Office Spirituality and Job pleasure: Exploring the Mediating Effect of Office Citizenship Conduct

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Abstract: This decade witness converted interest in explore studies on workplace spirituality. The present research investigates the relationship between workplace spirituality and job satisfaction with the help of two approaches. First, with the help of necessary condition analysis (NCA), it is exploring whether workplace spirituality is a required condition for the occurrence of job satisfaction. Second, the mediation effect of organizational citizenship behavior (OCB) in the relationship amid WSP and JS is examined using Baron and Kenny's (1986) technique of mediation analysis. A sample of 194 managers working in insurance companies is collected for the study. The study reports a positive correlation between all three variables of the study. Further, WSP does not come out as a necessary condition for JS. A partial mediation effect of OCB is reported. Practical implications and limitations are also discussed in the article.

Index Terms - Workplace Spirituality, Organizational Citizenship Behavior, Job satisfaction, Necessary Condition Analysis

I. INTRODUCTION:
Office spirituality (OSP) has started to get converted concentration from study scholars and practitioners both (Giacalone, Jurkiewicz, & Fry, 2005). Way back in 1980, Toffler (1980) stated 'technology' as a third wave of organizations. Nowadays, WSP has increasingly resorted to a revolutionary antidote for contemporary human resource-related issues. Theoretical and experimental studies on the definition, notion, construct and effectiveness of WSP have expanded considerably in recent times (Houghton, Neck, & Krishnakumar, 2016). WSP reduces organizational stress and improves decision-making (Tischler et al., 2002), highly satisfied workforce at the workplace (Harung et al., 1996), effective and efficient performance at workplace (Duchon & Plowman, 2005, Malik et al., 2011; Malieki et al., 2012), a higher level of job involvement and greater compliance with ethical constructs such as honesty and trust (Krishnakumar & Neck, 2002), and lower levels of psychological stress (Adams et al., 2003). Spirituality at the workplace is not a fringe idea (Petchswanga & Duchon, 2012), rather it is concerned with human's deep psychological needs such as holistic development of the personality and expansion of human virtues such as compassion, trust, and faith. At a broader level, WSP inspires an employee to start searching for real essence and aim of human life (Gull & Doh, 2004). Moore and Casper (2006) categorized the benefits of WSP in three broad levels—individual level, organizational level, and societal level. At a societal level, WSP enhances people's trust in goodness (Miller, 2001). At an organizational level, the profitability and productivity of the organizations increase with the implementation of WSP. Organizations soaked in WSP shows greater work efficiency and a higher rate of return (Jurkiewicz & Giacalone, 2004). Researchers including Neck and Milliman (1994); Pandey, Gupta, and Arora (2009); Malik et al. (2011), Garg (2017a) and Malieki et al. (2012) supported positive linkage between WSP and performance of the organization. Further, at an individual level, employees' physical and mental health is positively associated with WSP (Jurkiewicz & Giacalone, 2004; Krahkne, 2003). WSP is reported to have a positive effect on the confidence level of the employees (Krahkne, 2003). Organizational commitment of the employee increases with the experience of WSP (Garg, 2017b; Rego & Cunha, 2008), emotional quotient of employees (Hartsfield, 2003), employees' motivation level (Blunia & Das, 2012), commitment towards career (De Klerk, Boshoff, & Van Wyk 2006), ethical and cultural values (Issa & Pick, 2011) and self-efficacy (Garg, 2014), Robert et al. (2006) reported a positive connection between WSP and Job Satisfaction (JS). Various other studies also indicated linkage WSP and JS but none of the previous studies have explored the connection using necessary condition analysis (NCA). The article is roughly categorized into four major segments. The first segment of the article provides diverse but enriching definitions and viewpoints of different research scholars around the globe. Indian dimensions/constructs of WSP are discussed in the second part of the article. Third, the necessity of independent variable (WSP) for JS is explored using a new and innovative statistical tool—NCA. The mediating effect of organizational citizenship behavior (OCB) is examined using method devised and used by Baron and Kenny (1986). The theoretical and practical significance of the findings along with propositions for future researchers is elaborated in the last part of the article.

