition, the t-statistic assessed individual hypotheses in regard to the significance of each independent variable's effect on the dependent variable in regression analysis. The results obtained from the regression analysis were presented in a clear and visually appealing manner using tables which aided in understanding the relationships between variables and facilitated the interpretation of the findings.

3.11 Ethical Considerations

Ethical considerations hold a crucial and significant role in the research process and this study acknowledged the importance of addressing such concerns. Prior to initiating the data collection phase, necessary steps were taken to ensure compliance with ethical guidelines. To begin with, the researcher obtained the required permit from the National Council for Science and Technology (NACOSTI), see Appendix B.

A crucial aspect of ethical research is ensuring that participants are fully informed about the study's objectives and their role in it. The researcher sought permission from management to collect data in their establishments through phone calls and e-mails. Once granted, the respondents were provided with detailed information regarding the purpose and scope of the research. Participants were informed that the data gathered was to be exclusively utilized for academic purposes and that their confidentiality would be rigorously preserved throughout the study.

Consent was actively sought from the participants, indicating their voluntary agreement to take part in the study. To safeguard anonymity of the respondents, they were asked to provide their responses without revealing any personally identifiable information. This approach would help maintain the confidentiality of their individual data, ensuring their privacy is protected.

Furthermore, it is crucial to acknowledge and give proper credit to the works of other authors that had contributed to the existing knowledge base. The researcher took the necessary steps to appropriately cite all relevant sources, avoiding any form of plagiarism and intellectual property infringement. This included properly attributing ideas, theories, and findings to the respective authors, thereby upholding academic integrity and ensuring the accurate representation of the existing body of knowledge.

CHAPTER FOUR

STUDY FINDINGS, DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Overview

This chapter presents and discusses findings on the demographic information of the respondents, descriptive statistics of the variables: Inner self, Meaningful work and Community and their effect on employee engagement in selected hotels in Kilifi County. It delved into the regression analysis, hypothesis testing and factor analysis.

4.1 Response Rate

The main objective of this study was to investigate the effect of workplace spirituality on employee engagement in selected hotels in Kilifi County. The study focused on 10 hotels located in Kilifi County, with an estimated workforce of 702 employees. From this population, 260 employees were selected as the sample for the study. These selected employees were then provided with self-administered structured questionnaires, which served as the primary tool for data collection. The researcher distributed a total of 270 questionnaires, including 10 additional ones as recommended by Zikmund (2000) to account for non-responses. Out of these, 258 questionnaires were returned. However, after screening, 2 questionnaires were incomplete and removed from further analysis. Hence, there were 256 valid responses, representing a response rate of 98% of the total sample size. A 50% response rate is standard, 60% is above standard and above 70% is very good as expressed by (Mugenda, 2011). The researcher attributed this high response rate to the quality of the research instrument, which was deemed clear and concise. Furthermore, consistent follow-up on the progress of the questionnaires through designated contact persons played a significant role in improving the response rate.

4.2 Demographic profile of Respondents

The study analyzed the respondent profile based on several factors, including gender, age, level of management, length of tenure at the establishment, and the department in which they were employed.

4.2.1 Gender and Age

In the study, gender was categorized into two groups: male and female. The majority of respondents were female, comprising 54% of the sample size, while male respondents accounted for 46%.

Regarding age, respondents were divided into four age groups. The largest proportion of respondents fell into the 26-34 years' category, representing 35% of the total sample. Following this, those below 25 years constituted 27% of respondents. The age group 35-42 years comprised 25% of respondents, while those aged 43-54 years accounted for 7%. Lastly, respondents above 55 years constituted 6% of the total respondents. The results represented in figure 4.1:

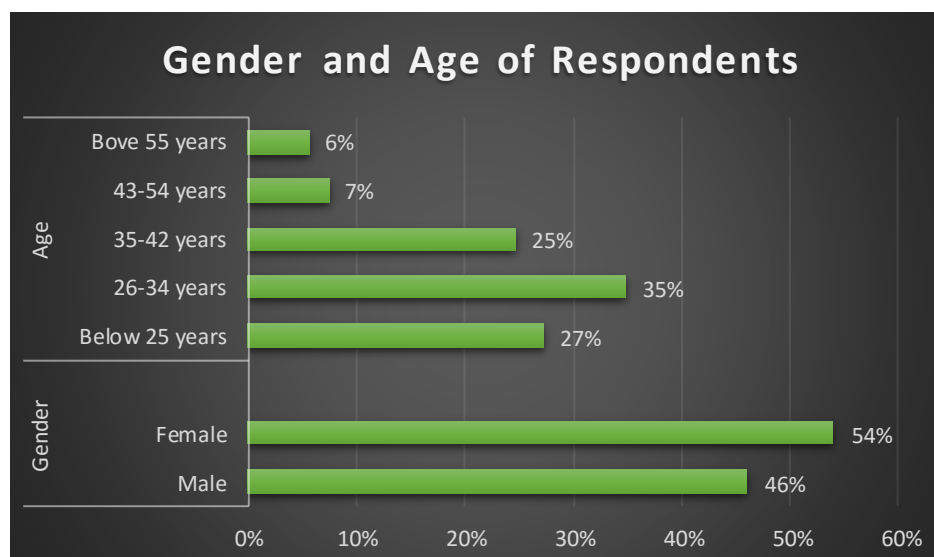


Figure 4.1: Gender and Age

4.2.2 Education level & Tenure

The largest portion of respondents, comprising 54%, held diplomas, followed by 23% who had certificates, and 18% who possessed degrees. Those with secondary certificates constituted 4%, while postgraduate-level individuals comprised 2%.

On the other hand, the length of stay at the organization was in three categories. The majority of the employees had stayed for 0-2 years at 41% while 30% of the respondents had stayed between 3-5 years. The last category of over 5 years had a sample representation of 29%. The findings represented in figure 4.2

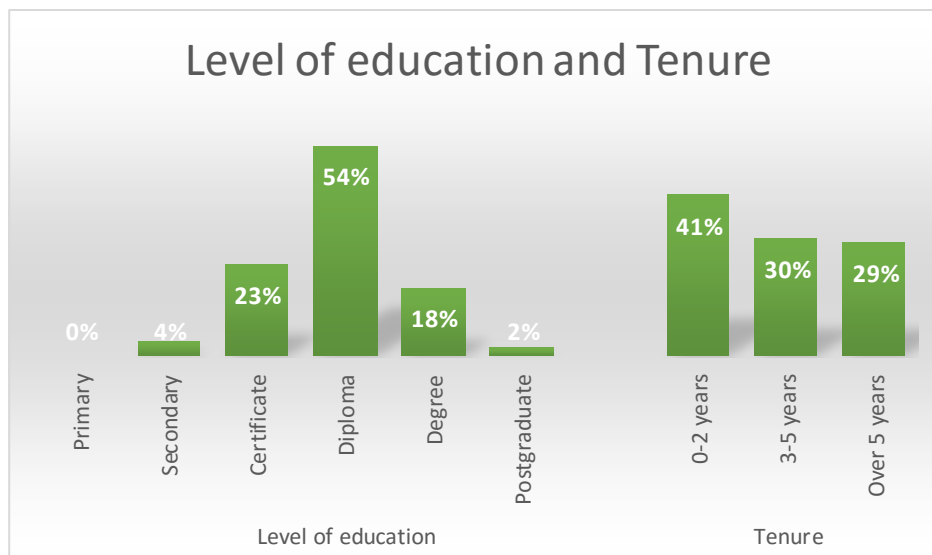


Figure 4.2: Education level and Length of stay at the organisation

4.2.3 Department

The study disaggregated the departments into 8 different categories. The majority of the respondents worked in the Food beverage service department at 26 % followed by Food beverage production at 23%. The housekeeping department at 18% closely followed by the Front office has a representation of 12%. The Administration department was at 8% while procurement was at 7%. The Security and other departments such as Finance and IT were represented by 2% each of the total

respondents. These findings were expected because food and beverage production and service are labor intensive and thus have more staff.

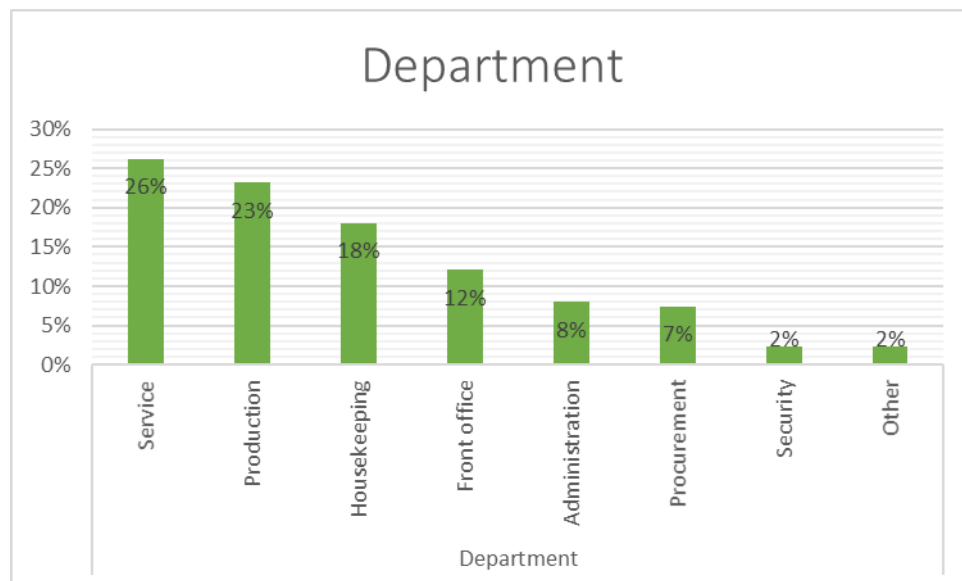


Figure 4.3: Department

4.3 Descriptive Statistics

Descriptive statistics refers to a set of statistical techniques used to summarize and describe the main features of a dataset. These techniques provide a concise and meaningful overview of the essential characteristics of a data sample, and a summary of the entire population. It can be presented in the form of means, mode, median, variance, range and standard deviation.

