Mediating Role of Work Ethics in the Relationship between Islamic Spirituality and Job Satisfaction of Employees Working in the Industrial Sector

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Abstract

This study examines the mediating role of work ethics in the relationship between Islamic spirituality and job satisfaction among employees in the industrial sector. Despite growing interest in the influence of spirituality on workplace outcomes, there remains a gap in understanding how Islamic spirituality specifically impacts job satisfaction through its effects on work ethics.

The study aims to address the following research questions and hypotheses: H1: Islamic spirituality positively influences job satisfaction. H2: Islamic spirituality positively affects work ethics. H3: Work ethics mediates the relationship between Islamic spirituality and job satisfaction.

The study employs a quantitative research methodology; utilizing random sampling technique, data was collected from employees in the selected sample 309 Al-Moiz Suger Mills Staff members by survey method approach. Measures of Islamic spirituality, work ethics, and job satisfaction are assessed using validated scales. Regression analysis and mediation analysis are conducted to test the hypothesized relationships.
Findings indicate a significant positive relationship between Islamic spirituality and job satisfaction, supporting H1. The study also finds a positive direct effect of Islamic spirituality on work ethics, providing support for H2. Furthermore, mediation analysis reveals that work ethics partially mediates the relationship between Islamic spirituality and job satisfaction, supporting H3.

The study contributes to the literature by providing empirical evidence of the mechanisms through which Islamic spirituality influences job satisfaction in the workplace. The findings highlight the importance of fostering work ethics as a pathway to enhancing job satisfaction among employees with high levels of Islamic spirituality. These insights have implications for organizational leaders and practitioners seeking to create spiritually enriching work environments conducive to employee well-being and productivity.

Keywords: Islamic Spirituality, Work Ethics, Job Satisfaction, Al-Moiz Industry D.I.Khan, KPK, Pakistan.

Introduction

These days, manpower is considered as the greatest and most important asset of an organization and this can provide competitive advantages. Therefore, managers develop and improve manpower inside the organization. Today's organizations will be successful if they can fully respond to their staff's biological, social, mental and spiritual requirements. Concerning the importance and role of manpower and its performance in an organization and

the significance of spirituality in human life as well, recently special attention is paid to workplace spirituality (Tayebiniya and Khorasgani 2018). Studies conducted up to now demonstrate instances for the fact that spirituality exhortation has got many advantages for an organization and employees by which organization can enhance its efficiency, functionality and satisfaction of employees. A study (Tayebiniya and Khorasgani 2018) found that a more spirited individuals do more teamwork in their workplace, treat more kindly and fairly and they are more sensitive to others' requirements, more confident, honest and trustworthy, organizationally more committed, less likely to have willing to leave their jobs and more satisfied with their jobs.

Spirituality is generally linked to religion, but there are important nuances/ differences. Religion is concerned with its beliefs, values and practices refer to formal conditions and are often general, whereas spirituality as a state or manner of being is associated with wishing to experience divine power. Additionally, religion includes behaviorisms, while spirituality is associated with feelings of positivity concerning the environment an individual occupies. However, religious practices may moderate spirituality and vice versa (Espinosa Zárate 2023). The literature reveals that spirituality has become an important topic and it have been associated with several potential positive effects on employees' well-being and satisfaction and these practices have developed various aspects of the individual's life such as mental, emotional and physical well-being (Koburtay and Alzoubi 2021).

Islamic spirituality has a positive impact on job satisfaction of employees, such as a study (Shaheen, Moshadi Shah et al. 2022) has discovered that Islamic spirituality and its values creates an inclusive environment for employees leading to their higher job satisfaction. A study (Ahmed, Arshad et al. 2019) suggests that in complex and challenging circumstances, Islamic spirituality develops trust and reliance on Allah considering a higher power and strength of satisfaction among employees at work. A study (Qayyum, Kousar et al. 2018) also found that Islamic practices such as taking regular breaks for offering five times of prayer, have positive impact on both personal and professional life encouraging balanced life-style to contribute a healthier work life balance among employees. Islamic spirituality play an important role in promoting mindfulness and self-awareness among employees at work (Posluns and Gall 2020). Therefore, the influence of Islamic Spirituality on employees' job satisfaction is a promising area of research that has important implications for organizations. By promoting Islamic spirituality and ethics at work, organizations can enhance job satisfaction of their employees (Al-Omari, Alomari et al. 2021).

