Mediating Effect of Work Engagement on the Relationship Between Workplace Spirituality and Total Quality Management of Private Hospitals

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Abstract

The study aims to determine the mediating effect of work engagement on the relationship between workplace spirituality and total quality management in private hospitals. A total of 543 regular employees selected through the stratified sampling approach were surveyed using adapted and validated standardized instruments. Data were analyzed using descriptive statistics, the Pearson r, and the Medgraph Sobel z- test to achieve the study objectives. Results revealed that respondents exhibited very high levels of work spirituality, work engagement, and total quality management. Overall, it was found that work spirituality, work engagement, and total quality management are statistically correlated. Further, it was found that work engagement partially mediates the relationship between work spirituality and total quality management in private hospitals in Panabo City. Implications are discussed in the study.

Keywords: business administration, workplace spirituality, total quality management, work engagement, mediation, Philippines

Chapter 1 INTRODUCTION
Rationale

Globally, work engagement is about working hard and having a high degree of involvement, and the employee places themselves to work to a degree of caring about what is done. That is when they work as if they own the company, as adapted from Kahn, 2010. It is a concept that describes how people should pay attention to work. When an employee is highly concentrated and happy with work, it feels that time passes quickly, and it is likely difficult to detach from work. On the other hand, sometimes a worker has a state of mind in which the whole attention is occupied with work; this situation sometimes would likely evoke an unhealthy behavior that a constant pattern of excessive loyally could contribute to health and relationship problems, as sighted by Schaufeli et al.,2002.

In as much as workplace spirituality and work engagement are closely related, many researchers have disagreed that workplace spirituality is positively correlated with important organizational variables related to work engagement, such as job satisfaction and commitment. A scenario of which is established about the Islamic banks' management may only choose to focus on the uncommon elements of the Total

Quality Management (TQM) principle on the desired work-related outcomes, such as employees' income and how to manage absenteeism, as sighted by Adawiyah and Shariff, Saud, and Mokhtar (2011).

Despite the role of spirituality at work in giving sense to the relationship between total quality management principle and organizational commitment, employees perceived that the organization they are working for does not support their resourcefulness and spiritual needs; for this reason, they don't put forth their best efforts which leads them to decrease job efficiencies, creating a negative thought and destructive atmosphere. For companies to start changing their employees' thinking, they must first identify that a handful of spiritual weaknesses between their workforce and their workforce need to be cared for through meditation, self-reflection, and prayer, as sighted by Bell and Taylor (2011).

Ashmos and Duchon (2000) said that one of the aspects of organizational management should focus on making room for the spiritual dimension. It concerns value, purpose, and a sense of community. Providing employees with a sense of community and connectedness is serious in today's workplaces and corporations. Ethical humiliation and disobedience have unhelpful effects, such as removing trust and a sense of community in corporations, as seen by Gull and Doh et al. (2004).

In times of hesitation, workforce and administrators face significant tests and stressful occurrences in their lives, such as death, divorce, illnesses, and layoffs, which force them to reach out to their communities for support, guidance, and help. These create the standpoint of community and connectedness in spiritual experience that is even more important in today's organizations. (Weiss, et al., 200100). Further, these anxieties that organizations face are not just devices for producing goods in the other, but foster as a stepping stone in forming a human community that substitutes satisfying and meaningful life experiences for individuals and community as sighted by Gull and Doh (2004).

According to Daft (2005), Total quality management (TQM) is a concept that focuses on managing the total organization to deliver quality to customers. For example, the quality movement in Japan emerged partly due to American influence after World War II. The ideas of W. Edwards Deming, known as the father of the quality movement, were initially laughed at in America. Still, the Japanese embraced his theories and modified them to help rebuild their industries into world powers. Japanese companies achieved a significant departure from the American model by gradually shifting from an inspection-oriented approach to quality control toward an approach emphasizing employee involvement in preventing quality problems.

Further, during the 1980s and into the 1990s, total quality management (TQM), which focuses on managing the total organization to deliver quality to customers, was at the forefront in helping managers deal with global competition. The approach infuses quality values throughout every activity within a company, with front-line workers intimately involved in the process. Four significant elements of TQM are employee involvement, customer focus, benchmarking, and continuous improvement. Employee involvement means that TQM requires companywide participation in quality control. All employees are focused on the customers; TQM companies discover what customers want and try to meet their needs and expectations. Benchmarking refers to a process whereby companies discover how others do something better than they do and then try to imitate or improve on it. Continuous improvement is the

implementation of small, incremental improvements in all areas of the organization on an ongoing bias.

Total quality management (TQM) is an organization-wide effort to infuse quality in every activity in a company through continuous improvement. TQM became attractive to U.S. managers because it had been successfully implemented by Japanese companies, gaining market shares and an international reputation for high quality. The implementation of total management is similar to that of other decentralized control methods. Feedforward controls include training employees to think about prevention, not detection, of problems and giving them the responsibility and power to correct errors, expose problems, and contribute to solutions. Concurrent control includes organizational culture, and employee commitment favors total quality and participation.

Locally, in Davao del Norte, the hospital shows dedication and skillful performance in giving health services, effectively affecting the patients. Though health institutions have a hard time coping with the changes in medicine costs and the fast rise of the demand for technology for patients' usage in healthcare, TQM has become the top priority in the medical healthcare industry around this region. The issues of rising costs of medical supplies, understaffing, and delayed healthcare services are prominent.

Research Problem

The main purpose of this study was to establish the mediating effect of work engagement on the relationship between work spirituality and total quality management (TQM) of private hospitals in Panabo City. Specifically, the study sought to answer the following questions:

1. **What is the level of work spirituality among private hospitals in Panabo City in terms of:**
    1.1 Community
    1.2 Meaning of work
    1.3 Inner life
    1.4 Work unit community
    1.5 Work unit and meaningful work
2. **What is the level of total quality management among private hospitals in terms of:**
    2.1 Continuous improvement
    2.2 Teamwork
    2.3 Training
    2.4 Top management commitment
    2.5 Customer focus
3. **What is the level of work engagement of private hospitals.**
4. **Is there a significance difference in the relationship between:**
    4.1 workplace spirituality and total quality management
    4.2 workplace spirituality and work engagement
    4.3 workplace engagement and total quality management
5. **Is there a significant relationship between the mediating effect of work engagement and the relationship between workplace spirituality and total quality management?**

Null Hypotheses

The following hypotheses were tested at .05 level of confidence.

Ho1: There is no significant relationship between workplace spirituality, total quality management, and

work engagement of employees in private hospitals.

Ho2: There is no significant relationship between workplace spirituality and total quality management, workplace spirituality and work engagement, and work engagement and total quality management.

Review of Related Literature

This part of the study presents the literature and studies so that readers will be given a clear picture of what is being emphasized in this study. The first topic pertains to studies and literature related to work spirituality, and the next topics are focused on total quality management (TQM). The indicators of the three constructs were taken from the standardized questionnaire of this study.

Workplace Spirituality (WS)

Workplace spirituality or spirituality in the work environment culturizes a community that supports and encourages people and has a common goal**.** Employees with privileges from co-workers seeking development through being professionals by fulfilling individual goals and recognizing and acknowledging the shared worker's experiences have been described by their spirit of work individuals' contribution. (Kinjerski et.al 2006).

Understanding workers' reflections on their well-being provides values and interests within the social context. (Ashmos & Duchon 2013). It could be a distinct expertise characterized by psychological feature options, social dimensions, spiritual presence, and mystical parts. Engaging activities in the work area is governed by such substantive exposure and shared-based knowhows with some associated degree of religious affiliation in a customary way (Kinjerski, 2006).

Spirituality in the workplace is described as those companies fostering individual affection to fulfill greatness, either in the person, the community, or the organization (Giacalone & Jurkiewicz 2010). Spirituality in the workplace requires the efforts of workers to seek the highest attained goal in each individual, to develop ties that create bonds with co-workers involved in the workplace, and to maintain harmony inside the company operations (Mitroff & Denton, 1999). As adapted from the work of Duchon and Plowman (2005), the first indicator of WS is *community*. It makes the dimensions of culture and communication more relevant in spiritual experiences. In corporations, the definition of the benefits and function in the work area are on hold (Walsh, Weber & Margolis, 2003; Milliman et al., 2003).

The process of spirit at work is a huge transition in which other industry fits spiritual length about their morals, intention, and group belonging (Ashmore & Duchon, 2000). Workers with connections in the community landscape have cautions in current commerce industry organizations, which negatively affect the corporative group. (Gull et al. 2004).

Uncertainty and problems in the workplace can cause a challenge of experience that leads to an aide of the community. Spiritual connections in the community in present times (Weiss 2001). Organizations are not machines; they are a community that binds individual lives and culture. (Gull et. al. 2004).

The second indicator of WS is *the meaning of work*. It is a vast condition that people find their

purpose and meaningful life in many ways that can't be gone in any way. (Lukas, 2000). The significance of values, interests, and moral engagement is more prioritized than their job (Cascio, 2003). Studies reveal that meaningful work links to job retention, changes in management effectivity, and better organizational function and worker involvement (Holbeche et al. 2004)

When individuals talk about their meaningful work, it stimulates workers to strive more, be committed to work, and be more active with their colleagues; a healthy well-being due to motivation to work enthusiastically exposes them to more positive feelings (Bakker & Demerouti, 2014). The idea is that people tend to pursue important work matters to aid the community that benefits others, not just individual work activities (Huta et al., 2014).

The third indicator of WS is *inner life*. Note that if a worker can express his/her inner existence, it may transmit beneficial results to the workgroup and the organization. Personal experience of workers with spiritual values encourages growth with successful community-based activities (Ashmos & Duchon, 2000). A harmonized life and changes in behavior tend with the help of the beyond (Lewis & Geroy, 2000). Expressing and more conversational employees reduce fears and alienation from colleagues (Milliman et al.2003). Meaningfulness as a product of inner life in collective beliefs, ideas, and experiences. A worth-it life connote a general well-being refers to the highest goal in an individual's life (Matuska & Christiansen, 2008). Building relationships with co-workers tends to convey more expression in terms of connectedness with others that, gives growth to the enhancement of the workplace area, which gives energy to its affected environment (Harrington et al., 2001; Moxley, 2000; Smith, 2006).

The fourth indicator of WS is the work *unit community*. The best function in the community is the affirmation of people around with respect and support in line with their values (Maslach et al., 1997).A leader imbued with spiritual values or culturized spiritually brings to their creative senses and oversight to deal with factors that builds team understanding (Lips- Wiersma, 2002; Fry, 2003). Employees seek to communicate to their co-employee with the same vision and positive outcomes associated with a unified striving community (Cavanagh et al., 2001)

The fifth indicator of WS is *work unit and meaningful work*. Workplace leaders with spiritual backgrounds display positive attributes in the workplace. Cultural collective values shared within a work unit somehow identify, beyond love and faith, a work unit's vision of its goals. Work area communities are not just machines; they foster meaningful journeys and experiences with co-workers. (Gull & Doh, 2004; Fry,2003). Employees' commitment in the workplace is based on a calling for an individual to develop growth, experience, opportunities, and benefits that can contribute to the community (Fairholm et al. 1996). People have a different manifestation in the workplace to their acts and their natural inclination to do activities when working, conveying spiritual behaviors, as sighted by,(Rego et al. 2008). Workplace spirituality encompasses five dimensions: community, meaningful work, inner life, work unit community, and work unit and meaningful work. These dimensions revolve around the relations of employees with their fellows, doing activities at work that give meaning to life, understanding personal influence and power, appreciating the role and contributions of the self and others, showing values amongst staff, and making meaningful contributions to society (Duchon & Plowman 2005).

Total Quality Management (TQM) It is expected to create a collaborative understanding, empower staff to identify their deficiencies, and self-improve and promote staff based on these values. From the works of Atalıçi and Çiçek (2021), it was noted that managers, nurses, and physicians with more support for improvement and devote more resources to quality improvement projects, the organizational bond is stronger. It can achieve significant results in terms of both clinical and specific performance.

In the healthcare industry, Brown (2010) and Alshurideh et al. (2019) posited that the philosophy of TQM is based on managerial and leadership practices committed to continuous quality improvement. It can provide energy and motivation for improving healthcare delivery. The method enables collaboration between management and employees. The cooperation ensures continuous quality development in the provision of services (Ghannajeh et al., 2015; Talib, 2013; Al Shurideh et al., 2019). Additionally, top management supports TQM by showing commitment to applying the practices in various organized activities. Without strong leadership commitment, implementing TQM could encounter difficulties (Al Damen, 2017; Mosadeghard, 2013). The basis of TQM is the development of an organizational culture and attitude aimed at satisfying the customer's needs by providing services that meet the customers' requirements (Talib et al. 2020). In the works of Sadikoglu and Zehir (2010), the importance of involving and engaging employees at all levels of the organization to improve service quality and increase business performance. In essence, non-executives also significantly improve service quality if they are involved in decision-making.

