

# Examining the effect of personality traits on workplace spirituality

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## Abstract

**Purpose** – The purpose of this study is to determine the relationship between five-factor personality traits and workplace spirituality.

**Design/methodology/approach** – The research design of the study is prediction design, one of the quantitative research designs. The participants included 408 people working in a public university in Turkey as an academic or administrative staff. Five-factor personality traits and workplace spirituality scales were used to collect data.

**Findings** – Extraversion and conscientiousness have a positive effect on workplace spirituality. Openness, agreeableness and neuroticism have no significant effect on workplace spirituality.

**Research limitations/implications** – This study is limited to the relationship between “five-factor personality traits” and “workplace spirituality”. As the participants of the study were chosen among those who voluntarily agreed to participate in the study, the generalizability of the results is limited. The results are limited to explaining the questions such as “what”, “how much” and “who”.

**Practical implications** – The conclusions of the study are important in terms of showing the managers that everyone cannot be motivated and satisfied by the same motivators and therefore her or his perception of workplace spirituality will not be the same. Managers can improve organizational efficiency and effectiveness by raising employees’ workplace spirituality. It shows that employees attach importance to workplace spirituality, especially since Turkish culture has a conservative structure. In this way, motivation and job satisfaction of employees will increase and negative behaviors in the organization will decrease.

**Originality/value** – It can be argued that this study makes a significant theoretical contribution to research on the effect of workplace spirituality on the employee.

**Keywords** Organizational behaviour, Job satisfaction, Personality traits, Workplace spirituality, Organizational psychology, Organizational value

**Paper type** Research paper

## Introduction

Workplace spirituality can be defined as the sum of spiritual values that meet the psychological needs of people in the workplace, ensure their spiritual well-being and save them from the feeling of loneliness and alienation due to the lack of representation of their beliefs and values. Workplace spirituality as the abstract values of the organization that psychologically and spiritually rehabilitates human psychology against the situations such as stress, alienation to work, mobbing, organizational ostracism has recently been examined as an important research topic within the scope of person–organization fit theory.



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Although recent developments in information and communication technology have increased the communication opportunities of people, they weaken the opportunities for interaction. As a result, the spiritual needs of people in the workplace are neglected although the material needs of the people are met. Workplace spirituality contributes to the workplace to be more peaceful against severe stress and psychological pressure. The assumption that workplace is not only a place for work but also a living space that lies behind the workplace spirituality approach. The studies on this issue highlight that workplace spirituality produces many positive outcomes such as increased job satisfaction, higher productivity, higher organizational efficiency and effectiveness and lower turnover rates (Lowder, 2006).

There are many factors that affect the workplace spirituality of employees; and some of the most important factors among them are personality traits. Although there are different classifications of personality traits in the literature, Goldberg's (1990) "Big Five" is generally preferred in the studies. Therefore, in this study, Goldberg's model is preferred to examine the relationship between workplace spirituality and personality traits. "big five personality model" based on the theory of traits in personality examines the personality in terms of "openness to experience", "conscientiousness", "extroversion", "agreeableness" and "neuroticism". Based on this theoretical approach, it can be argued that employees with different personality traits will have different perceptions of organizational spirituality in the workplace. Even though people look at the same object in the outside world, their filters are not the same depending on their own mental structures in the perception process. This situation will inevitably lead to a different perception of organizational spirituality of employees. For example, it cannot be expected that a person with dominant neurotic features has a similar perception of organizational spirituality as a person who has improved "responsibility" and "emotional balance" dimension. For this reason, it is thought that it is important both methodically and theoretically to reveal which dimension of personality is related to workplace spirituality in a different sample by empirical study (McCare, 1999, p. 1211).

Workplace spirituality is the level of developing a strong connection to coworkers and other people associated with work, and the alignment between one's core beliefs and values of the organization. Ashmos and Duchon (2000, p. 137) defined workplace spirituality as the inner experiences of the employees which are nourished by meaningful work and takes place in the context of community. When the common aspects of the definitions are considered, it is understood that workplace spirituality is the process of discovering deep and spiritual feelings in individuals' inner lives, interpersonal relationships (Sheng and Chen, 2012, p. 196; Garcia-Zamor, 2003, p. 359). It is understood that workplace spirituality is actually a concept that covers the meaning content of the psychological and spiritual dimension of organizational health, which is a psychological, mental, biological, physical and spiritual well-being that is perceived in an individual's organization.

