

IMPACT OF WORKPLACE SPIRITUALITY ON ORGANIZATIONAL COMMITMENT

Dr. Ravindra Pathak

Asst. Professor, Prestige Institute of Management, Gwalior
E-mail : ravindra.pathak@prestigegwl.org

Dr. Sonal Saxena

Asst. Professor, Prestige Institute of Management, Gwalior
Email : sonal.saxena@prestigegwl.org

Dr. Gaurav Jaiswal

Asst. Professor, Prestige Institute of Management, Gwalior
Email : gaurav.jaiswal@prestigegwl.org

ABSTRACT

Various studies have been conducted from time to time on to study the role and importance of workplace spirituality and organizational commitment. But not much has been done to study the relationship between both these variables i.e. workplace spirituality and organizational commitment. Thus, the purpose of this study is to find the relationship between both the variables and also to study the impact of workplace spirituality on organizational commitment amongst faculties of professional courses in Gwalior. The study has been conducted on 200 faculty members with the help of a questionnaire.

In this study workplace spirituality was taken to be an independent variable while organizational commitment was taken as a dependent variable and linear regression was applied with the help of SPSS. The result indicated that there is a relationship between workplace spirituality and organizational commitment. Also there is a significant impact of workplace spirituality on organizational commitment.

Keywords: Workplace spirituality and organizational commitment, work performance and spirituality.

INTRODUCTION

WORKPLACE SPIRITUALITY

Giacalone and Jurkiewicz (2003) defined, workplace spirituality as, "a framework of organizational values signified in the culture that promote employees experience of transcendence through the work process, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy".

Marschke (2007) suggested that, workplace spirituality is a domain which is not directly related to God, and but it refers to morality and ethics, meaningful work, and business ethics.

With regard to the definitions on workplace spirituality, many researches applied spirituality in the workplace and defined it further. Jurkiewicz and Giacalone (2004) defined workplace spirituality as 'reinforcing the employees' transcendental experience through works. Claude and Zamor (2003) suggested that workplace spirituality means that individuals discovered deeper life and work values through self-reflection and work relationships in the workplace, including the relationships with others, realizations of morality, and care for the world.

Milliman, Czaplewski, and Ferguson (2003) indicated that the study of workplace spirituality must involve three levels that is, Individual level; Group level; Organizational level. According to them, the factors which influence workplace spirituality include; *Meaningful work*, which refers to the individuals' in-depth feelings toward work meaning and purpose and connection between work and the meaning of life. For instance, work could reinforce the employees' holistic values or increase their emotional and spiritual development (Brown, 2003). Secondly, *Shared feelings in work communities*, refers to interpersonal and profound connections and relationships. In other words, the employees had in-depth interactions with others, which enhanced mutual inner feelings and even sympathy with others' inner selves.

Brown (2003) indicated that in the workplace, community development or work group consultations tends to result in workplace spirituality. However, this community relationship should be based on trust, support, communication, and sincere care. Thus, the employees in the organization would care for and support each other as families. Finally, *Alignment with organizational values*, explains that individuals would experience powerful feeling from alignment with organizational missions or values. It was the interaction between organizational values and the employees (Mitroff & Denton, 1999).

ORGANIZATIONAL COMMITMENT

Organizational commitment has been defined as identification and involvement with the organization by believing in the organization's value systems and goals, exerting efforts on behalf of the organization, and desire to remain with the organization (Mowday, Steers, & Porter, 1979).

According to Rhoades & Eisenberger (2001) Organizational commitment generally means attachment and loyalty to an organization. It refers to the relative strength of the individual's identification with, and involvement in a particular organization. Employees' commitment especially affective commitment has been considered an important determinant of dedication and loyalty. Affectively committed employees are seen as having a sense of belonging and identification that increases their involvement and their desire to remain with the organization while Balay (2000) defined organizational commitment as a feeling of bond and attachment which links the employees and the organizations and unite them around a common value and goal.

Most extensively researched work of Meyer and Allen's (1991) proposed three-component model of organizational commitment. It indicates that there are three "mind sets" which can characterizes an employee's commitment to the organization:

1.2.1. Affective Commitment: It is defined as an employee's positive emotional attachment to his/her work place. An employee who is affectively committed to his organization strongly identifies himself/herself with the goals of the organization in which he is working and desires to remain a part of the organization. Such employees are committed to their organization because they "want to".

