

## INTEGRATING WORKPLACE SPIRITUALITY, TOTAL QUALITY MANAGEMENT, AND JOB SATISFACTION

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<b>Abstract</b>	<p>TQM needs comprehensive refashioning of "softer" methods whose components encompass the core concept of personnel management to be entirely practical and self-sustaining. The alleged usefulness of the people aspect of TQIVPs is essential than its technical side in influencing the presumed utility of customers. Thus, the successful execution of TQM programs profoundly depends on the motive, abilities, engagement, and role-powers of the participants in an organization. TQM is not just about solving problem but more about satisfying clients. Hence, this study investigated the interaction effect of soft Total Quality Management, employees' Job Satisfaction and spirituality at work. The respondents were employees of Islamic banks in Indonesia. The hierarchical regression was considered to be the most appropriate analytical tool used for data analysis in this study. The findings showed that all dimensions of soft total quality management had a detrimental effect on job satisfaction. Moreover, stronger employees' spirituality at work strengthen the association between soft TQM dimensions, except empowerment, with job satisfaction.</p>
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