This study focuses the effect of personality traits on workplace spirituality. Therefore, the second important variable in the study is "personality" and "personality traits. Personality is sum of the innate and acquired characteristics of the individual (Antonioni, 1998, p. 336). Personality is the combination of characteristics or qualities that form an individual's distinctive character. It is the reflection of the individual's mental, physical and psychological differences on their own behavior and lifestyle (Barnett and Bradley, 2007, p. 623; Bozonelos 2003, p. 53; Morossanova, 2003, p. 281; Ng *et al.*, p. 379). The main reason for the differences in people's attitudes and behaviors is that their personality traits are

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different. In the literature, it is seen that the empirical studies on the effect of personality on workplace spirituality are limited (Maltby and Day, 2001, p. 119).

In this respect, it was aimed to make a contribution to the literature by determining the effect of personality traits on workplace spirituality. In this study, the main question was “Is there a significant effect of personality traits on workplace spirituality?” The following hypotheses were developed based on the assumption that the perception of workplace spirituality is not the same for all people and it will be different based on the personality traits.

Main hypothesis: Five-factor personality traits positively and significantly affect the perception of workplace spirituality.

Sub-hypotheses:

- H1. Openness to experience positively and significantly affects workplace spirituality.
- H2. Conscientiousness positively and significantly affects workplace spirituality.
- H3. Extraversion positively and significantly affects workplace spirituality.
- H4. Agreeableness positively and significantly affects workplace spirituality.
- H5. Neuroticism negatively and significantly affects workplace spirituality.

### Theoretical framework

The concept of workplace spirituality has a quite broader meaning including the concepts of personal development, reliability, learning, responsibility, the search for the right and the precious, the desire to achieve a high purpose and compassion (Freshman, 1999, p. 321). This concept also aims to establish sincere relations with people, to develop friendly and respectful relationships and to develop a common conscience to maintain this relationship (Neal and Biberman, 2003, p. 364). According to Milliman *et al.* (2003, p. 434), who conducted significant studies on the concept, workplace spirituality is a concept which includes the abstract sides of the organization such as organizational climate, organizational culture and organizational health. It is valuable to understand the dimensions of organizational spirituality described below to understand what this concept encompasses.

Workplace spirituality is a concept that includes all the dimensions of the spiritual needs of the human in the organizational environment. It is important in terms of attracting attention to the spiritual needs of people in addition to their material needs in business life. Workplace spirituality is an inner feeling that employees perceive in the workplace and is an important predictor of meaningful work (Ashmos and Duchon, 2000, p. 137). The concept is also associated with the concepts of organizational norms, “organizational commitment”, “organizational citizenship” and personal satisfaction (Pawar, 2008, p. 546). Workplace spirituality is a three-dimensional construct that is intertwined with the self, other people and nature with a higher intrinsic motivation (Saks, 2011, p. 38).

The dimensions of workplace spirituality are defined by Milliman *et al.* (2003) as *meaningful work*, *sense of community* and *alignment with organizational values*. To fully understand the meaning of workplace spirituality, these concepts need to be briefly explained.

#### *Meaningful work*

This dimension of workplace spirituality means that individuals have a deep sense of meaning and purpose in their works. The perception of workplace spirituality is that

individuals consider their works as meaningful as they can add more meaning to their lives (Neal and Biberman, 2003).

*Sense of community*

This dimension means being deeply pleased with the relationship with other coworkers in the workplace (Ashmos and Duchon, 2000, p. 135). Sense of community refers to the degree that people are satisfied with the relationships they have at the group level as formal or informal in the organization.

*Alignment with organizational values*

The level of alignment of employees with the goals and objectives of the organization is also related to their organizational commitment and citizenship behaviors.

An important variable of this study is the personality traits, which are assumed to be associated with the perception of organizational spirituality. In the literature, personality is generally analyzed on the basis of “five-factor personality” dimensions. Similarly, in this study, the relationship between the perception of personality and workplace spirituality was analyzed over five-factor personality dimensions. In the literature, personality is usually explained by personality traits. In his study conducted based on the adjectives in the dictionary, Goldberg (1981) stated that there are *five-factor personality traits* in determining personality and suggested that personality concept can be handled within the framework of these five personality factors. Behavioral adjectives describing the dimensions of personality are given in Table I with their positive and negative aspects (Sommer and Goldberg, 1999, pp. 421-450).

