Role of Workplace Spirituality in Achieving the High Job Performance and Job Satisfaction: Employees of Social Welfare Organizations of Pakistan

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Abstract

This research was initiated with the purpose to investigate the impact of workplace spirituality on job related outcomes that are job satisfaction and job performance. Two aspects of workplace spirituality named as personal spirituality and organizational spirituality are studied in this research. The hypothesized framework was tested on the employees of social welfare organizations of Pakistan as social welfare organizations vastly deal with the human capital and for the overall betterment of society. To investigate the impact of spiritual values on employees' workplace outcomes, a cross sectional research was conducted using the survey research design and questionnaire was used as a tool for the data collection. Initially, 300 questionnaires were distributed out of which 133 responded and used for the purpose of analysis. The anonymity of the participants was ensured. The convenient sampling technique was used to select the sample and regression analysis was conducted through the SPSS 21 software for testing hypotheses. Findings of the research indicated that the existence of spiritual values at workplace heightened the job satisfaction and job performance of employees in social welfare organizations of Pakistan.

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Keywords

Workplace Spirituality, Social Welfare Organization, Job Satisfaction, Job Performance

Introduction

Globalization, fast-paced lifestyle and industrial revolution have changed the workplace environment around the world. In this competitive environment it is harder to maintain the standard and sustainable position (Singh, 2010). These transformational challenges escalated the stress and anxiety of employees which can adversely impact their productivity and job satisfaction (Chen et al., 2010). Although the individuals' psychological and physical dimensions have been extensively studied at workplace, the dimension of individuals' workplace spirituality has been ignored in the literature in relation to the workplace outcomes (Walt, 2007). However the interest of academicians regarding workplace spirituality has grown enormously over the past years (Noor & Arif, 2011). Spirituality at workplace is considered to be a significant and noteworthy aspect of inquiry (Pawar, 2009). According to Dhiman and Marques (2011), the individual spirituality contributes towards a sense of positivity thus reduces the perception of stressors at workplace. The spiritual values have enlarged the relationship between business ethics and values (Hu & Liden, 2011). There is a need to give greater attention towards Spiritual values by the organizational leaders as it positively contributes towards employee's satisfaction and productivity (Giacalone & Jurkiewicz, 2010). In case of social welfare organizations, ethical and spiritual values should be on prior because their work is for the human capital and as a whole for the betterment of the society. A healthy workforce is largely responsible for greater productivity which ultimately holds a substantial impact on the economy (Punjani et al., 2014).

Spirituality at workplace is the multi-dimensional and foremost aspect and it has different definitions (Chaturvedi, 2007). According to Cavanagh and Bandsuch (2002), workplace spirituality is considered as a mean of increasing motivation, integrity, job performance and job satisfaction of employees. Job satisfaction is defined as the combination

of physical, psychological and an environmental situation which makes an employee to accept that he is satisfy with current job (Hoppock, 1935). Satisfaction with job ultimately improves the job performance of employee which is directly linked with the organization performance, thus, employees performance is ultimate and major aspect in attaining the goals of organization and fostering the performance of organization (Rounok & Parvin, 2011). Job performance is defined by Motowidlo (2003) as the value performed by an employee over time as required by the organization. Job performance and job satisfaction of employees in an organization have been found linked (Spector & Fox 2010; Judge et al., 2005); their relationship with workplace spirituality has remained unexamined specifically in the area of social welfare organizations of Pakistan. Furthermore, Giacalone and Jurkiewicz (2003) have directed for more rigorous research on workplace spirituality. Therefore, in this study, the focus is on examining the impact of workplace spirituality in predicting the job performance and Job satisfaction of employees working in social welfare organizations of Pakistan.

