



SPCRD GLOBAL
PUBLISHING
Sustainable Solutions

RAMSS Review of Applied Management
and Social Sciences

Journal homepage: <http://ramss.spcrd.org>

ISSN (Print): 2708-2024

ISSN (Online): 2708-3640

Sustainable Careers under Spiritual Leadership and Workplace Spirituality: A Subordinates' Perspective during Covid 19

^a Huma Ali, ^b Tooba Shahid, ^c Ahmad Timsal, ^d Sohail Naseer

^a Lecturer, Institute of Banking and Finance, Bahauddin Zakariya University, Multan, Pakistan

^b Ms Scholar, Institute of Banking and Finance, Bahauddin Zakariya University, Multan, Pakistan

^c Lecturer, Institute of Banking and Finance, Bahauddin Zakariya University, Multan, Pakistan

^d Mphil Scholar, Department of Management Sciences, Air University Islamabad, Pakistan

ARTICLE DETAILS

History:

Accepted 17 February 2023

Available Online March 2023

Keywords:

Spirituality, Sustainable Career, Career Longevity, Covid 19

JEL Classification:

Q01, K32, P36

DOI: 10.47067/ramss.v6i1.286

ABSTRACT

When engaging in career planning every employee tends to work towards achieving meaningful career success over time. Careers have also become a focal point due to the devastations of global pandemic on organizations and general public all around the world. Where it has halted functioning of different sectors such as tourism, airline or retail industry, yet health care industry has experienced increased workload on an already saturated and overburdened health sector of Pakistan. This research is conducted to examine the relationship between spiritual leadership, workplace spirituality and maintaining sustainable careers over time in health sector of Pakistan. Spiritual leadership enhances these dimensions. Workplace spirituality works as a promoter for exhibiting spiritual leadership styles at workplace. They strengthen employees by enhancing their self-fulfillment and by nourishing different streams of their careers goals. Sustainable career consist of work experiences assumed over time while providing meaning to the individual. It is measured through indicators of health, happiness and productivity in different dimensions of time, person and context. The present study examines relationship between spiritual leadership, workplace spirituality on maintaining sustainable careers during turbulent times of pandemic. The study was conducted in health sector of Multan, Pakistan. Data is collected through interviews and qualitative analysis is performed. Verbatim method is used to report the results for analysis purpose. Our findings attest that employees were generally satisfied with a spiritual workplace and spiritual leadership but their health, happiness and productivity were affected differently when dimensions of time, person and organizational' context were changed. This study will contribute more insights for literature of sustainable career and spirituality at workplaces.

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Corresponding author's email address: huma.ali@bzu.edu.pk

1. Introduction

Every community or colony survives on maintaining discipline and following its required code of conduct. In absence of these practices only mayhem and chaos is expected. In organizations, people are expected and are required to collaborate with one another to achieve their common goals set by the establishment. Despite working together many feel unguided, stressed or even despaired. In the past few years, spiritual leadership and workplace spirituality have become popular dimensions to find new solutions for organizations' challenges. Although the data available on pragmatic approaches are still limited (Petchsawang and McLean, 2017).

Spiritual leadership construct a sense of calling and belonging in employees and they feel appreciated and understood. (Fry, 2003, p.694). Value-based and spiritual leadership aims to develop a feeling of family and sense of community within the organization. Similarly, workplace spirituality emphasizes the importance of an employee's inner life. Ashmos & Duchon (2000, p.137) defines workplace spirituality with the concepts of meaning, purpose and connectedness. Bhaskar & Mishra (2019) indicated that Workplace spirituality will reinforce organization's commitment of establishing sense of community at their workplace. Spiritual leaders play a significant role in fostering a more diverse, inclusive and spiritual workplace. Leader's initiatives such as employee assistance programs, work/family integration programs etc. can cultivate more spiritual workplace atmosphere (Lata & Chaudhary, 2020). Bodla and Ali (2012) concluded that membership and calling does mediate the relationship between spiritual leadership and workplace spirituality. Limited literature about this framework is available in context of Pakistan's workplace settings.

The rapidly changing global spectrum and the present pandemic devastating lives globally has also made concept of "sustainable career" a concern for individuals, businesses and societies (De Vos et al., 2020). Van der Heijden and De Vos (2015) defined sustainable careers as the "sequences of career experiences reflected through a variety of patterns of continuity over time, thereby crossing several social spaces, characterized by individual agency, herewith providing meaning to the individual" (p 7). Sustainable careers can spur productivity, improve health and amplifies their happiness with more job engagement. However, these indicators are measured on different dimensions of time, person and context to fully understand the changes (De Vos et al., 2020).

