



Workplace Spirituality and its Effect on Job Satisfaction and Organizational Citizenship Behaviour

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Abstract-

The primary aim of this research was to determine the effect of Workplace Spirituality on employee job satisfaction and organizational citizenship behaviour was the primary goal of the study. According to this, it looks at the connection between Workplace Spirituality Job Satisfaction and Organizational Citizenship Behaviour. Total of 150 samples for data has been collected using a quantitative approach by circulating the questionnaire among the working professionals targeting Bangalore Urban area companies. The primary goal of this study was to determine whether employees believed that workplace spirituality had a significant impact on their job happiness and organizational citizenship behaviour. The sample-set includes employees varying from age less than 30 to above 50 people from different educational levels like Undergraduate, Post Graduate, PhD/Doctorate people.

Keywords-Workplace Spirituality, Organizational Citizenship behaviour, Job Satisfaction, Workplace.

I. Introduction

Many companies are facing issues like absenteeism, conflict, burnout, turnover, conflicts among employees, corruption and many more. According to previous research conducted in the past problems are occurring due to the absence of Workplace spirituality (Nagina and Doris, 2011).

Other than religion Workplace spirituality can also be connected to the success of employees and companies. It offers stability to the organization and improves the productivity of employees as well which results in an improvement in the performance of employees. A wide range of important psychological results such as life satisfaction,

mental well-being, personality, Positivity and mutual trust are all positively correlated with workplace spirituality with individual spirituality, spiritual well-being and workplace spirituality (Wagner-Marsh & Conley, 1999).

These links continually lend credibility to the notion that greater spirituality enhances mental health and that is appropriate to evaluate business and its constituents from the business point of view. It is also observed that lower levels of spirituality negatively correlated with unpleasant conditions like loneliness (Ellison, 1983), In addition to the positive association between spirituality and a variety of organizational and psychological outcomes negative emotions, end-of-life dread, the desire for a speedier death, suicide thinking, and the decision to stop smoking are all examples of negative moods (Fehring et al., 1987). (Milliman et al., 2003).

The findings show that spirituality strongly favours and impacts physiological health. Understanding via one's work implies the significance of a person's well-being, which is enhanced by spirituality in the workplace, given the significance of work in people's lives. views on religion and spirituality in the workplace.

II. Review of Literature

2.1 Workplace Spirituality

According to Thompson (2000), a person's attitude toward their profession, whether it be a job or a "calling," is what determines their "spirit at work." According to Harrington, Preziosi, and Gooden (2001), workplace spirituality is having a giving mindset and a sense of community with others, both within their department and throughout the organization.



To illustrate the concept of workplace spirituality, several employees have employed diverse elements. Westgate (1996) has major four identified aspects of workplace spirituality, community-related elements, intrinsic values (the internalised principle that drives people's conduct) transcendent experience (something beyond conventional rationality) purpose and meaning in work. In this research, it was found that workplace spirituality should be seen as a way to fully express oneself at work as well as a way to show one's intellect.

Scholars attempted to be particularly interested in workplace spirituality when trying to define this. Only one aspect of spirituality is religion (Ajala, 2013; Akbar et al., 2018). Laabs (1995) suggested that religion be left out of the definition of spirituality. Workplace spirituality is continuously evolving and cannot be formally defined at this time (Giacalone & Jurkiewicz, 2003; Ashmos and Duchon (2000)

Numerous researchers have discussed the connection between OCB and job happiness. Mohamed (2016) looked at non-academic staff members of the Malaysian University System to determine the connection between OCB and job satisfaction. He found that OCB benefited from both inner and extrinsic job satisfaction.

A person feeling of meaning in life has an impact on their well-being (or level of life satisfaction) (Zika and Chamberlain) 1992. Spirituality is crucial therefore to one's well-being. This assertion is supported by research by Young et al. (1998) demonstrated that spirituality aids individuals in maintaining their well-being. That is why it is assumed that a spiritual person is content with their life and, as a result, understands situations and engages in different ways than someone who is not spiritual. Therefore, to maintain their happiness and strengthen their relationship with the organisation, people who are pleased with their work are more likely to practise more spiritual behaviour there.