4.3.1 Inner Self

The independent variable Inner self was described as the individual's deep-seated feelings about their identity, purpose in life, and the impact they make. Table 4.1 shows results from the variable that was determined using eleven statements on a Likert scale of five parameters from Strongly Disagree to strongly agree. 49.8% of respondents strongly agreed while 35.6% agreed that their inner self was important to them ($M=4.40$, $SD=0.77$). Majority generally strongly agreed that their personal

values were respected at work ($M=4.29$, $SD=0.72$), had the freedom to express their beliefs ($M=4.27$, $SD=0.73$), felt that their worked aligned with their purpose ($M=4.07$, $SD=0.88$), and hence performed their job effortlessly ($M=4.09$, $SD=1.12$). In addition, Majority were kind to their colleagues ($M=4.46$, $SD=0.69$) and showed care among themselves ($M=4.60$, $SD=0.67$). When asked about their awareness majority agreed they were aware ($M=4.68$, $SD=0.59$) and were able to use their abilities at work ($M=4.54$, $SD=0.63$). It therefore meant that they were confident in their contribution to the organization ($M=4.57$, $SD=0.65$) and felt that they had the power to make positive changes to the organization ($M=4.26$, $SD=1.09$). The acknowledgement of one's inner self at work showed that the respondents were confident to ask for help when they required it ($M=4.55$, $SD=0.67$)

Table 4.1: Inner self descriptive statistics

Statements	1		2		3		4		5		Statistics	
	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Mean	S.D
Personal values are respected	0	0	4	2	31	12	121	47.3	100	39.1	4.29	0.72
Free to express my beliefs	0	0	2	1	36	14	108	42.2	110	43.9	4.27	0.73
Purpose in life aligns with my work	2	0.8	10	3	49	19	104	40.6	91	35.5	4.07	0.88
Perform my job effortlessly	17	6.6	9	4	22	9	95	37.1	113	44.1	4.09	1.12
Offer kind words to colleagues	2	0.8	1	0.4	14	6	98	38.3	114	55.1	4.46	0.69
Care for others at work	2	0.8	1	0.4	12	5	67	26.2	174	68	4.60	0.67
Aware of my abilities at work	2	0.8	0	0	4	2	85	25.4	185	72.3	4.68	0.59
Use my abilities at work	2	0.8	0	0	7	3	97	37.9	150	58.6	4.54	0.63
Make significant contribution	2	0.8	0	0	11	4	80	31.3	163	63.7	4.57	0.65
Power to change my workplace	17	6.6	3	1.2	16	6	80	31.3	140	5	4.26	1.09
Ask for help	3	1.2	0	0	3	3	86	33.6	159	62.1	4.55	0.67
Total											4.40	0.77

Source: Survey data (2023)

4.3.2 Meaningful work

Meaningful work has been described as the significance an employee derives from what they do and the belief that their job is important hence bringing a sense of joy (Rego & Cunha 2007). This parameter was determined using ten Likert scale questions from Strongly Disagree to strongly agree.

Table 4.2 below shows that overall majority of respondents felt strongly that their job was meaningful ($M=4.26$, $SD=0.85$). Majority of respondents agreed that the vision of their organisation ($M=4.42$, $SD=0.70$) and values of the organisation positively influenced their job. When asked about awarding of rewards for work done well ($M=3.94$, $SD=1.08$), majority of the respondents did acknowledge they were also recognized for work done well ($M=4.02$, $SD=1.02$).

Respondents were also asked if opportunities for growth at work were offered and majority of respondents strongly agreed to this fact ($M=4.22$, $SD=0.99$). These statements were then followed by questions about openness at work ($M=4.10$, $SD=0.98$) and whether the job made them happy ($M= 4.38$, $SD=0.71$). While majority strongly agreed their job made them happy, they recorded apathy when asked about the former.

Table 4.2: Meaningful Work Descriptive statistics

Statements	1		2		3		4		5		Mean	S.D
	fr	%	fr	%	fr	%	fr	%	fr	%		
Vision motivates me	0	0	3	1.2	22	8.6	95	37.1	136	53.1	4.42	0.70
The core values inspire my job	2	0.8	1	0.4	24	9.4	111	43.4	118	46.1	4.34	0.73
The core values of the align with my personal values	0	0	15	5.9	36	14.1	85	33.2	120	46.9	4.21	0.90
Rewards are given for work done well	6	2.3	17	6.6	69	27	58	22.7	106	41.4	3.94	1.08
Opportunities for growth at work	2	0.8	18	7	40	15.6	60	23.4	136	53.1	4.21	0.99
Recognition at work for goals achieved	9	3.5	15	5.9	30	11.7	110	43	92	35.9	4.02	1.01
Open discussion about challenges	7	2.7	9	3.5	43	16.8	89	34.8	108	42.2	4.10	0.98
My job makes me happy	0	0	2	0.8	28	10.9	96	37.5	130	50.8	4.38	0.71
I believe challenges will pass	2	0.8	0	0	39	15.2	90	35.2	125	48.8	4.31	0.78
I believe my job is important	2	0.8	0	0	8	3.1	70	27.3	176	68.8	4.63	0.62
MEAN											4.26	0.85

Source: Survey data (2023)

4.3.3 Community

The third independent variable in this study sought to measure if respondents had a sense of connection and belonging within their organisation. Majority strongly agreed that in general, there was a sense of community (M=4.23, SD=0.77). This parameter was determined using ten Likert scale questions from Strongly Disagree to strongly agree. The respondents agreed that there was a sense of genuine care among them (M=4.23, SD=0.81) hence were able to celebrate each other's achievements (M=4.03, SD=0.75). Majority also agreed it was easy to communicate challenges to their supervisor (M=4.54, SD=0.72) and fellow colleagues were willing to assist as well (M=4.21, SD=0.70). This could explain why majority strongly agreed that they worked together as a team (M=4.53, SD=0.67). The statements also measured the openness within the organisation and majority of respondents strongly agreed that they had honest communication among themselves (M=4.26, SD=0.76) and were free

to share their ideas ($M=4.22$, $SD=0.76$). When asked about their social interactions, majority agreed that they were allowed to form social groups ($M=3.8$, $SD=0.92$) and hence had a close friend at work ($M=4.00$, $SD=0.97$). In general, respondents felt they had a good relationship with their fellow colleagues ($M=4.5$, $SD=0.61$).

Table 4.3: Community Descriptive statistics

Statements	1		2		3		4		5		Statistics	
	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Mean	S.D
Genuine care	0	0	2	0.8	56	21.9	80	31.3	118	46.1	4.23	0.81
Easy to talk to my supervisor	2	0.8	0	0	23	9	64	25	167	65.2	4.54	0.72
Employees celebrate each other's achievements	0	0	4	1.6	56	21.9	124	48.4	72	28.1	4.03	0.75
We work together as a team	2	0.8	0	0	13	5.1	87	34	154	60.2	4.53	0.67
Colleagues willingly help me	0	0	2	0.8	34	13.3	127	49.6	93	36.3	4.21	0.70
Open communication among employees	2	0.8	0	0.8	38	14.8	106	41.4	110	43	4.26	0.76
Free to contribute ideas	0	0	6	2.3	34	13.3	113	44.1	103	40.2	4.22	0.76
Free to form informal social groups	8	3.1	9	3.5	64	25	120	46.9	55	21.5	3.80	0.92
I have a close friend at work	3	1.2	11	4.3	69	27	72	28.1	101	39.5	4.00	0.97
I have a good relationship with my colleagues	0	0	2	0.8	10	3.9	102	39.8	142	55.5	4.5	0.6135
Mean											4.23	0.77

Source: Survey data (2023)

4.3.4 Employee engagement

Employee engagement, the dependent variable in this study, was operationalised as being really involved in your work, feeling passionate about it, putting in a lot of effort and having lots of energy for one's job. This parameter was determined using ten Likert scale questions from Strongly Disagree to strongly agree.

Generally, respondents were engaged in their work with majority agreeing with the indicators of employee engagement ($M=4.28$, $SD=0.80$). Respondents were asked if they were excited to come to work and majority agreed to that statement ($M=4.28$, $SD=0.85$). While at work, respondents agreed that they could continue to work for long periods of time ($M=4.08$, $SD=1.05$) and were energetic while performing their

tasks ($M=4.45$, $SD=0.71$). Enthusiasm while carrying out their tasks was also high as majority of the respondents strongly agreed to this statement ($M=4.36$, $SD=0.71$). This could confirm that it played a role in feelings of pride ($M=4.60$, $SD=0.67$) and inspiration ($M=4.57$, $SD=0.64$) as majority also strongly agreed to these questions.