The progression of career related theories and concepts can be divided into three time periods. The era of 1950-1970 is characterized with career research concentrating on individuals, organizations or occupations. The focus shifted to individuals within organizations and occupations in 1970-1989. After 1989 career research expanded to focus on individuals within, outside and across organizations and occupations. Lawrence et al. (2015) added sustainable careers to this mix as a fourth stage in which the focus is on self-actualizing careers, careers that allow individuals to realize their full potential, and access to the social contexts which facilitate that realization (p 433). It also includes the organizational side of the equation. Employers dedicate their institutional resources to those promising employees who show potential for growth. Institutional support programs such as training and counseling programs, could empower young professionals to take charge of their careers (R. Blokker, et al., 2019).

Historically, career counselling and standard employment models were characterized with full-time employment with a focus on linear career progressions in an industry until retirement. Today, these models are required to combine new challenges of competitiveness, constant change, self and irregular employment, destruction of natural resources, wealth and job polarization,

maintaining work-life balance, and the impact of technology on the workplaces (Nota et al., 2020). Despite the different nature of these threats, they all seem to be connected. Many global institutions such U.N. are trying to address these threats. Their agenda “Transforming our World, the 2030 Agenda for Sustainable development” was given in 2015. It provides an action plan for people, planet and prosperity. It seeks to promote peace, achieve gender equality and eradicate poverty through global collaborations. This agenda gives 17 sustainable development goals and related 169 targets addressing the three dimensions of sustainable development “economic, social and environmental” functions (United Nations, 2015). Sustainable development goals seek for inclusion, dignified, full and productive employment for all. Addressing career management of individuals while sustaining them in these challenging times is the need of the day.

The pandemic of 2020 has also created shockwaves all around the globe. In the midst of present pandemic, organizations and leaders have been focusing on operational and financial issues, prioritizing employees’ wellbeing and finding ways to improve their productivity in the hopes of surviving ongoing health and economic shocks. Career counselling cannot rely only on old theories and models characterized with full time employment. Leaders have to find new trajectories to promote the growth of the individuals and social development from “individualistic” view to a more holistic view of inclusion, equity and sustainable development (Nota et al., 2020). Although few research studies have been conducted on sustainable career but it is still in its very early stages of development (De Vos et al., 2020).

The present study examines the relationship between spiritual leadership, workplace spirituality on maintaining sustainable careers during turbulent times of pandemic. The study was conducted in health sector of Multan, Pakistan. Data is collected through interviews and qualitative analysis is performed. Research questions of this study are following:

1. Does spiritual leadership cause workplace spirituality?
2. Does spiritual leadership and workplace spirituality enhance health, happiness and productivity of employees?

2. Literature Review

2.1 Spiritual Leadership

The origin of spiritual leadership can be derived from the Latin word *spiritus* which means courage, life and power to survive (Spirit, 2016). This concept clearly dictates that in a perfect world social vision is focused on providing care, moral support and supervision to vulnerable but compromising their dignity is not acceptable. Fry (2003) defined Spiritual leadership as given below:

Spiritual leadership comprises of values, attitudes, and behaviors required to intrinsically motivate one’s self and others in order to have a sense of spiritual well-being through calling and membership, i.e., they experience meaning in their lives, have a sense of making a difference, and feel understood and appreciated” (p. 694).

Earlier leadership theoretical frameworks focused on traits, behaviors and situational factors. The spiritual component was missing in previous theories. Value-based and spiritual leadership aims to develop a feeling of family and sense of community within the organization. Employees are more prone to trusting each other when they feel more connected to the community within their work environment. Managers seek to reinforce and reiterate this vision by exhibiting spiritual leadership at their workplaces. It will also reinforce organization’s commitment of establishing sense of

community at their workplace (Bhaskar & Mishra, 2019).

Spiritual leadership helps employees to look forward to future by generating faith in vision of organization. It also provide a sense of belonging. Spiritual leadership theory is the only theory that takes into consideration the needs, of both followers and leaders, in order to enhance their spiritual well-being (Fairholm, 1996). Employees who focus on their work and engage in their jobs with loyalty and love are seen as a reflection of the behavior of their leaders (Fry, 2003, p. 703).

2.2 Workplace Spirituality

"The realisation that employees have an inner existence that nourishes and is nourished by meaningful work that takes place in the context of community" is one definition of spirituality in the workplace. In most definitions of workplace spirituality, the concepts of meaning, purpose, and connection to others are mentioned (Ashmos & Duchon, 2000, p. 137).

The concept of workplace spirituality and its latest research literature is still in formative stage and more studies are required to explore and understand the concept comprehensively (Petchsawang and McLean, 2017). Existing literature highlights numerous advantages of spiritual work environment for both employees and organizations (Lata & Chaudhary, 2020). Workplace spirituality has been connected to an increase in creativity, personal fulfillment, faith, work engagement, growing job satisfaction, organizational commitment, job retention and exhibiting organizational citizenship behavior (Zhang, 2020; Joelle & Coelho, 2019). Hence, Garg (2017) considers workplace spirituality as a 'necessary' condition for employees' well-being. Acknowledging the promising impacts of workplace spirituality, organizations and leaders are investing more to promote workplace spirituality.