Perception of workplace spirituality has been associated with personality traits in various studies. Because the concept of the workplace is an abstract concept, different perception of workplace spirituality can be mentioned depending on the number of personality structures (Covey, 2003, pp. 16-18). Personality encompasses all the features that distinguish one person from another. Personality is the uniqueness of the factors that affect an individual's sense, thinking and behavior (Hough and Öneş, 2001, pp. 233-277). Personality includes the biological and psychological, innate and acquired characteristics, desires, emotions, habits and behaviors of the individuals.

Personality traits	High score	Low score
Openness to experience	Creative, analytical view, open-minded, sensitive	Traditional, conservative, defending the facts and indifferent
Conscientiousness	Ambitious, goal-oriented, systematic and meticulous	unplanned, procrastinating important tasks, easily distracted, messy, making quick decisions and not obeying the rules strictly
Extraversion	Friendly, energetic, cheerful, excitement seeking and dominant	distant, calm, introverted and preferring loneliness
Agreeableness	Humble, believing in cooperation, sincere, considerate	skeptical, stubborn, competitive and prudent
Neuroticism	Emotionally imbalanced, anxious, thinking too much of their problems and having the illusion that they are indispensable	emotional stable, emotional balanced and relaxed

**Table I.**  
The adjectives of personality traits

Although in the studies on the relationship between personality traits and workplace spirituality, significant relationships were obtained between conscientiousness and agreeableness and workplace spirituality; in some studies, five personality traits were found to be the predictors of workplace spirituality (Garcia-Zamor, 2003, p. 356; Milliman *et al.*, 2003, p. 427; Saroglou, 2002, p. 16). While some researchers examined personality and spirituality as independent structures, others conceptualized spirituality as a dimension of personality. In some studies, openness to experience personality trait was found to be the most related personality trait to the workplace spirituality (Lazar, 2016, p. 307; Saroglou, 2002, p. 17). In addition, Iqbal and Hassan (2016) concluded that workplace spirituality has a moderating role in the relationship between personality traits and counter-productivity behaviors. In the study conducted by Chang *et al.* (2015, p. 178) on 325 students at a university in South America, it was concluded that extraversion, agreeableness and conscientiousness were positively related to spirituality. In their study, Labbé and Fobes (2010, p. 144) found that participants with higher spirituality scores had more extroversion, agreeableness and conscientiousness characteristics than the participants with lower spirituality levels. In his study, MacDonald (2000, p. 186) concluded that there is a significant positive relationship between spirituality and openness to innovation, conscientiousness, extraversion and agreeableness.

## Research methodology

### *Research model*

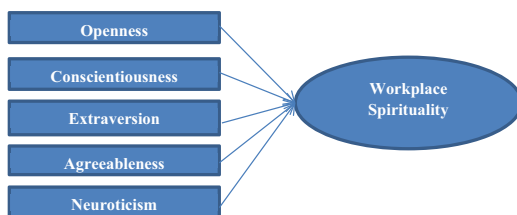
The study was designed in prediction design, one of the qualitative methods to examine the effect of big five personality traits on workplace spirituality. In prediction design, predictor variables are used to predict outcome variables (Creswell, 2012, p. 341). The model of the study is given in Figure 1.

### *Participants*

The participants of the study consisted of 408 administrative and academic staff in a public university in Turkey. Frequency analysis findings related to the demographics of the participants are shown in Table II.

### *Instruments*

In the study, the “Workplace Spirituality Scale” developed by Milliman *et al.* (2018) and “the International Five-Factor Personality Scale” developed by Goldberg (1999) validated in Turkish context in this study were employed to collect data. Five-factor personality scale is claimed to be a valid and reliable tool (Hough and Öneş, 2001, p. 234).



**Figure 1.**  
Model of the study

**Table II.**  
Frequency and  
percentage  
distribution of  
participants'  
demographic  
characteristics

Variables	Category	Frequency	(%)
Gender	Female	157	38.5
	Male	251	61.5
Age	20 and below	9	2.2
	21-30	73	17.9
	31-40	140	34.3
	41-50	128	31.4
	51 and above	58	14.2
Marital status	Married	282	69.1
	Single	126	30.9
Education level	High School	55	13.5
	Undergraduate	237	58.1
	Graduate	113	27.7
	Postgraduate	3	0.7
Year of experience	Less than 1 year	24	5.9
	1-4	76	18.6
	5-8	163	40.0
	9 years and above	145	35.5

*Validity and reliability of the scales*

Cronbach's alpha internal consistency coefficients were calculated to determine the *reliability* of the scales and the sub-dimensions of the scales. The obtained results are presented in [Table III](#).