The studies have demonstrated that employees with work ethics are more stronger and productive for organization (Udin, Dananjoyo et al. 2022), and with proper directions and guidelines in various fields they enable to be united, harmonious and more ethical (Nicolas 2023). A person with ethics is motivated to encompass physical and emotional efforts in his work to meet in time and even exceed expectations for betterment. According to (Sapada, Modding et al. 2018), an employee who strongly supports work ethics, has potential in commitment for the organization and subsequently he develops more positive changes where such changes are considered beneficial for the organization, compared to employee who is less supportive, has weak work ethics and less committed to an organization that is not interested to make changes for betterment of an organization. Therefore, work ethics is considered as an important pillar on which attitude of a person is built (Nurdin, Abdullah et al. 2022).

A numerous studies (Asutay, Buana et al. 2021), (Kibria, Junejo et al. 2020), (Maham, Bhatti et al. 2020) and (Gheitani, Imani et al. 2019) have presented the positive relationship between

IS (Islamic spirituality) and employees' job satisfaction in diverse cultures and sectors such as banking, healthcare and education. But within the industrial sector, no study is conducted to explore the mediating role of work ethics in the relationship between Islamic spirituality and job satisfaction (Asutay, Buana et al. 2022). However, previous studies have predominantly focused on Western religious traditions, such as Christianity, and have not specifically examined the mediating role of work ethics in the context of Islamic spirituality (Adawiyah and Pramuka 2017). Therefore, there is a clear need for empirical research that investigates the mediating role of work ethics in the relationship between Islamic spirituality and job satisfaction among employees in the industrial sector (Aftab, Sarwar et al. 2023). Such research would not only contribute to filling the gap in the literature but also provide valuable insights for organizations in understanding how Islamic principles and values influence employee attitudes and behaviors in industrial settings.

By investigating deeply into this unexplored area, this study not only develops culturally specific approaches but also provides valuable insights to accommodate a diverse belief system that contributes to the development of culturally aware workplace practices.

This study has potential to contribute valuable insights to the existing body of knowledge in the field of management sciences. The outcomes of this study are directly applicable to real-world scenarios. The industrial practitioners can apply these insights in decision-making process, implementing effective strategies and enhance overall output of the study. This study offers valuable guidelines to the professionals in relevant fields through identifying the best practices and areas for improvement and organizations. Additionally individuals can apply these insights and recommendations in their practices to refine and enhance their efficiency and effectiveness.

Literature Review and Hypotheses Development

2.1 Theoretical Perspective: Self-Determination Theory & Social Exchange Theory

Theoretical framework is based on the idea that Islamic spirituality has the potential to influence behavior and values of individuals at work. This, in turn, can influence job satisfaction of employees because individuals connected to Islamic practices are more satisfied with their jobs.

Self Determination Theory (SDT)) presented by (Deci and Ryan 2012), has a psychological concept. It represents that individuals have basically three psychological needs such autonomy, competence and relatedness. It also distinguishes between two kinds of motivation such as intrinsic and extrinsic motivation. The first one engages in an activity for its inherent satisfaction, while second kind engages in an activity for external rewards or punishment. There are numerous existing studies across various domains such as education, sports, workplace, and healthcare, have applied and extended the principles of SDT. In the workplace domain, studies have explored how organizational practices that support autonomy (sense of control) and competence (sense of effectiveness) contribute to employees' job satisfaction and their engagement (Gagné, Deci et al. 2018). A study (Buzinde 2020) applied the SDT to explore the relationship between IS and employee JS working in Saudi Arabia. This research study found that IS can fulfill the basic psychological needs that lead increasing JS of employees. This study may contribute by investigating how the fulfillment of basic psychological needs, as presented by SDT such as autonomy, relatedness, competence include the principles of Islamic spirituality and influences employees work-related activities and outcomes. For example, the study might examine whether the autonomy considered as a

supportive aspect of Islamic spirituality, such as personal choice in religious practices, correlate with higher levels of job satisfaction. It could also explore how a sense of competence (an element of psychology needs) in developing Islamic values into the workplace contributes to positive work ethics and overall employee JS. Additionally, the role of relatedness (an element of psychology needs), both within the Islamic community and in the workplace, may be investigated to understand its impact on job satisfaction of employees.