Literature Review

Spiritual values at workplace is the emergent interest among practitioners (Jurkiewicz & Giacalone, 2004), academicians, and also in the general public (Kolodinsky et al., 2008). Since many years there is a philosophical argument between religion and spirituality, as Almeida et al. (2006) stated that there is a long history about the conceptual linkage between religion and spirituality; many previous studies focused on religious sentiments, commitment and involvement, extrinsic and intrinsic religious orientation. Moreover, it is highlighted by some of researchers that spirituality is a distinct phenomenon even it is linked with religion (Schaeffer & Mattis, 2012; Kelly, 1995). Considering the popularity of this construct, there is no significant theoretical and well-designed studies that have examined critically and conceptually the construct of workplace spirituality (Sass, 2000), knowledge synthesize and scientifically assessment of its utility (Giacalone & Jurkiewicz, 2010). Undoubtedly, the conceptual understanding of workplace spirituality is a great task. Spirituality is defined as "a personal affirmation of a transcendent connectedness in the universe" (Kelly,

1995, p. 4). On the other hand, the religion is defined as "the creedal, institutional, and ritual expression of spirituality" (Kelly, 1995, p. 4). Furthermore, "it is suggested that spirituality is a central and essential function of religion, therefore, they can (and often do) co-occur" (Hill et al., 2000, p. 70). According to McGhee and Grant (2008), "spirituality is clearly a broader construct than religion" (p. 62); Moreover, Gotsis and Kortezi (2008) described the spirituality at workplace does not involve any religiousness or religious affiliation in general. After reviewing numerous definitions of workplace spirituality, Walt (2007) operationalized spirituality as "finding meaning and purpose in living, an inner experience of events of living through thoughts, and the behavioural expression thereof, as well as connectedness to a Higher Being" (p. 9).

The meaning of spirituality at workplace itself is the obvious challenge perhaps (Giacalone & Jurkiewicz, 2003); at basic level, spirituality at workplace can be noticed as the values and the spiritual ideas of an individual on workplace. This concept of spirituality at work setting reflects that how spiritual values of an individual influence the work related outcomes and interactions. In addition to this, the values of spirituality have a strong impact on individuals' behaviour at work and their responses against the work events. Further, workplace spirituality can be classified as personal and organizational spirituality of an individual. Personal spirituality is defined as "emphasizing connection—the association between him and the divine God and the acknowledgement of interconnections between all Being and Nonbeing" (Shahjahan, 2004, p. 297). Organizational spirituality is the perception of an individual regarding the existence of spiritual values within the climate of an organization (Parboteeah & Cullen, 2003; Pawar & Pawar, 2017). The ethical values and culture within organization and their relationship with the significant work outcomes is well established (Meglino et al., 1989; Mitonga-Monga, Flotman & Cilliers, 2016). The existing literature on spirituality at workplace requires scientific rigor enhancement with relation to the work outcomes (job satisfaction and job performance) (Sass, 2000; Giacalone & Jurkiewicz, 2003).

Job satisfaction in general is a difficult concept in the literature of organizational behaviour focused by many researchers in their studies, there is no such agreement regarding the concept of this construct, different authors used different ways to define it (Walt, 2007). Job satisfaction is defined as any combination of environmental, physiological and a psychological circumstance that makes an employee truthfully admitted that he/she is satisfied with his/her job (Hoppock, 1935). There are numerous external and internal factors that influence the job satisfaction. Furthermore, job satisfaction is defined by the Vroom, (1964) as the affective orientation of an individual towards the present work role for which he/she is hired. Job dissatisfaction and job satisfaction is directly linked with the degree to which employee dislike or like the given work situation (Aziri, 2011). Moreover, the behaviour of employee at the workplace is closely associated with job satisfaction (Davis et al., 1985; Fatima & Azam, 2016). In addition to that, the real reward and employees expectations from job are linked with the job satisfaction. Employees perception of satisfaction in the given work situation is directly connected with the personal well-being as well as the job performance (Aziri, 2011; Alessandri, Borgogni, & Latham, 2017).

Employees job performance is considered as huge investment by their employers because the organizations are affected due to the poor performance of employees (Khan et al., 2013). Thus, this construct has a valuable importance in the literature. Job performance is defined by the Motowidlo (2003) as the employee's behaviour performed over time in an organization according to expectation. Job performance precisely is a complex activity of multiple behaviours instead of a single action (Lai & Chen, 2012). Moreover, Sonnentag et al. (2010) stated that job performance is the behaviour that leads to accomplish the organizational goals. In addition, job performance is employee's behavioural activity which contributes to achieve the desired goals of organization (Menges et al., 2016). Performance of employee is equally significant for individual and organization (Sonnentag et al., 2010; Sonnentag & Frese, 2002). A successful achievement from performing the task is a sign of self-efficacy, mastery and feeling of satisfaction (Lai & Chen, 2012). The individuals' with high performance get reward as promotion and

enjoy better carrier opportunities from low performer individuals' (Van Scotter, 2000).