Numerous studies have been conducted on Job satisfaction, but no integrating were found findings have identified job satisfaction might have a spiritual foundation instead of just a materialistic one because modern workers believe that aspects like self-actualization, affiliation with an ethical foundation, skilled work, earning a living, consisting of co-workers who serve humanity, offering for upcoming generations, assisting society are significant, Impactful and meaningful in their task.

2.2 Job Satisfaction

Theoretically, there is an explanation between Job Satisfaction, Workplace Spirituality that can be effectively explained in terms of want or fulfilment. According to Maslow's hierarchy of needs the highest hierarchy of needs that itself-actualization to attain that a person must grow and develop many people but don't strive for self-actualization.

The major two human variables like self-esteem and locus of control have been linked to identifying the meaning of life (Reker, 1977). Having a worthwhile aim for living also improves an individual well-being (or level of happiness in life) (Zika & Chamberlain, 1992). Therefore, spirituality is crucial for people with mental health (or life satisfaction). This is supported by the discovery made by Young et al. (1998) that spirituality contributes to people's ability to maintain overall well-being. Therefore, it is assumed that a spiritual person will be able to aid in maintaining people's general well-being. Thus, it is hypothesised that someone who is spiritual will normally be content with life and will, as a result, will perceive the world differently and behave differently from someone who is not.

There is a long history of using a dispositional perspective to explain job happiness. Job satisfaction has been examined in studies dating back to 1913 about emotional adjustment, personality, and personality traits (Staw & Cohen-Charash, 2005). (Fisher & Hanna, 1931). Despite receiving a lot of criticism, the dispositional theory appears to be a well-built hypothesis that offers a compelling and reasonable explanation of job satisfaction. According to this viewpoint, an employee's contributions to the company, such as their personal qualities, have an impact on their level of job satisfaction these people will be happy at work because they tended to be happy, not because of external circumstances like a fair wage, positive relationships with their managers, or suitable equipment.

2.3 Organizational Citizenship Behaviour

The experiences of the employees brought the spirituality of the workplace to light. When employees can demonstrate their desire to exhibit compassion and care for others, they might say that they are having a pleasant experience at work. This inner consciousness in the quest for meaning and purpose at work can lead an employee to transcendence. People who have access to these chances work harder and cheerfully for the business, going above and beyond the call of duty (Kazempour and Mohd Amin, 2012). Because of



this, research demonstrates that workplace spirituality enhances employees' organisational citizenship behaviour (OCB). Similar findings from past studies 2018; Sani and colleagues, 2018). However, several studies point to a tenuous link between OCB and workplace spirituality.

Organizational Citizenship Behaviour causes individuals to exhibit outstanding behaviour outside of their job description which results in employees performing better. For firms who wanted to achieve a competitive edge in the concerned market, OCB plays an important role. Advanced companies are looking for employees who can go above and beyond their roles and responsibilities in the job description. Leading organizations are least interested in keeping employees in the organization who contributes minimally to maintain the relationship with the company. Employees who go beyond their roles and responsibilities are concerned to be pro-social behaviour exhibits (Organizational Citizenship Behaviour), the employees participate in a variety of activities and in informal conversations which will be beneficial for the company. Currently, the majority of companies are focusing on motivating employees in the organization to take additional responsibility and to voluntarily exhibit pro-social behaviour (Singh & Kumar 2014).

In 1983 Organ and his associates introduced the term OCB for the first time (Ocampo et, Al. 2008). Organ 1988 defines OCB as employee behaviour that is voluntary and contributes to organizational effectiveness but is not recognized in the formal structure of organizations.

2.4 Research Gap

In this study, the components chosen for the workplace spirituality scale included work that is meaningful, generosity and a sense of belonging, which has led to the following results. It might be possible that including other components like mindfulness, transcendence etc in the workplace spirituality scale may lead to a stronger correlation and even can explain the effect of workplace spirituality in a more specific way.

III. Methodology

3.1 Objectives of Study

The objectives of the study include finding the effect of workplace spirituality on job satisfaction and organisational citizenship behaviour. The research also aims at finding how workplace spirituality differs among various age groups, Gender, and work experience group.