Lata & Chaudhary (2020) found more employees' collaboration and reduced job stress in a spiritual workplace. Shamir (1999) proposed that proper work-life balance leads to positive behavioral outcomes such as motivation and satisfaction. This validates that helping others foster meaning and purpose in our lives. These factors create a positive impression among employees and facilitate them to focus more on the positive aspects while ignoring the subtle negative details (Lata & Chaudhary, 2020).

2.3 Sustainable Career

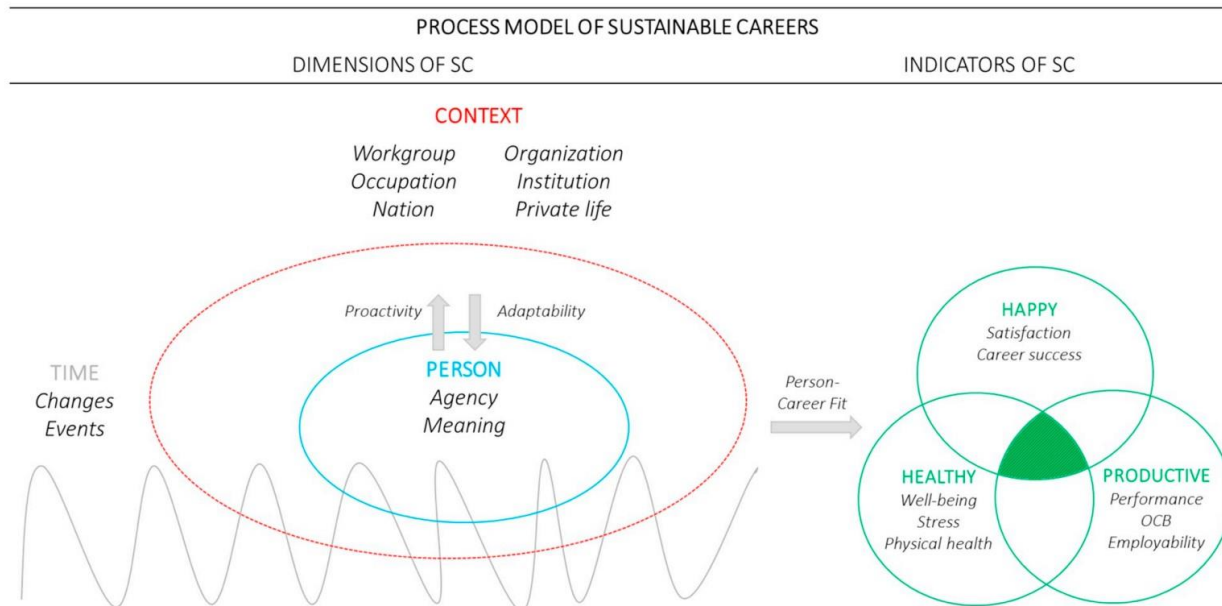
Arthur et al. (1989, p.8) defines career as "the evolving sequence of a person's work experiences over time". This definition also cover the experiences of an employee's unconventional and contemporary career paths of partial or self-employment, consultancy and free lancing etc.

Van der Heijden and De Vos (2015) defined sustainable careers as the "sequences of career experiences reflected through a variety of patterns of continuity over time, thereby crossing several social spaces, characterized by individual agency, herewith providing meaning to the individual" (p 7). Lawrence, Barbara & Hall, Douglas & Arthur, Michael (2015) explains The more sustainable the career, the more self-actualized are individuals' experiences of them and the more effective individuals become in contributing to organizational performance.

Sustainable careers can spur productivity, improve health and amplifies one's happiness with more job engagement. However, these indicators are measured on different dimensions of time, person and context to fully understand the changes in these indicators (De Vos et al., 2020). De Vos,

Van der Heijden and Akkermans (2020) gave a comprehensive conceptual model of sustainable career as shown in following figure.

Figure 1: Process model of Sustainable Careers



Note: Theoretical model to elaborate sustainable careers (De Vos et al., 2020).