As seen, Cronbach's alpha value for the personality traits scale consisting of 4 items in each factor varies between 0.619 and 0.749. The Cronbach's alpha value of the 21-item workplace spirituality scale was found to be 0.876. The Cronbach's alpha values for the dimensions of the workplace spirituality scale were found as 0.731 for the meaningful work, 0.697 for the sense of community and 0.793 for the alignment of values. As these values are higher than 0.60, the scales are found to be reliable ([Griethuijsen et al., 2014](#), p. 583).

Confirmatory factor analysis was performed to determine the *validity* of the scales. Workplace Spirituality Scale consists of 3 dimensions and a total of 21 items. The structure of the scale was tested on the study sample. However, since the total score of the dimensions in the personality traits scale did not constitute a separate concept, each dimension was evaluated as a separate scale. First, confirmatory factor analysis results of Workplace Spirituality Scale were given. Then, factor analyses of the five-factor personality traits

**Table III.**  
Reliability statistics  
of personality traits  
and workplace  
spirituality scales

Variables	Cronbach's alpha	No. of items
Openness	0.647	4
Conscientiousness	0.619	4
Extraversion	0.681	4
Agreeableness	0.736	4
Neuroticism	0.749	4
Workplace spirituality (total score)	0.876	21
Meaningful work	0.731	6
Sense of community	0.697	7
Alignment of values	0.793	8

scales, which form personality traits, were conducted separately. The validity statistics of the scales are given in [Table IV](#).

Confirmatory factor analysis was conducted for the scales. Fit indices were calculated for the scales. The minimum discrepancy divided by its degrees of freedom is stated to be less than 5 for the model fit of data ([Kline, 2005](#), p. 212). Therefore, it can be said that the proposed model is suitable for the data set. In addition, other goodness of fit indices of the model (goodness of fit index, root mean squared error of approximation, comparative fit index, adjusted goodness of fit index, normed fit index) show that the proposed model is acceptable.

#### *Data analysis*

Within the scope of the study, firstly, Skewness Kurtosis normal distribution test was applied to test whether the data were normally distributed. The values were observed to be between  $-1$  and  $+1$ . The Skewness and Kurtosis values of the variables are between  $-0.729$  and  $-0.818$ . As the data were normally distributed, parametric tests were applied ([Tabachnick and Fidell, 2013](#)). Descriptive statistics (means and standard deviations), frequency analysis and regression analyses were conducted in the analysis of the data.

#### **Results**

In this study, it is examined whether personality traits have a significant effect on workplace spirituality. For this purpose, forward selection method was used to determine which regression model is the most compatible. Within the scope of data analysis, frequency analysis, normality test, descriptive statistics, reliability and validity analysis, correlation and regression analysis were performed.

Skewness and Kurtosis values were examined to determine whether the data were normally distributed or not. These values should be between  $-1$  and  $+1$  in order for the data to display normal distribution. In the study, Skewness( $-0.729$ ) and Kurtosis ( $0.818$ ) values for the dimensions of the personality traits and Skewness ( $-0.477$ ) and Kurtosis ( $0.261$ ) values of workplace spirituality were found to be in the range of  $-1$  and  $+1$  and it was concluded that the data were normally distributed for the scales used in the study. Therefore, the parametric tests were used in the analysis of the data.

Then, mean and standard deviation values for personality traits and workplace spirituality scales were calculated. In addition, the mean and standard deviation values of the meaningful work, the sense of community and the alignment of values dimensions of workplace spirituality scale are given in [Table V](#).

When [Table V](#) is examined, it is seen that the personality traits scores of the participants are above average except for neuroticism. Similarly, it can be stated that the workplace spirituality level of the participants is above average. On the other hand, the highest score on the scale of workplace spirituality is the “meaningful work” dimension with an average

Variables	CMIN/df	RMSEA	GFI	CFI	AGFI	NFI
Workplace spirituality	3.23	0.74	0.86	0.81	0.83	0.75
Openness to experience	1.64	0.40	0.99	0.99	0.98	0.99
Conscientiousness	0.72	0.42	0.99	0.99	0.99	0.99
Extraversion	2.99	0.70	0.99	0.99	0.96	0.99
Agreeableness	3.20	0.74	0.99	0.99	0.96	0.99
Neuroticism	4.03	0.86	0.99	0.98	0.94	0.97

**Table IV.**  
Validity statistics of  
personality traits and  
workplace  
spirituality scales

value of 3.87. To examine the relationship between the variables of the study, Pearson Correlation analysis was conducted and the findings regarding the relationships between personality traits dimensions and workplace spirituality dimensions are shown in Table VI.