II. LITERATURE REVIEW

Workplace Spirituality—Definitions and Concept
The available literature on WSP is full of different definitions of WSP. Kinjerski and Skrypnek (2004) reported as many as 70 definitions of WSP but unfortunately, none of the definitions got wide and unanimous acceptance and recognition from all academicians. Few definitions of WSP are tabulated as follows: WSP has been differentiated from religion. It is not concerned with converting employees into a religious or sect-based belief system (Cavanagh, 1999). WSP is based on individual choices of values and work perception of the employees. It is about individuals who perceive themselves as spiritual creatures, whose inner selves demand nourishment at the workplace, who enjoy self-identification and purpose of life through work experience and ones who have developed a sense of connectedness with others (Ashmos & Duchon, 2000; Milliman Czaplewski, & Ferguson, 2003). Shrimad Bhagawd Gita defines WSP in terms of excellence in action at the workplace. It explains 'yoga karmas' which means 'excellence in action is yoga' (Shrimad Bhagawg Gita, verse 2.50). Researchers have provided diverse nomenclature to WSP: 'Experience of inner self' (Dillard, 1982), 'superintelligence' (Zohar & Marshall, 2000), 'common purpose' (Kinjerski & Skrypnek, 2004), 'inclusiveness and interconnectedness' (Marcques et al., 2005), 'inner consciousness' (Guillory, 2000), 'feelings that energize action' (Dehler & Welsh, 1994), 'sacred force that implies life' (Nash &
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Porter and Lawler (1968) defined JS as ‘a unidimensional construct; that is, JS is people's affective (emotional) response to their current job conditions’. JS is pivotal to HR managers because it is largely known for triggering attrition (Sturges & Guest, 2001). Jernigan et al. (2002) define JS as a positive attitude of employees for work, work environment, colleagues and also for larger organizational context. The broader context of JS includes satisfaction with salary, job responsibility, peers and juniors and with company's policies and procedures. However, a narrowly defined concept of JS includes only constructive and positive psychological assessment of job profile (Locke & Latham, 1990). In summation, it is a job attitude that is largely determined by the employee's experience at the workplace. This experience is shaped by the physical work environment, the relationship of colleagues among themselves, leadership style and also by the degree of decentralization and power delegation (Kersley et al., 2005). De Klerk et al. (2006) highlighted the fact that work, organization, and working environment are increasingly acquiring center stage in one's life. People spend more time at the workplace or informal work-related activities than any other personal stuff. Thus, employees aspire to fulfill their spiritual needs at the workplace itself (Garg, 2018). Institutionalization of WSP ensures meaningful and purposeful work along with social affiliation and thus it leads to spiritual fulfillment (Der Walt & De Klerk, 2014). Spiritually fulfilled employees have higher levels of satisfaction. WSP is increasingly being lauded as a promoter of JS. WSP leads to desired outcomes such as worker motivation and JS (Krishnakumar & Neck, 2002). Pawar (2009) and Milliman et al. (2003) also reported a constructive linkage between two variables (WSP and JS). Other researchers who confirmed positive association includes Chawla and Guda (2010), Kolodinsky et al. (2008), Usman and Danush (2010) and many more. The present study does not only explore the correlation between WSP and JS, but it also aspires to investigate the necessity of WSP for JS with the help of a novel but an effective statistical tool — NCA.

Workplace Spirituality and Organizational Citizenship Behaviour

According to Bateman and Organ (1983), OCB is ‘individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the effective functioning of the organization’. It is a multi-dimensional construct that is commonly studied with the help of the following five dimensions (Garg & Sharma, 2015). 1. Courtesy: Proactive gestures that consider consulting with other workers in the organization before acting, giving advance notice and passing along information. 2. Altruism: Voluntary behavior of the staff member through which an employee tries to aid colleagues in a particular task or work assignment. 3. Conscientiousness: Employee performance his or her assigned tasks according to their role expectations. 4. Civic virtue: Engrossment which the employee illustrates in the political life of the organization. 5. Sportsmanship: Abstaining from complaining about trivial matters. WSP was reported to be a strong predictor of OCB (Fatahi, 2007). A statistically significant relationship between WSP and OCB was observed by Farhangi et al. (2006). In a famous experimental study, Geh (2010) theorized and examined a hypothetical model based on the association of WSP and OCB. Like other researchers such as Harmer (2008) and Liu (2008), the author also concluded a positive association between two variables (WSP and OCB). In summation, the above-quoted piece of theoretical and empirical researches spelled out the potential of WSP in dealing with the challenges and problems of contemporary organizations. However, unfortunately, the mechanisms through which WSP impacts JS have not been explored extensively. The present study tends to plug the stated research gap by investigating the mediation effect of OCB. The proposition of the study is: OCB mediates the association of WSP and JS. Secondly, the study explores the necessity of WSP for JS using NCA. Accordingly, the second proposition is: WSP is an indispensable condition for JS.