Theorizing and Hypotheses Development

It has been acknowledged by numerous existing studies that why workplace spirituality has been considered such a significant aspect. Due to the societal and organizational changes, insecure environment at workplace has also been observed (Barbuto & Hayden, 2011); whereas, it is suggested that the individual spirituality at workplace brings the exceptional feelings of perfection and high motivation (Divine existence) in their work (Fry & Matherly, 2007). Furthermore, Krishnan (2008) stated that the existence of spirituality at workplace has the potential to bring the extraordinary positive change. In addition, Walt (2007) suggested that the existence of spirituality within individual increases the tolerance level, positive self-esteem, capacity to coping with stress affectively and emotional intelligence. Therefore, further research on spirituality at workplace with relation to the employee and organizational outcomes (job satisfaction, job performance and overall organizational productivity) is considered as valuable aspect (Hayden et al., 2008).

Giacalone and Jurkiewicz (2010) stated that there is a direct positive relation between job satisfaction and workplace spirituality either individual or organizational. Walt (2007) stated that the spiritually based organization brings high organizational outcomes such as organizational commitment, high job performance and overall organizational productivity which eventually lead to the job satisfaction. Smith and Rayment (2007) indicated the crux of existing studies on spirituality that organizational performance increases with the increase of spirituality at workplace. The relationship between workplace spirituality and outcomes (job satisfaction and job performance) is supported by the Theory of Social Exchange which enlightens the exchange relation between two parties (Blau, 1964). Itzkovich and Heilbrunn, (2016) stated that the worth of relationship between parties is dependent on the social recompense. According to the Ahmed and Ahsan (2011), the existence of positive social exchange relation between individuals and organization brings the better outcomes and achievements for organization. Thus, the

aim of this study is to find the view of an employee from social welfare organization of Pakistan that how spirituality at workplace can impact their work attitude, capabilities to meet the job challenges (job performance) and job satisfaction. Therefore, it is hypothesized as:

H1: Workplace spirituality is positively related with job satisfaction.

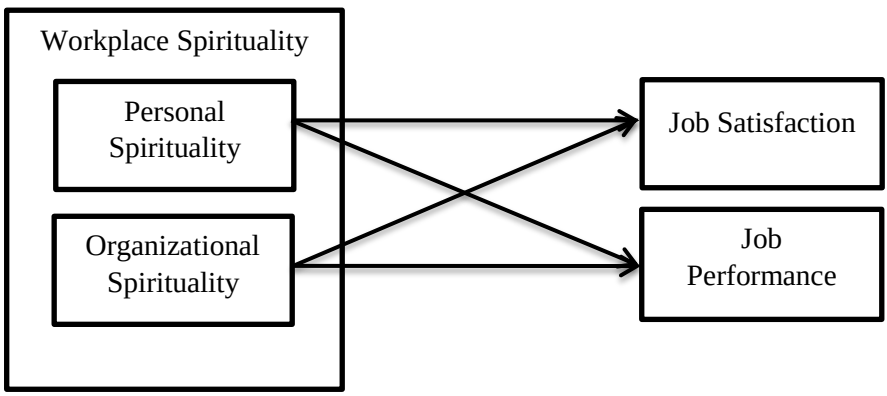
H1a: Personal spirituality is positively related with job satisfaction.

H1b: Organizational spirituality is positively related with job satisfaction.

H2: Workplace spirituality is positively related with job performance.

H2a: Personal spirituality is positively related with job performance.

H2b: Organizational spirituality is positively related with job performance.