Respondents also strongly agreed to the role their job played in achieving their personal goals ($M=4.36$, $SD=0.80$). When asked about their focus at work, majority strongly agreed that their mind was focused at work ($M=4.59$, $SD=0.64$) and this could relate to respondents agreeing that time passed by very fast while at work ($M=4.52$, $SD=0.64$). It was however interesting to note that despite their engagement level, majority had considered other job options in the recent past. These finding could be attributed to other factors that would influence an employee's intent to leave the organisation.

Table 4.4: Employee Engagement Descriptive Statistics

Statements	1		2		3		4		5		Statistics	
	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Mean	S.D
Excited to come to work in the morning	2	0.8	5	2	42	16.4	88	34.4	119	46.5	4.24	0.85
Can continue working for long periods, at a time	7	2.7	16	6.3	41	16	78	30.5	114	44.5	4.08	1.05
I feel energetic to carry out my tasks	2	0.8	0	0	20	7.8	94	36.7	140	54.7	4.45	0.71
I am enthusiastic about my work	0	0	2	0.8	29	11.3	99	38.7	126	49.2	4.36	0.71
My job helps me achieve my personal goals	3	1.2	2	0.8	29	11.3	88	34.4	134	52.3	4.36	0.80
I am proud of my job	2	0.8	1	0.4	11	4.3	69	27	173	67.6	4.60	0.67
My job inspires me	2	0.8	1	0.4	6	2.3	87	34	160	62.5	4.57	0.64
While at work, my mind is focused on my job	2	0.8	0	0	9	3.5	78	30.5	167	65.2	4.59	0.64
While doing my job, time passes by very quickly	2	0.8	0	0	8	3.1	100	39.1	146	57	4.52	0.64
I have considered other job options in the past 6 months	51	19.9	38	14.8	61	23.8	76	29.7	30	11.7	2.98	1.31
Mean											4.28	0.80

Source: Survey data (2023)

4.4 Reliability Tests

The study employed Cronbach's alpha test to assess the reliability of the data collection instrument, which focuses on the consistency of measurement. Cronbach's alpha values range from 0 to 1, where higher values indicate greater internal consistency. According to a widely accepted guideline, a value of 0.70 or higher suggests satisfactory reliability, while 0.80 or higher is considered good. A value of 0.90 and above implies excellent internal consistency (Devellis, 2016). Based on the obtained results, the reliability of the data collection instruments was determined to be 0.904, indicating excellent internal consistency.

The reliability analysis revealed that Inner self variable demonstrated a Cronbach's alpha coefficient of 0.842, derived from 11 indicators. Meaningful work exhibited a higher level of internal consistency, with a Cronbach's alpha of 0.881, based on 10 items. Similarly, the Community variable achieved a Cronbach's alpha of 0.866, utilizing 10 items. Conversely, the dependent variable, employee engagement, showed slightly lower internal consistency, yielding a Cronbach's alpha of 0.783 across 10 items. However, when all variables were combined, they exhibited a high level of reliability, with a Cronbach's alpha coefficient of 0.904. The table 4.5 shows the summary of the reliability test results on the study variables.

Table 4.5: Reliability tests

Variable	Items	Cronbach Alpha	Comments
Inner Self	11	0.842	Significant
Meaningful Work	10	0.881	Significant
Community	10	0.866	Significant
Employee engagement	10	0.783	Significant
All Variables (Inner self, Meaningful work, Community & Employee engagement)	4	0.904	Significant

Source: Survey data (2023)

4.5 Factor Analysis

Factor analysis is a multivariate statistical tool that is valuable for uncovering the underlying factors among variables by grouping together related variables within the same factor, known as latent variable (Tabachnick & Fidell, 2013; Abdel-Salam & Verma, 2019). Factor analysis was conducted for each variable to identify the number of items associated with them, thus easing their presentation, analysis, interpretation, and discussion of the significant factors identified in this study.

4.5.1 Inner self

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy in Table 4.6 was 0.836, and the Bartlett's Test of Sphericity yielded a value of 1425.99, with a significance level of less than 0.001. These results indicate that the sample was deemed adequate and suitable for factorization. Furthermore, it meant that there were observable correlations between the variables included in the study.

Table 4.6: KMO and Bartlett's Test for Inner self

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.836
Bartlett's Test of Sphericity	Approx. Chi-Square	1425.999
	df	55
	Sig.	.000

Source: Survey data (2023)

Table 4.7 below shows the eigenvalues that were obtained after the variables for inner self were analysed. Using the criteria of picking those variables whose eigenvalues are greater than one, three variables were obtained. The first one represented 45.918% of the representation while the second variable represented 12.796% of the representation while the third variable had a representation of 11.531%. Cumulatively, the three had a variance of 70.245% which implies that 29.76%

accounted for the variables that were left out. This means that the variables discussing inner self could have adequately represented by the three variables.

Table 4.7 Total Variance Explained for Inner Self

Total Variance Explained for Inner self									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Spirituality	5.051	45.918	45.918	5.051	45.918	45.918	3.469	31.536	31.536
Opportunities for inner life	1.408	12.796	58.714	1.408	12.796	58.714	2.496	22.692	54.227
Alignment of values	1.268	11.531	70.245	1.268	11.531	70.245	1.762	16.017	70.245

Extraction Method: Principal Component Analysis.

From the table 4.8 below, a rotated component matrix is shown that clearly indicates the three factors after Varimax rotation method with Kaiser Normalization was done. The three components explain the group of the variables of the inner self variable and were renamed as 1-Spirituality, 2-Opportunities for inner life, 3- Alignment of values. The rotation converged after 5 iterations as shown.

Table 4.8: Rotated Component Matrix for Inner Self

	Component		
	Spirituality	Opportunities for inner life	Alignment of values
I care for others at work	.855		
I make significant contribution in the organization	.798		
I am aware of my abilities	.796		
I offer kind words to my colleagues	.730		
I ask for help when I need it	.581		
I use my abilities at work	.566		
I am free to express my beliefs at work		.886	
Respect for personal values		.850	
My purpose in life aligns with my work		.707	
My personality aligns with my job			.818
Change my workplace for the better			.719

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Source: Survey data (2023)

4.5.2 Meaningful Work

From the table 4.9, the KMO measure of sampling adequacy was 0.804, with the Bartlett's Test of Sphericity at the level of 1502.152, whose significance is at the level of <0.001 , which implied that the sample was adequate and suitable for factorization. Moreover, there was some correlation between the variables in the study.

Table 4.9: KMO and Bartlett's Test for Meaningful work

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.804
Bartlett's Test of Sphericity	Approx. Chi-Square	1502.152
	Df	45
	Sig.	.000

Source: Survey data (2023)

Table 4.10 shows the eigenvalues that were obtained after the variables for meaningful work were analysed. Using the criteria of picking those variables whose eigenvalues are greater than one, two factors were obtained. The first one represented 50.490% of the representation while the second variable represented 13.672%. Cumulatively, the two had a variance of 64.16 % which implies that 35.84% accounted for the variables that were left out. This means that the variables discussing meaningful work could have adequately represented by the two variables.

Table 4.10: Total Variance Explained for Meaningful work

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums Of Squared Loadings			Rotation Sums Of Squared Loadings		
	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %
Rewards	5.049	50.490	50.490	5.049	50.490	50.490	3.378	33.782	33.782
Personal Fulfillment	1.367	13.672	64.162	1.367	13.672	64.162	3.038	30.380	64.162
Extraction Method: Principal Component Analysis.									

Source: Survey data (2023)

From the table 4.11, a rotated component matrix is shown that clearly indicates the two factors after Varimax rotation method with Kaiser Normalization was done. The two components explain the group of the variables of the meaningful work variable. Consequently, the first component was named rewards and the second personal fulfillment. The rotation converged after 3 iterations as shown:

Table 4.11: Rotated Component matrix for Meaningful work

	Component	
	Rewards	Personal fulfillment
There are opportunities for growth at work	.853	
Rewards are given for work done well	.797	
I receive recognition at work for goals achieved	.751	
The organization's vision motivates me	.674	
There is open discussion about challenges faced while doing my job	.645	
I believe my job is important		.884
My job makes me happy		.786
I am positive that challenges I face at work will pass		.657
The core values of the organization align with my personal values		.612
The core values of the organization inspire my job		.602
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Source: Survey data (2023)

4.5.3 Community

From the table 4.12, the KMO measure of sampling adequacy was 0.848, with the Bartlett's Test of Sphericity at the level of 1289.778, whose significance is at the level of <0.001 , which implied that the sample was adequate and was suitable for factorization. Moreover, there was some correlation between the variables in the study.

Table 4.12: KMO and Bartlett's Test for Community

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.848
Bartlett's Test of Sphericity	Approx. Chi-Square	1289.778
	Df	45
	Sig.	.000

Source: Survey data (2023)

Table 4.13 shows the eigenvalues that were obtained after the variables for Community were analysed. Using the criteria of picking those variables whose eigenvalues are greater than one, two were obtained. The first one represented 48.934% of the representation while the second variable represented 12.404%. Cumulatively, the two had a variance of 61.338% which implies that 38.662% accounted for the variables that were left out. This means that the variables discussing community could have adequately represented by the two variables.

Table 4.13: Total Variance explained for Community

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Employee interactions	4.893	48.934	48.934	4.893	48.934	48.934	4.240	42.399	42.399
Sense of belonging	1.240	12.404	61.338	1.240	12.404	61.338	1.894	18.940	61.338
Extraction Method: Principal Component Analysis.									