It is true that the application of good governance is looked upon as a complicated activity. Meanwhile, organization workers are encouraged to embrace change regardless of their position. This is only possible if the company's administration is serious about designing suitable habits to encourage change. If adopted, the total quality management principle will bring about a balance of labor and management benefits. In the works of Hansson (2003), implementing TQM is seen as a complex process since all organization staff, regardless of their levels and positions, need to accept a fundamental change. Thus, management should strongly devise effective ways of promoting change in the company while encouraging all employees to accept the change. Organizations seeking to change by adopting TQM must have efficient processes and practices to manage those changes, including employee work behaviors, personal beliefs, and attitudes. Further, TQM increases competitiveness level, profitability level, market share, development of teamwork and collaboration, decrease in customer complaints and increase in customer loyalty. Besides, it provides continuous enhancement of all processes, increases employee motivation, increases labor productivity, decreases in costs, and decreases maintenance and repair expenses, among many others (Yatkın, 2014; Petrick & Furr, 2017).

Lastly, the connection between workplace spirituality and work engagement is discussed by Marques et al. (2005). Employees who embrace their spiritual values will eventually enjoy enhanced job satisfaction and self-esteem, reflected in work performance. Various life values are positively related to spirituality (De Klerk, 2001), and these work values are close to the values of a spiritual person. This is confirmed by Giacalone and Jurkiewicz (2003) who state that work values are relevant to spirituality.

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Organizations aim for and can achieve success. The endless cycle of modernizing advancements allocates essential preparedness for the employees. The changes in management systems establish new frontiers for the general level of quality (Duran 2017). Adapting the work of Al-Shdaifat (2015), the first indicator of TQM is *continuous improvement*. Continuous improvement usually comes off smoothly of administration or as per person. The result in constant development on the executive side depends solely

on the group's approach, especially in a wide ground that involves the group level nonstop progress. On the other hand, on personal grounds, going on amendments include the enhancement of daily jobs. A variety of employment setting aid incessant recovery instruction if considered, be likely to enrich their decision-making ability to find better methods for successful amendment through evaluating the services, methods used, and by way of regulating the institution (Bhuiyan & Baghel, 2005).

A ceasing advancement for an institution is characterized by the Deming cycle or the PDCA cycle, which involves four phases: plan, do, check, and act. The objective and procedures demand to bring effects as cutting edge in time by way of client's request and wants. Further, the institution's course of action through the plan is tools. The methods and outcomes exist, screened, and calculated as opposed to guiding principles, objective, wants, and statement of the outcome of using the check. The procedure and scheme presentation guarantee growth constantly by the act (Lewis et al., 2006).

Corporations have been sanctioned concerning placing added work into aspiration. An example is upholding quality, refining presentations and civilizing approach to trustworthiness. If the corporation proposes unbroken progress by way of continual means; about continue an aggressive attitude, means which employ about the person in the association need to be well-thought-out regarding the exact purpose. It ensures the staff ought to utilize, and comprehend the chosen equipment to highlight their wisdom of precisely as they live doing (Hyland et al., 2000).

The second indicator of TQM is *teamwork*. Intra- group with cooperative decision-making uniting managers, staff, and other sub-divisions that leads to good partnership in improvements. An essential requirement to execute a plan of action is interdependent unless one has the liberty to do his or her job. (Shapiro, 1996).

The significance of involving all organizational members in the quality process is to create an environment where the associated team genuinely emphasizes the importance of teamwork to aid the quality improvement endeavor. An extension of these multidisciplinary work teams is a critical component of the TQM implementation process (Kaltsounakis & Radnay, 1997).

Quality suggests the participation of work force, cooperation beside appointments using an approach for an interrupted enrichment of functioning, and healthful action manner. However, providing excellent service jobs carries charge involvement, but claims as to excellence and price tag ought to be received as a support system rather than as a rival (Zairi, 2013).

The third indicator of TQM is *training*. Serve as the basic preparation so that the companies offer to acquire particular ability in their staff to enrich their administrative work and provide quality services to invite more customers. A form of intensification in education enhancement and capability of the person in the job exbibit an essential section of human resource (Tsang & Antony 2001). Company workers should be given suitable preparation and education since the absence of guidance in the establishment will lead to complexity while resolving a difficult issue. In connection, feelings and actions will not be concentrated on the change of a valued culture due to the absence of the ability of self-confidence (Dale et al., 2013). The know-how of any employee as to what they must do and why depends solely on their

training and how they are being educated, as cited (Spenley, 2012)

The fourth indicator of TQM is *top management commitment*. Top management can stimulate a person to do something voluntarily to fulfill or surpass the organizational goals. The perspective to develop work approaches and procedures encroaches on excellence, charges, and output method as the starting point of management design for superiority (Goetsch & Davis 2000) Executive as concerned with facts, goal-directed must concentrate on designing and devising a unique concept, as pensionable brand vital to deviations thus to impress upon educational evolution of doings and valued beliefs and strength of character. Rank and file staff need to abide by their managers. The workforce will picture their supervisors as patterns and their opinions back up excellence and lifelong improvements (Dess & Lumpkin, 2003; Uygur & Sumerli, 2013).

Management is a route in shifting a union from what it is to what the directors aim to be, and where the heads ensue to subsidize the impact of superiority and client pleasure. Since income is not the focus at present, the manager must exhibit useful services to guide even though trade is elevated, intensifying rivalry. Further, knowledgeable advisers are those who bring in scheme for unable institution to grasp each aspiration which will enthuse the workforce to confide themselves intensely concerning their responsibility and make certain that investors are drawn in. this principle be likely to profit business as of clients purpose of dimensions, as well as exchange of information linking groups, recognizing of the necessity for the course of action of improvement, comprehensive understanding of the subject, progress assessment, growth evaluation regarding the objective and recording fulfilled outcome and fluctuations (Nasseef 2009; Rao 2008).

The fifth indicator of TQM is *customer focus*. This principle can benefit companies from customer focus measurement, including communication improvement between parties, identification of the need for process development, comprehensive understanding of issues, progress assessment towards the goal, and following and reporting fulfilled results and changes (Xiao & Proverbs,2003). This also equates to what we know as customer satisfaction. In this case, the organization will be successful when the customer is satisfied. The client wants are of primary importance to an institution that practices quality management. Meanwhile client focus draw a lot of benefits measuring their contentment will mark an efficient commercial plan (Evans & Lindsay 2001).

Productive institution is based on the client's contentment and devotion. It is important enough to justify that client anticipation is not a permanent state but quite active, adaptable, and fruitful productive corporation likewise practices the principle of suppleness and validity into attention. Study shows that close monitoring of the company's product and providing good customer service opens the way to quality management (Chan &Chan 2004; Ganihar, 2006).

The term Quality, as described by the customer focus, refers to the attention being showered to clients by the business establishment to build the relationship in a competitive business environment. For this reason, production and manufacturing continue to foster the said quality. (Richards, 2012; Burns & Bush, 2006).

Essentially, it is total quality management. It characterizes organizations as having innovative teams, performance appraisals, and policies on continuous improvement where people have common, collective goals. An organization espouses total quality management when people are trained to obtain required skills and develop high-value work ethics supporting quality performance. Further, an organization where top management is committed to raising the quality of doing things and ensuring its people's safety and health without sacrificing the customers' quality and requirements.

Work Engagement (WE)

Engagement is an optimistic and relatively stable psychological state affected by individuals' experiences with their work environment. Engaged workers are distinguished by a willingness and readiness to channel personal resources like actual, mental, and utter sentimental in corresponding the necessary and voluntary employment activities. Assignation and putting work into such effort to make the job as complete as possible is preferred to be present physically to work (Kahn 2010).

In this study, the concept of work engagement is borrowed from the works of Schaufeli and Bakker (2003). The first indicator of WE is *Vigor*. In past analyses, vigor has been analyzed preponderantly as a state of mind, hardly as associate feeling, and primarily in clinical samples. However, in actual analysis, nearly identical techniques, like offerings, were applied to cause grateful behavior expressions (Fredrickson, 2002). Spiritedness in the area of work correlated in groups that share positive affections and the center of it, which has an effect attributed to one's work environment (Russell, 2003).

In contrast to a mood, the passionate sense of energy at work involves brief yet significant interactions between objects and people. (Fredrickson, 2002). Energetic resources discuss body sturdiness, well-being stability, and psychological features of spiritedness. Soring stages of energy and intellectual capacity, whereas operating, its temperament to speculate striving highest action into the job partnered by diligence even dilemmas occur. An exercise of influencing behavioral movements and optimism in developing other ways to accomplish future successes and alter action for the goal's achievements. An individual expressing vital working performance portrays a certain degree of worker understanding what they do (Schaufeli et al., 2002).

The second indicator of WE is *Dedication*. Industries consider workers' values as resources that ensure a conscientious dedication to work. Therefore, employees' perspectives converge on major goals embodying corporate values (Leiter & Bakker, 2010).

Professional commitment, operating within the framework of personal and professional activities, encompasses an individual's profound emotional and positive disposition toward their chosen career. This dedication is driven by a desire to attain personally meaningful outcomes. Establishing a psychological framework that embodies professional commitment and evaluating its feasibility on an individual level is crucial for exploring the complexities of human engagement in the workplace and the intricate interplay between personal aspirations and professional pursuits. Such endeavors shed light on the trajectory of contemporary professional work within interpersonal relationships. (Berdnikova & Korchagina, 2016).

When individuals perceive personal, meaningful tasks as challenges and match their skills

accordingly, they reach an ideal state. This state allows for professional dedication without compromising the ability to balance work and other aspects of life. It facilitates the development of a suitable mindset, discernment, and self-control in carrying out tasks. (Chiksentmihaii, 2014), A wholehearted commitment to one's job is a fulfilling and gratifying mindset that arises from a harmonious blend of individual strengths and work-related resources. In this context, the authors employ a dynamic perspective to understand dedication to work, emphasizing the operational demands, available resources, and overall productivity associated with the specific tasks performed. (Schaufeli, Dijkstra & Ivanova, 2015). Further, Employees who exhibit dedication demonstrate a profound appreciation for the importance of their work, showcasing Passion, drive, a feeling of being inspired, and the ability to take pride in their accomplishments. These individuals strongly identify with their tasks, perceiving them as engaging on a personal level, evoking inspiration, and presenting a stimulating level of challenge, all of which cultivate an authentic enthusiasm and instill a profound sense of satisfaction and accomplishment. In their professional endeavors (Goosen 2011:17).

The third indicator of WE is *Absorption*. The state of absorption, while commonly associated with work engagement, may not be an exclusive characteristic. It is conceivable that absorption also intersects with workaholism, as both concepts encompass the idea of being deeply engrossed in one's work. However, beyond this shared aspect, distinct factors differentiate the two phenomena of workaholism as well; the latter concept clearly includes the notion of being immersed in one's work. Apart from this overlap, work holism and engagement appear weakly related (Scaufeli et al., 2008). Individuals who are immersed in their work can be considered fully involved in their work and in a mentality that allows full focus on that work. In research using 30 in-depth interviews, absorption is an engagement factor. According to the study, this particular aspect of commitment plays a significant role in enhancing individual effectiveness. It suggests that having the trust to fully immerse oneself and the resilience to sustain that absorption in work contributes positively to overall performance and productivity (Schaufeli & Bakker, 2016).

Other researchers' engagement can be described as being fully mentally and emotionally present and defining engagement as psychological presence. However, it goes beyond that by emphasizing the presence of two key elements: attention and absorption. Attention pertains to cognitive availability and time spent contemplating a specific role. In contrast, absorption entails being deeply engrossed in a role and reflects the level of intensity in one's concentration on that role. These two components together form the foundation of engagement, highlighting the cognitive and immersive aspects of one's involvement in a given task or responsibility.'

(Rothbard, 2001:656; Rothbard & Patil, 2012:64). Research conducted on daily engagement revealed that the state of absorption or flow reached its peak, indicating that individuals are more likely to experience a state of flow and deep involvement during these specific time frames. The reasons behind this pattern could be influenced by factors such as circadian rhythms, optimal energy levels, or personal preferences, all of which contribute to the varying levels of task engagement throughout the day. This suggests that individuals are more likely to experience heightened focus and immersion during specific periods of the day, potentially impacting their overall productivity and satisfaction with their work. (Rodríguez, Schaufeli, Salanova, Cifre, & Sonnenschein, 2011).

The absorption within work engagement presents a potential risk for behaviors that can harm one's well-being and overall functioning. Employees who become excessively engrossed in their work may unintentionally disregard the importance of taking breaks and nurturing personal connections. This sustained pattern of overcommitment has the potential to contribute to adverse consequences, such as health issues or problems in personal relationships. It underscores the importance of maintaining a healthy work-life balance and setting boundaries to ensure overall well-being and the preservation of interpersonal connections. (Demerouti, Bakker, De Jonge, Janssen, & Schaufeli, 2001).

