

# Spirituality, Job Satisfaction and Organizational Commitment: Literature Revisited

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**Abstract:** An investigation upon the influence of workplace spirituality (WS) and individual spirituality (IS) on employees' work attitudes is the focus of this study, specifically job satisfaction (JS) and organizational commitment (OC). Several past research studies have been thoroughly reviewed in order to maintain the intended research aim in mind while doing this current research study. This research paper is theoretical in nature and adapted descriptive research. Depending on previous study, it appears that workplace spirituality has a substantial influence on how individuals perceive their jobs particularly, job satisfaction and organisational commitment. Despite this, little is known about the connection between an individual's spirituality and their attitudes toward their jobs. As a result, the researcher said that there is a need to look into the relationship between these variables. Researcher has thus proposed a theoretical investigation into the connections between these factors be undertaken. On the concluding page, the study's practical consequences are described.

**Keywords:** Workplace spirituality, Individual spirituality, Job satisfaction, Organizational commitment.

## 1. INTRODUCTION:

The business world of today is filled with both obstacles and opportunities. A significant market share and better earnings are required by every firm in order to establish itself successfully in today's highly competitive environment (Kumar and Kumar, 2014) <sup>[1]</sup>. To accomplish these goals, each individual must work diligently in order to thrive in the job. And as a consequence of too much work and other factors in the workplace, employees may be stressed out at work, which hinders their performance. Employees confront stressful situations such as family troubles, societal problems, and other similar challenges in addition to workplace factors. Stress has a dramatic effect on a person's emotional, physical, behavioural, and spiritual health as a result of these difficult working situations. This results in job unhappiness, a lack of commitment to the organisation, an increase in the rate of absenteeism, and an increase in the rate of turnover. On the other hand, numerous workforce development techniques are being developed by organisations in attempt to counteract the dilemma. Spirituality is one such activity that may assist in harmonising the multiple aspects of an employee's life as well as the needs of the firm. When people work for an organisation that has a high level of spirituality, it is expected that they will be able to feel less stressed out at work (Daniel, 2014) <sup>[2]</sup>.

Spirituality is typically perceived and expressed uniquely by each individual, and it varies according to their background, community, and surroundings (Lepherd, 2015) <sup>[3]</sup>. The phrase "spiritual" is based on the Latin "spiritus," which signifies "breath," and refers to a variety of concepts including psyche (Greek), atman (Sanskrit), and ruach (Hebrews), that refer to life's breath (Delgado, 2005) <sup>[4]</sup>. According to numerous authors, spirituality is a multifaceted notion, and many efforts to describe it have been undertaken. Spirituality, according to Crawford et al. (2008) <sup>[5]</sup>, is stated as "having purpose for our existence, having a connection to everything that everyone shares, and recognising a huge power that may be characterised in many ways, is unstructured, and unique to each individual." As per Karakas (2010) <sup>[6]</sup> "Spirituality is the path to establish a sustained, authentic, meaningful, comprehensive, and profound awareness of the existential self and its relationship/interconnectedness with the holy and transcendent". Spirituality and religion are notions that are frequently used interchangeably (Delgado, 2005) <sup>[4]</sup>. Thoresen and Harris (2002) <sup>[7]</sup> aptly summarise the larger distinction between spirituality and religion. They saw religion as cultural phenomena containing social organisations made up of people who share common ideas and follow particular rites, covenants, and traditional forms. Spirituality, on the other hand, refers to a person's own experience, which is sometimes associated with a formal religion but is widely perceived as apart from any organised religion. As said by Workplace spirituality has nothing to do with a certain religion or belief system, nor is it about trying to persuade others to do so (Ashmos and Duchon, 2000) <sup>[8]</sup>. A more accurate description would be that it's about employees who consider themselves to be spiritual beings on the lookout for meaning and experience in their profession. Workplace spirituality is a somewhat different type of spirituality from the traditional view of spirituality. Throughout the previous three decades and into the new century,

