

**WORKPLACE SPIRITUALITY IN RELATION WITH
ORGANIZATIONAL COMMITMENT: BANK
EMPLOYEES, NURSES AND UNIVERSITY
FACULTY IN PERSPECTIVE**

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Abstract:

Current study aimed to investigate the impact of workplace spirituality on organizational commitment. Moreover, study explores the moderating role of demographic variables (job nature & Profession) on the relationship between above mentioned variables. Data was collected through convenient sampling technique from the employees of various organizations that includes university faculty, bank employees and nurses (N=521). Organizations were located in Islamabad, Rawalpindi, and Hazara division kp, Pakistan. For analysis, the data was processed through SPSS ver. 22. Results showed that Workplace spirituality have meaningful impact on organizational commitment. Whereas Profession and job nature significantly plays moderating role on the relationship between workplace spirituality and organizational commitment.

Introduction:

In the current arena of globalization, work place Spirituality has become increasingly rampant in organizations, as there is extensive number of employees seek value, support, and meaning in their work (Cash, Gray and Rood, 2000). When they feel psychological alienation at work the root cause can be barren workplace. Barren workplaces flourishes negative work attitudes (absenteeism, aloofness in team work and less job satisfaction). In this scenario workplaces which promote spiritual values are ideal because current employee questions his existence; ask himself why he is doing this work, what is the purpose of his life. So meaningful work can be conceptualized as employees' active identification with work role, which urge to improve organizational commitment (Hogan & Klann, 2007).

In addition today's organizations are facing more complexities, competition and structural changes which elicit the introduction of spirituality within the workplace, to enable human hearts, spirits and souls to grow and flush so that employees and employers will become healthy, creative, innovative, compassionate and committed to their workplace (Milliman, Czaplewski, & Ferguson, 2003).

Many researchers e.g Giacalone and Jurkiewicz, (2003) noted the importance of workplace spirituality for the advancement of organizational science. Organizations that have spiritually enable employees not confront with failure of trust. Instead their employees have high quality connections and compassion at work. Because spiritual values at work place increase employee's attachment, loyalty, and sense of belongingness. That's why spiritual employees have strong identification with their organization (Gotsis,& Kortezi, 2008).

The phenomenon of commitment has gained wide consideration in organizational behavior research from last few decades and Organizational Commitment (OC) is widely studied topic. Researchers are interested to see the level of commitment in employees of different organizations especially in banking sector.

The phenomenon also studied in teaching and health profession because it plays vital role in organization's output. So, it has great significance to see the level of commitment in employees. Actually, Organizational Commitment refers to employee's feeling of affection

and loyalty to work setup with which he/she is linked (Kanning, & Hill, 2012). Mowday et al. (1979) defined Organization Commitment as individual feelings of bonding with their organization and desire to maintain membership in the organization.

One of the reason of organizational commitment's with workplace spirituality is that when the organizations provide humanistic environment to their employees, they feel sense of membership and show high level of commitment in comparison of organizations, focus on extrinsic rewards. Moreover, humanistic environment motivates workers to go beyond their call of duty where they value others' needs and care about social relations at spiritual level (Rego & unha, 2008). Extrinsic rewards (e.g., up gradation, pay increases, additional benefits, fear to perform, supervisor's attitude, and vacation time) originate externally and require fulfilling expectations of others.

They feel forced to engage in task behavior for an outside source to satisfy lower order needs. It gives the image of feudal organizations, which prevent people to feel good about their work and lead to escaping behavior, to feel powerlessness, low confidence and low commitment (Fry, 2003).

Literature Review:

Though, workplace spirituality is widely studied topic in organizational literature but has limited theoretical grounds (Dehler, 2003; Fry, 2003; Giacalone and Jurkiewicz, 2003). Despite, association between work place spirituality and work attitudes has established enough e.g., Pawar (2009) conducted longitudinal study and results revealed that spirituality predicts organizational commitment and productivity.

A study conducted in Taiwan to investigate contribution of service learning to improve the practical skills of students. Result showed that the learning service effectively improve students' learning motivations, enhance their efficacy, gain more concepts about themselves whether they had enough ability and the interpersonal relationship. Experience of spiritual meanings; strengthen their sense of responsibility (Chiu, 2015). This sense contributes a lot in work attitude specifically in organizational commitment.