Work engagement refers to a positive and satisfying mental state closely tied to one's work, encompassing qualities of vitality, unwavering commitment, and complete immersion. It is marked by a remarkable level of vitality and mental strength during work, a readiness to confront challenges, and a sense of devotion. This state involves a profound feeling of significance, enthusiasm, motivation, satisfaction, and the ability to handle challenges effectively. Engaged individuals exhibit high levels of focus and contentment, often experiencing a sense of time flying by and finding it challenging to disengage from their work. (Schaufeli, Salanova, Roma, & Bakker, 2002)

Correlation between Measures

The relationship between workplace spirituality and total quality management is seen between the staff work attitudes and work relationships. There is a moderate to strong linkage between TQM dimensions and work-related outcomes. Moreover, some past inquiries have suggested integrating workplace spirituality to initiate institutional transformation and reinstate social stability. TQM as a management approach is intended to shorten the effect of negative human elements that go against employees' efficiency and effectiveness, and adopting its practices requires a shift in workers' job attitudes, driven by spirit at work, which leads to positive business results (Ehigie & Akpan, 2006; Kivimaki et al., 1987; Morrow, 1997).

Integrating spirituality into the work environment influences and shapes the connection between the implementation of soft TQM principles and employees' commitment to the organization. Such practices may change employee attitudes, motivation, productivity, and work performance. By fostering a quality and continuous improvement culture, soft TQM encourages employees to exhibit behaviors that align with the organization's goals and values. Furthermore, it implies that the management of Islamic banks has the flexibility to prioritize different dimensions of soft quality management activities based on the specific work-related goals they seek to achieve. By understanding the unique dynamics between workplace spirituality and TQM, Islamic banks can strategically align their efforts to foster a work

environment that promotes the desired outcomes, such as employee well-being, organizational performance, and the cultivation of a values-driven culture. (Adawiyah & Shariff & Saud & Mokhtar 2011).

Similarly, the research indicates that workplace spirituality enhances personal well-being by increasing experience of positive emotions, inner peace, serenity, job fulfillment, and strong dedication, favorable influences on productivity levels, the frequency of employee absences, and the rate of employee turnover. The link between workplace spirituality and work engagement can be explained by the perception of meaningfulness that spiritual employees find in their work, which drives their level of engagement. Scholars argue that spirit at work is positively associated with significant organizational factors, including job satisfaction. individuals can experience a profound synergy that fosters personal growth, fulfillment, and a positive impact on the collective well-being of the organization. Organizations reap the advantages of enhanced employee communication, which contributes to improvements and ultimately drives the organization toward success and achievement. (Altaf & Awan, 2011; Fry 2003).

Employees who are fully engaged in their work cultivate a strong and productive relationship with their employer and exhibit positive attitudes, intentions, and behaviors. These individuals develop a deep emotional connection to their organization and demonstrate high commitment, going above and beyond their contractual obligations. Research indicates a positive correlation between work engagement and job resources, including valuable Skill variety and autonomy that provide individuals with a sense of ownership and empowerment in their work, allowing them to take on new challenges and make meaningful contributions. (Schaufeli & Salanova, 2007; Markoa & Sridevi, 2010).

The alignment between workplace spirituality and employee engagement indicates that organizations that foster a spiritual environment are likely to witness more wholehearted involvement from their employees in their work responsibilities. Spreitzer et al. (2005) support this idea by suggesting that work and its surrounding environment can harm individuals' well-being and overall health. Hence, by incorporating spirituality into the workplace, organizations have the potential to cultivate work engagement, promote personal flourishing, and contribute to the positive health outcomes of their employees. emphasizing its crucial role in driving positive outcomes for individuals and the organization. (Geldenhuys et al., 2014).

According to Rego (2007), Recognizing and valuing employees' commitment plays a vital role in driving organizational performance, as committed individuals are more likely to invest greater effort and dedication into their work. The perception of employees is crucial in this regard. Conversely, when employees feel that their organization does not support their creative and spiritual needs, their motivation and productivity suffer, leading to decreased job efficiency and a negative work environment. To address this issue, companies must acknowledge that embracing and accommodating employees' spiritual needs can lead to a more harmonious and supportive workplace culture, promoting individual flourishing and a positive work atmosphere. By actively addressing and catering to these spiritual aspects, organizations can positively influence employee perceptions, foster a more engaged workforce, and create a supportive and fulfilling work environment. (Bell & Taylor, 2001).

In summary, the stated pieces of literature, which include readings, empirical research results, and findings relative to workplace spirituality, work engagement, and TQM and their interrelationships with each other, are considered very useful as they directly relate to the present study as much as the same indicators as the present study were investigated as well. Overall, the materials used are extremely useful in constructing a basic and concrete understanding of how workplace spirituality influences the connection between TQM and work engagement. This bulk of materials will be used to shed light and support the results of this inquiry

Theoretical Framework

Theory base. This study is anchored on the study of Giacalone and Kolodinsky (2008) on the Spillover Theory about the relationship between workplace spirituality and work engagement which says that when people are satisfied with their spiritual life, their satisfaction spills over to their work life, when they are happy at work; they are more engaged in their work.

Another idea that justifies the relationship between workplace spirituality and work engagement is proposed by Cooper and Leiter (2017). They stated that employees feel empowered to accomplish their work meaningfully when they have inner peace and joy. Thus, thriving and engaging in the work context may need some elements of spirituality and self-reflection, valuing meaning and purpose. On the other hand, Total Quality Management (TQM) is a powerful variable that provides a framework for explaining and predicting institutional transformation efforts, specifically about workplace spirituality and social stability. Kivimaki et al. (1987).

Lebcir and Sideras (2021) supported the idea that Soft TQM is believed to have influenced and moderated the aspects of workplace spirituality and work- related outcomes to some degree. TQM contributes to increased job satisfaction, motivating decision-making, empowerment, and responsibility, developing employee knowledge and skills, encouraging employees to see each other as individuals who benefit from service delivery, and developing internal customer awareness. It is theorized in this study that the mediating effect of work engagement on the relationship between workplace spirituality demonstrates a relationship with total quality management of private hospitals.

According to Ashmos and Duchon (2000) In the domain of organizational management, studies have demonstrated a relationship between spirituality at work and Inner life in terms of total quality management (TQM) Through mediating effect of work engagement on the relationship between workplace spirituality and total quality management, employees learn what the organization is trying to accomplish that they can support and encourage people and have a common goal to ensure that the desired outcomes will make internal policies, rule, performance, structure, and expenditures. Management throughout the organization will be in alignment with the workplace spirituality (Kinjerski et.al 2006).

According to Giacalone and Jurkiewicz (2010), workplace spirituality is those companies that foster individual affection to fulfill greatness, either in the person, the community, or the organization. Spirituality in the workplace requires the efforts of workers to seek highest attained goal in each individual, develop ties that create bonds with co-workers involved in the workplace, and maintain harmony inside the company operations. On the other hand, Ehigie and Akpan (2006) state that the role of spirituality at work

has been proven to moderate the relationship between soft TQM and organizational commitment. The primary purpose of spirituality at work is to foster a favorable attitude of employees to moderate the relationship between soft TQM and work-related outcomes.

According to Mosadeghard (2013), as cited by Al Damen (2017), top management supports TQM by showing commitment to applying the practices in various organized activities. Without strong leadership commitment, the implementation of TQM could encounter difficulties. The basis of TQM is the development of an organizational culture and attitude aimed at satisfying the customer's needs by providing services that meet the customers' requirements (Talib et al. 2020). In the works of Sadikoglu and Zehir (2010)

Adapting the work of Al-Shadaifat (2015), the mediating effect of work engagement on the relationship between workplace spirituality and total quality management of private hospitals is perceived as a medium for converting limitations and establishing a higher-functioning environment. Total Quality Management (TQM) continues improvement can occur across all levels of management as a group or individual (Bhuiyan and Baghel, 2005)

Workplace spirituality and work engagement, as discussed by Marques et al. (2005). Go over to the idea that employees who embrace spiritual values will eventually enhance job satisfaction and self-esteem, reflected in work performance. Various life values are positively related to spirituality (De Klerk, 2001), and these work values are close to the values of a spiritual person, as confirmed by Giacalone and Jurkiewicz (2003 who stated that work values are relevant to spirituality.

Conceptual Framework

As shown in the conceptual paradigm, **Figure 1**, the independent variable of this study is the mediating effect of work engagement on the relationship between workplace spirituality, which shows its five indicators, and the dependent variable is the total quality management, which has five indicators. **Path A** figure shows that the arrow points from the independent variable to the mediating variable to show whether the independent variable will influence the mediating variable. **Path B** figure shows that the arrow points from the mediating variable to the dependent variable. **Path C.** Figure shows that the arrow points from the independent variable to the

INDEPENDENT VARIABLE   DEPENDENT VARIABLE

| Workplace spirituality | → | Total quantity management (TQM) |

PATH C
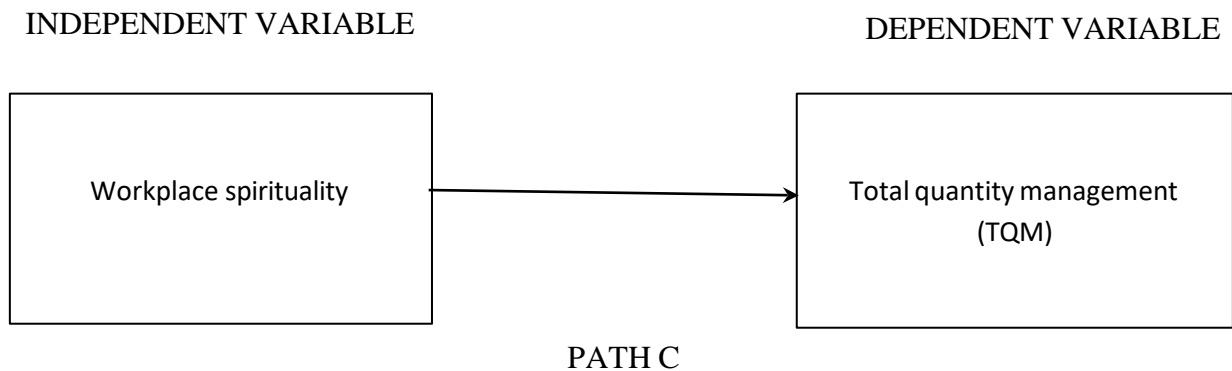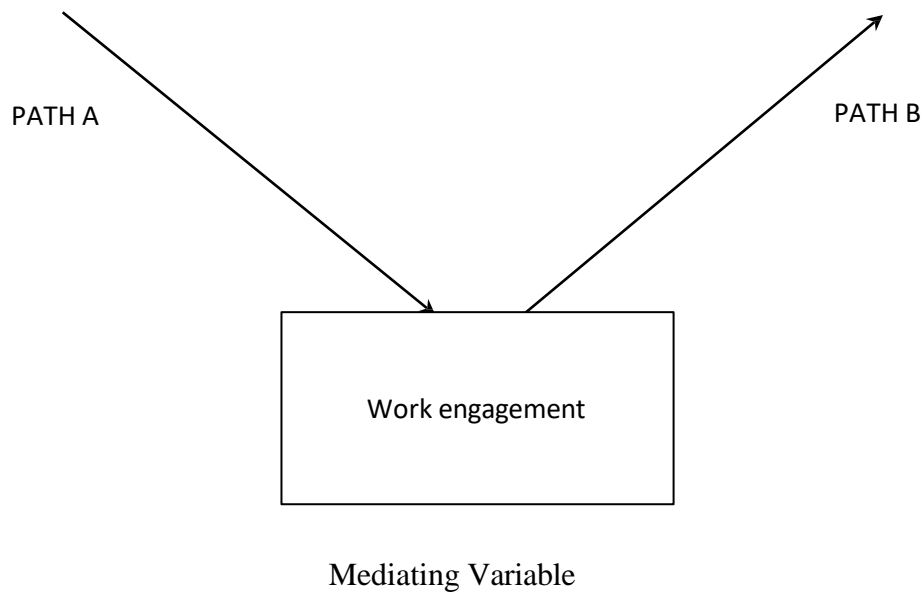
Mediating Variable
Figure 1. The conceptual framework of the study

dependent variable to show whether the two variables have a relationship. The independent and dependent variables are briefly defined as their indicators.

Under *the work spirituality* variable are the indicators: community, meaning of work, inner life, work unit, and meaningful work. *Community* is viewed as a group of people who live in the same area; *the meaning of work* refers to motivating oneself to live for others; *inner life* refers to a feeling of adopting a group belief, values, or other characteristics; *work unit community* signifies appreciation for both themselves and others; *work unit and meaningful work* means to emerging with friends and creating values among staff, and making their most contributions to society.

Total Quality Management variable includes continuous improvement, teamwork, training, top management commitment, and customer focus. *Continuous improvement* refers to an effective idea in searching for a no-closing stage of upgrading; *teamwork* refers to a cooperative group or team; *training* is a process of teaching or learning a skill or job; *top management commitment* refers to the chief executives who show dedication to work for the organizational hierarchy and is responsible for the entire organization; *customers focus* described as a person who interacts with each other in a particular way.

Significance of the Study

The result of this study will determine the relationship between Workplace Spirituality and Total Quality Management (TQM) of private hospitals in Panabo city.