De Vos, Van der Heijden and Akkermans (2020) explains three indicators of sustainable career as health, happiness and productivity. The authors argued that these indicators should be studied in tandem in order to examine the overall sustainability of one's career. Health is measured in terms of an individual's psychological as well as physical wellbeing. Happiness is a state that refers to subjective elements of feeling successful or satisfied with one's career. It can be an important and desirable goal for many people. De Vos, Van der Heijden and Akkermans (2020) also argued that happiness concerns the dynamic fit of the career with one's values, career goals, or needs regarding work-life balance or personal growth (p 4). This can eventually lead to subjective career success and career satisfaction. The third indicator of Performance means strong performance in one's current job as well as high employability or career potential in the future or in other jobs and hence refers to the dynamic fit of the career with organizational human capital needs (De Vos et al., 2020). It will also increase employees' engagement and will motivate them to exhibit organizational citizenship behaviors. A recent research conducted by Spurk et al. (2018) determined that career success attained in the past can help people to achieve further career goals. It will favorably influence their peers and organization to manage them in accordance with their earlier career success experiences and increase their employability chances (Hobfoll et al., 2018). Therefore, the upward trajectory of subjective career success of young professionals serve as input for their perceptions of future employment opportunities (Blokker et al., 2019, p. 174).

The change in these indicators should be measured based on three dimensions of person, time and context. The 'person' context of this model explains agency as a shift from static to more dynamic models of careers that accommodate the emergent notion of adult identity development (Lawrence et al., 2015). It emphasizes that an individual is responsible for his career success to achieve long-term sustainability in these turbulent times. The new literature also emphasizes on a shift of the meaning attached with old career models and theories. Careers are no longer considered a mere succession of related jobs, arranged in a hierarchy and ordered sequence of jobs within an

organization/occupation mostly developed through organizational loyalty (Van der Heijden et al., 2015). Every individual defines career success by his own measure and attribute different meanings according to their own values. These may involve satisfaction, status, progression through different jobs, access to learning opportunities, personal views about maintaining work-life balance (Arthur et al., 2005, p. 179). It means that career choices, for maintaining sustainable careers, can be made in accordance with one's inner life values and individuals derive their satisfaction and fulfillment from their own intrinsic anchors (Van der Heijden et al., 2015). An individual must be in control of sustaining one's career and at the same time must be reactive to the changes occurring in job market. This change in meaning and agency focus gives new meaning in maintaining sustainable careers.

The second dimension of 'time' highlights the change in one's career experiences change with time. Over the past decade there have been substantial changes in the element of time. Instead of a continuous linear career progression the length of different career episodes or experiences change within or outside an organization, occupation or even industry. These changes increase the unpredictability of future trends or outcomes of one's career over time (Van der Heijden et al., 2015). In addition there has been a shift in mindset on increasing career's longevity from a traditional retirement age. This combination of unpredictable longer careers along with short term career experiences identifies new opportunities for maintaining career sustainability over time.

Careers cannot be fully understood while disregarding, the third dimension of, 'context' in which they unfold. The changes in these career experiences are not only dependent on the individual but they are also altered by a constructive social support system provided by workgroups, organization and even own family. In addition the context of abovementioned indicators change with the fluctuations in occupational labor market forces.

2.4 Spiritual Leaders Causes Workplace Spirituality

Duchon and Plowman, (2005) stated that workplace spirituality effects work unit performance and spiritual leadership will foster workplace spirituality. Previous studies inferred that elements of workplace spirituality that define meaningful work and sense of connectedness are similar to calling and membership elements of follower's need for spiritual survival/well-being (Shamir, 1999; Ashmos & Duchon, 2000).

Ghasemi (2009) theoretically explained that spiritual leaders play an important role in building organizational structures and can facilitate in fostering spirituality at workplace. Researcher concluded that organizations should develop spiritual systems to enhance individual as well as organizational performances.

Lata & Chaudhary (2020) acknowledged significance of spiritual practices of leaders in creating a more humane environment in organization. It was further concluded that employees, working in a spiritual organization, mostly would not perceive a behavior as uncivil if it doesn't aim to harm someone. These promising findings encouraged business leaders to devise and implement programs for promoting workplace spirituality.

2.5 Workplace Spirituality as a Mediator

For the first time, Bodla and Ali (2012) investigated how workplace spirituality can act as a mediator between spiritual leadership and organisational success. The data gathered from the

banking industry was subjected to a hierarchical regression analysis. The study also supported the idea that organisational outcomes and spiritual leadership are mediated by membership and calling. Arshad and Abbasi (2014) used spiritual well-being as a mediating factor to observe the impact of spiritual leadership on organisational outcomes (commitment and productivity). Research was done in the police department. The researchers came to the conclusion that spiritual leadership is crucial for employees' spiritual well-being and improves organisational success.

3. Method

3.1 Population and Sample

Interviews were conducted from health sector of Multan which is the largest city from South Punjab, Pakistan. Forty respondents were randomly selected from four hospitals. Out of these two hospitals were government owned and the other two were private hospitals. 78.57% of our sample were male and the rest were female. All respondents were doctors belonging to the age group of 31 – 40 years. Respondent's work experience belonged in the range of 0-15 years, with 45.71% of respondents signified experience of 6-10 years. Interestingly no significant differences were found on the basis of differences in demographics.