Workplace spirituality is like when employees have an inner fulfillment that nurtures and nurtured by meaningful work so, one can say there are three aspects of workplace spirituality inner life, meaningful work, and community (Ashmos and Duchon, 2000).

Workplace spirituality is associated with one's sense of belonging and self-esteem. A study found that workplace Spirituality linked to involvement in one's work and identification with organization (Milliman et al., 2003).

Beside this Reave (2005) reported summary of seven studies that found positive correlation of spirituality with hope, optimism, increased joy, serenity, job satisfaction and commitment. Sheep (2004) reported significant positive relationship of employees' workplace spirituality with organizational commitment.

Kumar and Neck (2002) also suggested that the Cultivation of spirituality in the workplace results benefits in the areas of creativity and employees feel their sense of uniqueness in larger community, personal fulfillment, and commitment. Further researches provide evidences that trust plays a vital role in forming a sound basis for commitment (Karakas, 2010). Giacalone et al. (2005), also reported positive association of work attitudes and workplace spirituality in organizations. Milliman et al. (2003) and Pawar (2009) provided empirical support for the relationship of workplace spirituality with employees' positive work-related attitudes that are job satisfaction, job involvement, and organizational commitment.

Another study conducted at Portugal in which 154 organizations were investigated. The study indicated that there is a positive relationship of spirit at work with attachment and loyalty, and that individuals who were high at workplace spirituality also take high scores on organizational commitment (Rego, Cunha, & Souto, 2008).

Current study focuses the neglected dimension of workplace spirituality in Pakistan. Values like integrity, honesty, and humility reflected spiritual ideals, and have demonstrated impact on work performance and long turnover. Similarly, practices in daily life such as showing respect for others, demonstrating fair treatment, expressing care and concern, listening responsively, recognizing the contributions of others, are traditionally associated with spirituality (Javanmard, 2012).

The present study focused the employees from banking sector, health professionals and educational sector to measure the level of workplace spirituality, organizational commitment in Pakistan (Bodia & Ali, 2012). There is a need to endorse workplace spirituality in Pakistani organizations. As according to data investigated on the sample of health care professionals from hospitals in Faisalabad (Pakistan), organizations should change the systems to achieve spirituality at workplace (Noor & Arif, 2011).

Employees high at level of spirituality can fulfill the need of best services, e.g. as hospitals needs to retain best nursing staff to improve patient's contentment. Beside nurses, teachers are role model for their students and the teachers, who adopt spiritual values, can embody a change that leads to virtuous environment by giving values of spirituality including meaningfulness, hope, and altruistic love and these values boost up positive relationships (Vitucci & Cedillo, 2005).

It was proposed that organizations, which create an environment, that is responsive to their employees' sense of purpose and values will have people who are more committed with their respective organizations. It is evidenced that when individuals' work matched to their potential capability, they are more likely to achieve their full potential individuals. If the task is meaningful for one then he will engage in it with psychological

freedom. This freedom will result in increased commitment with institution (Malik, Naeem, & Bano, 2013).

Hypotheses:

H1: Organizational commitment in employees (Bank employees, nurses, university faculty) positively associated with workplace spirituality.

H2: Workplace spirituality positively influence Organizational commitment.

H3: Some demographic variables (organization type, education level, and job nature) would prove as a moderator in relationship between work place spirituality and Organizational commitment among employees from different organizations (bank employees, nurses and university faculty).

Research Methodology: Cross sectional survey research method was adopted to measure the study variables. Questionnaires distributed among the employees of various organizations. Employees were approached individually in their respective organizations.

Population and Sample Size

The study contained the population of the personnel from Govt. and Private Banks, universities, and nurses from Govt. and private hospitals located in Islamabad Rawalpindi and Hazara region. Data was gathered through convenient sampling technique. Data was compiled from 521 employees comprising 83% response rate. According to profession nurses 34%, Bank employees 24%, and University teachers were 41%. Age ranges from 20-60 years 20-29 29%, 30- 39 39%, 40-49 17%, 50-59 9%, and 60 and above were 3%.

