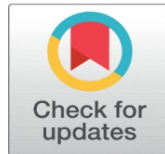
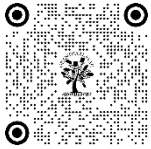


A THEORETICAL FRAMEWORK FOR WORKPLACE SPIRITUALITY, JOB SATISFACTION, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

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ABSTRACT

Researchers and practitioners in management have noted a growing and sustained interest in issues related to spirituality in the workplace. This article reflects on the existing literature of workplace spirituality, highlights emerging theories, and explores the connections between job satisfaction and organizational citizenship behaviours (OCBs). Workplace spirituality has garnered growing attention in recent years. This article explores the interactions between the three variables, namely workplace spirituality, job satisfaction, and OCBs, and further examines the links of several kinds of OCBs with the three major aspects of workplace spirituality (that is, seeking meaning and purpose in work, acknowledging an inner life, and feeling connected to others). It was found that Job satisfaction plays a key role in this relationship. The study aims to offer valuable insights for improving management practices, leadership, and organizational growth by creating an environment that encourages workplace spirituality.

Keywords: Job Satisfaction, Workplace Spirituality, Theoretical Framework, Organizational Citizenship Behaviour

1. WORKPLACE SPIRITUALITY

The American workplace has experienced a growing spiritual movement. During the 1990s alone, over 300 books on workplace spirituality flooded the market. The word "spirituality" is derived from the Latin terms "spiritus" or "spiritualis," meaning breath, air, or wind (Merriam-Webster). By the 19th century, spirituality had become linked to mysticism and religious devotion. According to (Dyne et al., 1994) theory, when workers feel deeply connected to their company, they are motivated to perform at levels above and beyond what is needed of them. This connection arises from discovering meaning and purpose in their usual duties. Workplace spirituality refers to creating a conducive work environment so the employees may feel a sense of purpose towards their work and have a connection and meaning in whatever task they perform. It focuses on fostering a positive atmosphere that respects individuals' inner values, encourages collaboration, and helps employees find deeper fulfillment in their work. Organizational definitions of workplace spirituality concentrate more on the collective spiritual essence of the company than they do on employees in particular (Kolodinsky et al., 2004, 2008).

In the words of Ashmos and Duchon (2000), workplace spirituality is "*a framework that includes a sense of purpose and meaning in the work environment, acknowledging employees' inner lives while fostering a sense of community. They stress*

that workplace spirituality aims to create an atmosphere where employees feel connected to one another, their work, and a greater purpose, resulting in increased job satisfaction and commitment to the organization”.

The idea of "spirituality in the workplace" has gained popularity recently, but reflecting on the existing literature review points out that spirituality can mean different people can interpret the meaning of spirituality in various ways. People. There is a chance that people relate it to religion (Brandt, 1996). For this study, workplace spirituality refers to the institution's spiritual character. This is demonstrated by the company's spiritual principles and a culture that promotes a sense of belonging among staff members and brings them joy and contentment (Giacalone & Jurkiewicz, 2003).

This article highlights three main and recurring elements of workplace spirituality: inner life, interconnectedness, and a sense of purpose.

1.1 PURPOSE AND MEANING

It refers to the employee's involvement in feeling that one's work has value, contributes to something greater, and aligns with personal beliefs and values. When employees perceive their work as meaningful, they are often more motivated, engaged, and satisfied, leading to improved performance and overall well-being. A person may discover a sense of meaningful direction in their work by experiencing cohesion and solidarity with that purpose (Overell, 2008).

1.2 INTERCONNECTEDNESS

The employees in an organization feel a stronger connection towards their organization when they have common values and a common understanding of the purpose Chappel (1994). Put differently, it indicates that the employees have a sense of belonging to the company and one another. Everyone feels like they are a part of a bigger team working toward shared objectives when there is a connection between them, which encourages cooperation, support, and a sense of belonging.

1.3 INNER LIFE

Inner life refers to an employee's thoughts, feelings, beliefs, and values that contribute to their sense of self and include aspects like emotional well-being, personal growth, and spirituality. In simple words, the inner life is the recognition that every person has a soul, representing a power that transcends the physical self and the ego Mahakul (2015). When organizations acknowledge and support employees' inner lives, it can lead to greater job satisfaction, engagement, and a sense of fulfillment in their work.

2. OUTCOME OF WORKPLACE SPIRITUALITY

Workplace spirituality can result in various positive outcomes, such as increased employee motivation, enhanced job satisfaction, and improved organizational performance (Krishnakumar & Neck, 2002). Employees are expected to follow organizational rules and regulations, but sometimes they display behaviors that go beyond their formal duties, known as Organizational Citizenship Behavior (OCB). Organ (1988) foundational work on OCB suggests that these behaviors are typically driven by internal motivation, originating from an individual's intrinsic need for achievement, competence, and a sense of belonging or affiliation. (Milliman et al., 2003) found a significant link between workplace spirituality and job satisfaction.