3.2 Data Coding and Analysis Technique for Qualitative Data

Interviews are conducted to analyze subordinates' perception about their leader's leadership style, characteristics of spiritual leadership and its impact on promoting workplace spirituality, and the role these factors play in maintaining sustainable career success of these employees.

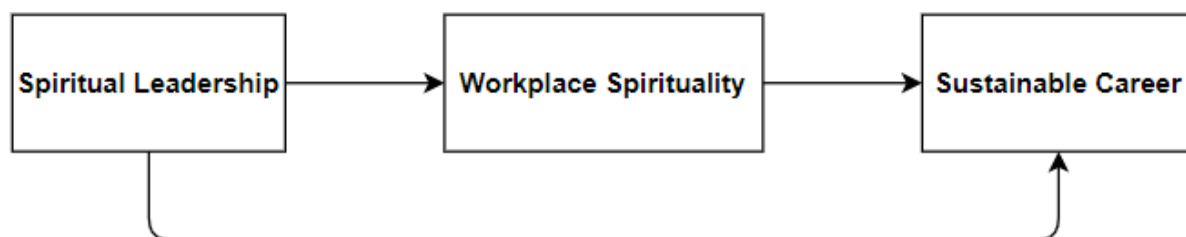
Individual semi-structured interviews are used to gather qualitative data. Recordings of interviews were first translated into text, which was then tagged in accordance with the study's goals. The majority of the interviews were bilingual in Urdu and English before being translated into English. Transcripts of interviews and research notes were used in the study. The questions for the current survey were divided into sections based on the study's key components, including spiritual leadership, workplace spirituality, and sustainable careers (employee engagement and life happiness, job competences, and health). The results are reported verbatim for analytical purposes.

3.3 Ethical Considerations

The goal of the research was initially presented to the interview subjects. They were told that the information would be used and examined collectively rather than individually. The confidentiality of respondents' identities in this study was explained to them. Respondents' identities and fictional codes were allocated to them in order to use narration in interview analysis.

3.4 Research's Conceptual Model

Figure 2: Conceptual model of present study



3.4.1 Indicators of Spiritual Leadership

Dimensions of Spiritual Leadership in this study are taken from researched undertaken by Fry (2003 & 2005). These are vision, altruistic love and hope. Vision embodies the wisdom or imagination to plan for future of an organization. It acts as a stimulator for increased employees' motivation. Altruistic love consists of unconditional love for organization members and hope refers to employees' belief in organization's reward systems

3.4.2 Indicators of Workplace Spirituality

Different dimensions of workplace spirituality, as stated by Ashmos & Duchon (2000), consists of inner life, meaningful work and sense of community. Inner life embodies one's spiritual self. The idea that people look for meaning at work is embodied in the second aspect of workplace spirituality. The idea that spiritual beings humans live in conjunction with other people is represented by a sense of community.

3.4.3 Indicators of Sustainable Career

We selected three indicators as happiness (life satisfaction and career satisfaction), health (mental and physical), and productivity (performance and job competencies) of sustainable career. These indicators are measured within three dimensions of process model of SC such as Person, Context and Time. Life satisfaction measures how an individual evaluates his life and options for future rather than focusing on present feelings.

4. Results and Analysis

Analysis of the interviews transcript revealed the following:

4.1 RQ1: Spiritual Leadership Causes Workplace Spirituality:

The main purpose of this question was to ascertain whether spiritual leadership is prevalent in organization and its impact on forming a more spiritual workplace for employees. 90% of respondents expressed that leader of their department were good at communicating their vision to subordinates. They perceive their leader as equitable, approachable, cooperative and generally facilitative towards employees' problems. According to respondent R20 "Their leader is very cooperative. In case of an emergency at hospital or in case of some family problem, the leader provides support in providing flexible timings." In a country like Pakistan domestic responsibilities mostly fall on women and they are expected to fulfill them irrespective of the demanding timings of a health professional. Most of the married female respondents expressed that they never feel any problem "... even though they have their families to look after" (R13). However, one respondent R33 voiced that "At some occasions we are unable to understand our boss's behavior and he seems oblivious of our problems. This pandemic asks for unconventional leadership strategies. Unfortunately the lack of vision makes our job more difficult". It can be concluded from subordinates' respondents of hospitals that they perceive most of their leaders attributing values of spiritual leadership.