The study provides insights and valuable information to hospitals and their management concerning strong and weak points in terms of management, specifically in mediating the effect of work engagement on the relationship between workplace spirituality and total quality management. The result of this study will also serve as inputs to further enhance the total quality management of the hospital executives.

Hospital executive. The findings of this study are vital information in the sense that it will improve the hospital head's management style in dealing with hospital employees and act as a basis for how they

practice spirituality in the organization.

Hospital staff. They may construct measures and identify strengths and needs to select and participate in the appropriate continuing improvement for enhancing their capabilities.

Researchers. This study will serve as a springboard for future researchers who wish to conduct studies related to the results of this investigation.

Definition of Terms

To attain a common point of understanding, the following key terms are defined operationally:

Workplace Spirituality. It signifies where an employee is paid for a job and where the state of being spiritual is practiced (Kinjerski & Skrypnek,2006). This study refers to the organization's spiritual nature where the sense of faithfulness and connectedness with co-employees is felt. That work is thinking about as a blessing and meaningful.

Work Engagement. This refers to when somebody is carrying out his/her job with willingness and readiness to channel personal resources to what should be done, especially in business or social appointments (Kahn, 2010). This study refers to an energetic response towards work showing dedication and vigor to counterfeit burnout.

Total Quality Management. Refers to the overall key to successful quality management essential for identifying the nature or character of executives in a skillful manner of handling the affairs of a business organization constantly striving for improvement (Duran 2017). Operationally defined in this study as a privileged work process, the concern is focused on training, teamwork, top management commitment, customer satisfaction, and organizational performance improvement.

Chapter 2 METHOD

Presented in this study are the research design, research subject, the instrument used, the gathering procedures, and statistical treatment of the data.

Research Design

The quantitative non-experimental research method was used in this investigation. Quantitative research involves collecting data to test the hypotheses through a questionnaire survey. It is correlational since it examines whether the mediating effect of work engagement on the relationship between workplace spirituality may disprove existing claims or add knowledge and findings to the existing theories of private hospitals' total quality management principle.

This study is quantitative and non-experimental since it employs correlational techniques to assess the mediating effect of work engagement on the relationship between workplace spirituality and total quality management of private hospitals is related to each other. According to Greener (2008), it is quantitative since through work engagement on the relationship between workplace spirituality and total quality management (TQM), executives and employees learn what the organization is trying to accomplish through maintaining and improving quality, improving performance, lessening lead times and improving delivery reliability will be made following desired outcomes.

Further, correlational research examines to what degree the characteristics of one variable differ when grouped with another variable. Descriptive and correlational studies analyze variables in their natural surroundings and do not include interventions performed by the investigator. A correlational study's main purpose is to establish a relationship between variables and to evaluate a regression formula that could be used to make predictions for a population if a relationship exists (Kristonis , 2009)

Research Locale

The study was conducted in the year 2021. The subjects of this investigation were the private hospitals at Panabo city, totaling Four (4) private hospitals.

Population and Sample

The subject of this research were the hospital employees starting with the ancillary department, finance, human resource, laboratory, maintenance, nurses, owners, physicians, and support services. A total of 543 respondents (were surveyed using a standardized, modified instruments. Out of 543 respondents, 250, 64, 60, and 169 participated per hospital as used. The Raosoft sampling calculator of 226 technique was used to relatively compute the total number of qualified respondents based on a set of inclusion and exclusion criteria at a .95 significance level with a .05 sampling error.

The respondents were chosen using the stratified sampling technique. A method of drawing inferences in populations from different homogeneous subgroups or strata. The sample is divided into different subgroups like nationality, occupation, education level, and other types. A smaller sample group of respondents represents the survey and classifies it as one subgroup (Thomas, 2020).

The respondents were selected without bias to age, gender, or ethnicity so long as they were employed at the private hospitals in Panabo City, either as owners or stockholders, officers, or simply regular

employees. Disqualified to be respondents were those casual/probationary, non-regular, and outsourced employees of the company who work on a temporary or part-time basis. Individuals who met the criteria for participation but chose not to participate in the research were also omitted from the study. The regular employees of a private hospital were allowed to answer the surveys without consequence, penalties, or loss of service. The researcher ensured that the study participants had the freedom to decide whether to participate in the research. As the involvement of the participants is optional, their decision to decline participation does not result in any form of penalty or forfeiture of entitled benefits. Withdrawal of respondents to participate in the data-gathering procedure was allowed.

Research Instrument

The study used a modified questionnaire to gather data. Three (3) sets of standardized questionnaires were employed. The mediating effect of work engagement was adopted from (Schaufeli & Bakker, 2003). The questionnaire for workplace spirituality was adopted from (Duchon and Plowman, 2005) and the total quality management questionnaire was taken from Al- Shdaifat (2015). However, All of these questionnaires have undergone validation from the thesis committee members. All questionnaires included the respondent's name, the hospital, occupation, and department. The instrument employed a 5-point Likert-type scale with a response rating ranging from 1 ('strongly disagree') to 5 ('strongly agree'). The instrument has a Cronbach alpha reliability rating of $\alpha = .926$ (WS), $\alpha = .973$ (TQM), and $\alpha = .849$ (WE). The variable Work Spirituality questionnaire consists of five (5) indicators, Work Engagement has three (3), and Total Quality Management has five
(5). There were 92 items, all combined the total number of items from the three questionnaires.

The parameters limits used for the three constructs namely; Work Spirituality,

Range of Means	Descriptive Level	Interpretation
4.20 – 5.00	Very High	This means that the item on is always manifested/observed
3.40 – 4.19	High	This means that the item on is often manifested/observed
2.60 – 3.39	Moderate	This means that the item on is sometimes manifested/observed
1.80 – 2.59	Low	This means that the item on is seldom manifested/observed
1.00 – 1.79	Very Low	This means that the item on is almost never manifested/observed

Work Engagement, Total Quality Management

Furthermore, the instruments went through content validation by the expert panel to ensure the appropriateness of the items, which will measure underlying variables considered in the study. Overall, the instrument obtained a rating of 4.4, described as excellent.

Data Gathering Procedure

The steps involved in this investigation were as follows:

Asking permission to conduct the study. Before the distribution of the validated questionnaires, the researcher had secured permission from the hospital administrators of Panabo city.

Administration of Questionnaires. After securing the approval, the researcher immediately forwarded it to the different private hospitals of Panabo city to distribute the questionnaire.

Retrieval of questionnaire. After the distribution, the questionnaires were retrieved, the researcher tallied, classified and were presented in a tabular and graphic form to facilitate the statistical interpretation.

Statistical Treatment of the Data

The following statistical tools were used in the study:

Mean. This was employed to determine the most appropriate tool for the interval data.

Person r. This is a measure of relationship. It was computed to determine the significance of the relationship between mediation effect of work engagement on the relationship between workplace spirituality and total quality management among private hospitals employees.

Medgraph Sobel Z-test. This tool was used to established the importance of the mediating variable to both independent and dependent variable**.**

Ethical Considerations

The researcher should first ask a clearance from the school administrators if wish to do the study. If approved, the researcher will go through an ethics review to ensure the ethical soundness of the paper. Later on, we're in the following clauses and provisions approved by the board should be implemented.

Voluntary participation solicits the respondent's willingness to be part of the research. The researcher should be able to explain first the purpose of the study to convince respondents that the results of their answers to the questionnaire are handled with privacy and confidentiality.

Privacy and Confidentiality of the information and results of this study are the first and foremost concerns of the researcher to safeguard the rights of the respondents.

The informed Consent Process ensures that the respondents are fully aware of the benefits the school may receive from the study by using a clear and accessible survey form. The survey is done with the permission of the respondent as well as the agreement of the respective school officials.

Risk is always present in our daily undertakings. But in this study, the research's obligations are to ensure that risk is minimized but instead maximize the benefit as stated in the importance of the study, and not to harm the individual respondent.

The institution usually provides benefits, which motivates a person who works for a certain organization. Employees who become the respondents of this study with significant knowledge of how workplace spirituality influences total quality management, which the organization plays a role in implementing the said benefit for the employees.

Plagiarism is copying another person's idea, which is not supposed to be done by a writer or a researcher when making his /her thesis. It is prohibited by law to steal intellectual knowledge, especially by not recognizing the idea of the origin source.

Fabrication is a deliberately untrue account. As this research is based on multiple previous studies, the researcher made certain that he did not invent any stories from his related studies. All of the information offered was carefully recorded and referenced. This study relied on credible journals and other scholarly works for all its sources.

Falsification. in this research is a risk. It ensures no manipulation of research materials, instruments, and processes during the study. Remarkably, the researcher assured that no changes or omissions of data results were made, which can lead to falsifying theories and hypotheses.

Conflict of Interest, if any, or evident in this study is not good because it tampers the truth of the findings of this study. Conflicts of interest invalidate the research results. The researcher concluded an objective and fair research and thus claimed no conflict of interest throughout the study.

Deceit is a dishonest practice. The authors coated in this study's articles did not use any type of deception to harm the respondents' welfare. The panel of specialists double-checked and approved all of the information written. Study participants were also oriented on the purpose and reason of the study.

Permission from Organization/Location is the proper way of doing a research study in a certain place to seek approval to have access to information being needed the person to be addressed is authorized to grant the requested permission to gather the needed data.

Authorship Is the origin and owner of information. This study reviews authorship qualifications as the most important aspect of making a thesis or dissertation. Researchers should be guided in accordance with policies pertaining to coating original statements of authors. Sometimes, the adviser, the study's co-author, helped with the paper's conceptualization, rationalization, and achievement. Through these, both the researcher and the adviser worked together toward the publication *of* this scholarly work.

Chapter 3 RESULTS

This section deals mainly with presenting, analyzing, and interpreting the findings gathered through the questionnaires. The assessment of hospital employees on the level of work spirituality and total quality management yielded some revealing results, which are presented, analyzed, interpreted, and discussed thoroughly in this chapter.

The analysis and interpretation are discussed under the following topics:
1. Level of work spirituality in private hospitals when analysed by: community, meaning of work, inner life, work unit community, and work unit and meaningful work
2. Level of total quality management (TQM) in private hospitals when analysed by: continuous improvement, teamwork, training, top management commitment, customer focus.
3. The level of Work Engagement of private hospitals.

4. The significance correlation between Workplace Spirituality and Total Quality Management,
5. The correlation between Workplace Spirituality and Work Engagement
6. The correlation between Work engagement and Total Quality management

Level of Workplace Spirituality Among Private Hospitals

The level of work spirituality is presented in **Table 1** rated and scaled based on the five indicators. The researcher has the following observation:

Level of Workplace Spirituality among Private Hospital when analyzed by the following indicators below:

Table 1

Indicators	SD	Mean	Descriptive Level
		4.31	very high
Community	0.82		
Meaning of work	0.72	4.28	very high
Inner life	0.65	4.57	very high
Work unit community	0.78	4.22	very high
Work unit and meaningful work	0.72	4.32	very high
Over-all Result	**0.76**	**4.32**	**very high**

The very high levels are seen in the following indicators: **Inner life** (m=4.57, SD=0.645) obtain the highest mean, **Work unit and meaningful work** (m=4.32, SD=0.722), **Community** (m=4.31, SD=0.820), **Meaning of work** (m=4.28, SD=0.720) and **Work unit community** (m=4.22, SD=0.780). Generally, results suggest that study participants thought they have a connection to their co-employees in conducting their activities in the workplace and understand each role and respect their values as well as develop companionship among others.

by the following indicators below:

Table 2

Indicators	SD	Mean	Descriptive Level
		4.14	High
Continuous improvement	0.83		
Teamwork	0.71	4.36	very high
Training	0.78	4.43	very high
Top management commitment	0.78	4.17	High
Customer focus	0.60	4.52	very high
Over-all Result	**0.77**	**4.29**	**very high**

Level of Total Quality Management among private hospital when analyzed

Revealed in **Table 2** are rated and scaled based on five indicators. The descriptive equivalent of this construct level of total quality management of private hospitals in Panabo City. Results obtain an overall mean of 4.29, with a descriptive level of very high. a high-level assessment of Continuous improvement (m=4.14, SD=0.834) and Top management Commitment (m=4.17, SD=0.781). Very high levels are indicated to the following: Teamwork (m=4.36, SD=0.708), Training (m=4.43, SD=0.776), and with the highest mean Customer Focus (m=4.52, SD=0.604). This shows that responding to customers' needs is an important element of customer satisfaction and effective performance. The researcher found that continuous improvement, teamwork, training and management commitment are crucial to quality performance in any organization.

Level of Work Engagement among Private hospital employees

In **table 3**, the descriptive equivalent in assessing the level of work engagement, falls under a waited mean of 4.20 (SD=0.802), expressed as very high.

