

Influence of Workplace Spirituality on Employee Outcomes With Mediation

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Abstract

This topic explores how workplace spirituality—the sense of meaning, purpose, connectedness, and alignment with organizational values—affects various employee outcomes such as job satisfaction, organizational commitment, engagement, and performance. It also examines the mediating role of factors like work engagement, psychological well-being, organizational culture, or intrinsic motivation, which help explain how and why workplace spirituality leads to positive employee outcomes

Introduction

Workplace spirituality gained gratitude among corporates, industries and academicians in the recent days as the main purpose of today's organization is to improve the business standards (Iqbal & Ahmad, 2020) through ethical practices. In this study, workplace spirituality is conceptualized as the blend of meaningful work, inner life, sense of community and organizational values. Most of the organization strives to enhance its effectiveness through employee commitment, creativity and it can be accomplished by means of humanistic approach. Furthermore, the efficacy of workplace spirituality practices in automobile manufacturing sector can be evaluated only by middle level managers in organization as there are in the front end encouraging and practicing it.

Workplace spirituality

Workplace spirituality is considered to be a spiritual foundation leading to desired results through meaningful work (Altaf & Awan, 2011) and recognition of inner life in the workplace. Spirit at work acts as the striving force of an individual explaining inner meaningful life (Krishnakumar & Neck, 2002; Heaton, 2004) and sense of community (George, et al., 2000). One of the finest systematic research done on workplace spirituality states that individual feeling (Milliman, Czaplewski, & Ferguson, 2003) towards thyself and outside the organization helps to drive the work towards achieving organizational goals (Pirkola & Rantakokko, 2016). Further a research on workplace spirituality reveals that mindfulness (Johnson, Park & Chaudhuri, 2020), drive the managers to takes proactive approach enlightening the personal and professional growth.

Dimensions of Workplace spirituality Workplace spirituality is the synchronization of body and mind (Guillory, 2000) by creating humanistic friendly approach in the employee's mindset for encouraging innovation and creativity in the workplace. Workplace spirituality explaining the job of an individual (Thompson, 2000) is operationalized as the blend of inner self (Ashmos & Duchon, 2000), meaningful work, context of community (Harrington, 2009) and organizational values (Giacalone, Jurkiewicz & Fry, 2004). First dimension inner self explains the emotional, physical and social requirements of employees

in an organization. Second dimension meaningful work, wholeness felt after completing work or completeness of work.

The third dimension sense of community narrates the relationship between employees within the department and inside the organization. The fourth dimension is the framework of organizational values promoting joy at work by connecting with others and through completeness.

Workplace spirituality creates a healthy environment (Wong & Slaikeu, 2006) in an organization leading to high productivity and morale among employees. Further meaningful work is done by means of encouraging the employees to help the fellow employees inside the organization or department (Ashar & Maher, 2004). Workplace spirituality is multifaceted as individual, organization and combination of both creating opportunities for employees for accomplishing proper services to the society and integrity towards the workplace.

Workplace spirituality sheds lights on different strategies that employees adopt for their personal and community well-being (Zou & Dahling, 2017). It works on the basis of social exchange theory (Jianglin, et al., 2018), where the organization provides the healthy and cordial climate in return for organizational effectiveness.

Spirituality and religion are not the same, it is human-centered life purpose and self-awareness by analyzing human factors (Ricardo, et al., 2018) in different levels of organisation. The difference between spirituality and religion, where religion explains about the behavior (Mitroff & Denton, 1999), spirituality relates to the personal beliefs. On the other hand, spirituality is more flexible in nature and religion is all about fixed in nature with all beliefs and customs. Adding to its spirituality is not about the religion (Laabs, 1995) or not converting the individual into any belief or systems. Spirituality is about how an individual view themselves at the workplace, experiencing meaningful or purpose of the work in the context of community. To be on a lighter note, spirituality can be discussed in workplace whilst religion cannot be discussed in the workplace as it is inappropriate and a sensitive topic.

Need for the study

Organizations across the world considers workplace spirituality as a means through which organizational effectiveness could be maximized. Complementing it, there are researches which supports that, encouraging humanistic work environment (Marques, 2005) leads to high level of commitment and devotion towards the organization. Based on the above theoretical circumstances and the piling up of cases due to rogue's behavior of employees in the workplace, the study on workplace spirituality is the need of an hour. Additionally, automobile manufacturing industries feel that workplace spirituality practices are pertinent in improving the right attitude among employees, as they feel distressed due to work load and overlooked organization-employee connect.

