

The Impact of Workplace Spirituality on Employees OCBs

By

Dr. Jitendra Kumar Singh

Associate Professor, School Of Business Management, Noida International University,
Gautam Budh Nagar, 203201, U.P., India

Email: Jitendra.Singh@Niu.Edu.In

Dr. Shilpi Singh

Associate Professor, School Of Business Management, Noida International University,
Gautam Budh Nagar, 203201, U.P., India

Email: Shilpi.Singh@Niu.Edu.In

Dr. Gazal Singh

Associate Professor, Mangalmay Institute of Management and Technology, G. Noida,
201310

Email: Gazalsingh84@Gmail.Com

Dr. Lata Sisodiya

Assistant Professor, School Of Management and Commerce, Sanskriti University, Mathura, -
281401

Email: Latas.Somc@Sanskriti.Edu.In

Abstract

The rapid growth of spirituality in the workplace and the organization in general, is of great importance for business leaders, human resources officials, members of the organization and agents for change. An important issue in the field of spirituality in the workplace concerns the relationship of this construct with the OCBs. After providing an operational definition of "workplace spirituality", identify some of the dynamic factors contributing to its rapid growth. The purpose of this study is to investigate the relationship between workplace spirituality and organizational citizenship behaviors (OCB). The components of spirituality in the workplace also led to job satisfaction for employees, and job satisfaction was positive for a relationship with OCB. This study can provide significant contributions to promote managerial effectiveness and change management, leadership and holistic performance and growth of organizations, through environments that promote spirituality in the workplace.

Keywords: Spirituality, Job satisfaction, Organizational Citizenship Behavior (OCBs)

Introduction Workplace Spirituality

The extraordinary attention received from spirituality in the literature on work since the 1990s is proof of this importance. The phenomenon of spirituality in the workplace is described as the experience of an inner life that nourishes and is nourished by meaningful experiences that take place in the context of the workplace (Ashmos e Duchon, 2000). Past research shows why it is difficult for employees to have separate "spiritual" and "work life" (Zimmerman, 2004). Employees want a deeper meaning in their lives (Hansen & Keltner, 2012). Because people spend most of their lives at work and often get their social identity from their workplace, what happens to them at work is important for their mental and physical well-being, a desire for further study Relationships and a sense of greater purpose. Van Dyne, Graham and

Dienesch (1994) were a step forward. and have suggested through their research that employees are encouraged to demonstrate an extra extra function,non-mandatory benefits as a result of experiencing a strong sense of connection to your organization; aDerivation of a sense of meaning and purpose in their daily work.

Giacalone and Jurkiewicz (2003) defined spirituality in the workplace as "a structure of organizational values that is highlighted in the culture that promotes the experience of the employees of transcendence through work processes facilitating their sense of being connected with others in a way that provides feelings of fulfillment and joy "(p.137).

An examination of the definitions of spirituality launches several common elements, the most common of them be a desire to live with values that transcend the immediate needs of the self, deep empathy with everything that has life, and the willingness to connect with a higher power, or the giver / source of life (Krishna kumar & Neck, 2002).Giacalone and Jurkiewicz, (2003), define and see "spirituality as a framework of evident organizational values" in culture that promotes the experience of employees of transcendence through the work process, facilitating their feeling of being in contact with others in a way that provides feelings of fulfillment and joy. In other words, Spirituality is a search for internal identity, connection and transcendence (Kinjerski and Skrypnek 2004).

This article references three core recurring components of workplace spirituality: inner life, inter connected ness and sense of purpose.

Inner Life

Mahakul (2015) described the inner life as the recognition that there is a soul in all human beings. This it translates into the reference of a power that overcomes the immediate physical self and transcends the ego.

Purpose and meaning

The meaning can be derived from the experience of one's purpose and importance (Overell, 2008). A person can find a useful direction in your work through the feeling of harmony and unity for this purpose (2008). The meaning and purpose in the workplace implies the acceptance that employees want to participate work that gives meaning to their lives. It is the recognition that people have internal motivations and desires to be Participate in activities that give greater meaning to life.