Level of Work Engagement
Table 3

Mediating Variable	Standard deviation	Mean	Descriptive Equivalent
Work Engagement	0.80	4.20	Very High

This indicates that, generally, the employees of a private hospital in Panabo City are highly engaged and display a sense of commitment towards their job. Since employees perceive that the company is treating them well and is giving what is due to them. When workers feel connected to their groups, love their jobs, and have positive feelings about your organization, they feel the need to remain and put in additional effort to assist the organization's success. Having that feeling of role clarity, having the chance to be better and do what they're doing best, having opportunities at work to be more, and enjoying the company of other personnel will allow an employee to be loyal and help achieve the hospital mission and objectives.

Correlation Between Workplace Spirituality and Total Quality Management

Shown in **Table 4** is the correlation between workplace spirituality in terms of quality management as rated by the respondent. Data revealed the relationship between Total Quality management and workplace spirituality, based on its five indicators, and the dependent variable, total quality management, based on its five measures employing the Pearson product-moment correlation.

The five indicators for Workplace Spirituality are the following: Community, Meaning of work, Inner life, Work unit community, Work unit, and meaningful work, with the five measures of the dependent variable Total Quality Management namely continuous improvement, teamwork, training, top management commitment, customer focus. are distinct from each other and have different measures, their relationship with each other is determined separately.

Utilizing the Pearson correlation analysis between Work Spirituality and Total Quality Management (TQM) exposed a calculated **R-value of 0.628** with a possibility value of **p<0.000**, which is meaningful at the **0.05** threshold. This, therefore, proves that the two variables have a relationship. Therefore, the null hypothesis is rejected.

Showing the computed correlation coefficient of the relationship of independent variable Workplace Spirituality and Total Quality Management Table 4

Pair	Variables	Correlation Coefficient	p-value	Decision
IV and DV	Workplace Spirituality and Total Quality Management	.628**	0.000	Reject

Correlation Between Workplace Spirituality and Work Engagement

Table 5 shows the correlation coefficient results in the relationship between Workplace Spirituality, and the mediating variable Work Engagement.

Table 5

Pair	Variables	Correlation Coefficient	p-value	Decision
IV and MV	rkplace Spirituality and Work Engagement	.347**	0.000	Reject

The correlation is based upon the five independent variable Workplace Spirituality indicators, which are distinct. Each was paired with the mediating variable, wherein their relationship was determined and separately analyzed.

Using the Pearson Correlation Analysis between Work Spirituality in yielding Work Engagement variables showed a calculate r **- value of 0.347** with a prospect value of **p<0.000**, which is significant at the **0.05** threshold. This denotes, therefore, there is an evident correlation between the two variables. Consequently, the null hypothesis is rejected.

Correlation Between Work Engagement and Total Quality Management

Presented in **Table 6** is the outcome correlation on the relationship between Work Engagement, and Total Quality Management of private hospitals.

Table 6

Pair	Variables	Correlation Coefficient	p-value	Decision
MV and DV	Work Engagement and Total Quality Management	.479**	0.000	Reject

They were paired with the mediating variable, wherein their relationship was determined and

separately analyzed. Using the first Pearson Correlation Analysis, Work Engagement and Total Quality Management variable as correlated exhibited an **r-value of 0.479** with a prospect value of **p=0.000,** which is important at the **0.05** threshold. This result means that a positive relationship between the two variable exists, and therefore the null hypothesis is rejected.

Mediation Analysis of the Three Variables

The Linear Regression statistical tool was used to analyze the data presented through the Med graph in this study. Mathematicians Baron and Kenny, who developed the mediation analysis measurement, utilized it to determine and explain the level of influence that an independent variable may or may not have on the dependent variable, as shown and reflected in **Figure 3**, the relationship of the constructs being sighted by Gunzler (2013).

Mediation Analysis

Sobel z-value	5.442964, $p < 0.05$
Percentage of the total effect that is mediated	16.40536148 The ratio of the
indirect to the direct effect	0.1962490

Effect Size Measures Unstandardized Coefficients

Total:	0.628
Direct:	0.525
Indirect:	0.103
Ratio Index:	0.164

Figure 3. Med graph of the Mediation of Work Engagement on the Relationship between WS and TQM. The Sobel Test statistical tool yielded a z-value of **5.442964** with a p-value less than

.05 significance level. This creates a partial effect of the mediating variable from the original direct effect of significance in the independent variable on the dependent variable, which will show a decline from **0.628 to 0.525** upon the presence of the independent variable Work Engagement, that stands as a mediator variable. The Zobel Z positive value test explains that doing more work as showing engagement does not diminish but rather enhances the result of practicing Workplace Spirituality given Total Quality management. Further, as reflected in Figure 3, and perhaps utilizing the mediation test analysis, the indicators show an effect in the variables by percentage and ratios computed using the Zobel z-value test.

Figure 4 shows numerical values of beta weights which are taken from the second regression computation

and other values are zero order correlation.

Standardized Coefficients
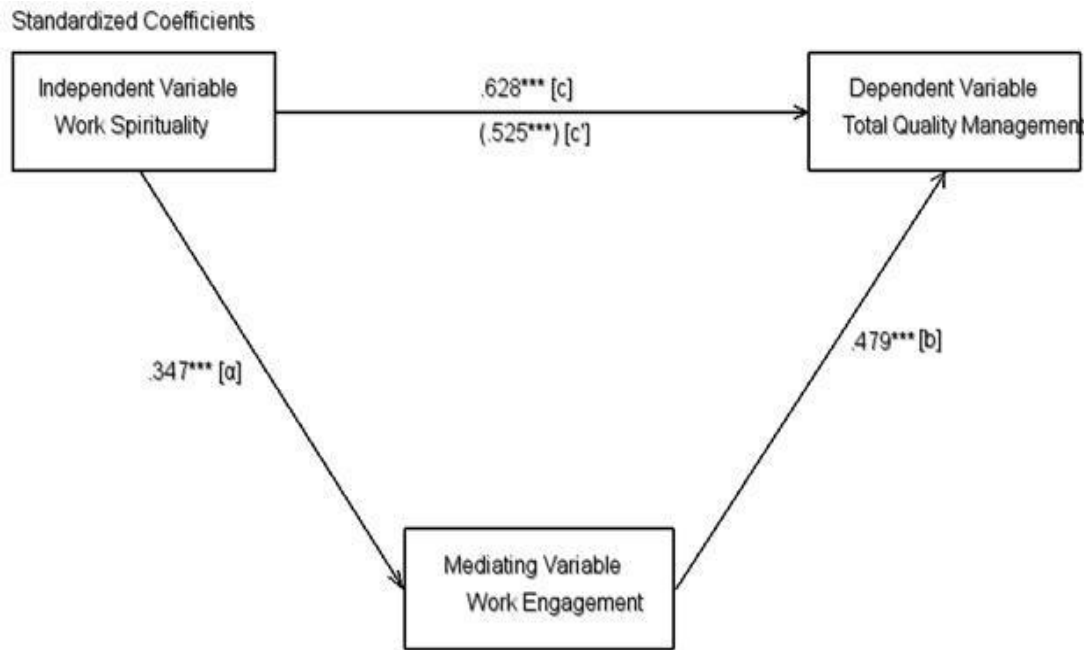
NOTE: The numerical values in the parentheses are beta weights taken from the second regression and the other values are zero order correlations.

Utilizing the Sobel z-value, in correlating the variable Workplace Spirituality ((WS) and Total Quality Management (TQM) got a total raw value of **0.628** (unstandardized coefficient) reflected in **figure 4** and obtained a **0.525** direct effect value (unstandardized coefficient) in view with Work Engagement (WE) which is contained within the regression computation. The correlation between Workplace Spirituality (WS) and Total Quality Management (TQM) given Work Engagement (WE) obtains an indirect value of **0.103,** which follows the* b*, where "a" arrow points from Workplace Spirituality "a"; Total Quality Management "b," likewise with WE "a" and TQM "b" pathway direction. (Note: refer to figure 4)

To get the total effect on the relationship between WS and TQM given WE, simply divide the direct effect by the total effect; thus, it equates to **0.164.** This indicates that about **16.4** of the ratios favor the correlation between WS and TQM given WE. The above-mentioned results from the Med graph analysis were made to examine the effect of the mediation variable and its effect on this study's independent and dependent variables. Further, it was proven that the mediating variable in partial shows influence on the independent and the dependent variables.

Chapter 4 DISCUSSION

Presented In this chapter are the discussions of the findings, analysis, objectives, summary, pertinent conclusions and the recommendation given by the researcher from the obtained results.

The main intention of this study was to find out if the mediating effect of work engagement will influence workplace spirituality and improve total quality management of private hospitals.

Work spirituality among private hospital.

Work spirituality as a construct in this study obtained a very high descriptive level result through its indicators. This would mean that most respondents of this study are spiritually inclined. The indicators, work unit, meaningful work, and inner life got the highest mean results because the respondents value the work, they are to engage in due to the work of saving lives. These descriptive level results mean that an employee's relationship with other people at work and their undertaking give significance to a person's life, and understanding one's power and how to use it in the workplace are important. Concern and gratitude for themselves and others involved in developing companions create values among hospital staff.

According to Kinjerski & Skrypnek (2006), the philosophy of outcome coincides with the saying that the workplace requires the efforts of workers to seek life purpose to enhance abilities and empower others to do what is best for the workplace and to maintain harmony within the company where one works. On the other hand, the management should provide opportunities for personal development in fulfillment of employee's mission through work, as well as recognition and acknowledgment of the contribution made by members.

Total quality management of private hospital

For the level of total quality management among private hospitals, the respondents' response to the total quality management questionnaire resulted in a very high descriptive level. The variables continuous improvement top management commitment obtain a high mean. While teamwork, training, and customer focus got a very high descriptive level result. The high descriptive level results on variables Continuous improvement and top Management commitment as perceived by the study participants is due to a high level given measures in improving the stability of the organization's progress and vision.

This finding agrees with the claims of Bhuiyan & Baghel (2005), parallelling the observation of the researcher of this study that the development of employee capability and teamwork helps employees enhance their knowledge and learn to refrain from doing bad attitudes and unwanted behavior.

Work Engagement of Regular Employees

The work engagement construct has a very high descriptive result regarding the respondents' responses. The result denotes that employees are empowered that work is fulfilling and rewarding. Due to those reasons, they are willing to invest more effort in their work, though sometimes they face problems in the work environment. With a happy disposition and enthusiasm, employees enjoy how their organization supports and promotes their well-being and satisfaction, including the welfare of their families; thus, employees feel motivated and engaged to perform well in their respective work.

Russel (2003 coined the idea that employees who possess physical strength, high emotional energy, and are psychologically healthy exhibit a sense of accomplishment and cheerfulness in working for success and usually reach their goals.in many instances, they receive a fair and sufficient reward proportional to the effort they put in or contributed to the organization. Leiter & Bakker (2010) support that the results parallel the belief that workers' values are resources that ensure a conscientious dedication to work amid professionalism aimed at achieving personal and professional growth. On a similar edge, the results accorded by M.Chiksentmihali (2014 et al.) states that personal undertakings are a challenge that

helps him/her to develop appropriate behavior and conclusions towards it, him /her become self-regulated and nurtured, which then helps provide better performance.

In contrast, the study argued that commitment contributes to individual effectiveness by having the trust and the endurance to be absorbed in work.

Sometimes, employees become so engaged that they forget to rest and attend to their needs and relationships. Usually, a situation like this happens especially when employees experience a favorable psychological climate in the organization, receiving support and encouragement from superiors and having a sense of significance at work, inspiring them to get involved physically and mentally.

Correlation Between Workplace Spirituality and Total Quality Management

When the constructs Work spirituality and Total Quality Management were correlated, utilizing the Pearson product–moment correlation, it showed a significant positive relationship but NOT with bivariate correlation analysis. The positive correlation between WS and TQM coincides with the proposition of some scholars that a high level of workers' spirituality creates a strong relationship that harmonizes the balance in a work environment and improves the TQM practices that affect employee satisfaction, loyalty, and organizational performance. Happy employees show better engagement, thus showing higher productivity, greater smartness, honesty, trust, personal fulfillment, and dedication, leading to the organization's workplace management increasing productivity and performance.

In contrast, the study of Koonmee et al. (2010) shows that TQM enhances employee benefit and promotes personal growth and development. The TQM approach is aimed at continuous improvement to search and reduce bad performance of an organization. Developing spirituality in the workplace can only be done with the support of leadership. Therefore, it is important to integrate the discourse on spiritual leaders with the application of spirituality in the workplace.

According to Abdallah (2013), the relationship between WS and TQM, with the assertion of Rivai and Sagala (2011), is that having an elevated aspect of psychological well-being is committed and productive, which leads to good work performance. Further, they found out that once individuals feel religious interconnectedness among workers, they are empowered to be truthful, which generates enthusiasm toward work, as sighted by Duchon &Fielhand (2005)

Correlation between Workplace Spirituality and Work Engagement

The statistical correlation result on the relationship between Workplace Spirituality (WS) and Work Engagement (WE) was proven to have statistical importance when tested using the Bivariate Correlation Analysis. These suggest that the indicator's community, the meaning of work, inner life, and other measures of workplace spirituality were important in building and cultivating work engagement. The significant relationship between WS and WE support Piryae & Zare (2013), which is sighted by Chawla (2016).