Spiritual leaders show compassion for their followers and endeavour to create a welcoming and inclusive workplace. Employees of several hospitals expressed strongly that the workplace environment is negatively impacted by the actions of the leader. 90% of the respondents cited ongoing change in their job's nature as being primarily characterised by their cycle of duties and corresponding bosses. They thought that their leaders' joint actions contributed to a positive work environment. Their "spirituality" and inner values are further nurtured at work, and they "felt like a

family there." "Our leader always attempt to establish such a working environment which is caring and employees may easily work at workplace," said respondent R20. R33, on the other hand, stated that "Doctors are not healers anymore; instead, their primary purpose is to earn money from any source. Patients in (public/government) hospitals are forced to visit their (private) clinics since they don't care about them. When department heads act in this way, their staff members tend to do the same. The conditions in (public) health-care have gradually gotten worse as a result."

4.2 RQ2.1: Spiritual leadership and Workplace Spirituality improves Health of Employees:

Employees' health can be measured through the state of their physical as well as mental health. This study was conducted during the global outbreak of Covid 19 in health sector, therefore 100% of the respondents listed this indicator as their top most priority. Respondent 10 stated "In Pakistan doctors are perceived as aloof or rather indifferent to patients' sufferings. This perception has been developed due to the profit maximization objectives of our hospitals. However, experiencing life threatening situations impact everyone. Some individuals can successfully manage to reduce their anxieties, stress and negative health outcomes due to their connection with a higher being. Others need professional or institutional help to cope up with these negative outcomes. Unfortunately all of our resources are assigned to manage the increased workload brought due to pandemic. It seems that the mental and physical wellbeing of health professionals are the least of our problems." These respondents consider themselves as the first responders in these times. Therefore, they are also considered the most vulnerable ones. Respondent R8 stated, "During this pandemic, I consider myself getting closer to my colleagues than my family members... I believe that my faith and belief has helped me in tackling these uncertain times bravely. I also feel closer to those colleagues and leaders who have the same belief system as mine". 100% of the respondents stated the shortage of personal protective equipment (PPE) as a major threat to their health and safety. Though all the respondents were quite adaptive of the safety protocols given by their organizations for tackling Covid 19 pandemic; however when asked about their own initiatives taken, these doctors identified lack of structural support from their workplace as a hindrance. Interestingly, only one respondent was able to identify his own initiative where he "tries to arrange for PPE and distributes among his colleagues".

During pandemic 100% of respondents expressed a change in their work timings as compared to their normal routines. Doctors working in government hospital were asked to come on alternative days. One private hospital asked 50% of their doctors to provide services on call. Respondent R5 said, "We are also expected to give consultancy services at our supervisors' private clinics. Even some of my junior colleagues have their own private clinics. This consultancy, partial or self-employment models make it difficult to maintain work-life balance, but it stretches our employability in long-term." Respondents also considered tough timing schedule (such as a 32 hour shift in a government hospital) as a biggest challenge for maintaining good health.

When asked about the structural support provided to them to achieve mental wellbeing before or during pandemic, then these employees stated their supervisors' as well as peers' unconditional support as a major factor to generate peace of mind. Interestingly these factors were identified for the times before and during pandemic. However, 95% of the respondents consider "shortage of time" as a constraint in maintaining good physical shape. Respondent R 35 stated, "Our HOD's faith in us keep us moving and to face this disease bravely."

4.3 RQ2.2: Spiritual Leadership and Workplace Spirituality enhances Happiness of Employees

In a spiritual workplace employees feel more comfortable while finding purpose for their work in the organization. Spiritual workplace is also a source of nourishment of life. In our study 88% of doctors responded that their leaders understand challenges of their job and try to be accommodating of their needs. Respondents expressed that leaders' as well as colleagues' unconditional support and an equitable compensations systems generated more sense of belonging, job satisfaction and job engagement from subordinates. This also enables subordinates in becoming good doctors while treating their patients fairly and respectfully. Interviewee R20 stated that "A doctor is not only required to become a good practitioner, but it also demands a high code of conduct from us. Our boss tries to create such environment where we feel relax, understands our problems and tries to balance our family constraints. No one forces us to do anything. Rather, we are given job autonomy and assigned with duties with lots of freedom. However, this job also demands us to follow unexpected emergencies at odd timings. Our good performance reflects our leader's performance in a better way too... All colleagues and subordinates are very cooperative which helps us in maintaining a good work-life balance." 100% of the respondents stated that they wanted to be more engaged during this pandemic, however the lack of PPE and non-availability of treatment for this disease created hindrance in engaging them more. Vast majority of respondents also considered tough working hours of their job as one of the biggest challenge of maintaining work-life balance. Sometimes they feel burned out.

Respondent R29 stated that "In today's materialistic world, doctors are also in a rat-race to earn more money for their institutions and for themselves. Unfortunately, in Pakistan lack of structural reforms and regulators' weaknesses has enabled these organizations and professionals to focus only on maximizing profits. They do not bother about life of other people. When leaders exhibit such selfish motives, then subordinates also follow their suit. Some individuals like me are unsatisfied with these practices and we struggle to find such workplaces which exhibits the same values as ours."