1.2.2. Continuance Commitment: Such employees commits to the organization because they believe that there is high costs of losing organizational membership, including economic costs as well as social costs. The employees remain a member of the organization because they "have to".

1.2.3. Normative Commitment: Such employees commit to an organization because of feelings of obligation. These feelings may derive from many sources. The employees remain with the organization because they "ought to".

REVIEW OF LITERATURE

WORKPLACE SPIRITUALITY

In a study conducted by Afsar and Rehman (2015) concluded that workplace spirituality inculcates a practice of interconnectivity and a feeling of trust between

individuals, who are a part of a particular work process, which subsequently instigate cooperative feelings and lead to an overall organizational culture that is driven by motivation, exemplified by a positive response, and unanimity and harmony among the individuals, consequently, uplifting the cumulative performance of the individuals, and in turn aiding to the organizational excellence as a whole. Furthermore, Khan, Khan & Chaudhry (2015) suggested that technology overrides conventional workplaces to increase the revenues of the stakeholders without any major leverage affecting the revenues, which creates a loss of organizational spirituality at many workplaces.

Piryaei & Zare (2013) asserted that workplace spirituality prevailing in an organization will induce positivity, if there's any type of organizational issues, it might even include organizational commitment. Through his study Rahimi (2011) said that encouraging the workplace spirituality may lead to various advantages which includes, increased creativity, honesty and confidence, developed feeling of personal evolution, increased organizational commitment, improved organizational citizenship behaviour, improved attitudes of staff toward their job and also decreased decisions to absenteeism.

Marques (2005) explained that Workplace spirituality contains many benefits for the organization like it enhances trust among employees, increases interconnectedness, and assist to create more motivated organizational culture which would lead the organizational performance completely. He said that it eventually lead the organization towards excellence. However, there are other consequences of workplace spirituality were also reported. For example, Jurkiewicz & Giacalone (2004) found out that workplace spirituality leads to prosperity of employee, organizations, and societies. It connects the essence of workers with their tasks, in turn resulting in enhanced commitment with the organization and job satisfaction that provides firmness to organization and leads to increase in performance.

ORGANIZATIONAL COMMITMENT

On the basis of their research, Weihui and Deshpande (2013) showed that there is a positive effect of job satisfaction on employees' organizational commitment and indirect effect on job performance. Through this research, the researchers concluded that it is worthwhile for firms to develop strategies to improve job satisfaction. A critical element of this study is that the effect of these strategies in China will be more effective when the employees are aware that the company cares for them. Similar study was conducted by Jamal (2011) who on the basis of his study showed that organizational commitment had a direct impact on job performance of Chinese employees. Anari (2012) conducted a study on Organizational Commitment of teachers in India and Iran. The results of their

study showed that Indian teachers had better Organizational Commitment in the affective and normative components and Iranian teachers were found to have better Organizational Commitment in the continuance component.

Sawitri, Suswati, and Huda (2016), observed that Organizational commitment had a positive significant effect on Organizational Citizenship Behaviour (OCB) Organizational commitment had a significant effect on the performance through Organizational Citizenship Behaviour (OCB) in employees, which could mean that if organizational commitment is increased, subsequently Organizational Citizenship Behaviour (OCB) will also be increased, therefore employees' performance will be increased due to the establishment of good cooperation and togetherness. In the same way Mathur and Salunke (2013) conducted a study and examine the relationship between organizational commitment and job satisfaction in manufacturing sector. Result indicated the affirmative association between the variables and suggested that job satisfaction having a important role in achieving a committed workforce.

Ortiz, Rosario, Marquez and Gruñeiro (2015) in their research established the relationship between organizational commitment and socio-demographic variables, with the demonstrations of organizational citizenship behaviour in its dimensions. The results also show that organizational commitment and some of its dimensions correlated positively with the demonstration of organizational citizenship behaviour.

The above literature results in to following hypothesis:

Ho1: There is no significant impact of Work Place Spirituality on Organizational Commitment.

RESEARCH METHODOLOGY

The study was causal in nature where survey method had been used as a tool for data Collection to find the impact of workplace spirituality on organizational commitment. Population for the study included the faculty members of professional courses from Gwalior region, while individual faculty member was taken as sample elements. The total sample size for the study consisted of 200 individual respondents. For the data collection non probability purposive sampling technique was used. The data was collected with the help of standardized questionnaire (Petchsawang and Duchon, 2008) for workplace spirituality and modified questionnaire of organizational commitment (Allen and Meyer, 1990) where all the questions were based on a 5 point Likert scale in which 1 indicated minimum agreement and 5 indicates maximum agreement. For data analysis reliability test was used for checking the reliability of the questionnaire, factor analysis was applied to identifying the underlying factors of the questionnaire, and

linear regression was applied to find out the impact of Work Place Spirituality on Organizational Commitment.