Instruments

Urdu version of organizational commitment scale. It's also a self- report measure having eight items from which two have inverse scoring. Response set is five point Likert scale it has also no cutoff scores. Obtaining more scores evaluated as high level of organizational commitment (celep, 2000).

Workplace spirituality scale. Workplace spirituality scale is an indigenous measure by researcher (Sikandar & Arouj, 2018). The response set of scale is based on Likert type scale. There are four categories strongly disagree, disagree, agree, and strongly agree. There is no cutoff score. Obtaining high scores were evaluated as high level of Workplace spirituality.

Midpoint of the scale is 94. The Cronbach alpha for 36 item scale is .95 and item total correlation ranged in .34 to .69. This again shows that WSS is reliable measure. Cronbach alpha for each dimension: Humility = .83, Hope = .80, Integrity=.82, Forgiveness=.80, Compassion=.70, Honesty=.74.

Results:

Table 1 Linear regression analysis showing that workplace spirituality predicts organizational commitment (N=521).

variables	B	Outcome: organizational commitment	
		95% CI	
		LL	UL
constant	6.69	4.31	98.06
Workplace spirituality	.14	.12	.16
R ²	.14**		
F	187.09**		

Table 2 Correlational among study variables

Variables		1	2
1	Workplace spirituality	---	.64**
2	Organizational commitment		---
	M	112.83	4.29
	SD	16.54	1.02

*p<.01

Table above presents means, standard deviations, alpha coefficients, and inter-correlations between Workplace spirituality and organizational commitment. The alpha coefficient reveals that above-mentioned variables has positive correlations at significant level **p < .01. So results demonstrate that as the level of Workplace spirituality increase the level of organizational commitment.

Table 3 Moderating role of organization type on relationship between Workplace spirituality and Organizational commitment (N=521).

Predictors	β	P	95% CI	
			LL	UL

Workplace spirituality (X)	.01	.70	-.05	.08
organization type (M)	-7.47	<.001	-11.04	-3.90
organization type * Workplace spirituality	.06	<.001	.03	.09
Conditional effect of profession on organizational commitment				
Hospital	.12	<.001	.09	.14
Bank	.16	<.001	.14	.18
University	.19	<.001	.16	.22

Table above indicates moderating role of organization type between workplace spirituality and organizational commitment among employees of various organizations. Result shows that organization type have great impact on the relation of workplace spirituality and organization commitment. Additionally conditional effect shows that university teachers has more influential role than employees from health and banking sector do.

Table 4 Moderating role of job nature on relationship between Workplace spirituality and Organizational commitment (N=521).

Predictors	β	P	95% CI	
			LL	UL
Workplace spirituality (X)	-.24	<.01	.17	.32
Job nature (M)	7.65	<.01	2.72	12.58
Job nature* Workplace spirituality	-.06	<.01	-.10	-.01
Conditional effect of job nature on organizational commitment				
On contract	.18	<.001	.15	.22
Permanent	.12	<.001	.09	.14

Above Table indicates moderating role of job nature between workplace spirituality and organizational commitment among employees of various organizations. Values depict significant impact of job nature on organizational commitment; additionally on contract, employees are more influential on the relationship.

Conclusion and Practical Implications:

The study highlight the demographic moderators. Study indicated that profession and job nature (contract vs permanent) plays moderating role on the relationship between workplace spirituality and organizational commitment. Moreover, study revealed that workplace spirituality plays significant role in predicting organizational commitment. The result of present study can be very helpful in making strategies for employers in health, educational settings, and bank sector. By assisting employees to find meaning in work and being other centered instead of self-centered (Fry & Kriger, 2009; Tolle, 2004, 2005). Culture of values stimulate the desire to be a part of that organization, this also fulfill their need of affiliation (Maslow, 1970). These things increase organizational commitment, productivity, and feeling of well-being plus life satisfaction (Fry & Matherly, 2006; Fry & Slocum, 2008; Fry et al., 2005; Fry, et al., 2010; Fry et al., 2011).

Suggestions for future researchers

Present study focused on employees from various organizations like bank employees, nurses, and university faculty. Future researchers can expand the papulation by including data from other organizations. In present study moderation, analysis has conducted further studies can also use mediation.

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