Social Exchange Theory (SET), developed by George Homans, has been widely applied across various disciplines to understand relationships, cooperation, and reciprocity among various factors. It suggests that all individuals particularly engage in social relationships and these relationships are based on some expectations of gaining rewards and avoiding punishments. A study (Umam 2020) applied the SET in which the relationship between Islamic spirituality and job satisfaction of Muslim workers of UAE is examined. This study presented that Islamic spirituality can enhance social exchange relationships that leads increasing to higher levels of job satisfaction among employees. This study may contribute by examining how employees that are guided by Islamic values and practices; engage in social exchanges that value benefits and costs of relationship among individuals within the workplace, and how these exchanges influence their job satisfaction. This study may explore whether the assessed fairness and mutualism within the workplace, are influenced by the ethical principles derived from Islamic spirituality and further may examine whether individuals with integrating Islamic spirituality into their job activities, can create a higher level of trust and cooperation with their colleagues and supervisors in the workplace. There is also a need of understanding that how individuals may drive social exchanges within the framework of Islamic values and principles that could explore refined insights into the applicability of social exchange theory even in a diverse culture and other religious context. This study has focused primarily on the cultural and spiritual dimension and its results may indirectly contribute to the understandings of social exchange dynamics in the workplace. The investigation of the positive elements such as mutualism, trust and fairness, generated by Islamic principles and practices, has the potential to boost the broader discourse on social exchange in the settings of organizations, adding a cultural perspective to the existing body of knowledge in the SET.

Self Determination Theory highlights the importance of internal factors such as personal values and beliefs in driving behavior; Social Exchange Theory emphasizes the role of external factors such as social norms and organizational incentives. So, SDT may offer a more comprehensive framework for understanding the intrinsic motivations underlying individuals' attitudes and behaviors, particularly in relation to their spiritual beliefs and values.

Islamic Spirituality and Job Satisfaction

Islamic spirituality encompasses a multifaceted set of beliefs, values, and practices rooted in the Islamic faith. According to Al-Karaghouli and Rasli (2020), Islamic spirituality influences individuals' attitudes and behaviors in various domains, including the workplace.
According to Al-Karaghouli and Rasli (2020), Islamic spirituality serves as a guiding framework that shapes employees' perspectives and actions in the workplace. The principles of Islamic spirituality, including devotion to Allah (God) and adherence to ethical conduct, foster a sense of purpose and meaning in work, leading to increased job satisfaction and organizational commitment (Alsharari &Alanezi, 2020).

Job Satisfaction is an indicator to judge the feelings of workers about their work and it is also an important predictor of work behavior like motivation, absenteeism and performance of a worker (Miao, Humphrey et al. 2017), (Guarnaccia, Scrima et al. 2018), (Hendri 2019), (Peng, Zhang et al. 2020). It is commonly noticed that if employees are not satisfaction with their basic rights, environmental condition, co-workers behavior and especially behavior of supervisors in decision making, then they cannot perform well and detach from the organization.

There are numerous studies which have demonstrated the positive and significant relationship between these both constructs, such as a study by (Najam, Khan et al. 2019) investigated the relationship between IS and JS of Muslim workers within the country of Malaysia. The study found that IS specifically through the practice of daily prayer and Qur'anic recitation has a positive effect on JS and those employees who engaged in these spiritual activities were more satisfied with their jobs. A study found that the employees who possess the quality of IS are more interested and satisfied in performing their works and have positive sense of meaning and sense of purpose in their works (Al-Nahdi, Patriani et al. 2022). A study (Maham, Bhatti et al. 2020) explored the relationship between IS and JS of Muslim employees within the country of Pakistan, and found that employees who involve in IS, have higher levels of JS in their organizations and feel supportive and positive cultures of workplace. A study (Ahmad, Ali et al. 2020) has also found that IS is positively related to JS among employees in the textile industry, Pakistan.