Source: Survey data (2023)

From the table 4.13, a rotated component matrix is shown that clearly indicates the two factors after Varimax rotation method with Kaiser Normalization was done. The two components explain the group of the variables of the community variable. The components were represented employee interaction and sense of belonging. The rotation converged after 3 iterations as shown.

Table 4.14: Rotated Component Matrix for Community

Rotated Component Matrix ^a		
	Employee Interaction	Sense of belonging
Free to contribute ideas among each other	.886	
I believe there is genuine care among employees	.872	
There is open communication among employees	.811	
We work together as a team	.713	
Easy to talk to my supervisor when I have a problem.	.705	
I have a good relationship with my colleagues	.654	
Colleagues willingly help me	.625	
Employees are free to form informal social groups		.837
I have a close friend at work		.813
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Source: Survey data (2023)

4.5.4 Employee engagement

From the table 4.15 below, the KMO measure of sampling adequacy was 0.844, with the Bartlett's Test of Sphericity at the level of 1493.025, whose significance is at the

level of <0.001 , which implied that the sample was adequate and was suitable for factorization. Moreover, there was some correlation between the variables in the study.

Table 4.15: KMO and Bartlett's Test for Employee engagement

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.844
Bartlett's Test of Sphericity	Approx. Chi-Square	1493.025
	Df	45
	Sig.	.000

Source: Survey data (2023)

Table 4.16 below shows the eigenvalues that were obtained after the variables for employee engagement were analysed. Using the criteria of picking those variables whose eigenvalues are greater than one, only the two variables were obtained. The first one represented 53.785% of the representation while the second variable represented 10.014% of the representation. The two had a cumulative variance of 63.80%. The variables that were left out accounted for only 36.20%. This means that the variables discussing employee engagement could be adequately represented by the two variables.

Table 4.16: Total variance for Employee engagement

Component	Total Variance Explained for Employee engagement								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Vigor	5.379	53.785	53.785	5.379	53.785	53.785	4.034	40.341	40.341
Absorption	1.001	10.014	63.800	1.001	10.014	63.800	2.346	23.459	63.800

Extraction Method: Principal Component Analysis.

Source: Survey data (2023)

From the table 4.17, a rotated component matrix is shown that clearly indicates the two factors after Varimax rotation method with Kaiser Normalization was done. The

two components explain the group of the variables of the meaningful work variable. From the structure of the statements converged into the two components, they were renamed to Vigor and Absorption. The rotation converged after 3 iterations as shown:

Table 4.17: Rotated Component Matrix for Employee engagement

Rotated Component Matrix^a		
	Component Vigor	Absorption
I am proud of my job	.847	
My job inspires me	.840	
I am enthusiastic about my work	.783	
My job helps me achieve my personal goals	.748	
I am excited to come to work in the morning	.632	
I feel energetic to carry out my tasks	.597	
While at work, my mind is focused on my job	.589	
I can continue working for long periods, at a time		.817
While doing my job, time passes by very quickly		.587
I have considered other job options in the past 6 months		-.559

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Source: Survey data (2023)

4.6 Inferential Statistics

Inferential statistics entails drawing conclusions and making inferences about a population by analyzing a sample of data from that population. Its primary goal is to use insights from the sample to generalize, predict, or form hypotheses about the entire population (Mugenda, 2011). This particular study utilized multiple regression analysis to determine the extent to which inner self, meaningful work, and community predict employee engagement, the independent variable under investigation. Factor analysis done was to test factor loadings of each item and those that loaded above 0.5 were retained. All items had a factor loading of above the set criteria ($>.5$) and therefore used for further analysis.

4.6.1 Tests of assumption of Linear Regression

Before conducting multiple regression analysis, the researcher performed diagnostic tests to verify that the data met the assumptions of regression. These tests assessed normality, multicollinearity, autocorrelation, and homoscedasticity.

4.6.1.1 Tests for Normality

A multivariate normality test was done to ensure residuals were normally distributed (Zach, 2020). As shown by Figure 4.4 below, workplace spirituality and work Engagement were distributed normally with mean close to 0 (zero) and standard deviation of 1(one).

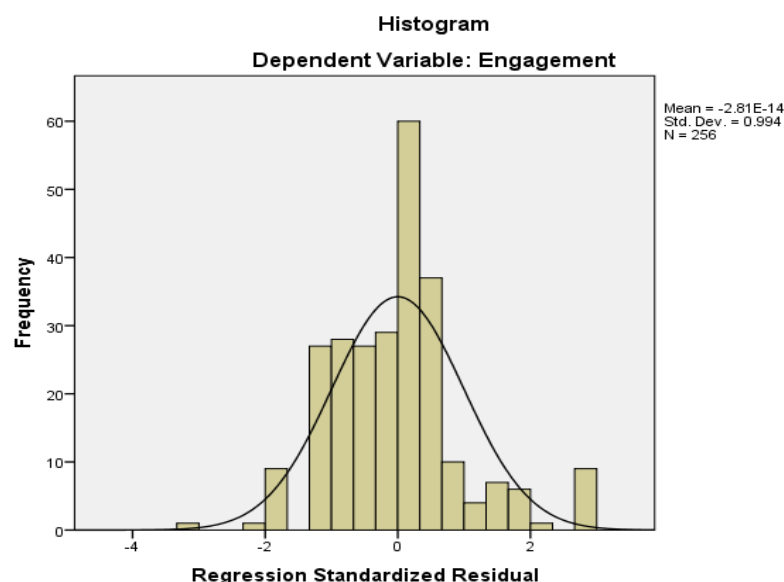


Figure 4.4: Normality Tests

Source: Survey data (2023)

4.6.1.2 Multicollinearity

Multicollinearity occurs when two or more independent variables in a regression model are highly correlated, making it difficult to isolate the individual effect of each variable on the dependent variable. Variance Inflation Factor (VIF) measures how

much the variance of an estimated regression coefficient increases if your predictors are correlated. Rule of thumb: A VIF above 10 suggests high multicollinearity. In this case, the VIF values are 2.855, 2.286 and 2.273 for inner self, meaningful work and community variables respectively. This implies that there is slightly moderate multicollinearity among the variables meaning some of the variables are slightly highly correlated which can affect the independent effect of the variables on the dependent variable. On the other hand, Tolerance is the reciprocal of VIF and measures the proportion of variance in one predictor that is not explained by the others. The Rule of thumb is that Tolerance values below 0.1 are a cause for concern. In our study, the tolerance values are 0.350, 0.438 and 0.440 for inner self, meaningful work and community variables respectively. A tolerance level of 0.1 implies high multicollinearity which in our case it is above so there is a slight chance of the independent variables being correlated.

Table 4.18 VIF and Tolerance Values

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.059	.213		4.984	.000		
1 Inner self	.452	.079	.437	5.709	.000	.350	2.855
Meaningful work	.117	.058	.139	2.027	.044	.438	2.286
Community	.174	.065	.182	2.660	.008	.440	2.273

4.6.1.3 Autocorrelation

In a linear regression model, autocorrelation refers to the correlation between the residuals (errors) of the model at different time points. Autocorrelation in the residuals violates one of the key assumptions of linear regression, which is that the errors are independent and identically distributed (IID). When autocorrelation is present, it indicates that there is some systematic pattern or dependency among the

residuals over time, which can bias the parameter estimates and lead to incorrect statistical inferences.

The Durbin-Watson test is a common method for detecting autocorrelation in the residuals of a regression model. It produces a test statistic that ranges from 0 to 4, with values close to 2 indicating no autocorrelation. Values significantly lower than 2 suggest positive autocorrelation, while values significantly higher than 2 indicate negative autocorrelation. According to the table 4.19, the autocorrelation results using the Durbin Watson test was 1.990 which close to 2 hence there is no autocorrelation.

Table 4.19: Durbin Watson Test

Model Summary^b					
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
	.694 ^a	.482	.475	.34890	1.990
a. Predictors: (Constant), Community, meaningful Work, Inner self					
b. Dependent Variable: Employee engagement					
Source: Survey data (2023)					

4.6.1.4 Homoscedasticity

A plot of standardized residuals and predicted values was drawn to check if the points are well and equally distributed across all values of the predictor variables. Figure 4.5 displays a scatterplot showing predicted values and residuals plotted, exhibiting no predictable pattern. Thus, it was concluded that the data satisfied this assumption.

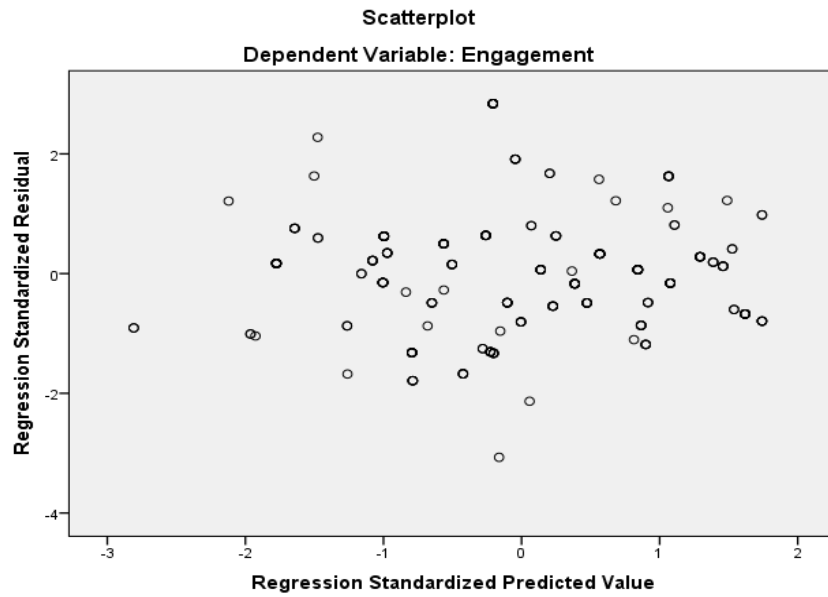


Figure 4.5: Scatterplot

Source: Survey data (2023)

4.4.1.5 Linearity

Figure 4.6 shows a plotted normal P-P plot of regression standardized residual where a mix of scatter plot and linear shows an existence of linearity among the outcome variable and independent variable since the deviations from the line are minimal.