Workplace spirituality creates conditions that support achieving the very best potential of staff, which will lead to worker creativeness, motivation, and commitment. When the workplace is more

religious and culturally inclusive, employees begin to talk more openly and trust one another. Hence, the growth of trust will lead them toward work satisfaction.

Conversely, the correlation result of this study parallels the findings of Jurkiewicz and Giacalone (2004), verifying that workplace spirituality showed positive outcomes associated with productivity, profit benefits, morale retention, and commitment.

Similarly, Workplace Spirituality (WS) fosters joy, peace, serenity, job fulfillment, increased creativeness, honesty, trust, and personal fulfillment, and reduce intensity and work frustration.

Further, the finding of this study agrees with the research findings of Singh (2016) that workplace spirituality has the potential to retain key staff, influence modern management, strengthen work engagement, and increase employee and organizational performance. If spirituality is present in the workplace, this will result in a positive social modification by improving workers' productivity, reducing absence from work, strengthening structure commitment, and increasing an organizational competitive edge.

Correlation Between Work Engagement and Total Quality Management

Using the correlation analysis, the dependent variable Total Quality Management thus, the null hypotheses were rejected. The result implies that work engagement is an ideal input to an effective TQM. When employees and organizational resources are engaged, quality efforts of the organization, from policies, processes, products, and public image, will come to fulfillment.

The significant relationship between WE and Total Quality Management concurs with the standpoint of Blattner and Walter (2015) that organizations attract workers who are willing to be engaged, which may result in high returns and earnings. Leaders who implement and practice ways to increase worker engagement noted a higher level of employee work concentration, improved client satisfaction, and lower levels of worker accidents, absenteeism, and turnovers, as sighted by Bowen (2016). Seemingly, engaged workers provide higher performance, and therefore, coaching them with new skill sets and information can result in a lot of economical and effective workplace, innovation, value structure and operational effectiveness, potency and adaptability, and employee creative thinking

Further, the studies of Kahn and Heaphy (2014) revealed that the key predictor for TQM brings about work engagement. Moreover, job engagement is caused by positive outcomes from employees' quality of work experience and by positive organizational level outcomes such as expansion and productivity, as sighted by Matthews et al. (2014)

Mediation Analysis of the Three Variables

Based on the analysis utilizing the regression method to carry out the mediation analysis, results revealed that workplace spirituality significantly predicts total quality management, suggesting that WS influences TQM's condition and behavior as indicated by its measures.

The result of this study agrees with the idea of Virakul & Lee (2010) that the better the quality of

functioning life, the better the job satisfaction of the employees. It can reduce both alienation and turnover while increasing productivity. The quality of working life positively affects job performance, job satisfaction, employee engagement, and team spirit among employees. Furthermore, the attainment of the construct of a Total Quality Management (TQM) execution program depends greatly on the members' inspiration, ability, dedication, and role of performance. Many studies have shown that TQM relates to performance outcomes, profitability, and organizational effectiveness related to human behavior. Empirical evidence shows that companies that adopt TQM gain a competitive advantage over companies that do not, as seen by Torlak et al. (2014)

Similarly, the study by Riasudeen & Prabavathy (2011) shows that spirituality in the workplace leads to increased creativity, trust, honesty, personal fulfillment, and commitment to work among members of the organization, ultimately improving organizational performance. Thus, the study supports the idea that spirituality in the workplace leads to a commitment to extensive work experience, which benefits the organization's effective quality implementation, as sighted by Abdallah (2013)

On another note, the study results confirm the position of Badir &and Kiani (2016) position that workplace spirituality significantly predicts employees' work engagement in private hospitals. It was emphasized that a sense of teamwork is the most important that predicts the result of the independent variable work spirituality. In terms of workplace spirituality, as practiced in organizations, studies have proven that WS starts positive individual functioning. It promotes positive human health, psychological well-being, and productivity at work. Employees who felt their work had meaning.

When the mediator variable was tested for mediation, the result was that work engagement partially mediates the construct of a private hospital's workplace spirituality (WS) and total quality management (TQM). This result suggests that work engagement indirectly impacts workplace spirituality's influence over total quality management, as Singh (2016) cites. This finding parallels the proposition of Kahn & Heaphy (2014) that work engagement is positively associated with total quality management.

Correspondingly, evidence shows how employee empowerment and behavior impact the total quality management system and how it is influenced by workplace spirituality. Scholars believe that many behaviors of employees are influenced by how the environment feeds their personal satisfaction, well-being, and contentment, which accounts for a large part of their engagement in the workplace. Therefore, workplace spirituality, work engagement, and total quality management seem natural partners in achieving a motivated, productive, and successful organization.

Conclusions

On the basis of the forgoing findings, the following conclusions are drawn:
1. The level of workplace spirituality among private hospitals got an overall mean of 4.32, in which the descriptive equivalent is very high.
2. The level of total quality management among private hospitals as computed got a mean of 4.29, in which the descriptive level is very high.
3. The level of work engagement among private hospital got a mean of 4.20, in which the descriptive equivalent is very high.

4. There is a high relationship or high correlation and a significant relationship between workplace spirituality (WS) and total quality management (TQM), work spirituality (WS) and work engagement (WE) and work engagement and total quality management. These result answers the null hypothesis of the construct because it shows relationships. Through this result, the null is rejected. As to the mediating variable work engagement, this construct explains partial mediation since all relationship are significant.

Recommendation

In light of the findings and conclusions of the study, the following recommendations are offered.

1. Initiate the development and maintenance of the spirituality of employees, by giving them time for meditation and reflection as part of their welfare program.
2. Pursue support to human resources allowing them to reach the level of self- actualization critical to effective performance at work.
3. Maintain work engagement constantly and identify programs that will retain and engage the workforce, such as improving the maintenance of the reward and recognition systems, supporting favourable working conditions and caring for employee's welfare and their families.
4. Organization must continue to nurture to create trust. Involve employees on strategic plans and programs on furthering work engagement that needs to be strengthen to enhance workplace spirituality and the principle of total quality management. Further studies may also be done on work engagement involving a new set of measures and with new methodology to ensure consistency and validity of results.

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APPENDICES
Appendix A
Sample Informed Consent Form

University of Mindanao
Informed Consent Form (ICF)

UMERC - 006
Rev. 01 / December 1, 2016
Approved by:

Control No.: _____

University of Mindanao Ethics Review Committee
Matina, Davao City

Informed Consent Form for MEDIATING EFFECT OF WORK ENGAGEMENT ON THE RELATIONSHIP BETWEEN WORKPLACE SPIRITUALITY AND TOTAL QUALITY MANAGEMENT OF PRIVATE HOSPITALS.
Name of the Researcher(s) Janlenn Y. Gepaya
Institution: University of Mindanao Davao City

INTRODUCTION

You are invited to participate in a research study conducted by Janlenn Y. Gepaya, at the University of Mindanao, because you fit the inclusion criteria for informants of our study.

Your participation is completely voluntary. Please read the information below, and ask questions about anything you do not understand, before deciding whether to participate. Please take as much time as you need to read the consent form. You may also decide to discuss participation with your family or friends.

If you decide to participate, you will be asked to sign this form. You will be given a copy of this form.

PURPOSE OF THE STUDY
This study aims to predict the findings of the study will also provide beneficial information to the following: First, to the hospitals and its management in Panabo City as this will serve as their guide in executing practices of total quality management in the workplace. The results will give them an insight of what they can contribute in executing an effective workplace spirituality and work engagement within the organization.

STUDY PROCEDURES
If you volunteer to participate in this study, you will be asked to participate by answering the survey questionnaire which you can finish in less than 30 minutes.

POTENTIAL RISKS AND DISCOMFORTS
You may feel discomfort during the course of the interview because of the sensitive nature of the topic being studied. You may opt not to answer questions which make you feel any psychological or emotional distress or you can withdraw as a participant of the study if you feel that you cannot discuss the information that is asked of you. The researchers value your participation and will place your welfare as their highest priority during the course of the study.

POTENTIAL BENEFITS TO PARTICIPANTS AND/OR TO SOCIETY
This study can generate relevant information which can be useful to public and private administrators, human resource managers, and policy-makers. The results, discussions, and findings from this study can spark evidence-based information which can be used by government agencies such as their guide in executing practices of total quality management in the workplace. The results will give them an insight of what they can contribute in executing an effective workplace spirituality and work engagement within the organization or in a hospital setting facilities.

CONFIDENTIALITY

University of Mindanao
Informed Consent Form (ICF)

UMERC - 006
Rev. 01 / December 1, 2016
Approved by:

Control No.: _____

We will keep your records for this study confidential as far as permitted by law. Any identifiable information obtained in connection with this study will remain confidential, except if necessary to protect your rights or welfare. This certificate means that the researcher can resist the release of information about your participation to people who are not connected with the study. When the results of the research are published or discussed in conferences, no identifiable information will be used.

PARTICIPATION AND WITHDRAWAL
Your participation is voluntary. Your refusal to participate will involve no penalty or loss of benefits to which you are otherwise entitled. You may withdraw your consent at any time and discontinue participation without penalty. You are not waiving any legal claims, rights or remedies because of your participation in this research study.

INVESTIGATOR'S CONTACT INFORMATION
If you have any questions or concerns about the research, please feel free to contact the researcher mobile phone number 09462399085 or through email at gepayajanlenn93@gmail.com; or if you need to see him, he can be located at Rivera Medical Center Inc., 7302 San Francisco, Panabo City, Panabo City, 8105 Davao del Norte Tel. No. (084) 628 – 5234, Finance Department.

RIGHTS OF RESEARCH PARTICIPANT
If you have questions, concerns, or complaints about your right as a research participant or the research in general and are unable to contact the research team, or if you want to talk to someone independent of the research team, please contact the University of Mindanao Professional Schools at 305-06-45

RESEARCH PARTICIPANT'S CONSENT

I have read the information provided above. I have been given a chance to ask questions. My questions have been answered to my satisfaction, and I agree to participate in this study. I have been given a copy of this form. I can withdraw my consent at any time and discontinue participation without penalty.

11/29/2021

_____
Signature above Printed Name of Participant   **Date Signed**

To be accomplished by the Researcher Obtaining Consent:
I have explained the research to the participant and answered all of his/her questions. I believe that he/she understands the information described in this document and freely consents to participate.

11/29/2021

Janlenn Y. Gepaya
Name of Person Obtaining Consent   **Date Signed**

Appendix B Research Instrument
QUESTIONNAIRE
Work engagement, Work spirituality and Total Quality Management

Dear Respondent,

Greetings!

This study is intended to determine the mediating effect of work engagement on the relationship between work spirituality and total quality management of private hospitals in Panabo City. Workplace spirituality has to be found out to have a profound impact in establishing work engagement of an organization. In this questionnaire, Workplace spirituality has been divided into five items namely: meaning at work, community, inner life, work unit community and work unit and meaningful work. On the other hand, Work Engagement is subdivided into three: vigor, dedication and absorption. The following questionnaire can help identify which domain of workplace spirituality best affects work engagement of accounting staff among private hospitals.

Kindly answer the questions carefully, since the validity of the results of this research depends primarily on the accuracy of your choice, note that there is no correct or wrong answer. Please fill the questionnaire without leaving any item unanswered. Rest assured also that the information provided would be treated confidentially and will be used for research purposes only.

Hoping for your full support to this endeavor. Thank you and God bless!

JANLENN Y. GEPAYA
Researcher

PROFILE OF THE RESPONDENT
Name_____ Occupation:_____

Hospital/Department (workplace) _____

PART I. SPIRIT AT WORK

SPIRIT AT WORK	5 STRONGLY AGREE	4 AGREE	3 NEUTRAL	2 DISAGREE	1 STRONGLY DISAGREE
COMMUNITY					
1. I feel part of a community in my immediate workplace.					
2. My supervisor encourages my personal growth.					
3. I have had numerous experiences in my job which have resulted in personal growth.					
4. When I have fears I am encouraged to discuss them.					
5. When I have a concern, I represent it to the appropriate person.					
6. At work we work together to resolve conflict in a positive way.					
7. I am evaluated fairly here.					
8. I am encouraged to take risks at work.					
9. I am valued at work for who I am.					
MEANING AT WORK					
1. I experience joy in my work.					
2. I believe others experience joy as a result of my work.					
3. My spirit is energized by my work.					
4. The work I do is connected to what I think is important in life.					
5. I look forward to coming to work most days.					
6. I see a connection between my work and the larger social good of my community.					
7. I understand how my work gives personal meaning.					
INNER LIFE					
1. I feel hopeful about life.					
2. My spiritual values influence the choices I make.					
3. I consider myself a spiritual person.					
4. Prayer is an important part of my life.					
5. I care about the spiritual health of my co-workers.					