Methodology

This section explains the research design and approach on which the endeavour of this study is based. According to Tull and Hawkins (1993) research design of a study explains the procedure and approaches of reviewing a problem and to bring the desired information. The aim of present research was to determine the impact of workplace spirituality on job satisfaction and job performance. Therefore, the correlational research design was preferred as it offers the possibilities of testing hypotheses and questionnaire as a tool for data collection (Bonds-Raacke

and Raacke, 2012). Population of this study was the employees of social welfare organizations working in Lahore, the metropolitan city of Pakistan. Convenient sampling technique has been used for distributing the questionnaires among employees. For this study, the researcher has distributed the 300 questionnaires among the employees working in social welfare organizations of Lahore. A total of 133 employees have responded the questionnaires and response rate was 44%. Self-administered questionnaire were used for the data collection. Questionnaire includes total 30 items; the measures used in the questionnaire are 20 items scale of workplace spirituality (personal spirituality and organizational spirituality) which was adopted from human spirituality scale (HSS) of Wheat (1991), 7 items scale of job performance was adopted by Williams and Anderson (1991) and 3 items scale of job satisfaction was adopted by Cammann et al. (l979).

Variables	Scale	Author
Workplace Spirituality • Organizational spirituality • Personal spirituality	20 items Scale	Wheat (1991)
Job Satisfaction	3 items Scale	Cammann et al. (l979)
Job Performance	7 items Scale	Williams and Anderson (1991)

5-point Likert scale has been used in the questionnaire; ranging from Strongly Agree (5) to Strongly Disagree (1) for collecting the responses. Reliability of data has been measured through Cronbach's α. SPSS-21 and further it has been used for descriptive, reliability and correlation analysis. Moreover, regression analysis has been done to find out the impact of workplace spirituality on job satisfaction and job performance.

Data Analysis and Results

The aim of this section is to cover the results of data analysis through hypothesis testing. To meet the objective of the present study, data has been gathered from 133 employees of social welfare organizations of Pakistan. Majority of the respondents were having job experience of 7 to 10 years. In sample, only 17 (12.8%) employees were having experience of 1 to 3 years, 37 employees (27.8%) having 4 to 6 years' experience, 42 (31.6%) employees having 7 to 10 years' of experience and 37 (27.8%) employees having above 10 years of experience. 86 (64.7%) employees were having Bachelor's degree, while just 25 (18.8%) respondents were having Masters and only 22 (16.5%) employees were having MPhil qualification. Most of the respondents were married and just 52 (40.1%) were unmarried. 106 (79.67%) respondents were male and only 27 (20.33%) were female. Narrative language of majority of the respondents was Urdu. The results of demographic characteristics of respondents are given in table 1.

Table 1

Variables		Frequency	Percentage
Experience	1-3 Years	17	12.8%
	4-6	37	27.8%
	7-10	42	31.6%
	Above 10	37	27.8%
Qualification	Bachelors	86	64.7%
	Master	25	18.8%
	M.Phil.	22	16.5%
Marital Status	Married	81	60.9%
	Unmarried	52	40.1%
Gender	Male	106	79.67%
	Female	27	20.33%
Language	English	24	18%
	Urdu	84	63.2%
	Punjabi	25	18.8%

Mean, standard deviation of each variable and results of correlation among variables are given in table 2. Personal spirituality has lowest mean (3.57) while job satisfaction has the highest mean value (3.78). The results of reliability test showed that estimated α for organizational spirituality, Personal spirituality, job satisfaction, job performance were .671, .739, .726, .825 and .746 which were within the acceptable range (George, 2003). Correlation statistics indicate positive and significant relationship among explained and all explanatory variables. Organizational and personal spirituality are significantly and positively correlated with job satisfaction and job performance (.763, .812, .774, .817 and p-value < 0.05).

Table 2

	Mean	SD	OS	PS	JS	JP	WS	Item deleted	A
OS	3.62	.435	1					1	.671
PS	3.57	.487	.815**	1				0	.739
JS	3.73	.363	.763**	.812**	1			2	.726
JP	3.78	.365	.774**	.817**	.932**	1		0	.697
WS	3.59	.439	.947**	.958**	.828**	.836**	1	0	.825

***= Significant at 0.01, *= Significant at 0.05*
OS= Organizational Spirituality, PS= Personal Spirituality, JS= Job Satisfaction, JP= Job Performance, WS= Workplace Spirituality

Regression Analysis

(a) Job satisfaction as dependent variable

To check the impact of organizational and personal spirituality on job satisfaction regression analysis has been run in SPSS 21. The value of F-test shows that model is good fit and value of adjusted R-square .690 explains that 69% change in explained variable is due to explanatory variables. The beta co-efficient (β=.253, β=.421) of both explanatory variables are significant at 0.01 and have positive impact on

explained variable. Post regression test has also been run to check the multicollinearity problem. The value of VIF shows that there is no multicollinarity and the value of Dubin-watson test shows that there is no autocorrelation.