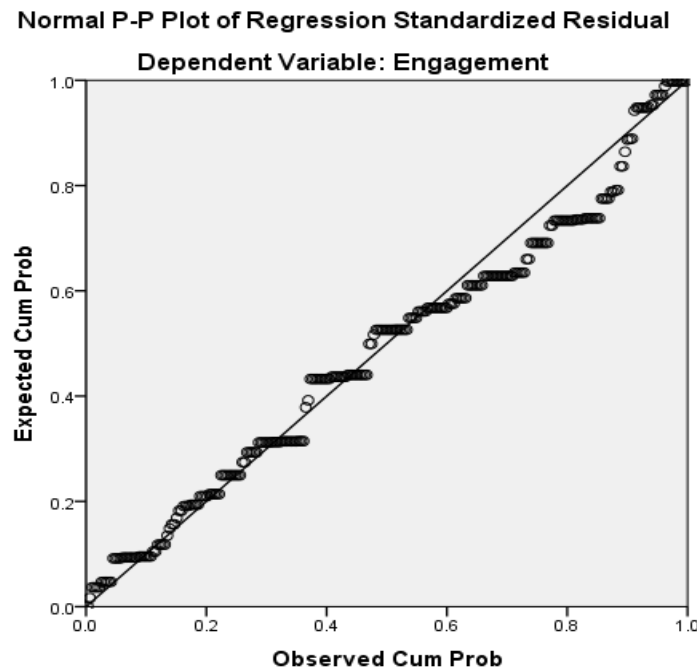


Figure 4.6: Normal P-P plot for Linearity

Source: Survey data (2023)

4.6.2 Multiple Regression Analysis

Regression analysis is used when a researcher seeks to find out whether one or more independent variable predicts a given dependent variable. A regression analysis yields a statistic called coefficient of determination (Mugenda & Mugenda, 2003). The coefficient of determination, often denoted as R or R-squared, represents the proportion of the variance in the dependent variable that is predictable from the independent variable(s) (Hair, *et al* 2014). It ranges from 0 to 1, with 0 indicating that the model explains none of the variance and 1 indicating that the model explains all of the variance. Higher R values indicate a better fit of the model to the data. In this case, the R was 69.4 which was deemed good while the R adjusted was 47.5% which implies that the variance in the dependent variable (Employee engagement) was collectively explained by the independent variables (Inner self, Community, Meaningful Work).

Table 4.20: Model Summary

Model Summary						
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson	
1	.694 ^a	.482	.475	.34890	1.990	

a. Predictors: (Constant), Community, meaningful Work, Inner self

b. Dependent Variable: Employee engagement

4.6.3 Analysis of Variance

To confirm whether the estimated model was significant, the Analysis of Variance was used and results are shown in table 4.21 below. The rule of thumb is, if the p-value is less than the chosen significance level, the model is deemed significant. In this study, 0.05 significance level at 95% confidence level was used. This means that there was evidence to suggest that at least two group means were significantly different. Therefore, the overall regression model for this study was significant, $F_{(3, 253)} = 78.05$, $R^2 = .47$, $p = <.001$.

Table 4.21: Analysis of Variance

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.504	3	9.501	78.053	.000 ^b
	Residual	30.676	252	.122		
	Total	59.180	255			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Community, meaningful Work, Inner self

Source: Survey data (2023)

4.6.4 Regression Coefficients

Multiple regression analysis was used to test the relationship between employee engagement in selected hotels in Kilifi County and workplace spirituality. The method

used for estimation of the coefficients in the study was the Ordinary Least Squares (OLS) as estimated below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where X_1 , X_2 and X_3 represent three independent variables: Inner self (X_1), Community (X_2) and meaningful work (X_3) respectively while the dependent variable was Employee engagement (Y). β_0 = represents the Constant term while, β_1 , β_2 , β_3 , β_4 = Coefficients of the Regression and ε = Error term. The beta (β) values coefficients for the model indicate the contribution of the individual variable to model. In addition, the beta values explain the extent the dependent variable changes when the independent variable was to increase by a factor of one when other variables were held at a constant.

Regression results outline the coefficients as shown in the table 4.22 below.

Table 4.22: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
(Constant)	1.059	.213		4.984	.000			
Inner self	.452	.079	.437	5.709	.000	.672	.338	.259
Meaningful Work	.117	.058	.139	2.027	.044	.577	.127	.092
Community	.174	.065	.182	2.660	.008	.591	.165	.121

Source: Survey data (2023)

From the regression results, the following regression model was obtained:

$$\text{Employee engagement} = 1.059 + 0.437X_1 + 0.139X_2 + 0.182X_3 + \varepsilon$$

The results indicated that Inner self had a positive beta coefficient of 0.437 meaning that an increase in the variable (X_1) had a 0.437 change on employee engagement. Secondly, meaningful work had a positive beta coefficient of 0.139 meaning that an

increase in the variable (X_2) had a 0.139 change on employee engagement and finally community had a positive beta coefficient of 0.182 meaning that an increase in the variable (X_3) had a 0.182 change on employee engagement.

4.6.5 Hypothesis Testing

For this study, the researcher formulated three null hypotheses. The first hypothesis was inner self does not affect employee engagement, secondly, meaningful work does not affect employee engagement and community does not affect employee engagement. From table 4.22 of regression coefficients, it is evident that there is a significant relationship between inner self, meaningful work, and community and employee engagement. The rule of thumb is that if the p-value is less than or equal to the chosen significance level ($p \leq \alpha$), you reject the null hypothesis. If the p-value is greater than the significance level ($p > \alpha$), you fail to reject the null hypothesis. For this study, $\alpha=0.05$ significance level was set.

Inner Self was statistically significant at ($p<0.05$) ($t=5.709$, $p<0.001$) at 95% confidence interval level. The null hypothesis that inner self has no significant impact on employee engagement was rejected. The conclusion therefore was that the variable inner self has a significant impact on employee engagement in selected hotels in Kilifi County.

Meaningful Work is statistically significant at ($p<0.05$) ($t=2.027$, $p=0.044$) at 95% confidence interval level. This implied that the null hypothesis that meaningful work has no significant impact on employee engagement was rejected. Hence, the variable meaningful work has a significant impact on employee engagement in selected hotels in Kilifi County.

Community is statistically significant at ($p < 0.05$) ($t = 2.660$, $p = 0.008$) at 95% confidence interval level. Hence the null hypothesis that community has no significant effect on employee engagement was rejected. It was concluded that community has a significant effect on employee engagement in selected hotels in Kilifi County.

The correlation statistics in table 4.2 also show that the relationship between inner self ($r_{(252)} = .34$, $p < 0.001$), meaningful work ($r_{(252)} = .13$, $p = 0.044$), community ($r_{(252)} = .17$, $p = 0.008$) and employee engagement were positive. This means that an increase in the independent variables also would cause an increase in the dependent variable, employee engagement. Moreover, the findings revealed that, in terms of determining employee engagement in selected hotels in Kilifi County, inner self held the highest significance, followed by community and meaningful work. Summary of results shown in Table 4.23.

Table 4.23: Summary of hypothesis results

HYPOTHESES	STATEMENT	RESULTS
H ₀₁ :	Inner self does not affect employee engagement	Rejected
H ₀₂ :	Meaningful work does not affect employee engagement	Rejected
H ₀₃ :	Community does not affect employee engagement	Rejected

Source: Research data, 2023

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Overview

This chapter provides summary of findings, discussion of findings, conclusions, recommendations, and suggestions for future research. The primary aim of this study was to explore the impact of workplace spirituality on employee engagement in selected hotels in Kilifi County. In this study, three specific objectives were examined and three hypotheses were tested.

5.1 Summary of Findings

The main objective of this study was to find out the effect of workplace spirituality on employee engagement in selected hotels in Kilifi County. This was further broken down into three specific objectives from which, based on literature, three null hypotheses were formulated. The specific objectives were to find out the effect inner self had on employee engagement, secondly, to examine the effect of meaningful work on employee engagement and lastly, to determine the effect community had on employee engagement in selected hotels in Kilifi County. The study hypothesized that, inner self does not affect employee engagement, meaningful work does not affect employee engagement and finally community does not affect employee engagement.

Factor analysis done on the first variable, inner self (X_1), derived three components which were renamed as Spirituality, Opportunities for inner self and Alignment of values. The second variable meaningful work (X_2) after rotation derived two components the first being rewards and personal fulfillment. Community (X_3), the third independent variable after rotation derived two components namely employee interaction and sense of belonging. The dependent variable, employee engagement (Y) was summarized into two components; vigor and absorption.