WORK UNIT COMMUNITY					
1. My work unit cares about whether my spirit is energized by my work.					
2. My work unit makes it easy for me to use my gifts and talents at work.					
3. My work unit encourages employees to develop new skills and abilities.					
4. My work unit encourages the creation of community.					
5. My work unit takes into account the responsibilities I have to my family.					
6. My work unit is concerned about the poor in our community.					
7. My immediate work unit cares about all its employees.					
8. In my work unit people are encouraged to learn and grow.					
WORK UNIT AND MEANINGFUL WORK					
1. I feel positive about the values of my immediate work unit.					
2. My immediate work unit has a conscience.					
3. I feel connected with my immediate work unit's goals.					
4. My immediate work unit is concerned about others.					
5. I feel connected with the mission of my immediate work unit.					
6. I feel positive about my future with my immediate work unit.					

Source: Nurturing the spirit at work: Impact on work unit performance by Dennis Duchon and Donde Ashmos Plowman (2005)

PART II. WORK ENGAGEMENT

WORK ENGAGEMENT	5 STRONGLY AGREE	4 AGREE	3 NEUTRAL	2 DISAGREE	1 STRONGLY DISAGREE
VIGOR					
1. At my work, I feel bursting with energy.					
2. At my job, I feel strong and vigorous.					

3. When I get up in the morning, I feel like going to work.					
4. I can continue working for very long periods at a time.					
5. At my job, I am very resilient, mentally.					
6. At my work, I always persevere, even when things do not go well.					
DEDICATION					
1. I find the work that I do full of meaning and purpose.					
2. I am enthusiastic about my job.					
3. My job inspires me.					
4. I am proud of the work that I do.					
5. To me, my job is challenging.					
ABSORPTION					
1. Time flies when I am working.					
2. When I am working, I forget everything else around me.					
3. I feel happy when I am working intensely.					
4. I am immersed in my work					
5. I get carried away when I am working.					
6. It is difficult to detach myself from my job.					

Source: The measurement of work engagement with a short questionnaire, a cross national study by Wilmar B. Schaufeli and Arnold B. Bakker (2006)

PART III. TOTAL QUALITY MANAGEMENT

TOTAL QUALITY MANAGEMENT	5 STRONGLY AGREE	4 AGREE	3 NEUTRAL	2 DISAGREE	1 STRONGLY DISAGREE
CONTINUOUS IMPROVEMENT					
1. The employee from different administration levels can participate in decision-making.					
2. The authorization of employees includes the TQM improve quality.					
3. The top management involves all employees in the planning process to improve the quality of services in the hospital.					

4. The employee can participate in solving problems to improve quality.					
5. The quality policies are clear and known.					
6. The hospital educates employee on the TQM.					
7. The employees have been informed about the hospital's achievements.					
8. The benchmarking between the hospital and others are done to learn from other experiences.					
9. The hospital is strongly committed in applying the concept of TQM at all administrative levels.					
10. The employees' satisfaction, health and work environment are very important.					
11. The quantitative techniques are used in the planning for health services.					
12. The quality problems are usually resolved.					
TEAMWORK					
1. Teamwork has improved the relationship among employees.					
2. The teams have improved the work and created new ideas.					
3. The teamwork has developed the work process.					
4. The teamwork has improved the patient satisfaction as well as the quality of services.					
5. Working in teams is more important than individuals.					
6. Different teamwork has been developed to improve the quality of services and to solve problems.					
7. The team works in the hospital from all administrative and clinical levels.					
8. The problems are resolved by building teamwork.					
TRAINING					
1. The provided training programs fit the need of employees.					
2. Every employee has a chance to enter into training programs.					
3. The employees have chances to be trained in improving the quality of health care services.					
4. Training works on the improvement of employees' performance					
5. The employee has been trained in their job duties and skills.					

6. Training works on the improvement of health services.					
TOP MANAGEMENT COMMITMENT					
1. The top management creates a strong feeling in the employees about the hospital responsibility to the society.					
2. The top management is committed to apply TQM.					
3. The top management believes in the TQM and makes continuous efforts to display its principles and ideas.					
4. The top management educates the employees about the TQM.					
5. The top management illustrates the advantages of applying TQM for the hospital and the employees.					
6. The top management support employees' suggestion to improve health care quality.					
7. The top management encourages all administrative levels in decision-making.					
8. The top management supports the training programs for employees.					
CUSTOMER FOCUS					
1. The work process is designed to satisfy the clients and met their needs.					
2. The hospital administration takes under the consideration the clients' complaints and notices.					
3. The top management works on the improvement of the services.					
4. The clients' satisfaction is very important in every hospital activity.					
5. Many instruments such as questionnaires have been used to know about clients' satisfaction.					
6. The hospital administration evaluates periodically the health services to ensure the clients' satisfaction.					

Source: Imprementation of total quality management in hospitals by Emad A. Al- Shdaifat, PhD (2015)

- THANK YOU -

Appendix C
Letter to Conduct the Study

Professional Schools
Ground Floor, PS Building
Matina, Davao City
Telephone: (082)305-0645 Local 189

The University of Mindanao

02/24/2021

RAMON MELITON M. RIVERA
Chief Executive Officer
RIVERA MEDICAL CENTER, INC
7302 San Francisco, Panabo City, Panabo City, 8105 Davao del Norte
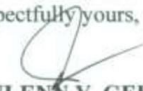
Dear Ma'am/Sir:

The undersigned is currently working on his/her thesis entitled, **"Mediating effect of work engagement on the relationship between work spirituality and total quality management of private hospitals"**

In this regard, the researcher would like to request your approval to conduct the study in your area of responsibility. Rest assured that the confidentiality of the data collected will be an utmost priority. Attached herewith is the sample of the survey questionnaire that reflects the topics and questions to be discussed.

Looking forward to your favorable response on this request.

Respectfully yours,

JANLENN Y. GEPAYA
Researcher

JOEL B. TAN, DBA
Research Adviser

Noted by:

EUGENIO S. GUHAO, JR., DM
Dean , UM Professional School

Received by: Ramon Meliton M. Rivera   6/4/2021

Appendix D Letters to the Evaluators

UM
The University of Mindanao

Professional Schools
Ground Floor, PS Building
Matina, Davao City
Telefax: (082)305-0645 Local 189

FEBRUARY 5 2020

STILO FLOYD SCHNEIDER

PROFESSOR

UNIVERSITY OF MINDANAO

Dear PROF SCHNEIDER :

The undersigned would like to request your approval to be one of the evaluators in the research study entitled, "MEDIATING EFFECT OF WORK ENGAGEMENT ON THE RELATIONSHIP BETWEEN WORKPLACE SPIRITUALITY AND TOTAL QUALITY MANAGEMENT OF PRIVATE HOSPITALS" as a requirement for the degree of MASTERS IN BUSINESS ADMINISTRATION. Undoubtedly, your expertise would make the instrument rich and substantive in content.

Attached to this request is the actual print-out of the interview guide, research objectives, population and sample of the study. Your comments and suggestions will be a great help in the realization of this study.

Looking forward for your favorable response on this request. Thank you and God bless.

Sincerely,

JANLENN M. GEPAYA
Researcher

Noted by:

JOEL B. TAN
Research Adviser

The University of Mindanao

Professional Schools
Ground Floor, PS Building
Matina, Davao City
Telefax: (082)305-0645 Local 189

FEBRUARY 5 2020

JOHN VIANNE MURCIA

PROFESSOR

UNIVERSITY OF MINDANAO

Dear PROF MURCIA :

The undersigned would like to request your approval to be one of the evaluators in the research study entitled, "MEDIATING EFFECT OF WORK ENGAGEMENT ON THE RELATIONSHIP BETWEEN WORK PLACE SPIRITUALITY AND TOTAL QUALITY MANAGEMENT OF PRIVATE HOSPITAL" as a requirement for the degree of MASTERS IN BUSINESS ADMINISTRATION . Undoubtedly, your expertise would make the instrument rich and substantive in content.

Attached to this request is the actual print-out of the interview guide, research objectives, population and sample of the study. Your comments and suggestions will be a great help in the realization of this study.

Looking forward for your favorable response on this request. Thank you and God bless.

Sincerely,

JANLENN N. GEPAYA
Researcher

Noted by:

JOE B. TAN
Research Adviser

Professional Schools
Ground Floor, PS Building
Matina, Davao City
Telefax: (082)305-0645 Local 189

The University of Mindanao

FEBRUARY 5, 2020

VICENTE SALVADOR E. MONTAÑO

PROFESSOR

UNIVERSITY OF MINDANAO
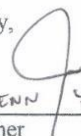
Dear PROF. MONTAÑO :

The undersigned would like to request your approval to be one of the evaluators in the research study entitled, MEDIATING EFFECT OF WORK ENGAGEMENT ON THE RELATIONSHIP BETWEEN WORKPLACE SPIRITUALITY AND TOTAL QUALITY MANAGEMENT OF PRIVATE HOSPITALS as a requirement for the degree of MASTERS IN BUSINESS ADMINISTRATION . Undoubtedly, your expertise would make the instrument rich and substantive in content.

Attached to this request is the actual print-out of the interview guide, research objectives, population and sample of the study. Your comments and suggestions will be a great help in the realization of this study.

Looking forward for your favorable response on this request. Thank you and God bless.

Sincerely,

JANLENN Y. GEPAYA
Researcher
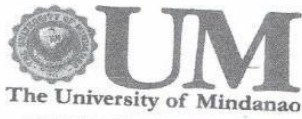
Noted by:

DEL B TAN
Research Adviser

The University of Mindanao

Professional Schools
Ground Floor, PS Building
Matina, Davao City
Telefax: (082)305-0645 Local 189

FEBRUARY 5 2020

LORD EDDIE AGUILAR

PROFESSOR

UNIVERSITY OF MINDANAO

Dear PROF AGUILAR :

The undersigned would like to request your approval to be one of the evaluators in the research study entitled, "MEDIATING EFFECT OF WORK ENGAGEMENT ON THE RELATIONSHIP BETWEEN WORKPLACE SPIRITUALITY AND TOTAL QUALITY MANAGEMENT OF PRIVATE HOSPITAL" as a requirement for the degree of MASTERS IN BUSINESS ADMINISTRATION . Undoubtedly, your expertise would make the instrument rich and substantive in content.

Attached to this request is the actual print-out of the interview guide, research objectives, population and sample of the study. Your comments and suggestions will be a great help in the realization of this study.

Looking forward for your favorable response on this request. Thank you and God bless.

Sincerely,

JANENN H. GEPAYA
Researcher

Noted by:

JOEL B. TAN
Research Adviser

September 22, 2020

DR. CHARLO BIANCI M. GURAY
Faculty
Davao del Norte State College
Panabo City

Dear Sir:

Pleasant day!

The undersigned is a student of UM Professional Schools who is currently conducting a research entitled, *The Mediating effect of Work Engagement on the relationship between Work Spirituality and Total Quality Management of private hospitals in Panabo City* as a requirement for the Degree of Master in Business Administration (MBA)

Anent to this, the researcher is modestly asking your expertise for the validation of the questionnaire. Further, it would be appreciated very much if you could write your comments and suggestions that will improve the above-mentioned questionnaire.

Thank you and more power.
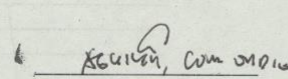
Respectfully yours,

(SGD) JANLENN Y. GEPAYA
Researcher
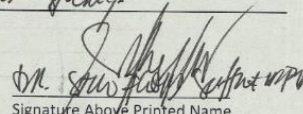
Noted by:

(SGD) JOEL TAN, CPA, DBA
Research Adviser
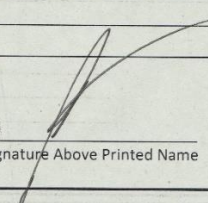
Appendix E
Validation Sheets for the Research Questionnaire

⊛UM
The University of Mindanao

PROFESSIONAL SCHOOLS
[ ] Main   [ ] Branch _____

VALIDATION SHEET FOR RESEARCH QUESTIONNAIRE

Name of Evaluator : LORD EDDIE AGUILAR, MBA
Degree : DBA
Position : PROFESSOR, UM
Number of Years of Teaching : 21
To the Evaluator : Please check the appropriate box for your ratings
Points of Equivalent :

5 - Excellent   2 - Fair
4 - Very Good   1 - Poor
3 - Good

ITEMS	5	4	3	2	1
1. **Clarity of Directions and Items** The vocabulary level, language, structure and conceptual level of questions suit the level of participants. The directions and the items are written in a clear and simple language.		✓			
2. **Presentation and Organization of Items** The items are presented and organized in logical manner.		✓			
3. **Suitability of Items** The Item is appropriate and represents the substance of the research. The questions are designed to determine the conditions, knowledge, perception and attitudes that are supposed to be measured.		✓			
4. **Adgory or Indicator** The items represent the coverage of research adequately. The questions per area category are adequate representations of all the questions needed for research.		✓			
5. **Attainment of Purpose** The instrument fulfills the objectives for which it was constructed.		✓			
6. **Objectivity** Each item questions only one specific answer or measures only one behavior and no aspect of the questionnaire is a suggestion of the researcher.		✓			
7. **Scale and Evaluation Rating Scale** The scale adapted is appropriate for the items.		✓			