Table 3

R	R Square	Adjusted R Square	F-test	Sig.Value	Durbin-Watson
.831[a]	.690	.685	144.51	0.000	2.659

Table 4

		Unstandardized Coefficients		T	Sig.	Collinearity Statistics	
		B	Std. Error			Tolerance	VIF
	(Constant)	1.317	.150	8.802	.000		
	OS	.253	.070	3.592	.000	.336	2.979
	PS	.421	.063	6.699	.000	.336	2.979

OS= Organizational Spirituality, PS= Personal Spirituality, JS= Job Satisfaction

(b) Job performance as dependent variable

To check the impact of organizational and personal spirituality on job performance, regression analysis has been run in SPSS 21. The value of F-test shows that model is good fit and value of adjusted R-square .698 explains that 69.8% change in explained variable is due to explanatory variables. The beta co-efficient (β=.269, β=.471) of both explanatory variables are significant at 0.01 and have positive impact on explained variable. Post regression test has also been run to check the multicollinearity problem. The value of VIF shows that there is no multicellularity and the value of Dubin-watson test shows that there is no autocorrelation.

Table 5

R	R Square	R Square	Adjusted R Square	F-test	Sig.value	Durbin-Watson
.838[a]	.703	.703	.698	153.65	0.0000	2.947

Table 6

		Unstandardized Coefficients		T	Sig.	Collinearity Statistics	
		B	Std. Error			Tolerance	VIF
	(Constant)	1.326	.147	9.008	.000		
	OS	.269	.069	3.882	.000	.336	2.979
	PS	.417	.062	6.740	.000	.336	2.979

OS= Organizational Spirituality, PS= Personal Spirituality, JP= Job Performance

Discussion and Conclusion

In this study, it is found that workplace spirituality had most consistent and strongest impact on employee outcomes in social welfare organizations of Pakistan. The findings of this research are explained in this section according to the objectives of this study. The purpose of the research objective was to examine the relationship of workplace spirituality (personal and organizational spirituality) with job satisfaction and job performance. The findings revealed that personal spirituality and organizational spirituality both are significantly correlated with job satisfaction and job performance of employees working in social welfare organizations of Pakistan. The results of these objectives suggested that the existence of spirituality at workplace (personal or organizational) escalate the satisfaction and work performance of employees in social welfare organizations of Pakistan. In other words, employees of social welfare organizations feel high satisfaction and work performance with the existence of organizational and personal spirituality. Therefore, these findings are consistent with the existing studies, as Giacalone & Jurkiewicz (2010) found the direct positive relationship between spirituality at workplace either organizational or personal and job

satisfaction. Furthermore, Walt (2007) found high job performance and satisfaction in spiritually based organizations. The results of this study indicate that adding the spiritual values in organizational ethics, offers the sense of community that leads in achieving the high job satisfaction, job performance and reducing the withdrawal behaviour.

Further examination on workplace spirituality is recommended as: What is the specific relationship between workplace ethics and workplace spirituality? Which variable influences workplace spirituality most? What are the mediating and moderating effects of workplace spirituality with relation to the outcome variables? Further research should explore how the perceptions of spirituality at workplace are formed, transferred, and most attractive aspect of spirituality towards employees. The findings of this study are important for practical implications. The effective managers can develop the organizational climate with adding the spiritual values in the workplace ethics. The establishment of this spiritual environment, valuing the individual differences and open communication at workplace will contribute positively towards employees' attitudes and perceptions. This study has certain limitations that need to be mentioned. First, the data was collected form employees at one spot of time (cross sectional). Future studies should longitudinally examine the spirituality at workplace. Through this, it can determine the perceptions of employees as the perceptions can be changed with the time. Moreover, this study is limited to the employees of social welfare organizations of Pakistan. Future research can be done in multiple organizations for more generalizability of the findings. In short, the findings revealed that the spirituality at workplace positively impact the perceptions of employees and improve the job satisfaction and job performance. From these findings, it can be concluded that the organizations foster the spiritual values at workplace that brings the positive outcomes for both employees and organizations.

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