there has been a tremendous growth in curiosity of workplace spirituality (Garcia and zomar, 2005) <sup>[9]</sup>. WS is “a framework of organizational values evidenced 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” (Giacalone and Jurkiewicz, 2003) <sup>[10]</sup>. It has emerged as a new era, not just in practise but also in research (Crawford et al., 2008) <sup>[5]</sup>. In addition to being present in academic journals, workplace spirituality could well be found in Fortune 500 firms and popular periodicals (Lepherd, 2015) <sup>[3]</sup>. “God and Business” was the July 2001 cover story of Fortune (Gunther, 2001) <sup>[11]</sup>. Intel, Coca-Cola, Boeing, and others are incorporating spirituality into their goals or culture as part of corporate responsibility (Karakas, 2010) <sup>[6]</sup>. Garcia and Zomar (2003) <sup>[9]</sup> said that many businesses are thinking about adding workplace spirituality since it can improve employee-organization interactions. When a company sets a high value on spirituality, it inspires its companies to contribute their all to their work (Neck and Milliman, 1994) <sup>[12]</sup>. Encouragement of workplace spirituality may improve staff productivity and morale by fostering more dedication, innovativeness, personal satisfaction, openness, integrity and faith in oneself and others (Krishankumar, 2002) <sup>[13]</sup>. Positive working conditions and job satisfaction rise in direct proportion to the workplace spirituality (Atlaf and Awan, 2011) <sup>[14]</sup>. “No organisation can endure for long without spirituality and soul,” asserted Mitroff and Denton (1999) <sup>[15]</sup>. Given this context, the current research adds to what we know about the link in both spirituality and employees’ work attitudes by taking a look at what other research has said. The subject of this study is workplace and individual spirituality, as well as two employee work attitudes: job satisfaction and organisational commitment.

## 2. THEORETICAL BACKGROUND AND LITERATURE REVIEW:

### 2.1. Workplace spirituality:

Joelle and Caelho (2014) <sup>[16]</sup> report a huge rise in the amount of research being done on workplace spirituality over the previous two decades. Ashmos and Duchon (2000) <sup>[8]</sup> gave one of the most often used definitions in the literature: “recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community”. Mitroff and Denton, (1999) <sup>[15]</sup>, said that WS “help people find their ultimate purpose in life and helps them develop a strong connection with co-workers and other individuals who are associated with work”. According to the definition provided above, there are three fundamental components of WS: “Meaningful work (MW)”, “Sense of community (SC)”, and “Alignment with Organizational Values (AOV)”, referenced in Milliman’s study (2003). MW is when you feel as though your work has a great deal of meaning and purpose. Having relationships with other people implies SC and AOV means that you feel very connected to the organization’s goal and purpose.

### 2.2. Individual spirituality”

Roof (2014) <sup>[17]</sup> defined individual spirituality as “personal relationship or experience with God or the divine that inform an individual’s existence and shapes their meaning, purpose and mission in daily life. It does not need to encompass religion, nor does it by nature exclude religion”. Pawar (2017) <sup>[18]</sup> also mentioned that individual spirituality is “a relationship with God or transcendence and it is reflected in the way we live”.

### 2.3. Relationship between workplace spirituality and employee work attitudes

#### 2.3.1 Workplace spirituality and Job satisfaction

Locke (1976) <sup>[19]</sup> defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience”. As per Spector (1997) <sup>[20]</sup>, it is “how individuals feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their job”. Employee’s performance has been shown to improve when spirituality is practised in the workplace (Neck and Milliman, 1994 <sup>[12]</sup>; Milliman et al., 2003 <sup>[39]</sup>). In their study of several organisations in Islamabad, Atlaf and Awan (2011) <sup>[14]</sup> discovered that job overload negatively correlated with job satisfaction, however workplace spirituality positively correlated. Similarly, Kumar (2016) <sup>[21]</sup> discovered a strong and favourable link between workplace spirituality, job satisfaction, and individual innovative behaviour. Furthermore, gender appears to have a role in the relationship between workplace spirituality and employee work attitudes. According to Kaur and Kaur (2014) <sup>[22]</sup>, employees who likely to experience high organisational spirituality are more satisfied at work, produce better quality work, and experience less occupational stress.

Chawla and Guda (2010) <sup>[23]</sup> had been shown that workplace spirituality correlates positively with job satisfaction and commitment, but it has also been found to correlate negatively with a tendency to leave one’s employment while performing research among Indian sales professionals. Research by Sharafi et al. (2014) <sup>[24]</sup> of hospital workers in Tehran revealed a substantial negative connection between workplace spirituality and job stress, whereas a substantial positive connection was identified between workplace spirituality and job satisfaction. Similarly,

in a study of 175 Islamic bank employees, Choerudin (2014)<sup>[25]</sup> found that workplace spirituality was associated with higher job satisfaction and performance; however, it was not linked with higher turnover intentions. Gopalparvar and Abedini (2014)<sup>[26]</sup> discovered that meaning and spirituality at work are positively related to job satisfaction and happiness in the workplace.