3.2 Hypotheses of Study

The following are the hypotheses of the study-
H1- Workplace Spirituality effects Job Satisfaction
H2- Workplace Spirituality effects Organizational Citizenship Behaviour

3.3 Operational Definition

3.3.1 Workplace spirituality - Ashmos and Duchon (2000) defined spirituality at work as "recognition of an inner life that nourishes and is nourished by meaningful work that takes place in the context of community."

3.3.2 Meaningful work- Ashmos and Duchon (2000) assert that meaningful labour demonstrates the significance, energy, and enjoyment of employment. A sense of completion and harmony with a higher purpose that clarifies one's work is a sign of meaningful work (Overell, 2008).

3.3.3 Compassion- - The word "compassion" denotes empathy or caring for others, frequently implying a desire to assist. According to Petschawang and Duchon (2009), compassion is characterised by a keen awareness of other people's suffering, sympathy for them, and a desire to end it. This definition eventually compels one to take responsibility for others who are in need and less fortunate

3.3.4 Sense of Community- McMillan and Chavis (1986) defined a sense of community as a sense of belonging, a sense that members matter to one another and to the organisation, and a belief that members' needs will be addressed as a result of their dedication.

3.3.5 Job Satisfaction- In the words of Dandona (2013), job satisfaction is regarded as an essential determinant, explaining that employees in the organisation love their work and try to engage themselves as much in their work as possible, which leads to improved performance of the individual.

3.3.6 Organizational Citizenship Behaviour - Organ (1997) defined OCB as making contributions to the preservation and facilitation of the social and psychological environment, which has a direct and significant impact on task performance. People in organisations occasionally display specific behaviours that go beyond their designated duties. Such conduct is referred to as OCB.

3.4 Sampling and Data Collection

For a collection of the sample, the urban area of Bangalore - Electronic City was chosen as the location was accessible for the researchers and the location had big IT companies like Infosys, TCS, Accenture etc. In addition to this, there were no prior research work done in the IT sector of this area. This research is done in the IT sector hence the



employees of private IT companies in the electronic City were the respondents. The data was collected from April 2022 to June 2022 through a questionnaire circulated online. The total sample size is 150 respondents and the collection of data was done using the random sampling method.

3.5 Reliability test

To find whether the data collected is reliable or not and whether it can be used for further analysis, a reliability test using Cronbach's alpha was done on SPSS. The test was done for each variable scale to ensure the reliability of the data collected for each scale. The workplace Spirituality scale had a Cronbach alpha value that is 0.890 and the job satisfaction scale had a Cronbach alpha value of 0.862 and for Organizational Citizenship Behaviour scale Cronbach alpha value of the scale is 0.842.

IV. Results and Findings

Descriptive Statistics

	total of work place spirituality		Total of job satisfaction		Total of organizational citizenship behaviour	
	1	2	1	2	1	2
Valid	75	78	75	78	75	78
Missing	0	0	0	0	0	0
Mean	38.133	38.077	38.453	38.308	47.227	47.000
Std. Deviation	7.922	6.862	6.882	6.368	7.594	6.337
Minimum	10.000	19.000	18.000	17.000	24.000	36.000
Maximum	50.000	50.000	50.000	50.000	60.000	60.000

4.2.2 Age - The study showed that people under the age category of above 50 years old were the ones who had the highest workplace spirituality, highest job satisfaction and highest organizational citizenship behaviour. While people in the age category 31-40 years old were the ones who were lowest in workplace spirituality and job satisfaction and people from the age category 41-50 were the ones who were lowest in OCB.