.Chand & Koul (2017) results focus on the negative relationship between occupational stress and workplace spirituality in an organisation. Experiencing workplace spirituality at work place helps to improve the self-esteem (Soleimani, Khosravi & Kashan, 2017) and stress affects organisational growth (Mellinda, 2017) and success.

Research Objectives

- To study about workplace spirituality and organisational outcomes experienced by middle level managers in automobile manufacturing sector.
- To evaluate the impact of demographic and organization profile of respondents on workplace spirituality and organisational outcomes.

- To develop, empirically test the workplace spirituality and organisational outcomes model for automobile manufacturing sectors.
- To analyze the mediation effect of perceived organizational support, organizational trust, organizational culture between workplace spirituality and Organisational outcomes.

Research model

Literature review helps to propose the research model can establish the hypothetical relationships among constructs

Hypotheses

H1- There is significant difference between workplace spirituality (Meaningful work, Sense of community, Inner life, Organizational values) and demographic profile for respondents.

H2-There is a significant difference between organisational outcomes (Organizational role stress, Organizational citizenship behavior, Individual innovative behavior, Counterproductive behavior) and demographic profile of the respondents.

H3-There is a significant difference between workplace spirituality (Meaningful work, Sense of community, Inner life, Organizational values) and organizational profile of the respondents.

H4: Workplace spirituality positively influence Individual Innovative behavior.

H5: Workplace spirituality positively influence Organizational Citizenship Behavior. H6: Workplace spirituality negatively influence counterproductive behavior.

H7: Workplace spirituality negatively influence organizational role stress.

The population defined by taking samples from 3 two wheeler industry 7 passenger vehicles, and 7 commercial vehicles in Tamilnadu region. Sampling done in three stages, Multistage stratified random sampling procedure adopted in this study. Multistage stratified random sampling is the process of which the samples are selected from higher level are considered.

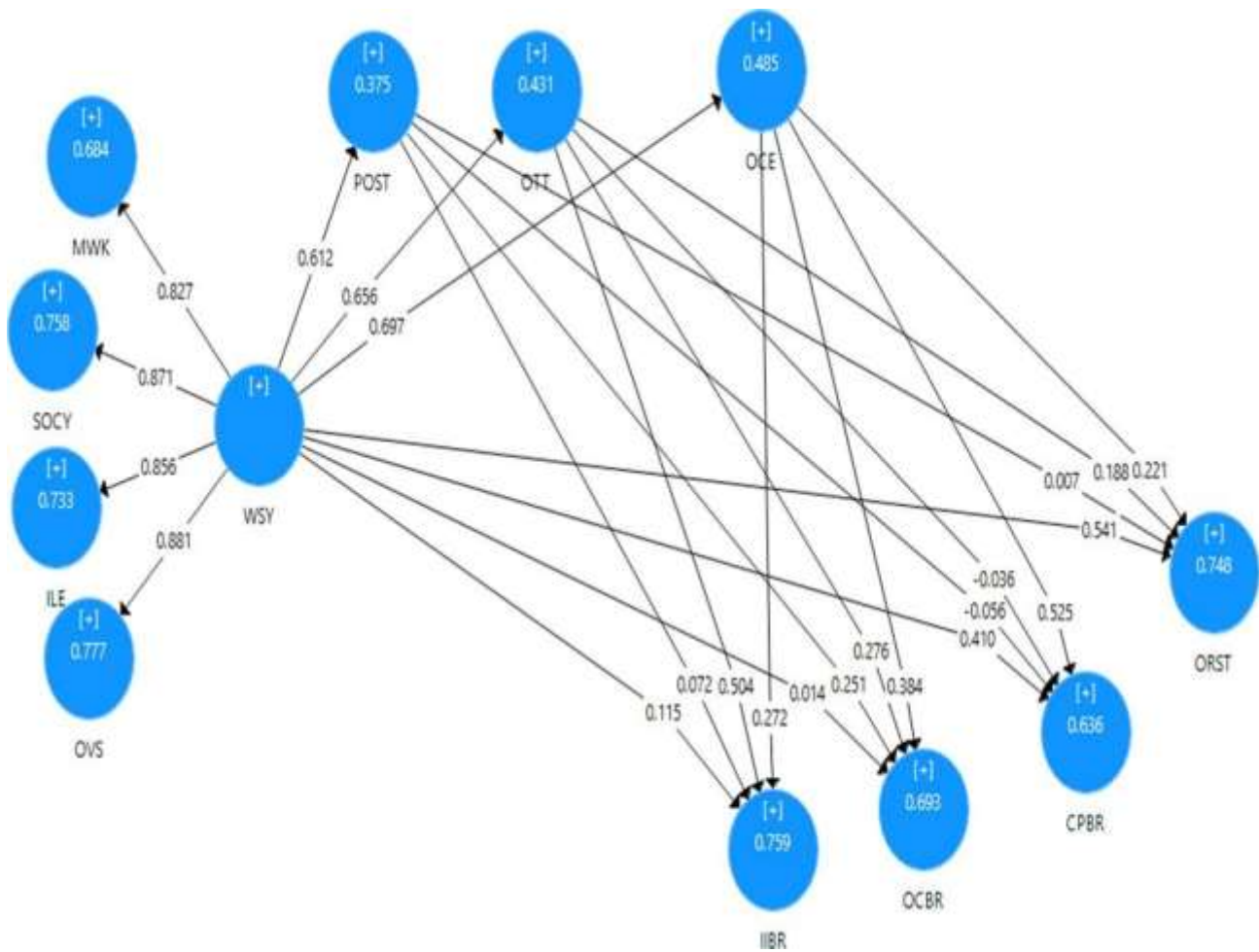
Stage 1 – In the initial stage 3 two wheeler industries, 7 commercial vehicles, 7 passenger vehicles, invited to take participate in this study of which two from passenger and one from commercial vehicles not shown interest in take part in this study. Hence the samples now 3 from two wheeler industries, 5 from passenger vehicles and 5 from commercial vehicles from Tamilnadu.