A statistically significant, positive and low strength relationship was found between personality traits and workplace spirituality (total score and dimensions) except neuroticism. These findings indicate that as the openness to experience, conscientiousness, extroversion and agreeableness increase, the total score and scores related to the dimensions of workplace spirituality will increase. Multiple regression analysis was applied to examine the effect of personality traits on workplace spirituality. The independent variables in the study were personality traits, and the dependent variable was workplace spirituality. As seen in Table IV, in the correlation analysis no significant correlation was obtained between neuroticism and workplace spirituality; therefore, neuroticism dimension was included in the regression model. The Forward Method was used to variable selection in the model (Kayaalp et al., 2015, p. 1). The purpose of this method is to select the most appropriate independent variables to explain the dependent variable. For this reason, regression analysis was performed by including extroversion variable, which has the highest correlation. The findings are shown in Table VII.

Regression analysis findings on the effect of extroversion on workplace spirituality are shown in Table VII. Extroversion affects workplace spirituality (Beta = 0.291), positively (Beta value is positive) and statistically significantly ( $p = 0.000$ ).  $R^2$  value (0.082) indicates that each change in the extroversion variable explains the 8.2 per cent of each change in

**Table V.**  
Mean and standard deviation scores of personality traits and workplace spirituality dimensions

Dimensions	Mean	Standard deviation
Openness	3.77	0.73
Conscientiousness	3.87	0.67
Extroversion	3.58	0.76
Agreeableness	3.87	0.71
Neuroticism	2.77	0.90
Workplace spirituality (total score)	3.66	0.47
Meaningful work	3.87	0.56
Sense of community	3.65	0.53
Alignment of values	3.46	0.57

**Table VI.**  
Pearson's coefficient of correlation showing the relationship between the variables

Variables	1	2	3	4	5	6	7	8	9
1. Openness to experience	–								
2. Conscientiousness	0.372**	–							
3. Extroversion	0.303**	0.337**	–						
4. Agreeableness	0.360**	0.540**	0.384**	–					
5. Neuroticism	–0.086	–0.164**	0.207**	0.261**	–				
6. Meaningful work	0.167**	0.194**	0.195**	0.169**	–0.095	–			
7. Sense of community	0.128**	0.174**	0.263**	0.203**	–0.072	0.565**	–		
8. Alignment of values	0.214**	0.160**	0.285**	0.112*	–0.044	0.560**	0.635**	–	
9. Workplace spirituality	0.201**	0.207**	0.291**	0.188**	–0.083	0.834**	0.854**	0.864**	–

**Notes:** \*Correlation is significant at 0.05 level (two-tailed); \*\*correlation is significant at 0.01 level (two-tailed)



workplace spirituality. Then, the second variable with the highest correlation was added to the model and analysis was re-performed. (Table VIII)

Regression analysis findings on the effect of extroversion on workplace spirituality are shown in Table VI. Extraversion and conscientiousness variables affect workplace spirituality (Beta = 0.123), positively (Beta value is positive) and statistically significantly ( $p = 0.000$ ).  $R^2$  value (0.093) increased when the conscientiousness variable was added to the model. This indicates that the change in the extraversion and conscientiousness variables explains the 9.3 per cent of each change in workplace spirituality. Then, the openness to experience variable, third variable with the highest correlation, was added to the model. As previously mentioned, in the forward selection method, this process continues as long as the calculated  $\alpha$  value of the added variable is significant. However, when the third variable, openness to experience, was included in the model, the new variable was found to be statistically insignificant ( $p = 0.63$ ).

Therefore, it was found that the best model explaining the effect between personality traits and workplace spirituality was a multiple regression model with extraversion and conscientiousness independent variables. Accordingly, the main hypothesis of the study was partially supported. In terms of sub-hypotheses,  $H2$  and  $H3$  were accepted and  $H1$ ,  $H4$  and  $H5$  were rejected.