RESULTS AND DISCUSSIONS

Reliability : The reliability of the variables viz. workplace spirituality and Organizational commitment, were computed by using SPSS software. Cronbach's alpha reliability coefficient was computed to calculate reliability of all items in the questionnaire.

Reliability measures are given below in the table 1:

Table 1: Alpha Reliability statistics

Measures	Cronbach Alpha value
Workplace spirituality	.786
Organizational Commitment	.821

It is visible that both the reliability values are greater than the standard value that is 0.7. So, it is considered that reliability of all measure is adequate.

Factor Analysis

Principle component factor analysis with varimax rotation was applied on both variables i.e workplace spirituality and organizational commitment. The details about factors, the factor name, Eigen value, Variable convergence, Loadings, Variance% and cumulative% are given in the table number 2 and 3.

A. Workplace Spirituality

Table 2: Table indicating the result of factor analysis on workplace spirituality

FACTOR NAME	EIGEN VALUE	%OF VARIANCE EXPLAINED	ITEM	ITEM LOADING
Work experience	4.113	27.419	14. I experience moments at work where everything is blissful.	.744
			13. At times, I experience an energy or vitality at work that is difficult to describe.	.608
			6. I understand what gives my work personal meaning.	.591
			15. At times, I experience happiness at work.	.574
			8. I experience joy in my work.	.571
			12. I see a connection between my work and the larger social good of my community	.534
			2. I try to help my co-workers relieve their suffering.	.499

Impact of Workplace Spirituality on Organizational Commitment

Awareness	2.348	15.654	5. I try to help my co-workers relieve their suffering.	.828
			7. It seems I am working automatically without much awareness of what I'm doing.	.765 .719
			4. I find myself working without paying attention.	
Meaningful work	1.097	7.311	1. I am aware of and sympathize with others.	.704
			11. My spirit is energized by my work.	.703
Work engagement	1.015	6.770	9. I look forward to coming to work most days.	.664
			3. I do jobs or tasks automatically, without being aware of what I am doing.	.655 .582
			10. I believe others experience joy as a result of my work.	

B. Organizational commitment

Table 3: Table indicating the result of factor analysis on Organizational Commitment

FACTOR NAME	EIGEN VALUE	%OF VARIANCE EXPLAINED	ITEM	ITEM LOADING
Affective Commitment	4.838	32.253	12. I feel I would be letting my co-workers down if I wasn't a member of this organization.	.871
				.840
			7. I often feel anxious about what I have to do with this organization.	.793
			11. My organization deserves my loyalty because of its treatment towards me.	.756 .721
			3. I really feel as if this organization's problems.	.690
			4. I worry about the loss of investments I have made in this organization.	
			8. Sometimes I worry about what might happen if something was to happen to this organization and I was no longer a member.	

Loyalty	1.985	13.230	14. This organization has a mission that I believe in and am committed to.	.739
			06. I am loyal to this organization because I have invested a lot in it, emotionally, socially and economically.	.729
			13. I am loyal to this organization because my values are largely its values.	.604
			02. I enjoy discussing about my organization with people outside it	.592
Continuance Commitment	1.344	8.962	05. If I wasn't a member of this organization, I would be sad because my life would be disrupted.	.688
			09. I am dedicated to this organization because I fear what I have to lose in it.	.531
			01. I am very happy being a member of this organization.	.476
Normative Commitment	1.097	7.312	15. I feel it is morally correct to dedicate myself to this organization.	.735
			10. I feel that I owe this organization quite a bit because of what it has done for me.	.625

Exploratory factor analysis has been applied to explore the factors of both variables. It was resulted into the following factors such as work experience, awareness, meaningful work and work engagement for workplace spirituality. At the same time, affective commitment, loyalty, continuance commitment and normative commitment have been explored for organisational commitment. In this line, workplace spirituality factor such as Meaningful work was described as individual experience about his/her work as an important part of life (Duchon, D., and D. A. Plowman. 2005). Work engagement explains the commitment and involvement of an employee towards his job (Dehler, G. E., and M. A. Welsh. 2003). Work experience and awareness also identified most significant dimension of workplace spirituality (Delaney, C. 2005). The majority of the researchers extensively used organizational commitment theory described by Allen and Meyer's (1990) as three-component model as affective commitment, continuance commitment and normative commitment (Markovits, Boer & van Dick 2013; Garcia Gabrera & Garcia-Soto 2012). This is the most important approach in

studying organizational commitment for more than 20 years (Cohen 2007). In this study, similar factors for Organisational commitment have been found.