Interconnectedness

Interconnection, or in other words, a sense of community, is well referenced in the literature of spirituality. Stamp (1991, p.80) has suggested that spirituality is "an awareness within individuals of a sense of connection "exists between inner beings and the world. "Chappel (1994) states that when employees share values, If you understand a common meaning and purpose, you will find a strong connection to your workplace. Mitroff Denton (1999, p.83) supports Chappel's vision, since they affirm that spirituality is "the fundamental sensation of being connected with being complete, with others and with the whole universe.

Workplace Spirituality Outcomes

Workplace spirituality can lead to different desired outcomes in the workplace, including employee motivation, organizational performance and job satisfaction (Krishna kumar & Neck, 2002). The behaviors of organizational citizenship, according to Pawar (2009), can be improved by incorporating spirituality in the workplace. Pawar (2009) in his study on

workplace spirituality and work attitudes, based on the research of Milliman et al. (2003) in what he found significant in hypothetical relationships between the spirituality of the workplace and job satisfaction.

When considering the definition of job satisfaction, Smith (1955) suggested that it reflects the employee's judgment about how well your work in general meets your different needs. It was also found that greater job satisfaction. It is likely that in the end it leads to a more effective functioning of the individual and of the organization as a whole. Brown (2003) states that for any successful and effective organization, there is a great need for job satisfaction, a friendly and healthy organizational climate and aspects of constructive behavior among the workforce. Construction. According to Brown, Sanders et al. (2005) state that "spirituality in the workplace implies the process of encouragement employees feel connected to a network beyond themselves, promoting a sense of community in the world workplace and that this sense of community will lead employees to experience greater satisfaction with the organization" (page 46).

A person's well-being is largely determined by the meaning and purpose of life (or life satisfaction) (Zika and Chamberlain, 1992). This statement argues that job satisfaction is largely a manifestation of the meaning of life, the satisfaction of life and, therefore, a manifestation of spirituality. Therefore, it is safe to assume that experiencing the satisfaction of life through one's work can lead to a personal evaluation of the results in the workplace.

Job satisfaction has been linked to several important organizational results, such as the behavior of organizational citizenship (Bateman and Organ, 1983). Organ (1988) examined the relationship between job satisfaction and helping behaviors, also known as organizational citizenship behaviors, and found that they have a significant impact on the organization.

As early as 1978, Katz and Kahn had highlighted the importance of organizational citizenship in organizations. Organ defined organizational citizenship behaviors as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988).

Several components of OCB have been postulated by academics, viz loyal boosterism, cheerleading, self-development, etc. Some researchers choose to further classify OCB dimensions as OCBI- OCB directed to the individuals and OCBO- OCB directed to the organizations. Literature highlights 5 major commonly identified and agreed upon constructs:

- Altruism: the act of helping others.
- Courtesy: being polite and preventing conflicts.
- Awareness: do more than the minimum; attention to details
- civic virtue: shows interest and participation (for example, maintenance) with the organization; defend the organization's policies and practices and defend the organization when it is challenged
- Sportsmanship: tolerating less-than-ideal conditions; accepting of changes and performs requests without complaints.

Workplace Spirituality–Job Satisfaction –OCB: A Model

Based on the above arguments, it can be safe to say here that one can examine the relationships between spirituality in workplace and job satisfaction, and job satisfaction with the organization's results, such as OCB, to evaluate valuable theoretical explanations on the

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relationship between work satisfaction and work spirituality. An independent study by Sharma, Bajpai and Holani in 2011 in Punjab (India) showed OCB following job satisfaction, while in a study by Gupta, Kumar Singh and in 2013 on state employees in Punjab, spirituality was observed on the workplace to have a positive impact on job satisfaction. This article contributes to the literature by analyzing workplace spirituality and its relationship to job satisfaction and organizational citizenship behavior (OCB). This is based on the individual relationships suggested between the three variables under discussion (ie, workplace spirituality, job satisfaction and OCB)