Multiple regression was conducted and results showed that workplace spirituality predicted employee engagement and the estimated regression model was significant ($F_{(3, 253)} = 78.05$, $R^2 = .47$, $p = <.001$). This means that workplace spirituality accounts for 47% of factors influencing employee engagement. Correlations revealed that all independent variables had a positive significant relationship with employee engagement. In order of significance, inner self was most important followed by community and lastly meaningful work. This finding has great potential to influence management decisions on how to promote workplace spirituality within their organisations.

5.2 Discussion

5.2.1 Inner self and Employee Engagement

The first objective sought to find out if inner self affected employee engagement. The results led to the rejection of the hypothesis; inner self has no effect on employee engagement. From the literature reviewed, past research supported this findings. Employees strongly agreed on the significance of their inner lives, noting that being acknowledged and granted the freedom to express themselves openly led to greater graciousness toward their colleagues, evidenced by their use of kind words and mutual respect. Ashmos and Duchon (2000) underscored the importance of providing opportunities for inner life within organizations, linking it to positive organizational outcomes. This suggests that employees who are given the chance to express their inner selves can greatly benefit their organization. Hafni and Chandra (2020) also inferred that employees whose inner lives are integrated into their work exhibit higher motivation to fulfill their duties. Biswakarma (2018) characterized spirituality in the workplace as respecting employees' inner lives, also affirming that this approach fosters long-term productivity compared to organisations where spirituality is

disregarded. The variable inner self was operationalized to elucidate the spiritual aspects related to employees' relationships with themselves (their values), others (fellow employees), and their roles within the organization (contribution).

The variable inner self also measured the alignment of employees' purpose with that of their organization. Ulrich and Ulrich (2010) emphasized the significance of assisting employees in finding a sense of purpose in their roles. This understanding of purpose within the organization cultivates initiative and facilitates better decision-making, thereby enhancing effectiveness within the organization. It can therefore be concluded from the findings that indeed employees' needs are not limited to physical and emotional but also spiritual needs. Employees have social identities which is based on the concept postulated by Shamir (1991) referred to as the self-concept. It is fundamental to have employees able to express their social identity at work which is derived from whom they believe they are.

The findings also agreed with Petchsawanga and Duchon (2012), whose findings concluded that expression of spiritual identity was linked to positive organisation outcomes. In organisations, expression of spiritual identity can be evidenced in freedom to make decisions based on personal values, encouraging employees express care to themselves, fellow colleagues and the environment in which they work in. Spirituality encompasses compassion, contribution and connectedness. Therefore, in organisations that are seen to encourage compassion within all persons are seen to be more productive. Further, from these findings, majority of respondents agreed that they showed care to others thus showing evidence of spiritual traits within the organisation. According to Rego *et al.*, (2008) spirituality led to personal traits such as respect, dignity, hope, trust and benevolence.

It is interesting however to note that studies that looked into other organisation outcomes such as performance and commitment found the variable inner self to not significantly influence them (Mebariz, 2022; Evalyna & Wibawa, 2020). The two studies were conducted among lecturers and teachers respectively. The lack of evidence to denote a relationship between the variables which was not the case when it came to employee engagement was explained by lack of spiritual awareness among the respondents in the two studies. This is consequential to the recommendations because it would be understood to mean that for workplace spirituality to succeed, the employees themselves should be aware of who they are and exhibit ability to cultivate their relationship with themselves, others and their working environment.

5.2.2 Meaningful work and Employee Engagement

The effect of meaningful work on employee engagement was deemed significant from this study's findings, hence the rejection of the hypothesis; meaningful work has no effect on employee engagement. This is consistent with other researchers (Malema, 2018; Adilia & Katiara, 2020; Wainaina *et al.*, 2014; Milliman *et al.*, 2018) who conducted their studies in the government, education, academia and hospitality industry respectively.

Employees derived some form of meaning from their work as majority agreed strongly on items asking about their personal fulfillment. Fulfillment at work is evidenced by positivity of employees. Fulfilled employees are seen to be happy and have hope that challenges faced in the organisation will pass. This is consistent with Mebariz (2022) conclusion that meaningful work within workplace spirituality revolves around the idea that work should bring employees a sense of joy hence promote personal fulfillment. In conclusion, employees who find their work to be meaningful derive significant fulfillment from their job (Miller, 2010).

Secondly, the congruence between the employees and the vision as well as values of the organisation was deemed significant in making their work meaningful. This conclusion is consistent with Milliman *et al.*, 2003 who highlighted that it was important for employees to believe in the vision of the organisation they worked with. In the education field, teachers who believed in their school visions were connected and motivated to achieve their goals together hence exhibiting spirituality at work (Adilia & Katiara, 2020). Their engagement was evidenced in the extra time they put in their lessons. Fry (2023), in his theory on spiritual leadership emphasized on the importance of employees believing in one common vision. This alignment fosters a sense of fulfillment among employees, driving them to contribute their best efforts to organizational success.

The significance gained from engaging in meaningful work is closely related to the perception that one's contribution to the organisation is important. According to the results of this study, a majority of employees agreed they felt a sense of importance in their roles. When individuals believe their work serves a greater purpose or contributes to a larger cause, they tend to be more motivated and involved (Rego & Cunha, 2007). This internal drive not only boosts individual productivity but also cultivates a culture of teamwork and creativity within the company.

In addition, the respondents also majorly agreed that they received rewards, recognition and autonomy at work hence attributing meaningfulness to their work. These findings support Otachi (2019) who identified these same aspects as factors influencing engagement levels among managers. It therefore reinforces the fact that the major challenge with achieving employee engagement is that the common factors influencing this variable are attuned to the spiritual needs of employees which are intrinsic in nature.

Generally in this study, respondents found their work meaningful. While these results showed consistency with other researchers in other fields, a significant reason could be attributed to majority of respondents falling in the millennial category. Chalofsky and Krishna (2009) linked age with positive organisation outcomes because it was seen that the new generation workers were more aware and looked for meaning in the work that they did, consequently requiring employees to create conditions for meaningful work.

5.2.3 Community and Employee Engagement

The findings of this study revealed that community, which can also be described as the sense of membership within an organisation, influences employee engagement. Hence, the hypothesis community has no effect on employee engagement was rejected. This is consistent with Fry (2003) who postulated that employees feeling part of the organisation is a fundamental element that contributes to attachment and loyalty. Kartini *et al.*, (2021) also found out from his survey that community dimension had a significant effect on how nurses engaged in their work and ultimately led to better performance. These results however contrasted Baskar & Indradevi (2022) who concluded that community did not influence employee engagement among employees in non-governmental organisations. They attributed the lack of relationship to the nature of the work which involved employees working in the field hence posing a challenge in successfully cultivating membership.

Employees' interaction was a factor derived from the study which was deemed important in enhancing workplace spirituality. These interactions refer to the attitude employees have towards one another. Respondents felt that they had mutual connection among them. This explains why working as a team was easy to achieve and agreed with Majeed *et al.*, (2018). A sense of community is created through the

work process (Fachrunnisa & Adhiatma, 2014) and it is therefore imperative that respectful interaction is encouraged at the workplace. The relationship between the management and junior staff is fundamental in the creation of a culture that promotes spirituality at the workplace. This was at the core of Fry's (2003) work on spiritual leadership. He campaigned for leadership which was based on altruistic love and genuine care. In this study, findings show that employees did feel free to speak to their seniors about challenges they faced.

A sense of belonging in an organisation is characterised by aspects such as having connection with colleagues away from the work itself. It is not enough for an employee to just be a member of the organisation but must feel attached to fellow colleagues. This is imperative for organisations aiming at creating a culture that encourages workplace spirituality (Harrington, 2004; Mitroff & Denton, 2012). The importance of cultivating a sense of belonging has been brought about by the fact that workplaces, due to the significant time employees spend there, are a significant part of community for employees (Ilmiah, 2013). From the study findings, majority had a close friend at work and were allowed to form social groups. Albuquerque *et al.*, (2014) posited that friendship plays a crucial role in helping leaders and their team members cope with feelings of loneliness, disillusionment, and the negative effects of modern organizations.

The presence of positive relationships with coworkers is likely to result in an increase in employee engagement had been concluded a decade earlier by May *et al.*, (2004). It is then safe to say that fostering a sense of community is important in organisations aiming to positively influence engagement. This is supported by Mughal (2020) whose research aimed at identifying the primary factors influencing employee engagement. His conclusion was that organizations must allocate resources to create

an environment that fosters positive co-worker relationships, encourages teamwork, and supports effective leadership. Employee engagement is nurtured by managers who provide amicable environment for employees.

5.2.4 Workplace Spirituality and Employee Engagement

The main objective of this study was to find out if workplace spirituality influenced employee engagement in employees in selected hotels in Kilifi County. The results showed that workplace spirituality significantly predicted employee engagement. This finding was consistent with research on workplace spirituality in the hospitality industry (Milliman *et al.*, 2018) and other sectors of the economy (Malema 2018; Baskar & Indradevi, 2022; Adilia & Katiara, 2020) such as governmental, non-governmental and education. This is fundamental to the hospitality industry because strategies implemented in other industries could be borrowed by hospitality practioners.

The relationship between workplace spirituality and employee engagement can be attributed to the similarities evidence in the two, though distinct, concepts. The former encourages employees to show up not just physically but also spiritually. In order to achieve this, employees should be free to express their beliefs, identity and feel part of the community at work. On the other hand employee engagement requires an employee to express themselves physically, cognitively and emotionally at work. In a nutshell, both concepts advocate for holistic execution.