4.4 RQ2.3: Spiritual Leadership and Workplace Spirituality improves Productivity of Employees

An individual's strong performances and professional experiences in present organization predicts one's future employability in other organizations or even other occupations. A conducive workplace environment that fosters support for employees' career enhancements result in more employees' engagement and long-term performance. 90% of doctors expressed that their leader's values and workplace attributes (with a focus on spirituality and equitable reward systems) increased their sense of belonging and provided them opportunities to improve their competencies. Doctor R16 responded that: "Our responsibilities and those of our coworkers are always shifting. Some are quite accommodating, so we have no issues enrolling in particular trainings. We want to demonstrate our greatest work and be more engaged. However, some are such that we would rather not participate in these trainings directly. According to R33, "our organisation does not foster a healthy work environment and is not helpful to employees. They are unable to improve their talents, which negatively affects their performance and their ability to compete in the market. These medical professionals have adapted to the pandemic crisis trainings that their organisation has delivered. Additionally, they have been aggressively looking for fresh chances to discover other nations' best practises.

These respondents also emphasized on the ever changing nature of their job especially in these turbulent times during Covid 19. They are required to adopt new methods against a disease which hasn't find any cure yet. Even in absence of pandemic, health professionals are expected to enhance their knowledge, competencies and skills to become better practitioners. 100% of the respondents expressed that trainings and updating competencies are essential for long term good performances. R5 responded, "New diseases are discovered in these modern times... As doctors we are required to keep ourselves updated and learn continuously. When work environment doesn't provide these opportunities, then doctors feel disconnected, unsatisfied with lower future employability opportunities." Workplace's structures such as job rotation, consultancy does impact the performance of employees in health care sector. They become more engaged and works more than what is expected by their roles. Their performance and learning attitude also helps in their future employability.

5. Discussion

The outcomes of our research validate previous studies' hypothesized relationships between spiritual leadership and workplace spirituality. Our respondents characterized 'spiritual leaders' as compassionate, spiritual, accommodating, understanding, equitable and visionary. The leaders, who are spiritual, can provide employees with a sense of membership by focusing on values of altruistic love. Consequently it makes them realize their self-worth and develop connection with other members of organization. Dimensions of spiritual leadership also enhance sense of calling and membership which are also components of workplace spirituality. Our findings further attested significance of spiritual leadership and workplace spirituality in playing an integral role for the development of career sustainability.

The pandemic of 2020 has created shockwaves all around the globe. In the midst of present pandemic, organizations and leaders have been focusing on operational and financial issues, prioritizing employees' wellbeing and finding ways to improve their productivity to survive ongoing health and economic shocks. Where Covid 19 has disrupted different occupations and industries, yet health care sector has experienced increased workload. This is an extra burden on Pakistan's already saturated and overstrained hospitals. Employees of health sector consider themselves as the first responders during these turbulent times. They are considered most vulnerable to be impacted by this virus. Even the first Covid 19 related death, reported in Pakistan, was of a young doctor. Unexpected and prolonged work timings are also associated with the health sector all around the globe. Pandemic has even extended these work timings further.

Our study concludes that spiritual leaders equipped with persuasive vision based on altruistic love generates hope in employees. This will help employees to find meanings in their lives and have positive impact on their attitudes towards life. Leaders' and colleagues support and an equitable compensation system improves employees' wellbeing and generate more sense of belonging, job satisfaction and engagement from subordinates. Employees consider their belief and their leaders' connection with higher being (spirituality) as a major contributor in navigating them during uncertain times of pandemic. It creates a sense of community among employees possessing the same belief systems. It is recommended that leaders provide unconditional support to the self-motivated employees during these turbulent times in order to generate a sense of belonging at workplace. During this pandemic spirituality also helps in improving physical as well mental health of employees.

Leaders of health sector should also enhance sense of membership and affiliation with values such as loyalty, courage etc. It is also recommended that such spiritual leaders generate hope in employees for achieving organizational as well as individual outcomes with mechanisms such as trainings and mentoring to make these employees more in control of their own careers. It will also prolong the career experiences of these employees. For this purpose, leaders should develop visions that are perceived achievable by employees. Moreover, employees' performance should be rewarded in accordance with the desired outcomes. Consequently, employees will develop faith in organizational leaders and on an equitable remuneration systems. Our findings also attest that organization's initiatives such as job rotation, consultancy, partial or self-employment are valuable for long term career sustainability of doctors, but it also adversely affects health and emotions of these professionals.