As workplace spirituality dimensions fulfill employees' higher order and spiritual needs (Fry et al., 2001), they should induce a more favorable employee affective response. Thus, there should be a positive relationship between workplace spirituality dimensions and job satisfaction. Milliman, Ferguson, Tricket & Condemni (1999) proposed that an organization that promotes a sense of community will have a more satisfied and motivated workforce. Studies have shown that when employees feel satisfied with their activities at work, they show positive intentions to stay in the organization (Randolph, 2005). Robert, Young and Kelly (2006), and Komala and Ganesh (2007) studied the relationship between workplace spirituality and job satisfaction and found a positive relationship between the two. Research has suggested that where spirituality is practiced at work, there is a positive effect on employee job satisfaction (Chawla & Guda, 2010).

It can be posited that the literature supports the current hypothesis that the workplace spirituality components of Inner life, interconnectedness and meaning and purpose will have a positive relationship with the Job satisfaction experienced by employees.

Job Satisfaction and OCB

The "expansion and construction theory" Fredrickson (2004) argues that experiences of positive emotions encourage people to get involved with their environment and participate in activities, many of which are evolutionarily adapted for the individual, for their species, or both. On this theoretical basis, it is fair to assume that previous researchers, including Bateman & Organ (1983) and Smith, Organ & Near, 1983, found a significant relationship between job satisfaction and CBO in their respective studies. Karambayya (1989) analyzed 18 works.

Groups of 12 different organizations that mainly include professional executives and examined the relationships between the performance and satisfaction of the work units and the citizenship behavior of the members. The results showed that members of work units that had a higher level of performance and satisfaction generally showed higher levels of citizenship behavior than members of work units that showed lower levels of performance.

Workplace Spirituality and OCB

According to Krishna kumar and Neck (2002), "fostering spirituality will lead to the employees feeling complete when they come to work". Nearly all academic definitions note that spirituality involves a sense of wholeness, transcendence, and that of being a whole and integrated person. According to Duchon and Plowman (2005), the whole self includes the spiritual self and workplaces that enable the expression of spirit are "receptive to the 'entire' or whole person, and as such, may be more productive than workplaces where spirit is ignored".

Though independent research is being continually conducted on each of these knowledge domains, there is a growing body which is also highlighting the possible relationships between employees demonstrating OCB or greater extra-role performance, as a

result of them experiencing a strong connection to their organization and upon finding a sense of meaning and purpose in their daily work (Van Dyne, Graham, & Dienesch, 1994).

Whereas the link between spirituality and wellbeing is well known, researchers are now expanding the view to include positive outcomes for organizations. Whilst some research has analyzed linear relationships between predictor and outcomes, some have studied the role of mediators. For example, Liu (2008) established a positive relationship between transcendental leadership and OCB through the mediator of workplace spirituality.

Setiyawati and Abdul Rehman (2007) in their study exploring the spirituality and personality correlates of OCB recognized that meaning of life had a positive significant impact on OCB.

In line with creating an open and learning organization, a spiritual climate too allows workers to be fully engaged. When workers are fully engaged, when they and their managers have common values and a shared sense of purpose, their daily work would be imbued with deeper meaning, (Kinjersk & Skrypnek, 2005) which leads to satisfaction and fulfillment, and the desire to engage in behaviors for the benefit of the organization. It also appears that individuals in development focused organizations might react more favorably to using OCBs than individuals in results-focused organizations. (Gelfand, Erez, & Aycan, 2007), which can indicate a likelihood of workplace spirituality leading to OCBs, as workplace spirituality creates an open, free and expressive/ developmental atmosphere for employees to function in.