In the context of the industrial sector, understanding the importance of Islamic spirituality is crucial for fostering a sense of satisfaction among employees and promotes their well-being. Organizations that recognize and accommodate employees' spiritual needs are more likely to experience higher levels of job satisfaction, organizational commitment, and overall productivity (Judge, 2021). It means that incorporating Islamic spirituality into organizational practices and policies can contribute to enhanced employee satisfaction in their work and performance, ultimately leading to sustainable organizational success. Hence this posits that:

Hypothesis H1: Islamic spirituality positively influences job satisfaction.

Islamic Spirituality and Work Ethics

IS and WE are crucial aspects in the lives of Muslims, and a growing body of literature exploring the relationship between these two concepts. A study (Tahir 2023) that has explored the role of IS shaping the ethical behavior of Muslim workers in the UAE (United Arab Emirates), this study found that employees who are more connected to their Islamic faith are more promising to act ethically, and that this ethical behavior of employees is associated with their JS. A study (Abbas, Nisar et al. 2020) presented that IS positively influenced WE, which in turn positively influenced JS among employees in Pakistan. A study (Suib and Said 2017) found that IS with heartedly Islamic religious practices such as five times prayer and Qur'anic recitation, has a positive impact on the development of WE and that individuals who are engaged in these spiritual and Islamic activities have more ethical behavior at work. Another study (Haldorai, Kim et al. 2020) explored that IS has a significant effect in the development of WE among Muslim employees. This study argues that individuals who have strong connection to their faith and practically engaged with Islamic activities have more ethical behaviors at the place of their work, meaning that they show fairness, honesty and responsibility, in their behaviors.

Hence, multiple studies have shown that Islamic spirituality and work ethics were important factors in promoting job satisfaction among employees in different sector. Organizations that seek to enhance employee satisfaction may therefore benefit through developing Islamic spirituality and ethical behavior among their employees.

H2: Islamic spirituality positively affects work ethics.

Mediating Role of Work Ethics

WE is a such variable that has similar attributes of IS like diligence, honesty, and responsibility act as a bridge between an individual's spiritual values and their workplace conduct. When an individual aligns their work ethics with their Islamic spirituality, they bring their spiritual values into tangible behaviors within the workplace. Several studies have explored the intervening role of work ethics between IS and JS. A study (Shaheen, Moshadi Shah et al. 2022) found that Islamic WE played a significant mediating role between religiosity and job satisfaction. This study presented that when individuals take Islamic values such as honesty, fairness, and diligence at work, these values positively influence their attitudes and behaviors, leading to higher levels of job satisfaction. Another study (Jabid, Soleman et al. 2023) also explored the relationship between Islamic WE and JS. In this study, the researcher stated that employees with Islamic WE have reported the higher level of JS in their work because they arranged their personal values to thee work-related behavior. A study (Islam, Ahmed et al. 2022) presented that Islamic WE positively influenced JS among employees working in Bangladesh. Another study (Bukhari, Woodside et al. 2019) found that IS positively influenced WE, which in turn positively influenced JS among employees working in Pakistan. Other studies have also explored the plus relationship between IS and JS of employees in their jobs in different areas and WE acts between them and increases the significance level of relationship (Asutay, Buana et al. 2021). A research study (Gheitani, Imani et al. 2019) found that Islamic WE were positively associated with JS among employees in the banking sector of Pakistan. This study promotes the ethical behavior and employees' well-being among employees and additionally suggests that organizations should prioritize ethical behavior to attract them towards their assigned responsibilities and retain them in the organization for a long period of time.

The existing literature also suggested that WE mediates the relationship between IS and JS among employees and WE has been identified as mediator to influence the relationship between IS and JS. A study (Raza, Ul-Hadi et al. 2022) found that WE mediates the relationship between Islamic religiosity and JS among employees in Pakistan. This study explores the importance of ethical behavior and promotes the JS among employees and also suggests to organizations for promoting and developing WE among its employees in the workplace. Another study Ibrahim et al. (2021) has explored that WE has significant role in the relationship between IS and JS among employees in the Malaysian automotive industry. In this study, the research has discovered that an employee with high level of IS are more interested to exhibit positive WE, which in turn, causes to higher levels of JS among employees.