Hassan (2016)<sup>[27]</sup> did a study with 174 university professors and found that spirituality at work was favourably linked to job satisfaction. They also observed trust as a moderator in the association between two factors. Crawford et al., (2014)<sup>[5]</sup> did a study with two groups of healthcare personnel. Workplace spirituality and employee attitudes were shown to have a substantial correlation in the study. Workplace spirituality was also considerably different between the two groups. Piryaei and Zare (2013)<sup>[28]</sup> did a study with 300 industrial workers in Iran. They found that workplace spirituality aspects were linked to job satisfaction and organisational commitment. However, the relationship above was moderated by an individual's spirituality.

According to the findings of a study done by Belwalker et al. (2018)<sup>[29]</sup> in the Indian banking industry, there is a favourable association between WS and organizational citizenship behaviour. In a study of Chinese university professors, Rashidin et al. (2020)<sup>[30]</sup> showed that fostering a more spiritual working environment increased both engagement and job happiness in the workplace. Most recently, Basker and Indradevi (2021)<sup>[31]</sup> identified that WS had a favourable influence on employee job attitudes in their study of the nursing community.

### 2.3.2 Workplace spirituality and organizational commitment

One of the most extensively researched factors is organizational commitment inside an organisation (Djafri and Noordin, 2017)<sup>[32]</sup>. It has a magnetic influence on the personnel, attracting them to the firm (Hisam and Sanyal, 2021)<sup>[33]</sup>. OC is “the relative strength of an individual’s identification with and involvement in a particular organization” (Mowday et al. 1979)<sup>[34]</sup>. They characterized it as follows: (1) strong conviction and encouragement for the objectives and principles of the organization; (2) willingness to put out extensive work; and (2) a great strive to remain a part. Meyer and Allen (1991)<sup>[35]</sup> speculated that “organizational commitment is a psychological state that characterizes the employee’s relationship with the organization, and has implications for the decision to continue or discontinue membership in the organization”. Affective (AC), continuation (CC), and normative commitment (NC) are 3 components of OC recognized by Allen and Meyer (1990)<sup>[36]</sup>. AC is “employee’s emotional attachment to, identification with, and involvement in the organization”. CC implies “an awareness of the costs associated with leaving the organization”. NC is “a feeling of obligation to continue employment”.

Many studies have shown that workplace spirituality can make people more committed to their company. A study by Mousa and Alas (2016)<sup>[37]</sup> looked at primary teachers in Egypt and found that there was a link between meaningful work and a sense of community and three components of OC. However, there was shown to be a weak association between organisational ideals and three forms to organisational commitment. Based on their research on Malaysia's Islamic insurance business, Djafri and Noordin (2017)<sup>[32]</sup> concluded that the level of organisational commitment may be significantly increased with WS. Rego and Cunha (2008)<sup>[38]</sup> performed an analysis into the effect of 5 factors of workplace spirituality on three OC components. The findings demonstrated that elements of spirituality are highly associated with organisational commitment. His research has found that those who have a strong sense of spirituality at work have been shown to increase emotional and normative commitment, but decreasing continuation commitment. In US, Part-time evening MBA students were the focus of a research conducted by Milliman (2003)<sup>[39]</sup>. There was a strong correlation between workplace spirituality and all the work attitudes studied. Similar to this, Pawar (2009)<sup>[40]</sup> discovered that workplace spirituality was associated with job satisfaction, organisational commitment, and job involvement. Organizational commitment was examined in six Indonesian firms by Hryokusumo (2015)<sup>[41]</sup>, who looked at the effect of workplace spirituality aspects. A favourable and substantial influence of meaningful work and inner life on three OC components was found while condition of community influenced affective commitment only. During an Indian banking survey in 2016, Pradhan and Jena<sup>[42]</sup> observed that spiritual workers were more engaged to their jobs and organisations. According to him, emotional intelligence also played a big role in above link.

Garg (2008)<sup>[43]</sup> also found that WS helps people be more committed to the company. Thakur et al., (2017)<sup>[44]</sup> also found a considerable link between spirituality at work and the level of commitment that people have to their job and their company. In a study including 363 LPD administrators, Sintaasih (2019)<sup>[45]</sup> said that WS increased commitment, which improved work performance. Workplace spirituality favourably influence OC according to study conducted by Utami et al. (2020)<sup>[46]</sup> on village credit institutions, but no association has been discovered between WS and organisational citizenship behaviour.

During Covid 19, Hisam and Sanyal (2021)<sup>[33]</sup> looked into the WS dimensions effect on organisational commitment of employees who worked in different Oman businesses. Following inner life and sense of belonging, meaningful work was found to be responsible for the most organisational commitment.. Despite, organizational values did not appear to be effected by organisational commitment. As per Indertono and Wolundry (2013)<sup>[47]</sup>, meaningful



work, value alignment, and team sense of belonging were strongly associated with affective and normative commitment. Also, men exhibit high levels of workplace spirituality than women. Marshke et al. (2009) <sup>[48]</sup> shown that OC and WS have a favourable link. Furthermore, link between the both were not affected by age or gender.