Job satisfaction is the overall sense of fulfillment and happiness an individual worker feels with his job. Smith (1955) suggested that job satisfaction reflects how well a job meets an employee's needs, and higher satisfaction can lead to better performance for both the individual and the organization. A person's well-being is largely influenced by the sense of meaning and purpose in their life, also referred to as life satisfaction (Zika & Chamberlain, 1992). It occurs when employees enjoy their tasks, feel appreciated by their employer, and believe their role aligns with their personal and professional goals. Good working relationships with coworkers, just compensation, a good work-life balance, chances for professional development, and a feeling of purpose in work are all elements that affect job satisfaction.

It has been connected to several key outcomes in the workplace, including Organizational Citizenship Behaviors (OCB) (Bateman & Organ, 1983). Organ (1988) studied how job satisfaction relates to helping behaviors, also known as OCBs, and found that they significantly impact how well an organization functions. He defined OCB as voluntary actions that employees take that are not formally recognized or rewarded but contribute to the organization's overall success. These behaviors go beyond an employee's basic duties and help improve teamwork, efficiency, and the overall work environment.

Organ (1988) identified five key dimensions of Organizational Citizenship Behavior (OCB): conscientiousness, sportsmanship, civic virtue, courtesy, and altruism. Literature highlights the following five major constructs that are widely identified and accepted:

- **Altruism:** It refers to assisting other members of the organization with their tasks, such as helping new employees, supporting overloaded coworkers, aiding absent workers, and guiding others through difficult tasks.
- **Conscientiousness:** it involves voluntary behaviors that exceed the basic job requirements, such as following rules, avoiding excessive breaks, and putting in extra hours.
- **Civic Virtue:** It entails actively engaging in the political processes of the company by offering insights, showing up to meetings, talking with coworkers about problems, and keeping up to date for the good of the organization.
- **Courtesy:** it involves actions that prevent interpersonal problems, like notifying others about work schedules and consulting colleagues before making impactful decisions.
- **Sportsmanship:** it is the readiness to endure the unavoidable challenges and annoyances of work without complaining.

From this proposed relationship, it may be concluded that managers may encourage employees to participate in activities outside of their regular job duties if they foster a sense of meaning, purpose, and connection among them. Employees are more driven and devoted to their work when they perceive meaning and purpose in it. This sense of fulfillment can lead them to voluntarily take on additional tasks, assist their colleagues, and contribute positively to the overall work environment. Therefore, fostering a culture that emphasizes these values not only benefits individual employees but also enhances organizational performance and success.

3. A MODEL OF WORKPLACE SPIRITUALITY, OCBS AND JOB SATISFACTION

After reviewing the extensive studies, investigating the connections between job satisfaction and organizational outcomes like OCB and workplace spirituality and job satisfaction has become even more important. While conducting their study in Punjab, an Indian state, Sharma, one of the studies Bajpai and Holani, 2011 found out that OCB is one of the outcomes of job satisfaction. Additionally, Gupta, Kumar, and Singh (2013) discovered that workplace spirituality positively affects job satisfaction among governmental employees in Punjab.

This article adds to the literature by examining the connections between workplace spirituality, job satisfaction, and OCBS. Particularly noteworthy are the individual correlations between these three variables: OCB, job satisfaction, and workplace spirituality. Workplace spirituality meets employees' higher-order and spiritual demands, which generates more effective responses (Fry et al., 2001). As a result, it is anticipated that the aspects of workplace spirituality and job satisfaction will positively correlate. (Milliman et al., 1999) Suggested that organizations fostering a sense of community tend to have more satisfied and motivated employees. Research indicates that satisfied employees are more likely to intend to stay with their organization (Randolph, 2005). Studies by Robert, Young, and Kelly, 2006 and Komala and Ganesh, 2007 also found a significant positive correlation between workplace spirituality and job satisfaction. Further, Chawla and Guda (2010) suggested that workplace spirituality enhances employee job satisfaction.

In summary, the research offers evidence in favor of the proposition that there is a positive relationship between employee job happiness and the aspects of workplace spirituality interconnectedness, inner life, and meaning and purpose.

3.1 JOB SATISFACTION AND OCB

Broaden and Build theory suggests that positive emotions encourage individuals to engage with their surroundings and participate in activities that are beneficial for themselves and their species Fredrickson (2004). Past studies like Bateman & Organ (1983) and Smith, Organ & Near (1983) have discovered a substantial link between job satisfaction and OCB. Their results were based on this theory. Karambayya (1989) studied 18 workgroups across 12 organizations, primarily involving professional executives, to explore the relationship of citizenship behaviors with work unit performance and satisfaction. The results indicated that work units with higher performance and satisfaction levels generally exhibited greater citizenship behaviors compared to those with lower performance.

3.2 WORKPLACE SPIRITUALITY AND OCB

Krishnakumar and Neck (2002) state that promoting spirituality in the workplace helps employees feel complete. Most academic definitions emphasize that spirituality encompasses wholeness and transcendence, allowing individuals to be integrated. Duchon and Plowman (2005) argue that workplaces that support spiritual expression are more productive

because they acknowledge the "whole" person. Although there is a lack of independent research on workplace spirituality and organizational citizenship behavior (OCB), there is growing evidence that suggests employees who find meaning in their work and feel deeply connected to their organization are more likely to participate in OCB and perform better outside of their assigned roles (Van Dyne, Graham, & Dienesch, 1994).