These discussed studies are based on empirical evidence and have explored the WE as a mediator in the relationship between IS and JS among employees. Therefore, it is notable point for organizations that they should take into account the importance and benefits of these variables in order to promoting more JS among employees. In this manner, these organizations can develop work environment, Islamic cultures and values among employees

through arranging training programs to increase JS among employees and productivity as well.

In the context of the industrial sector, understanding the mediating role of work ethics in the relationship between Islamic spirituality and job satisfaction is essential for promoting employee well-being and organizational success. By integrating insights from Islamic spirituality and work ethics literature, researchers can elucidate the mechanisms through which religious beliefs impact job-related attitudes and behaviors (Hussin, 2019). This research contributes to both theoretical development and practical implications for organizational management, highlighting the importance of creating a supportive work environment that respects employees' religious values and fosters job satisfaction (Judge, 2021).

H3: Work ethics mediates the relationship between Islamic spirituality and job satisfaction.
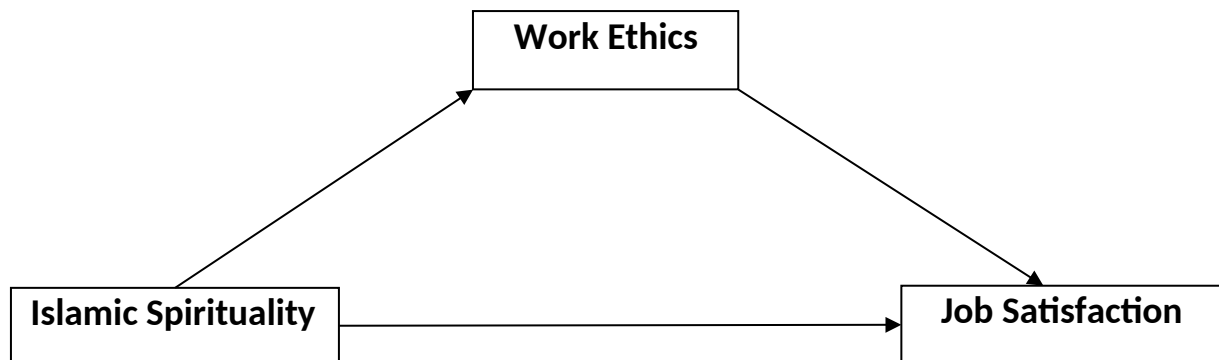

Figure 1: Research Framework

Methods

This study employs a quantitative research design to examine the mediating role of work ethics (WE) in the relationship between Islamic spirituality (IS) and job satisfaction (JS) among employees of Al-Moiz Sugar Mills, in Dera Ismail Khan, Pakistan. This method was appropriate for measurement of relationships between variables. This study adopted a positivist philosophy, deductive reasoning, and a survey strategy to ensure a systematic and structured approach. The study targeted a population of employees at Al-Moiz Sugar Mills, from which 309 respondents were selected through simple random sampling. The sample size of 309 was determined using Slovin's formula. Data collection was carried out using a structured questionnaire, a widely accepted tool in quantitative research. The questionnaire was divided into three sections, measuring Islamic spirituality, work ethics, and job satisfaction. Each section utilized validated scales from previous studies to ensure reliability and accuracy. Islamic spirituality was measured using 20 items (Zandi, Kamil et al. 2017). Work ethics was measured using 17 scales (Udin, Dananjoyo et al. 2022). Job satisfaction was measured using 4 items (Asutay, Buana et al. 2021).

Data analysis was performed using SPSS software (version 25) for statistical analysis. Techniques such as descriptive statistics, correlation, regression, factor, reliability, ANOVA, and mediation analysis were employed to assess the relationship between Islamic spirituality, WE and JS. The reliability analysis was conducted using Cronbach's alpha to evaluate the internal consistency of the scales. To test the hypothesis No.1 and No.2 , regression analysis was applied. Additionally, mediation analysis was conducted using the PROCESS macro in SPSS Software. In this mediation analysis, the indirect effect of Islamic spirituality on Job satisfaction through Work Ethics was examined, assessing whether work ethics significantly mediated the relationship.