Stage 2- In stage 2 from each segments of which include above sample department such stamping, body shop, paint shop, trim & chases by using stratified sampling method.

Stage 3- In the third stage managers from the departments are selected randomly. By using lottery method the managers are chosen for collecting the samples for this study.

Main objectives of this study is to explore the dimension of workplace spirituality with organizational outcomes on automobile manufacturer in Tamilnadu.

These factors loadings used as the estimate for determine the relations of item with corresponding construct which items are designed to measure a construct exhibited with high loading and low or negligible loading on other factors. Confirmatory factor analyses conducted to have possible relationship between variables and scale was determined by research instrument is tested.



Model depicting the relationship between workplace spirituality and organisational outcomes

	Saturated model	Estimated model
SRMR	0.065	0.069
d_ ULS	1.409	1.621
d_ G	0.475	0.522
Chi-Square	1,843.884	1,929.641
NFI	0.785	0.776

The results of the study reveal that chi-square/degree of freedom 1.621 is lower than the acceptable value of 3, NFI value 0.7 which is in satisfactory level.

Calculation of mediation effects:

Workplace spirituality and organisational outcomes are mediated by three variables in the model such as perceived organizational support (POST). Organisational trust (OTT) and organizational culture (OCE)

Findings

In this chapter the structural equation model for automobile manufacturing sector with reference to Tamilnadu. Measurement model results confirm with the criteria for validating the structural model. The structural model is checked for the path coefficients, co-efficient of determination, predictive relevance and mediating relationships between workplace spirituality and organisational outcomes. The model is validated and interpreted as the whole for the automobile manufacturing sector. Summarizes the total,

indirect and direct effects of workplace spirituality on organizational outcomes in the model and from the values of total effect and it is established that the impact of Workplace spirituality on organizational outcomes in automobile sector in Tamilnadu district. Organisational culture mediates the relationship between workplace spirituality and counterproductive behavior. Organisational trust and perceived organisational support does not act as a mediator between workplace spirituality and counterproductive behavior. Organisational culture mediates with individual innovative behavior, Organisational citizenship behavior, Organisational stress. Perceived organisational support not mediated with individual innovative behavior, counterproductive behavior, Organisational role stress. Perceived organisational support mediates the relationship with organisational citizenship behavior. Organisational trust mediates with relationship with organisational citizenship behavior, organisational role stress. Workplace spirituality partially significance with organisational citizenship behavior. In this study workplace spirituality plays important antecedent in the automobile manufacturing sector are explained with individual item of scale explained in this chapter. Organisational trust, perceived organisational support, organisational culture are introduced as the mediator between workplace spirituality and organisational outcomes.

Conclusion

‘Workplace spirituality’, an emerging concept in the organisational behavior stream is introspected in this study by operationalizing it as the blend of meaningful work, inner life, sense of community and alignment of organisational values. Accompanying it, organisational citizenship behavior, individual innovative behavior as positive outcomes and counterproductive behavior, organisational role stress as negative outcomes are also examined in this study. The direct impact of workplace spirituality on positive, negative organisational outcomes as well as via organisational culture, organisational trust and perceived organisational support is also studied. A research model is developed based on the above theoretical reinforcements and the results are discussed below.

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