### Discussion and conclusions

As a result of the study, the basic hypothesis which was established as "Five-factor personality traits affect the perception of workplace spirituality positively and significantly." was confirmed. According to the findings of the study, *a statistically significant, positive and low strength relationship was found between personality traits and workplace spirituality except neuroticism*. In general, the mean scores of personality traits except neuroticism were found to be high. The dimension with the highest score was *conscientiousness* dimension, while the dimension with the lowest score was *neuroticism*. Neuroticism is expected to be low since it is a negative behavior. Participants' perceptions of workplace spirituality were found to be high. The dimension with the highest score was found as the meaningful work and the dimension with the lowest score was the alignment of values. Therefore, it was concluded that the participants perceived their work as meaningful, but they were not aligned with the values of their organizations. These results

**Table VII.**  
Regression analysis  
findings for the effect  
of extroversion on  
workplace  
spirituality

Independent variable	$R$	$R^2$	Corrected $R^2$	Beta	$T$	$P$
Extroversion	0.291	0.084	0.082	0.180	6.121	0.000

**Note:** Dependent variable: workplace spirituality

**Table VIII.**  
Regression analysis  
findings for the effect  
of extroversion on  
workplace  
spirituality

Model	Independent variable	$R$	$R^2$	Corrected $R^2$	Beta	$t$	$P$
1	Extraversion	0.291	0.084	0.082	0.180	6.121	0.000
2	Extraversion				0.249	4.973	0.000
	Conscientiousness	0.313	0.098	0.093	0.123	2.444	0.015

**Note:** Dependent variable: workplace spirituality

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were interpreted by the researchers as that people place more emphasis on commitment to work or profession than to the organization.

#### *Theoretical implications*

When the effect of five-factor personality traits, which is the independent variable of the study, on the workplace spirituality was examined, it was found that conscientiousness and extroversion variables affect workplace spirituality, but openness to experience, alignment of values and neuroticism have no effect on workplace spirituality. It can be concluded that those with high conscientiousness and extroversion traits tend to have a higher perception of workplace spirituality. According to the findings of the study, it can be argued that those who have a high level of conscientiousness, which is one of the dimensions of personality, may have relatively higher performance and high level of commitment to their work and organization. Extroverted employees are expected to be relatively high in their ability to communicate with their subordinates, superiors and coworkers and to have higher organizational performance. As a matter of fact, [Lawrence and Callan \(2011, p. 567\)](#) suggested that a high perception of workplace spirituality will have a significant contribution to job satisfaction and employee performance.

#### *Practical implications*

The conclusions of the study are important in terms of showing the managers that everyone cannot be motivated and satisfied by the same motivators and therefore her or his perception of workplace spirituality will not be the same. Managers can improve organizational efficiency and effectiveness by raising employees' workplace spirituality. It shows that employees attach importance to the workplace spirituality, especially since Turkish culture has a conservative structure. In this way, motivation and job satisfaction of employees will increase and negative behaviors in the organization will decrease. Additionally, [Kolodinsky et al. \(2003, p. 171\)](#) concluded that workplace spirituality significantly contributed to reducing employee frustration at work. On the other hand, some research showed that there was a strong positive relationship between personality dimensions and job performance ([Barrick et al., 1998](#); [Liao and Chuang, 2004, p. 49](#)). At this point, recruitment of people with responsible and extrovert personality characteristics will facilitate the establishment of workplace spirituality. [Kolodinsky et al. \(2003, p. 171\)](#) concluded that workplace spirituality significantly contributed to reducing employee frustration at work. Some studies show that there is a strong positive relationship between personality dimensions and job performance ([Barrick et al., 1998](#); [Liao and Chuang, 2004, p. 49](#)). Therefore, personality traits should be taken into account for organizational productivity and effectiveness.

#### *Limitations and future studies*

This study is limited to the relationship between "five-factor personality traits" and "workplace spirituality". As the participants of the study were chosen among those who voluntarily agreed to participate in the study, the generalizability of the results is limited. The results are limited to explaining the questions such as "what", "how much" and "who". In the following studies, mixed and qualitative researches aimed at "understanding" the answer to questions like "how" and "why" can be conducted for a deeper understanding of the subject. Conducting the study with different samples at different times or with different samples at the same time may increase the generalization power and validity of the research results. In the future studies, workplace spirituality can be examined both directly and indirectly with moderating and mediating variables by using the religiosity tendency, work

stress, anti-productivity behaviors, absenteeism, perceived organizational support and organizational citizenship variables.

As a result, it can be argued that this study makes a significant theoretical contribution to research on the effect of workplace spirituality on the employee. It is especially important in terms of applications to understand that the basic “argument “that the perception of workplace spirituality is significantly related to personality traits but the fact that this relationship may be different depending on personality traits is true.

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