Results

Table 1. Data Normality

						Skewness		Kurtosis		Cronbach's Alpha
	N	Mini	Max	Mean	Std. Dev	Statistics	Std. Error	Statistic	Std. Error	α>0.7
IS	309	1.60	4.00	3.27	0,54	-0.802	0.139	0.463	0.276	0.917
WE	309	1.46	4.00	3.33	0.58	-1.161	0.139	1.326	0.276	0.926
JS	309	1.50	4.00	3.10	0.59	-0.653	0.139	-0.061	0.276	0.760

IS> Islamic Spirituality; JS> Job Satisfaction; WE> Work Ethics

The data normality indicates acceptable levels of "***Skewness and Kurtosis***" for all variables such as IS, WE and JS. Islamic spirituality has a skewness value of -0.802 and kurtosis value of 0.463, while work ethics shows higher negative skewness value (-1.161) and kurtosis value (1.326), suggesting a slight departure from normality but within acceptable thresholds for analysis. Job satisfaction (JS) demonstrates a skewness value of -0.653 and a kurtosis value of -0.061, indicating near-normal distribution. The Cronbach's alpha values for Islamic spirituality (0.917), work ethics (0.926), and job satisfaction (0.760) exceed the recommended threshold of 0.7, confirming high internal consistency and reliability for the scales used. Overall, the dataset meets the requirements for further statistical analyses such as regression and mediation testing.

Table 2. Correlation Analysis

	Islamic Spirituality	Job Satisfaction	Work Ethics
Islamic Spirituality	1		
Job Satisfaction	0.185**	1	
	(0.001)		
Work Ethics	0.114*	0.258**	1
	(0.045)	(0.000)	

IS> Islamic Spirituality; JS> Job Satisfaction; WE> Work Ethics

The table shows significant relationships among these variables. Islamic Spirituality is positively correlated with Job Satisfaction (r = 0.185, p < 0.01) and Work Ethics (r = 0.114, p < 0.05), indicating that higher levels of spirituality are associated with increased job satisfaction. Additionally, Work Ethics has a stronger positive correlation with Job Satisfaction (r = 0.258, p < 0.01), suggesting that ethical behavior significantly enhances employees' satisfaction. Overall, the results in this table highlight the interconnectedness of Islamic spirituality, ethical conduct, and job satisfaction in the industry workplace.

Table 3. Regression Analysis

					Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig. F Change
1	0.185	0.034	0.031	0.57751	0.034	10.82	1	307	0.001

a. Predictors: (Constant), Islamic Spirituality

The R value (0.185) in the model summary indicates a weak but positive correlation between the Islamic spirituality) and the job satisfaction. The R Square value (0.034) shows that approximately 3.4% of the variance in job satisfaction is explained by Islamic spirituality. The Adjusted R Square (0.031), slightly lower than the R Square, accounts for potential model over-fitting. The F Change value (10.82) and its associated Sig. F Change of 0.001 indicate that the regression model is statistically significant; meaning that the relationship between Islamic spirituality and job satisfaction is unlikely due to random chance.

Table 4.

		Coefficients[a]				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.443	0.202		12.093	.000
	IS	0.202	0.061	0.185	3.308	.001

a. Dependent Variable: Job Satisfaction

The table displays the unstandardized and standardized coefficients for the regression model. The unstandardized coefficient (B) represents the change in the dependent variable (Job Satisfaction) for a one-unit change in the predictor variable (Islamic Spirituality). The standardized coefficient (Beta) indicates the strength and direction of the relationship between the predictor and the dependent variable, considering the variables' respective scales. The t-statistic tests the significance of each coefficient, with corresponding significance levels indicated in the Sig. column. The results suggest that Islamic spirituality (IS) has a significant positive impact on job satisfaction, as evidenced by the significant coefficient (p = .001).

Work Ethics Mediates the Relationship between Islamic Spirituality and Job Satisfaction (Mediation Analysis)