Descriptive Statistics

	total of work place spirituality				Total of job satisfaction				Total of organizational citizenship behaviour			
	1	2	3	4	1	2	3	4	1	2	3	4
Valid	78	44	22	9	78	44	22	9	78	44	22	9
Missing	0	0	0	0	0	0	0	0	0	0	0	0
Mean	37.885	37.250	38.682	42.778	38.269	38.205	37.318	42.778	47.205	46.523	46.091	51.667
Std. Deviation	7.195	7.671	7.599	6.140	6.204	6.947	7.409	5.426	7.103	7.245	5.731	6.164
Minimum	10.000	25.000	19.000	28.000	18.000	27.000	17.000	33.000	24.000	34.000	38.000	40.000
Maximum	50.000	50.000	50.000	49.000	50.000	50.000	49.000	50.000	60.000	60.000	56.000	58.000

4.2.3 Education- The study showed that people with postgraduate degrees or more had high workplace spirituality, high job satisfaction and high OCB. While people with undergraduate degrees or less were the ones who had low workplace spirituality, low job satisfaction and low OCB.



Descriptive Statistics

	total of work place spirituality		Total of job satisfaction		Total of organizational citizenship behaviour	
	1	2	1	2	1	2
Valid	56	97	56	97	56	97
Missing	0	0	0	0	0	0
Mean	37.196	38.629	37.857	38.680	46.446	47.495
Std. Deviation	7.657	7.197	6.242	6.817	7.076	6.898
Minimum	10.000	19.000	18.000	17.000	24.000	29.000
Maximum	50.000	50.000	50.000	50.000	59.000	60.000

4.2.4 Work Experience- The study showed that people with more than 20 years of work experience were highest in workplace spirituality, highest in job satisfaction and highest in organizational citizenship behaviour while people having less than 5 years and 5 to 10 years of work experience were in their lowest job satisfaction, lowest in workplace spirituality and lowest in OCB.

Descriptive Statistics

	Total of job satisfaction				total of work place spirituality				Total of organizational citizenship behaviour			
	1	2	3	4	1	2	3	4	1	2	3	4
Valid	78	48	16	11	78	48	16	11	78	48	16	11
Missing	0	0	0	0	0	0	0	0	0	0	0	0
Mean	38.077	38.313	38.750	40.273	37.859	37.063	40.500	40.909	46.936	46.292	48.125	50.455
Std. Deviation	6.367	6.422	6.668	9.231	7.530	6.768	6.623	9.268	7.338	6.533	6.732	5.956
Minimum	18.000	27.000	26.000	17.000	10.000	27.000	30.000	19.000	24.000	34.000	38.000	40.000
Maximum	49.000	50.000	50.000	50.000	50.000	50.000	50.000	49.000	60.000	60.000	60.000	58.000

4.3 Regression and correlation results-

Regression has also been done on SPSS to ascertain whether to accept the null hypothesis or reject it or accept the alternate hypothesis of the research.

4.3.1 Effect of Workplace Spirituality on Job Satisfaction

It has been found that Workplace Spirituality is not only related to Job satisfaction but is positively related to job satisfaction. The correlation value of both is Linear regression is R-0.752, R square- 0.566



Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	V15 ^b	.	Enter

a. Dependent Variable: V26

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752 ^a	.566	.563	4.364

a. Predictors: (Constant), V15

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3752.610	1	3752.610	197.066	<.001 ^b
	Residual	2875.403	151	19.042		
	Total	6628.013	152			

a. Dependent Variable: V26

b. Predictors: (Constant), V15

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.712	1.862		6.826	<.001
	V15	.674	.048	.752	14.038	<.001

a. Dependent Variable: V26

Since the R-value of correlation is above 0.6 and is closer to 1, it means that there is a positive correlation between the two variables. Also, the linear regression r and r square value is above 0.5 and closer to 0.9, this shows that the data collected is reliable and valid.

It has been found that employees highly agree upon workplace spirituality leads to better outcomes and job satisfaction at their workplaces. They

experienced joy in their work and look forward to going to work.

4.3.2 Effect of Workplace Spirituality on Organizational Citizenship Behaviour

It has been found that workplace spirituality is not only related to OCB but is positively related to it. The correlation value of both is –

Linear regression values are –

R = 0.710, R square = 0.505



Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	V15 ^b	.	Enter

a. Dependent Variable: V39

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.710 ^a	.505	.501	2.557

a. Predictors: (Constant), V15

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1005.913	1	1005.913	153.844	<.001 ^b
	Residual	987.316	151	6.539		
	Total	1993.229	152			

a. Dependent Variable: V39

b. Predictors: (Constant), V15

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.129	1.091		5.617	<.001
	V15	.349	.028	.710	12.403	<.001

a. Dependent Variable: V39

Since the R-value of correlation is above 0.6 and is closer to 1, it means that there is a positive correlation between the two variables. Also, the linear regression r and r square values are above 0.5 and closer to 0.9, this shows that the data collected is reliable and valid.