Proposed Model

The objective of this article is to propose a model of the relationship between the constructs: spirituality at work (i.e. the independent variable) and organizational citizenship behaviors (OCBs) (i.e. the dependent variable), and to explore the possibility of the mediating effects of Job satisfaction. There is currently a dearth of studies linking workplace spirituality to the outcome of organizational citizenship behaviors.

Literature review on workplace spirituality as discussed above has linked job satisfaction as an outcome. On the other hand, research on OCB has indicated that job satisfaction is an antecedent to the display of OCB at the workplace. In effect, workplace spirituality leads to job satisfaction and job satisfaction leads to OCB. This research is an attempt to link all three variables, and study the possibility of such a relationship, wherein job satisfaction mediates the demonstration of OCB, as a result of experiencing workplace spirituality.

However, there is a dearth of such empirical research linking the construct of spirituality at work with OCBs. By introducing the various dimensions of the construct of spirituality at work, this study hopes to derive insights and greater understanding into the hypothesized relationships between workplace spirituality and OCBs.

Independent Variable Mediator Dependent Variable

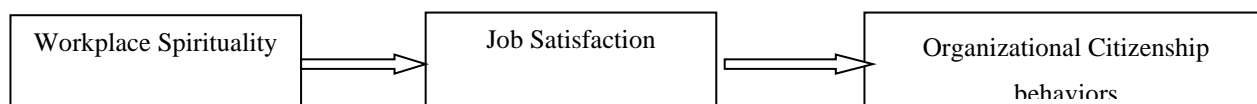


Figure 1: The Research Model Proposed

4.1 Proposition

The relationships in the Model expressed can be investigated as hypotheses.

The relationship between workplace spirituality and job satisfaction was found to be positively significant as studied by Altaf and Awan (2011). It has been suggested that workplace spirituality is an important factor that increases employees' happiness (Jurkiewicz & Giacalone, 2004), and when employees see that appropriate situations are provided in workplace, they try harder than before to reach organizational objectives (Rastgar, 2012). Building on these studies, the researcher has studied the variables of Workplace Spirituality – independent variable, OCB – Dependent variable, Job satisfaction- mediating variable.

4.2 Importance of Study

A critical component of success for organizations today is the behavior of their people. When employees are able to display organizational citizenship behaviors (OCBs), they are in effect contributing positively to the organizations objectives. Researchers have theorized that the effectiveness of organizations is likely to be enhanced when employees go above and beyond the call of duty to aid fellow workers and achieve organizational goals (Organ, 1988). The importance of OCBs is reflected in the large volume of research directed at understanding its antecedents (Bukhari, 2008). As a result of the increasing interest in the study of OCBs, researchers have looked into the possible antecedents to the exhibition of such (desirable) extra-role behaviors by employees (Rastgar, 2012). OCBs are identified as one of the lowest cost and best ways to encourage effectiveness and competitive advantage (Nemeth & Staw, 1989). Managerial productivity may rise (MacKenzie et al., 1993; Podsakoff & MacKenzie, 1994) through OCB, as more skilled or efficient workers will help newcomers to come up to speed or learn faster, thus relieving the managers from 'teaching tasks' allowing them to focus their time and energies on more important critical tasks, enhancing productivity. Similarly, best practices will be openly shared and spread through groups, and there will be enhanced team spirit, morale, and cohesiveness.

Conclusion

In conclusion, workplace spirituality is gaining interest as a newer source of competitive advantage, and researchers are analyzing the antecedents and consequences of workplace spirituality. Studying work place spirituality and the behaviors which emerge as a result, can lead to a better understanding of the actual status of the organizational climate. It can also reveal conditions under which employees display behaviors which will benefit themselves and the organization, critical elements to ensure competitive advantage. Work place spirituality has also shown linkages to sustainable behavior and that is a key want from organizations today. This article has proposed the mediating role of job satisfaction between workplace spirituality and OCB. There are millions of dollars spent annually on increasing job satisfaction in workplaces and if some focus is given to the core components of workplace spirituality, which call for lesser external investments and more in belief systems, and behaviors, there will be much more to be gained.

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