Organization support is also considered substantial in maintaining sustainable career. A 32 hours shift in government hospitals is considered to be one of the biggest challenge for maintaining good health and optimal satisfaction's levels. Some hospitals adopted an alternate day work schedule and introduced on-call services for their doctors, but most of the health sectors in Pakistan lacks basic infrastructure facilities. Therefore it is already expected that these professionals must be experiencing excessive mental as well as physical stress and unhappiness which was also validated through our findings. Doctors also emphasized on implementation of safety protocols for ensuring wellbeing of their colleagues and general public. Additionally, we find unavailability of personal protective equipment and lack of any self-started initiatives as major hurdles in tackling pandemic effectively. The respondents of our study were doctors belonging to the age group of 31 - 40 years with 45.71% of respondents signified experience of 6-10 years. As most of the respondents of our study are in early phases of their career journey, therefore they placed acquiring job competencies as a major factor of maintaining sustainable over time.

After reviewing interviews, it is concluded that spiritual leadership causes workplace spirituality. Supportive organizations and leaders with a vision develop sense of community, spur productivity, improve health and amplifies one's happiness with more job engagement. In addition, employees should be adaptable to the changes and should take charge of their own careers to make them more sustainable for longer time periods.

6. Conclusion

Unexpected events or shocks disrupt our habitual routines and jolt us out of our comfort zone. Organizations have become more volatile and agile over the decades. Consequently employees feel more stressed out and burnout. These issues are further exacerbated due to the recent Covid 19 pandemic and its impacts are not confined to employees' professional lives only. In March 2020, more than a third of world population went into lockdown. Though this pandemic has halted many sectors such as tourism, airline and retail globally, but health care sector has experienced increased workload on an already saturated and overburdened health sector of Pakistan. By the end of April 2020, livelihoods of 1.6 billion workers were either threatened or completely destroyed (Stahl, 2020). Even if life goes back to normal after these turbulent times, organizations should equip themselves with tools and methods focused on employees' health, happiness and productivity.

Although definition of career was first given in 1989 by Arthur et al. (1989), however the concept of sustainable career was introduced in 2015. Our qualitative study is based on process model of sustainable career developed by De Vos et al. in 2020. This creates an opportunity to gain

comprehensive insights related to sustainable careers' body of knowledge. Purpose of this study was to investigate impact of spiritual leadership and workplace spirituality on health, happiness and productivity. These are also indicators of sustainable careers.

Our findings attest that a spiritual leader will manifest a more spiritual workplace. This will positively impact life, health, job and career satisfaction of employees. In presence of spiritual leadership employees try to enhance their meta-competencies through support of their leader to enhance their job and career satisfaction. Deci & Ryan (2000) and Fry (2005) suggested that practices focused on values, behaviors and attitudes of altruistic love generate meaningfulness of work. Employees also feel appreciated and understood. Lata & Chaudhary (2020) found that spirituality in the workplace also promotes cooperation and support among employees. Altruistic love and employees' wellbeing programs build a sense of safety, self-confidence and also influence their judgments. This makes them more productive for the organization (Fry, 2003). These factors facilitate employees to achieve their career goals more effectively and sustain them even in unsettling times. A friendly and supportive workplace will also facilitate the employees in improving their long-term productivity. This conducive environment generates employees' satisfaction at workplace.

The different employment types and a growth of alternative work arrangements (such as project based, contractual, part-time, self-employed etc.) raises challenges pertaining to the sustainability of one's career over time (De Vos et al., 2020). Although indicators of sustainability such as health, happiness, and productivity are applicable regardless of the different employment types, but their meanings can be changed when applied in different dimensions of person, time and context. Our findings confirm that employees were generally satisfied with a spiritual workplace and a spiritual leadership style. But their health, happiness and productivity were negatively affected with the lack of organization structural support, a conflict with leaders' beliefs and values, and an absence of self-started initiatives. We recommend complete implementations of safety protocols in hospitals to ensure their employees' wellbeing. In addition to above an individual's own initiatives to adapt to changes also maintain long-term career sustainability.

Our research hypotheses about the connections between spiritual leadership, workplace spirituality, and long-term employee careers are amply supported by the data. In order to prepare people, business leaders, and organisations to enhance motivation and preserve sustainable careers in these uncertain times, researchers and practitioners will be given advice from this study. Sustainability in the workplace can lead to macroeconomic growth for a nation as well as microeconomic growth and income for an individual.

7. Recommendations for Future Research

The beneficial correlation between spiritual leadership and workplace spirituality has practical ramifications for Pakistan's many service industries, particularly the health sector. The backdrop of maintaining a sustainable career has not been followed in this study in terms of occupations or the labour market. Researchers in the future can investigate these dimensions. Although the topic of career sustainability is still relatively young, future scholars might examine its concept in other industries to learn more from the viewpoint of practitioners.

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