The findings of this study were consistent with Malema (2018) and Milliman *et al.*, (2018) who also concluded that workplace spirituality had a positive influence on employee engagement. The latter contributed fresh insights to the field of intrinsic work motivation research. They found out that while engagement was linked to

employees' service delivery, it was not directly tied to their intention to stay. Workplace spirituality advocates for promotion of employee intrinsic needs which leads to self drive thus explaining why the concept has been linked to other positive organisation outcomes such as performance and satisfaction (Albuquerque *et al.*, 2014; Daniel, 2019).

These findings therefore offer a solution to the problem of this study. Achieving employee engagement has been a challenge for managers because of the intrinsic nature of the factors influencing it (Otachi, 2019). Factors highlighted as being important in influencing employee engagement include recognition, communication and worker relationships. Cultivating spirituality at the workplace involves encouraging employees to create and maintain relationships at the workplace whereby they are free to express themselves and ask for assistance when required. It also encourages leadership that is based on values such as genuine care and altruistic love. This would mean that those in management roles would endeavour to value the identities of those junior to them and allow them the space to express themselves. Managers would also recognize employees for exceptional work done consequently improving work attitudes and their engagement levels.

5.3 Conclusions

In conclusion, Inner self was deemed to have a positive significant effect on employee engagement. This was concluded from the respondents' responses on their inner identity at work. This conclusion introduces an interesting aspect in human resource management. Understanding employees goes beyond the physical and suppressing who they are and what they believe in is counterproductive to the organisation.

Secondly, meaningful work significantly affected employee engagement. This informs hotel management that curating visions for their organisations is not enough. The employees, who are the executors of these visions, must believe in the said vision and derive a sense of meaning from them hence achieving intrinsic motivation. In addition, this finding reveals that it's important during hiring of employees to not only look into academic excellence and experience but also the congruence of values of the candidate and the organisation.

Thirdly, community significantly influenced employee engagement. Freedom to associate informally at work and having a sense of belonging influenced how the employees felt about their work.

Finally, workplace spirituality in general accounted for almost 50% of factors influencing employee engagement. This means workplace spirituality is fundamental in achieving employee engagement. Therefore, these findings prompt a shift in perspective, viewing work as a means for livelihood rather than mere survival. Employees, given the time they spend at work, should thrive by holistically having their needs met.

5.4 Recommendations of the Study

To begin with, results concluded that inner self affects employee engagement and therefore the study suggests that hotel managers should foster organizational cultures where employees have the chance to express their beliefs in a respectful manner. When employees are afforded the opportunity to authentically articulate their beliefs in a respectful manner, they experience a greater sense of acknowledgment and validation, leading to heightened engagement with their work not only physically but also cognitively and emotionally. By creating an environment that encourages open

expression, managers can cultivate a workforce that feels valued and empowered, thereby enhancing their overall commitment and dedication to their roles within the organization. This approach not only promotes a more inclusive workplace culture but also fosters deeper levels of employee engagement, which can ultimately contribute to improved performance and organizational success in the hospitality industry. In addition, these findings underscore the importance of employees feeling a sense of alignment with the values of the organisation. From this viewpoint, this study recommends that hotel managers should emphasize the importance of value alignment during the recruitment stage so as to only bring on board candidates who align authentically with their vision.

Secondly, it has been concluded that employees who find their jobs meaningful tend to be more engaged. Therefore, this study recommends that hotel managers explore ways to fulfill employees' spiritual needs, such as through verbal recognition and rewards, to enhance engagement. Additionally, the organization's vision should be communicated to employees in a way that they can understand and believe in it. Managers should aim to help employees recognize their contributions to the overall objectives and understand the significance of their roles.

Thirdly, community was deemed to affect employee engagement and hence hotel management should implement practical measures to promote unity among the workforce. This can involve organizing team-building activities and allowing employees the freedom to form or join unions to effectively address their concerns. Such initiatives are crucial for nurturing a sense of community among employees. By facilitating opportunities for team collaboration and providing platforms for collective voice through unions, management can strengthen bonds among staff members. This fosters a supportive and cohesive work environment where individuals feel valued,

respected, and connected to their colleagues. Ultimately, fostering employee unity contributes to higher morale, improved communication, and increased productivity within the hotel industry.

5.5 Suggestions for Further Study

The conclusions drawn from this study offer valuable insights into the hospitality industry. Nonetheless, certain aspects warrant further investigation to deepen our understanding within the field. For instance, this study focused exclusively on hotels with a capacity exceeding 80 guests within Kilifi County. This narrow scope presents a challenge in generalizing the findings to the broader hospitality landscape of Kilifi County. Future research endeavors should seek to broaden the scope by including other types of accommodation facilities, such as villas, which are prevalent along the coastal regions of Kenya. By encompassing a more diverse array of hospitality establishments, future studies can offer a more comprehensive understanding of the industry within Kilifi County. This expansion in scope would enable researchers to capture a more holistic view of the various factors influencing employee engagement in the hospitality sector in this region, thereby facilitating more nuanced insights and recommendations for industry stakeholders. In addition, other researchers could look into which variables moderate the relationship between workplace spirituality and employee engagement.

Having demonstrated that workplace spirituality is a predictor of employee engagement, it is pertinent for future research endeavors to explore the potential factors influencing workplace spirituality. Investigating the impact of factors such as gender, age, and establishment type could provide valuable insights into the dynamics of spirituality within the workplace. Hotel managers, in particular, stand to benefit from such research, as they strive to cultivate a diverse workforce in accordance with

legal requirements while simultaneously fostering an organizational culture conducive to workplace spirituality. Understanding how factors such as gender, age and establishment type intersect with workplace spirituality can offer hotel managers actionable strategies for promoting an inclusive and spiritually enriching work environment. For instance, exploring whether certain demographic groups exhibit higher levels of workplace spirituality or if certain types of establishments facilitate spirituality more effectively can inform targeted interventions aimed at enhancing overall employee engagement thus creating a supportive environment where employees feel valued, motivated, and connected to their work and colleagues.

This study focused on examining the impact of workplace spirituality on employee engagement within the hospitality industry. Considering the limited extent of research on workplace spirituality in this sector, future studies could broaden their scope to explore whether workplace spirituality predicts other organizational outcomes. By extending research efforts beyond employee engagement, such investigations could shed light on the broader implications of spirituality in the workplace within the hospitality industry. This could include examining its potential effects on factors such as job satisfaction, organizational commitment, employee well-being and performance outcomes. Expanding the research agenda in this manner would contribute to a more comprehensive understanding of the role of spirituality in shaping organizational dynamics and outcomes within the hospitality sector.

This study exclusively employed a quantitative approach to derive its findings. However, the reliance on a singular method can be subject to critique. Therefore, it is recommended that future research adopts a different paradigm to allow for comparative analysis of results obtained through varying methodological approaches.

By diversifying research methodologies, such studies can offer a more comprehensive understanding of the phenomenon under investigation within the hospitality industry.

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APPENDICES

Appendix A: Questionnaire

FOR OFFICIAL USE ONLY

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INTRODUCTION

Dear Respondent,

I am a postgraduate student from Moi University, undertaking a Masters in Hotel and Hospitality Management. I am carrying out a research study on **“Effect of Workplace Spirituality on Employee engagement in the Hospitality Industry”**. Workplace spirituality is a term used to refer to the work climate that involves your values, meaningfulness of the work you do and genuine care among colleagues while Employee engagement refers to the enthusiasm in which you perform the job assigned to you. Hence, the purpose of this research is to establish the relationship between yourself, the job you do, your co-workers and the employee engagement level. Your participation will provide data for this study.

You have been requested to take part in this study because you fit the targeted respondent which means you are an employee working in a hotel in Kilifi County. Data will be collected by use of questionnaires which you can self-administer (fill on your own) or request assistance. It will take approximately ten minutes to complete all the questions.

Any information you give is purely intended for academic purposes and will be handled with utmost confidentiality. Therefore, to achieve anonymity kindly **DO NOT** write your name.

Your contribution, participation and co-operation will be highly appreciated.

Thank you for your assistance.

Helen Nyachira Kariuki.

nyachirahelen@yahoo.com

SECTION A: GENERAL INFORMATION (*Please tick in the spaces provided*)

1. Gender

a) Female ()

b) Male ()

2. Age

a) Below 25 years ()

b) 26-34 years ()

c) 35-42 years ()

d) 43-54 years ()

e) Above 55 years ()

3. How long have you worked in this organization?

a) 0-2 years ()

b) 3-5 years ()

c) Over 5 years ()

4. Highest Education level

a) Postgraduate ()

b) Degree ()

c) Diploma ()

d) Certificate ()

e) Secondary ()

f) Primary ()

5. Department

Administration ()

Food and Beverage Production ()

Food and Beverage Service ()

Front office ()

Housekeeping ()

Procurement ()

Security ()

Other (indicate)

.....

SECTION B: INNER-SELF

The idea of your inner self is all about how you feel deep down about who you are, what you do in life, and how you make a difference.

Please indicate **(X)** or **(✓)** the extent to which you agree with the following statements using the scale shown below:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

	Statements	1	2	3	4	5
B1	My personal values are respected at work					
B2	I am free to express my beliefs at work					
B3	My purpose in life aligns with my work					
B4	I perform my job effortlessly					
B5	I offer kind words to my colleagues					
B6	I care for others at work					
B7	I am aware of my abilities					
B8	I use my abilities at work					
B9	I make significant contribution in the organisation					
B10	I try to change my workplace for the better					
B11	I ask for help when I need it					

SECTION C: MEANINGFUL WORK

Meaningful work describes your need to feel happy and satisfied with the job you do.