Title of Approved Research: Mediating Effect of work Engagement on the relationship Between Workplace Spirituality and total Quality management of private Hospitals

Name of Researcher: JONLENN Y GEPAYA

Research Adviser: JOEL B. TAN

Date of Evaluation of the Questionnaire: _____

Remarks of the Evaluator: See Comments Found on Your Questions
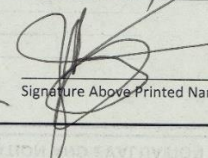
_____

_____
AGUILAR, Com Oriu
Signature Above Printed Name

F-13550-011/ Rev. # 3/ Effectivity: January 25, 2018
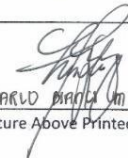
PROFESSIONAL SCHOOLS

[ ] Main   [ ] Branch

VALIDATION SHEET FOR RESEARCH QUESTIONNAIRE

The University of Mindanao

Name of Evaluator : STILO FLOYD SCHNEIDER, PHD
Degree : MBA
Position : PROFESSOR VM
Number of Years of Teaching :
To the Evaluator :
Points of Equivalent :

Please check the appropriate box for your ratings

5	-	Excellent	2	-	Fair
4	-	Very Good	1	-	Poor
3	-	Good			

	ITEMS	5	4	3	2	1
1.	**Clarity of Directions and Items** The vocabulary level, language, structure and conceptual level of questions suit the level of participants. The directions and the items are written in a clear and simple language.	✓				
2.	**Presentation and Organization of Items** The items are presented and organized in logical manner.	✓				
3.	**Suitability of Items** The Item is appropriate and represents the substance of the research. The questions are designed to determine the conditions, knowledge, perception and attitudes that are supposed to be measured.	✓				
4.	**Adgory or Indicator** The items represent the coverage of research adequately. The questions per area category are adequate representations of all the questions needed for research.	✓				
5.	**Attainment of Purpose** The instrument fulfills the objectives for which it was constructed.	✓				
6.	**Objectivity** Each item questions only one specific answer or measures only one behavior and no aspect of the questionnaire is a suggestion of the researcher.	✓				
7.	**Scale and Evaluation Rating Scale** The scale adapted is appropriate for the items.	✓				

Title of Approved Research: Mediating Effect of Work Engagement on the relationship Between Work-place Spirituality and Total Quality Management of private Hospitals

Name of Researcher: JANLENN V. GEPAYA

Research Adviser: JOEL B. TAN

Date of Evaluation of the Questionnaire: 2/7/20

Remarks of the Evaluator: Questionnaire presented has been satisfied and ready for use to conduct this study.

Signature Above Printed Name

F-13550-011/ Rev. # 3/ Effectivity: January 25, 2018

UM The University of Mindanao

PROFESSIONAL SCHOOLS
[ ] Main   [ ] Branch _____

VALIDATION SHEET FOR RESEARCH QUESTIONNAIRE

Name of Evaluator   : VICENTE SALVADOR E. MONTAÑO, DBA
Degree   :
Position   : PROFESSOR, UM
Number of Years of Teaching :
To the Evaluator   : Please check the appropriate box for your ratings
Points of Equivalent   : 5 - Excellent   2 - Fair
                                4 - Very Good   1 - Poor
                                3 - Good

ITEMS	5	4	3	2	1
1. **Clarity of Directions and Items** The vocabulary level, language, structure and conceptual level of questions suit the level of participants. The directions and the items are written in a clear and simple language.		✓			
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4. **Adgory or Indicator** The items represent the coverage of research adequately. The questions per area category are adequate representations of all the questions needed for research.		✓			
5. **Attainment of Purpose** The instrument fulfills the objectives for which it was constructed.		✓			
6. **Objectivity** Each item questions only one specific answer or measures only one behavior and no aspect of the questionnaire is a suggestion of the researcher.		✓			
7. **Scale and Evaluation Rating Scale** The scale adapted is appropriate for the items.					

Title of Approved Research: Mediating Effect of Work Engagement on the relationship Between Work-Place Spirituality and Total Quality Management of private Hospitals

Name of Researcher: JANLENN Y. GEPAYA

Research Adviser: JOEL B. TAN

Date of Evaluation of the Questionnaire: _____

Remarks of the Evaluator: _____

Signature Above Printed Name

F-13550-011/ Rev. # 3/ Effectivity: January 25, 2018

UM — The University of Mindanao

PROFESSIONAL SCHOOLS

[ ] Main [ ] Branch _____

VALIDATION SHEET FOR RESEARCH QUESTIONNAIRE

Name of Evaluator : JOHN VIANNE MURCIA

Degree : MBA, MPred An, PhD (DRA)

Position : PROFESSOR, UM

Number of Years of Teaching :

To the Evaluator :   Please check the appropriate box for your ratings

Points of Equivalent :

5	-	Excellent	2	-	Fair
4	-	Very Good	1	-	Poor
3	-	Good			

ITEMS	5	4	3	2	1
1. **Clarity of Directions and Items** The vocabulary level, language, structure and conceptual level of questions suit the level of participants. The directions and the items are written in a clear and simple language.		✓			
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4. **Adeqory or Indicator** The items represent the coverage of research adequately. The questions per area category are adequate representations of all the questions needed for research.		✓			
5. **Attainment of Purpose** The instrument fulfills the objectives for which it was constructed.		✓			
6. **Objectivity** Each item questions only one specific answer or measures only one behavior and no aspect of the questionnaire is a suggestion of the researcher.		✓			
7. **Scale and Evaluation Rating Scale** The scale adapted is appropriate for the items.		✓			

Title of Approved Research: Mediating Effect of Work Engagement on the relationship Between workplace Spirituality and Total Quality Management of private Hospitals

Name of Researcher: JANLENN Y. GEPAYA

Research Adviser: JOEL B. TAN

Date of Evaluation of the Questionnaire:

Remarks of the Evaluator: Translate the items to local language for easier understanding and contextuality.

Signature Above Printed Name

F-13550-011 / Rev. # 3/ Effectivity: January 25, 2018

UM The University of Mindanao

PROFESSIONAL SCHOOLS

[ ] Main [ ] Branch _____

VALIDATION SHEET FOR RESEARCH QUESTIONNAIRE

Name of Evaluator : DR. CHARLO BIANCI M. GURAY
Degree : PhD in Management
Position : HEAD, PMO
Number of Years of Teaching : 8 years
To the Evaluator : Please check the appropriate box for your ratings
Points of Equivalent :
5 - Excellent   2 - Fair
4 - Very Good   1 - Poor
3 - Good

ITEMS	1	2	3	4	5
1. **Clarity of Directions and Items** The vocabulary level, language, structure and conceptual level of questions suit the level of participants. The directions and the items are written in a clear and simple language.					✓
2. **Presentation and Organization of Items** The items are presented and organized in logical manner.					✓
3. **Suitability of Items** The Item is appropriate and represents the substance of the research. The questions are designed to determine the conditions, knowledge, perception and attitudes that are supposed to be measured.					✓
4. **Adequateness of Items per Category or Indicator** The items represent the coverage of research adequately. The questions per area category are adequate representations of all the questions needed for research.					✓
5. **Attainment of Purpose** The instrument fulfills the objectives for which it was constructed.					✓
6. **Objectivity** Each item questions only one specific answer or measures only one behavior and no aspect of the questionnaire is a suggestion of the researcher.					✓
7. **Scale and Evaluation Rating Scale** The scale adapted is appropriate for the items.					✓

Title of the Research Questionnaire : The Mediating effect of Work Engagement on the relationship between Work spirituality and Total Quality Management of private hospitals in Panabo City

Name of Researcher: JANLENN T. GEPATA

Date of Evaluation of the Questionnaire: _____

Remarks of the evaluator: _____
_____
_____

DR. CHARLO BIANCI M. GURAY
Signature Above Printed Name

Appendix F
UMERC Certificate of Approval

ETHICS REVIEW COMMITTEE (UMERC)
Ground Floor, Professional Schools Building
Ma-a Matina Campus, Davao City
Telephone: (082) 297-6115
umethicsreviewer@umindanao.edu.ph

The University of Mindanao

FORM 2.6
Certificate of Approval

Date   **October 8, 2022**

This is to certify that the following protocol and related documents have been granted approval by the **University of Mindanao Ethics Review Committee** for implementation.

UMERC Protocol No.	UMERC-2022-304	Sponsor Protocol No	N/A
Principal Investigator/s	Janlenn Yap Gepaya	Sponsor	N/A
Title	MEDIATING EFFECT OF WORK ENGAGEMENT ON THE RELATIONSHIP BETWEEN WORKPLACE SPIRITUALITY AND TOTAL QUALITY MANAGEMENT OF PRIVATE HOSPITALS		
Protocol Version No.	2	Version Date	September 25, 2022
ICF Version No.	1	Version Date	September 1, 2022
Other documents			
Members of research team			
Study sites	Panabo City		

Type of review	■ Expedited	Duration of Approval:	Approved Meeting Date:
	☐ Full board	October 8, 2022 – April 8, 2023	October 8, 2022

UMERC Chairperson	Signature	Date
HELEN Q. OMBLERO, DSD		October 8, 2022

===
FORM 2.6: CERTIFICATE OF APPROVAL   REV. #1 / EFFECTIVITY: APRIL 1, 2022

UMERC
University of Mindanao Ethics Review Committee

Compliance Certificate
for Study Ethics Protocol Review
UMERC No.: UMERC-2022-304

This is to certify that the study entitled **"MEDIATING EFFECT OF WORK ENGAGEMENT ON THE RELATIONSHIP BETWEEN WORKPLACE SPIRITUALITY AND TOTAL QUALITY MANAGEMENT OF PRIVATE HOSPITALS"** by JANLENN Y. GEPAYA, a candidate for **Masters in Business Administration** at the University of Mindanao Graduate School, has been examined by the University of Mindanao Ethics Review Committee (UMERC) and has been evaluated to have adequately complied the requirements for the study ethics protocol and is therefore, cleared for implementation using universally accepted scientific procedures and internationally accepted ethical guidelines.

Given this 2nd day of September 2023 at the UMERC Office, PS Building, Davao City, Philippines.

RINANTE L. GENUBA, EdD
Chair, Ethics Review Committee

Appendix G Public Forum Certificate

CERTIFICATE
OF APPRECIATION
is given to

JANLENN Y. GEPAYA

as RESOURCE SPEAKER
during the Online Public Research Forum with the theme
"Inspiring Change and Innovation in Education: A Research Forum"

Given this 15th day of December 2022 at the
Professional Schools, University of Mindanao, Davao City

JOEL B. TAN. DBA
Research Coordinator

SITTI ROGAIYA L. APADAN, RSW
AVP, Community Extension & Outreach

EUGENIO S. GUHAO, JR., DM
Dean

Appendix H
Turnitin (Plagiarism Checker) Result

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MEDIATING EFFECT OF WORK ENGAGEMENT ON THE RELATIONSHIP BETWEEN WORKPLACE SPIRITUALITY AND TOTAL QUALITY MANAGEMENT OF PRIVATE HOSPITALS

JANLENN Y. GEPAYA

ABSTRACT

The study aims to determine the mediating effect of work engagement on the relationship between workplace spirituality and total quality management in private hospitals. A total of 543 regular employees selected through the stratified sampling approach were surveyed using adapted and validated standardized instruments. Data were analyzed using descriptive statistics, the Pearson r, and the Medgraph Sobel z-test to achieve the study objectives. Results revealed that respondents exhibited very high levels of work spirituality, work engagement, and total quality management. Overall, it was found that work spirituality, work engagement, and total quality management are statistically correlated. Further, it was found that work engagement partially mediates the relationship between work spirituality and total quality management in private hospitals in Panabo City. Implications are discussed in the study.

Keywords: *business administration, workplace spirituality, total quality management, work engagement, mediation, Philippines*

MEDIATING EFFECT OF WORK ENGAGEMENT ON THE RELATIONSHIP BETWEEN WORKPLACE SPIRITUALITY AND TOTAL QUALITY MANAGEMENT OF PRIVATE HOSPITALS

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Appendix I Grammarly Report

grammarly   Report: GEPAYA_GRAMMARLY

GEPAYA_GRAMMARLY

by Jocelyn Bacasmot

General metrics

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characters	words	sentences	reading time	speaking time

Score

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Writing Issues

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Plagiarism

This text hasn't been checked for plagiarism

Report was generated on Monday, Oct 2, 2023, 10:42 AM   Page 1 of 66

Appendix I Editor's Certificate

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C E R T I F I C A T I O N

To whom it May Concern:

This is to certify that the manuscript of **JANLENN Y. GEPAYA,** entitled **"MEDIATING EFFECT OF WORK ENGAGEMENT ON THE RELATIONSHIP BETWEEN WORKPLACE SPIRITUALITY AND TOTAL QUALITY MANAGEMENT OF PRIVATE HOSPITALS"** has been edited and checked and edited by the undersigned.

This certification is issued on October 4, 2023.

JOCELYN B. BACASMOT, Ph.D.
Reader