It has been found that in addition to the above findings, employees also felt that they are valued, trusted and respected in the organization. They agreed upon helping others in the organization and following the rules and regulations even when no one watched them.

V. Findings

The study found that Workplace spirituality is positively related to Job Satisfaction and can be an affecting factor for job satisfaction by 55%. Since the R square value was not above 0.6, it did not show the strong relation and effect of workplace spirituality; But being a positive value on a scale of -1 to 1 and being close to 0.6, shows that it positively affects job satisfaction.

It was found that workplace spirituality had a positive effect on OCB by 50% and on a scale of -1 to 1, the value of R square was positive and close to 0.6. As mentioned earlier, including other factors of workplace spirituality can lead to more specific results, similarly using other scales of OCB and including other components or modifying it, more specific results can be obtained.

It was found that the degree of workplace spirituality among the males and females was almost similar, while among females compared to male Job satisfaction and Organizational Citizenship Behaviour was higher. There can be various factors behind females being high on job satisfaction and OCB as naturally there are some components responsible such as feelings, emotional connect, lifestyle etc; which is a topic to be studied upon.

The study showed that people under the age category of above 50 years old were the ones who had the highest workplace spirituality, highest job satisfaction and highest organizational citizenship behaviour. While people in the age category 31-40



years old were the ones who were lowest in workplace spirituality and job satisfaction and people from the age category 41-50 were the ones who were lowest in OCB.

The study showed that people with more than 20 years of work experience were the highest workplace spirituality, highest job satisfaction and highest organizational citizenship behaviour while people having less than 5 years and 5 to 10 years of work experience were their lowest job satisfaction, lowest in workplace spirituality and lowest in OCB.

VI. Conclusion

The goal of the research article was to analyse how workplace spirituality affected employee satisfaction and organisational citizenship behaviour in businesses in the urban Bangalore area. It demonstrated a favourable correlation between Workplace Spirituality, Job satisfaction and Organizational Citizenship Behaviour. Workplace Spirituality is an important factor that influences numerous organizational outcomes such as Job satisfaction, Employee morale, Employee engagement, Conflict management and many more. Previous research has suggested that workplace Spirituality can lead to Organizational Citizenship behaviour and Job Satisfaction but it has not been proven till now. The purpose of the current research is to assess the effect of Workplace Spirituality on Job Satisfaction and Organizational Citizenship Behavior in the IT industry keeping in mind different dimensions of workplace Spirituality. According to findings, Workplace Spirituality has a positive impact on Job Satisfaction and Organizational Citizenship Behaviour. This one was identified that while job satisfaction and

organisational citizenship behaviour were higher in women than in men, the level of workplace spirituality among men and women was practically identical. Thus it is possible to state that, there is a positive impact of workplace spirituality on Job Satisfaction and Organizational Citizenship Behaviour in the IT Industry.

6.2 Limitations

The results of this study cannot be applied to other industries because it solely focused on businesses in the urban Bangalore area. Additionally, while the focus of this research was Urban Bangalore, its findings do not necessarily apply to businesses in other cities. Bangalore is a large city, therefore the diversity among the workers at the companies there could have an impact on workplace spirituality. This research's consideration of a diverse population is another drawback. Employees at nearby companies cannot access the research's findings, so more study is needed to take these restrictions into account.

7 Future Scope

In the Future researchers can examine conduct research in various industries like FMCG, Banking, Insurance, Textiles, and Pharmaceuticals, and the IT sector of various areas of Bangalore can also be considered in order to identify the effect of Workplace Spirituality on Job Satisfaction and Organizational Citizenship Behaviour. In order to determine more precise, practical outcomes of Workplace spirituality's effect on Job Satisfaction and Organizational Citizenship Behaviour more research can be conducted by using more data and tools.

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