Please indicate **(X)** or **(✓)** the extent to which you agree with the following statements using the scale shown below.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

	Statements	1	2	3	4	5
C1	The organization's vision motivates me					
C2	The core values of the organisation inspire my job					
C3	The core values of the organisation align					

	with my personal values					
C4	Rewards are given for work done well					
C5	There are opportunities for growth at work					
C6	I receive recognition at work for goals achieved					
C7	There is open discussion about challenges faced while doing my job					
C8	My job makes me happy					
C9	I am positive that challenges I face at work will pass					
C10	I believe my job is important					

SECTION D: COMMUNITY

Community at work describes your need to stay connected and be around other people while you do your job.

Please indicate **(X)** or **(✓)** the extent to which you agree with the following statements using the scale shown below.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

	Statements	1	2	3	4	5
D1	I believe there is genuine care among employees					
D2	I find it easy to talk to my supervisor when I have a problem.					
D3	Employees celebrate each other's achievements					
D4	We work together as a team					
D5	Colleagues willingly help me when I am faced with a problem					
D6	There is open communication among employees					
D7	Employees are free to contribute ideas among each other					
D8	Employees are free to form informal social groups					
D9	I have a close friend at work					
D10	I have a good relationship with my colleagues					

SECTION E: EMPLOYEE ENGAGEMENT

Employee engagement means being really involved in your work, feeling passionate about it, putting in a lot of effort, and having lots of energy for your job.

Please indicate **(X)** or **(✓)** the extent to which you agree with the following statements using the scale shown below.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

	Statements	1	2	3	4	5
E1	I am excited to come to work in the morning					
E2	I can continue working for long periods, at a time					
E3	I feel energetic to carry out my tasks					
E4	I am enthusiastic about my work					
E5	My job helps me achieve my personal goals					
E6	I am proud of my job					
E7	My job inspires me					
E8	While at work, my mind is focused on my job					
E9	While doing my job, time passes by very quickly					
E10	I have considered other job options in the past 6 months					

*****THE
END*****

Thank you for your participation.

Appendix B: Research Licence from NACOSTI

 REPUBLIC OF KENYA Ref No: 234327	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION Date of Issue: 25/October/2023
RESEARCH LICENSE	
	
This is to Certify that Ms. Helen Nyachira Kariuki of Moi University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kilifi on the topic: Workplace Spirituality and Employee Engagement in selected hotels in Kilifi County for the period ending : 25/October/2024.	
License No: NACOSTI/P/23/30570	
Applicant Identification Number 234327	Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Verification QR Code 	
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	
See overleaf for conditions	

Appendix C: Letter of Recommendation from Moi University



**MOI UNIVERSITY
OFFICE OF THE DEAN
SCHOOL OF TOURISM, HOSPITALITY & EVENTS MANAGEMENT**

Telephone: 0771-296270/020-8001263
Fax: (053) 43047
E-mail: deansthe@mu.ac.ke

Box 3900
ELDORET
Kenya

Ref: MU/STHE/PG/23

9th October, 2023

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

**RE: RECOMMENDATION LETTER FOR – MS. HELEN KARIUKI
NYACHIRA - STHE/PGH/06/16**

The above named is a bona fide student of Moi University, School of Tourism, Hospitality and Events Management. She is pursuing a Master of Hospitality Management in the Department of Hotel & Hospitality Management.

She has successfully completed her course work and has defended her proposal titled **“Workplace Spirituality and Employee Engagement in selected Hotels in Kilifi County, Kenya.”**

Ms. Nyachira has been allowed to proceed to the field for data collection.

Any assistance accorded to her will be appreciated.

Yours faithfully,

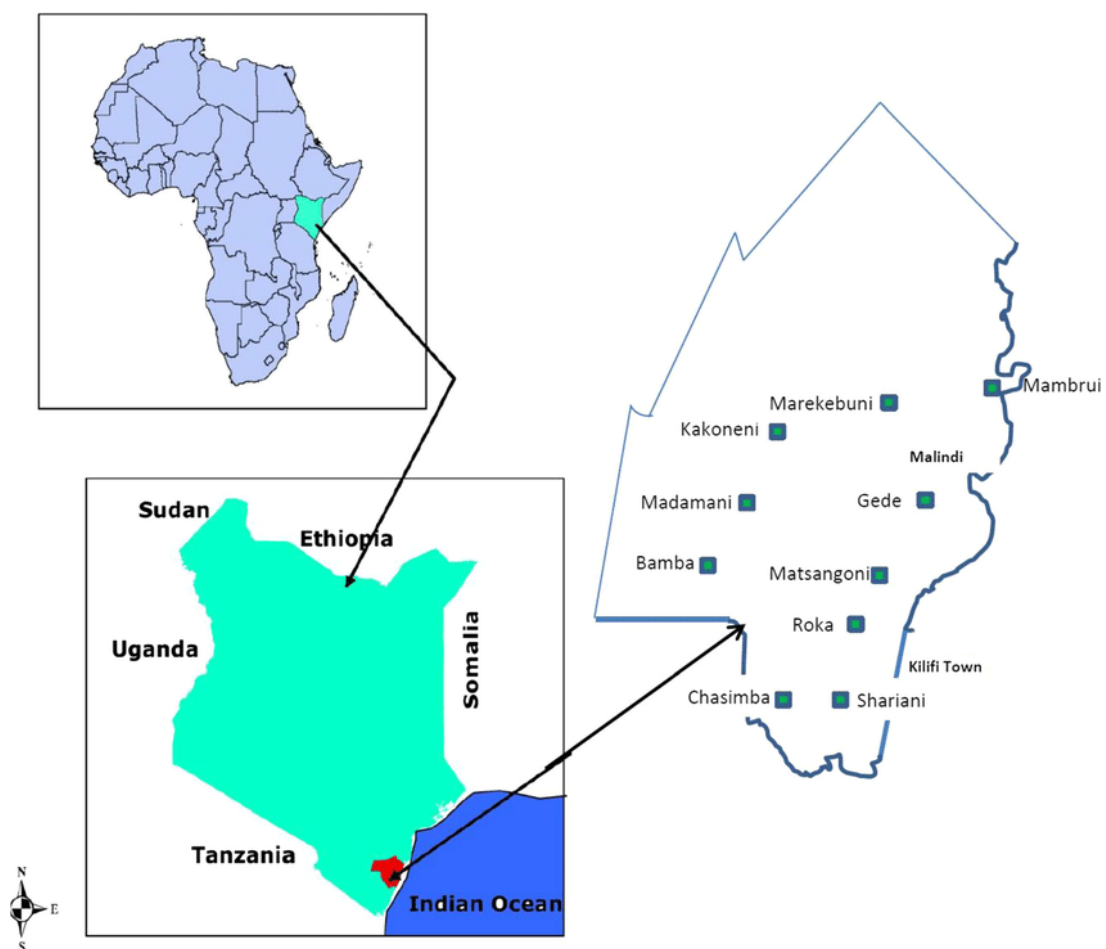
 **DEAN**
SCHOOL OF TOURISM, HOSPITALITY
EVENTS MANAGEMENT
MOI UNIVERSITY

DEAN, SCHOOL OF TOURISM, HOSPITALITY & EVENTS MGMT.



(ISO 9001:2015 Certified Institution)

Appendix D: Map of Kilifi County



Source: https://www.researchgate.net/figure/Geographical-map-of-kilifi-County-showing-the-sub-locations-across-the-five-constituencies_fig1_325032082

Appendix F: Request for Data From Tourism Regulatory Authority

HELEN NYACHIRA KARIUKI,
P.O.BOX 788-10100,
NYERI.

05/04/2023.

THE REGIONAL MANAGER,
MALINDI REGIONAL OFFICE,
TOURISM REGULATORY AUTHORITY,
P.O.BOX 421-80200,
MALINDI.

Dear Sir,

RE: REQUEST FOR HOTEL ESTABLISHMENTS DATA FOR ACADEMIC RESEARCH

I am a post graduate student from Moi University currently pursuing a Master's degree in Hotel and Hospitality Management under the supervision of Prof Jacqueline Korir and Dr Rita Nthiga. I am required to undertake a research study in partial fulfilment of the degree. I therefore plan to study the *Effect of Workplace Spirituality on Job engagement in selected hotels in Kilifi County, Kenya*.

I have embarked on my research methodology and hence require the following data to ensure validity of the sampling technique to be used:

1. List of beach hotels in Kilifi county
2. Bed Capacity of (a) above
3. Number of employees in the listed beach hotels in Kilifi county

This is therefore to request for the aforementioned data. I will be delighted to receive a favourable response.

Yours faithfully,


Helen Nyachira Kariuki.




6/4/23

Appendix G: Plagiarism Awareness Certificate



SR581

ISO 9001:2019 Certified Institution

THESIS WRITING COURSE

PLAGIARISM AWARENESS CERTIFICATE

This certificate is awarded to

HELEN NYACHIRA KARUKI

STHE/PGH/06/16

In recognition for passing the University's plagiarism

Awareness test for Thesis entitled: **WORKPLACE SPIRITUALITY AND EMPLOYEE ENGAGEMENT IN SELECTED HOTELS IN KILIFI COUNTY, KENYA** with similarity index of 4% and striving to maintain academic integrity.

Word count: 24928

Awarded by

Prof. Anne Syomwene Kisilu

CERM-ESA Project Leader Date: 09/07/2024