REGRESSION ANALYSIS

Regression is not just one technique but a family of techniques that can be used to explore the relationship (impact) between one continuous dependent variable and a number of independent variables or predictors (usually continuous).

Ho1: There is no significant impact of Work Place Spirituality on Organizational Commitment.

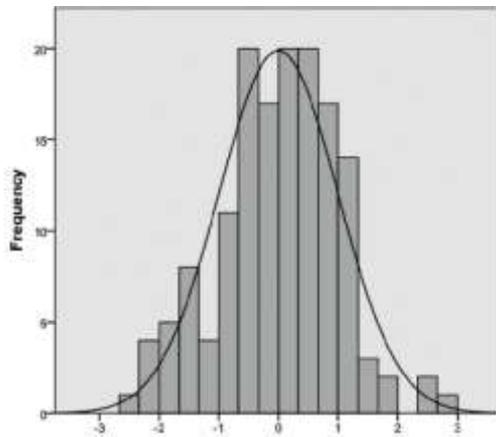
Table 4: Impact of Workplace spirituality on Organizational Commitment

Table 4.1: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
OC	.055	200	.200 [*]	.991	200	.444

Histogram

Dependent Variable: OC



Test for Regression

Table 4.2: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
dimension0 1	.798 ^a	.637	.635	4.90543	1.542

a. Predictors: (Constant), WPS

b. Dependent Variable: OC

Table 4.3: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8368.100	1	8368.100	347.755	.000 ^a
	Residual	4764.520	198	24.063		
	Total	13132.620	199			

a. Predictors: (Constant), WPS

b. Dependent Variable: OC

Table 4.4: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.532	2.961		1.531	.127
	WPS	.931	.050	.798	18.648	.000

a. Dependent Variable: OC

Before applying the regression test, assumption regarding normality has been ensured for which KS test of normality was applied and found insignificant that shows data was normally distributed for dependent variable. After that regression test was applied which showed the value of R square is .637 that indicates independent variable explains 63.7% variances in dependent variable. The model used for regression has good fit as indicate F-value 347.755 which is significant at 0% level of significant. Moreover, the values in coefficients table also indicates ($\beta=.798$, $t= 18.648$, $p=.000$) that β value is significant at 0% level of significance. Thus null hypothesis was rejected which means there is a significant impact of workplace spirituality and organizational commitment.

DISCUSSION

The purpose of this research paper was to find whether there is any impact of workplace spirituality on organizational commitment and the results of this study indicate that there is a positive and significant impact of workplace spirituality on organizational commitment i.e. the more the employees have workplace spirituality the more committed they are towards their organization. The results of this study are similar to the results obtained in various research studies. Rego and Cunha (2008) in their study found that when the people experience workplace spirituality they feel more affectively attached to their organization and as a result of which they experience a sense of obligation and loyalty towards their organization. Shahbaz and Ghafoor (2015) on the basis of their study also revealed that a moderate positive association exists between workplace spirituality and organizational commitment of employees. Fanggidae et. al. (2015) through their study indicated that spirituality has a positive and significant impact on organizational commitment. The results of all these studies are in line to the results obtained in this study.

CONCLUSION

This piece of research was conducted to find out the impact of workplace spirituality on organizational commitment amongst college teachers. To find out the impact of workplace spirituality on organizational commitment on a sample of 200 faculty members of professional courses in Gwalior, linear regression was applied where workplace spirituality was taken to be independent variable and organizational commitment was taken as dependent variable. On the basis of the results obtained in the study, it could be seen that there is a significant impact of workplace spirituality on organizational commitment.