### 2.3.3 Relationship between individual spirituality and employee work attitudes

Individual spirituality has a favourable and substantial influence on emotional organisational commitment as well as individual innovative behaviour, according to a study done by Daniel and Jardon (2015) <sup>[49]</sup> among 139 people in the United States. A similar study by Tejada (2015) <sup>[50]</sup> revealed a beneficial connection between spiritual well-being and job satisfaction in an analysis performed on 292 managers in United States, as well as an unfavourable connection of spiritual well-being and workplace frustration, work tension, and victimisation. A research performed by Pawar (2009) <sup>[40]</sup>, which included a sample of 156 workers from various firms across India, concluded that individual spirituality had no association with work attitudes. They also believed that individual spirituality had a role in moderating role in variables above.

### 3, OBJECTIVES & RELEVANCE OF THE STUDY:

The primary goal of this research is to examine the interrelationships between workplace spirituality, individual spirituality, organisational commitment and job satisfaction through reviewing different categories of previous research works both empirical and theoretical, thus providing important insights on how the different relationships are built and important for further study.

### 4. RESEARCH METHODOLOGY:

The current study is a comprehensive literature review that focuses on existing literature on interrelationships between aforementioned variables to identify the literature underpinnings.

Further it also attempts to provide insightful information on assessed research gaps and future research directions. The scope of the review included research articles from high-quality journals and reputable databases such as Emerald, Taylor & Francis, Springer, John Wiley and Sons, Google Scholar, Research Gate, JSTOR.

### 5. DISCUSSION AND CONCLUSION:

The current analysis shows how the literature on spirituality and employee work attitudes has grown over two decades. To this end, a variety of databases, such as Emerald Insight, Springer, Research Gate, and J-store, were searched for relevant articles and research papers. Many studies have been conducted on the link between workplace spirituality and employee work attitudes, particularly job satisfaction and organisational commitment, as can be seen from the aforementioned literature. It's been shown in the past that workplace spirituality can improve job satisfaction and organisational commitment. The earliest work on workplace spirituality was done by Milliman et al., in 2003 where relationship between workplace spirituality and employee work attitudes namely job satisfaction, job involvement, organizational commitment, organizational citizenship behaviour, and intention to quit has been studied in USA on part-time evening MBA students by applying structural equation modelling. Subsequently, numerous studies on the relationship between workplace spirituality and employee work attitudes have been conducted by various authors in several countries throughout Asia and Europe using a variety of tools such as correlation analysis, regression analysis, ANOVA, and more advanced tools such as AMOS and partial least square structural equation modelling. These researches discovered a strong and beneficial relationship among the aforementioned variables. As a result, businesses that encourage spirituality among their employees should expect better employee satisfaction and commitment. According to Garcia and Zomar (2003) <sup>[9]</sup>, firms that embrace spiritual freedom enable people to reach their full potential, resulting in improved job performance. Furthermore, if employers are allowed to access "spiritual resources" and meet "spiritual needs," they are more likely to incorporate their whole self to work, see work as more of a mission than a "job," believe they are reaching their full potential, and become more affectively and normatively attached. This should benefit both individuals and organisations. Conversely, individual spirituality is also favourably linked to employee work attitudes. Individual spirituality and workplace views haven't been addressed much, though. Few investigations have been done to uncover this correlation. Shankar Pawar performed the first study in 2009 in India on the link between individual spirituality and work attitudes. Later on, Daniel and Tejada in the United States explored this association in 2015. The review reveals that the interrelationships have great scope of further research in terms of different cultures, societies and different industrial set-ups where one can find more insightful information regarding the impact of one variable on the other.

**6. PRACTICAL IMPLICATIONS:** Researchers will benefit from this literature review by learning how spirituality impacts employee work attitudes. A significant number of researchers realise and comprehend the existence of the

spiritual domain in the lives of employees, and they advocate that employers should try to make their workplaces more spiritual. Employers can incorporate spiritual practises such as yoga, meditation, fairness practises, respect diversity in culture, employee participation, spiritual lectures, and other spiritual practises into their organisations with this knowledge, which may mitigate work-related stress and change employee attitudes. As a consequence, employees will be more creative and imaginative, which in turn will contribute to increased production for and by the company as a whole, as well as enhanced job satisfaction and organisational commitment.

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