Table 5. Model of Total Effect

Effect	Se	T	P	LLCI	ULCI
0.2016	0.0610	3.3075	0.0011	0.0817	0.3215

Table 6. Model of Direct Effect

Effect	Se	T	P	LLCI	ULCI
0.1718	0.0596	2.8821	0.0042	0.0545	0.2891

Table 7. Model of Indirect Effect

	Effect	BootSE	BootLLCI	BootULCI
Work Ethics	0.0298	0.0187	-0.0026	0.0699

The results in Table 5, demonstrated that Islamic Spirituality has a significant total effect on Job Satisfaction (Effect = 0.2016, p < 0.001). The lower limit of the confidence interval (LLCI = 0.0817) and the upper limit (ULCI = 0.3215) indicate a strong influence. These findings support Hypothesis 3, suggesting that Work Ethics (WE) has mediated the relationship between Islamic Spirituality (IS) and Job Satisfaction (JS). The table 6, indicated a significant direct effect of Islamic Spirituality on Job Satisfaction (Effect = 0.1718, p = 0.0042). The confidence interval ranges from LLCI = 0.0545 to ULCI = 0.2891, suggesting a meaningful impact of IS on JS. This result supports Hypothesis 1, affirming that Islamic Spirituality positively influences Job Satisfaction. The table 7, indicated an indirect effect of 0.0298 with a bootstrapped standard error of 0.0187. The bootstrapped confidence interval ranges from BootLLCI = -0.0026 to BootULCI = 0.0699. This suggests that there is a significant indirect effect of Islamic Spirituality on Job Satisfaction through Work Ethics, supporting the mediation hypothesis proposed in *Hypothesis 3.*

Discussion and Conclusion

This research seeks to analyze the relationship between Islamic spirituality and job satisfaction of employees working in an industry and to examine the mediating role of work ethics in the relationship between IS and JS at work. Islamic spirituality has emerged as a strong indicator of job satisfaction among industrial employees, aligning with prior studies that demonstrated the importance of Islamic principles, including prayer and ethical behavior, enhanced the sense of purpose and fulfillment of employees by increasing job satisfaction (Najam et al., 2019), and (Shaheen et al., 2022). Additionally, this study confirmed the mediating role of WE in the relationship between IS and JS. Employees who align their work ethics with Islamic spirituality exhibit higher levels of diligence, honesty, and accountability, which contribute to improved job satisfaction. The work of Suib and Said (2017) emphasized the impact of ethical behavior on workplace dynamics, while mediating effect of work ethics suggests that organizations can enhance a more satisfied workforce by promoting ethical culture alongside spiritual practices.

The results of this study validate the theoretical perspective of SDT and SET. SDT explains how intrinsic motivation (derived from spirituality) derives ethical behavior and satisfaction of employees, while SET indicates the reciprocal benefits of relationship at ethical workplace. These both theories highlight the importance of personal values and their alignment with organizational objectives to create a productive and unique work environment.

This study has provided empirical evidence of the influence of IS and WE on JS in industrial context and the findings emphasize the need to integrate spiritual and ethical principles into their workplace practices. Future research study should explore these dynamics in other sectors and cultural contexts in order to generalize the study findings.

Limitations and Future Research Directions

This research study has provided valuable understandings into the mediating role of work ethics in the relationship between Islamic spirituality and Job satisfaction among employees in the industrial sector. However, very few limitations must be acknowledged. First, this study was conducted within a single industry in Pakistan, which may limit the generalizability of the study findings to other industrial sectors or cultural contexts. Future research should consider the industrial expanding scope in order to include diverse industries and also international settings to validate and extend these study findings. Second, in this study, only the cross-sectional research design was used which prevents the establishment of causal relationships between variables (IS, WE & JS. While the results offer strong evidence of associations, longitudinal studies would provide a deeper understanding of the temporal dynamics between IS, WE, and JS over time. Third, the reliance or trust on self-reported data collected through structured questionnaires raises the possibility of social desirability bias. Employees may have over-reported socially acceptable behaviors such as ethical conduct or spirituality. Future studies could integrate mixed methods, including qualitative interviews or observational techniques, to complement and validate the quantitative results.

Moreover, this study has focused solely on Work Ethics as a mediator. While the results of the study has highlighted its significance, other potential mediating factors and moderating factors, such as leadership styles, organizational culture, and employee well-being, were not investigated. Examining these factors or variables could enrich our understanding of how Islamic spirituality influences Job satisfaction of employees.

Lastly, the study has used established scales for measuring Islamic Spirituality, Work Ethics, and Job Satisfaction, which may not fully capture the cultural nuances of the Pakistani industrial sector. Developing culturally sensitive instruments is recommended for future research to enhance accuracy and contextual relevance.

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