REFERENCES

- Afsar, B., & Rehman, M. (2015). The relationship between workplace spirituality and innovative work behavior: The mediating role of perceived person–organization fit. *Journal of Management, Spirituality & Religion*. 12(4). 329–353.
- Allen, N. J. and Meyer, J. P. (1990). The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization. *Journal of Occupational Psychology*. 63. 1-18.
- Anari, N. N. (2012). Teacher's Emotional Intelligence, Job Satisfaction and Organizational commitment. *Journal of Workplace Learning*. 24 (4). 256-269.
- Balay, R. (2006). Conflict management strategies of administrators and teachers. *Asian Journal of Management Cases*. 3(1). 5-24.
- Claude, J., and Zamor, G. (2003). Workplace spirituality and organizational performance. *Public Administration Review*. 63(3). 355-363.
- Cohen, A. (2007). Commitment before and after: An evaluation and re-conceptualization of organizational commitment. *Human Resource Management Review* 17 (3), 336–354.
- Duchon, D., and D. A. Plowman. (2005). Nurturing the spirit at work: Impact on work unit performance. *The Leadership Quarterly* 16: 807-33.
- Dehler, G. E., and M. A. Welsh. (2003). The experience of work: Spirituality and the new workplace. In *Handbook of workplace spirituality and organizational performance*, ed. R. A. Giacalone and C. L. Jurkiewicz, 108-22. Armonk, NY: M. E. Sharpe.
- Delaney, C. (2005). The spirituality scale: Development and psychometric testing of a holistic instrument to assess the human spiritual dimension. *Journal of Holistic Nursing* 23, no. 2: 145-67.
- Garcia-Gabrera, A. & Garcia-Soto, G. (2012). Organizational commitment in MNC subsidiary top managers: antecedents and consequences. *The International Journal of Human Resource Management* 23 (15), 3151–3177.
- Garima Mathur and Megha Salunke (2013), "Organizational commitment and Job Satisfaction: A study of Manufacturing Sector", *Apotheosis- Tripude's National Journal of Business Research (TNBJR)*, 4, (1), 129-143. (ISSN- 2319-5576).

- Giacalone, R. A., & Jurkiewicz, C. L. (2003). Right from wrong: The influence of spirituality on perceptions of unethical business activities. *Journal of Business Ethics*. 46. 85–97.
- Jurkiewicz, C. L., and Giacalone, R. A. (2004). A value framework for measuring the impact of workplace spirituality on organizational performance. *Journal of Business Ethics*. 49 (2). 129-142.
- Khan, K. E., Khan, S. E., and Chaudhry, A. G. (2015). Impact of servant leadership on workplace spirituality: Moderating role of involvement culture. *Pakistan Journal of Science*. 67. 109–113.
- Markovits, Y., Boer, D. & Van Dick, R. (2013). Economic crisis and the employee: The effects of economic crisis on employee job satisfaction, commitment, and self-regulation. *European Management Journal*. In Press.
- Marques, J. (2005). Socializing a capitalistic world: Redefining the bottom line. *Journal of American Academy of Business*. 7. 283–287.
- Milliman, J., Ferguson, J., Trickett, D., and Condemi, B. (1999). Spirit and community at Southwest Airlines: An investigation of a spiritual values-based model. *Journal of organizational change management*. 12(3). 221-233.
- Mitroff, I. A., and Denton, E. A. (1999). A study of spirituality in the workplace. *Sloan Management Review*. 40. 83-84
- Mowday, R. T., Steers, R. M., and Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*. 14. 224–247.
- Ortiz, M. Z., Rosario, E., Marquez, E., and Gruñeiro, P. (2015). Relationship between organizational commitments and organizational citizenship behaviour in a sample of private banking employees. *International Journal of Sociology and Social Policy*. 35(1/2).
- Petchsawang, P. and Duchon, D. (2008). Measuring workplace spirituality in an Asian context. *Human Resource Development International*. 12(4). 459-468.
- Piryaee, S., and Zare, R. (2013). Workplace spirituality and positive work attitudes: The moderating role of individual spirituality. *Indian Journal of Economics and Development*. 1. 91–97.
- Rahimi, A. S. (2011). The relationship between job spirituality and the citizenship behavior among the staff and students of the state university of Tabriz. *Aras international faculty center*.
- Rego, A. and Cunha, M. (2008). Workplace spirituality and organizational commitment: an empirical study. *Journal of organizational change management*. 28(1). 53-75.
- Sawitri, D., Suswati, E., and Huda, K. (2016). The impact of job satisfaction, organizational commitment, organizational citizenship behavior (OCB) on employees' performance. *International Journal of Organizational Innovation*. 9(2). 24-45
- Shahbaz, W. and Ghafoor, M. M. (2015). Workplace Spirituality and Organizational Commitment: A Case Study of Water and Sanitation Agencies of Punjab, Pakistan. *International Journal of Sciences: Basic and Applied Research*. 24(1). 234-244.