Employee engagement is fully facilitated by an open, learning-oriented organization that cultivates a spiritual climate. Both employees and managers find greater significance in their daily duties after having a shared sense of purpose and unified values (Kinjersky & Skrypnik, 2005). In turn, this motivates them to engage in behaviors that benefit the organization, leading to greater levels of satisfaction and fulfillment. Additionally, individuals in development-focused organizations are more likely to embrace organizational citizenship behaviors (OCB) compared to those in results-focused settings (Gelfand, Erez, & Aycan, 2007). This suggests that workplace spirituality can promote OCB by cultivating an open, expressive, and developmental environment for employees.

4. PROPOSED FRAMEWORK

The motivation behind this article is to propose a model representing the connection between workplace spirituality (the independent variable) and OCBs (the dependent variable) while likewise investigating the intervening mediating role of job satisfaction. Presently, there is a dearth of studies interfacing workplace spirituality to OCBs. The existing literature has recognized job satisfaction as a result of workplace spirituality and as a forerunner to OCBs. This recommends that workplace spirituality prompts job satisfaction, which thus advances OCBs. This exploration expects to associate these three factors and analyze how job satisfaction mediates the connection between workplace spirituality and OCBs. Notwithstanding, empirical evidences connecting workplace spirituality to OCBs is restricted. By presenting different components of workplace spirituality, this study looks to give bits of knowledge into these hypothetical connections.



FIGURE 1. Research framework

4.1 PROPOSITION

Hypotheses can be used to explain the model's relationships further. There is a strong and positive correlation between job satisfaction and workplace spirituality, according to research by (Altaf and Awan, 2011). Workplace spirituality has been linked to increased employee happiness, according to (Jurkiewicz and Giacalone, 2004). A supportive work environment increases an employee's motivation to meet organizational objectives, claims Rastgar (2012).

These results have led the researcher to investigate the association between job satisfaction, OCB, and workplace spirituality as mediating, dependent, and independent variables, respectively. Several propositions have been put out as follows:

H1: There is a significant effect of workplace spirituality on job satisfaction

H2: There is a significant effect of workplace spirituality on OCBs

H3: There is a significant effect of job satisfaction on OCBs.

H4: Job satisfaction mediates the effect of workplace spirituality shown by employees of the organization on OCB

4.2 NEED OF THE STUDY

The behavior of employees is a crucial factor in an organization's success. When employees engage in Organizational Citizenship Behaviors (OCB), they contribute positively to achieving organizational objectives. Researchers like Organ (1988) suggest that organizations perform better when employees go beyond their basic duties to support each other and reach common goals. The significance of OCBs is underscored by extensive research into their antecedents (Bukhari, 2008). As interest in OCBs grows, studies have focused on understanding the factors that encourage these desirable

extra-role behaviors (Rastgar, 2012). OCBs are recognized as a low-cost, effective means to boost organizational performance and competitive advantage (Nemeth & Staw, 1989). OCBs can enhance operational as well as managerial productivity, as more skilled employees help newcomers adapt more quickly, allowing managers to focus on critical tasks (Podsakoff & MacKenzie, 1994). This sharing of best practices fosters teamwork, morale, and cohesion.

There is a growing need for organizations to create supportive and purposeful work environments that acknowledge employees' inherent needs. Workplace spirituality addresses this need. In today's competitive landscape, businesses require employees who exceed their usual job responsibilities. Crawford et al. (2009) demonstrate that (WPS) workplace spirituality positively affects job satisfaction, with significant differences observed between organizations. This research is vital for companies aiming to enhance organizational effectiveness, especially in the Indian context, where studies on workplace spirituality and its outcomes are limited. With the growth of the Indian industry and evolving workforce demands, such research is significant. Businesses should serve as catalysts for national development and social responsibility, which requires a re-evaluation of current management practices. Allio (2011) emphasizes the need for a renewed sense of purpose, corporate character, and sustainability due to the repercussions of unethical corporate behavior.

Workplace spirituality presents an alternative approach (Al-Qutop & Harrim, 2014) and can yield substantial benefits and overall corporate sustainability (Fawcett et al., 2008). This study will examine how workplace spirituality enhances job satisfaction in employees, leading to pro-organizational behaviors.

5. CONCLUSION

Overall, the study concluded that workplace spirituality is increasingly recognized as a valuable source of competitive advantage, prompting novel authors to explore its causes and effects. Studying workplace spirituality and its resulting behaviors can enhance our understanding of the organizational climate and reveal conditions that encourage behaviors benefiting both employees and the organization—key factors for maintaining a competitive edge. Additionally, workplace spirituality has been linked to sustainable practices, which are highly sought after by organizations today. This article suggests that job satisfaction mediates the relationship between workplace spirituality and Organizational Citizenship Behavior (OCB). With millions spent each year on improving job satisfaction, focusing on the core elements of workplace spirituality—requiring less external investment and more emphasis on belief systems and behaviors—could yield even greater benefits.

CONFLICT OF INTERESTS

None

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