III. METHODOLOGY

NCA has been used to identify compulsory or essential conditions. The novel statistical technique is utilized to investigate whether WSP is an indispensable (necessary) requirement for JS. A necessary cause is a constraint, a barrier, an obstacle, a bottleneck that must be managed to allow a desired outcome to exist. Each single necessary cause must be in place, as there is no additive causality that can compensate for the absence of the necessary cause. (Dul, 2016, pp. 11)

Fulfillment of necessary does not guarantee the outcome but non-existence of necessary condition leads to guaranteed failure. Outcome cannot exist without the occurrence of necessary condition. Dul (2016), father of NCA, further elaborated that every necessary condition is indispensable. Further, the mediation effect of OCB is investigated using Baron and Kenny's (1986) approach which confirms the mediation effect if the following conditions are satisfied:-

1. Independent/predictor variable (WSP) is significantly related to criteria/dependent variable (JS).
2. The mediating variable (OCB) is reported to have a significant relationship with the dependent variable.
3. Predictor variable has a statistically significant relationship with the mediator.
4. Keeping mediating variable controlled, if the degree of association between predictor and criteria variable condensed significantly then partial mediation is concluded. And if the relationship between independent and independent variable ceases, then full mediation in confirmed.
IV. RESEARCH METHODOLOGY

Research Framework Data Collection and Sample: The study used descriptive research design. A sample of 194 junior- and middle-level managers working in insurance companies was collected using convenience sampling. Respondents were approached through an online survey using a structured questionnaire comprising of measures of WSP, job performance, JS and OCB. The data was collected from several life and non-life insurance companies such as LIC, HDFC Ergo, GIC Re and United India Insurance Company Limited. Sampling captured nearly equal proportion of male (51%) and female (49%) respondents. As many as 25 respondents were below the age of 25 years, 88 employees were of age ranging from 26 to 35 years. Fifty employees were of the age group of 36 to 45 years and the rest of the employees (31 employees) were above the age of 45 years. The average age of the participants was 38.6 years. Also, as high as 71 percent of respondents were graduates while 19 percent were diploma holders and 10 percent was postgraduate.

Figure 1 defines the direct relationship between workplace spirituality and job satisfaction. Figure 2 describes the mediation model wherein OCB is proposed to mediate the relationship between WSP and job satisfaction.

![Figure 1: Direct Path](image1)
Source: From previous studies.

![Figure 2: Indirect Path](image2)
Source: From previous studies.

V. RESULTS

It is reported that all constructs of WSP (swadharma, lokasangraha, sense of community, authenticity, karma capital and kritagayata) and overall WSP have a statistical considerable affirmative correlation with five constructs of OCB and also with overall OCB. Also, encouraging positive association is also observed between WSP and JS (r = 0.75). Since both variables are reported to move in the same fashion then further analysis with the help of regression and NCA is feasible. Results are complementary with the results of other previous studies conducted in different cultural settings and with the help of different dimensions of WSP. Similar results are replicated with Indian constructs of WSP too. The current study does not end here, however the relationship between WSP and JS is investigated further using NCA. For the simplification of analysis, NCA is divided into two simple and basic steps considering WSP as independent variable and JS as a dependent variable.

1. A scatter diagram is plotted considering independent variable on X-axis and dependent variable on Y-axis. Subsequently, NCA is designed to produce a ceiling line that differentiates the plot in two different zones. Zone 1 is called an empty zone and this zone does not have any observation. Zone 2 is full zone having nearly all observations of the study. 
2. Now, quantitative and statistical parameters are calculated to determine accuracy of plotted ceiling line. Accuracy has been defined mathematically as number of observations in full zone divided by total observations. Accuracy equal to or above 95 per cent is desirable (Dul, 2016). Subsequently, effect size, which is an amplitude of necessity, is calculated. Value of effect size lies between 0 and 1 and could be analysed in the following way:
   - 0 < d < 0.1 represents small effect size
   - 0.1 ≤ d < 0.3 represents medium effect
   - 0.3 ≤ d < 0.5 concludes large effect
   - 0.5 ≤ d < 1.0 confirms very large effect size.

According to Dul (2016), empty upper-left corner region of the graph indicates the necessity of the independent variable. Two types of statistics are produced by NCA ceiling envelopment with free disposal hull (CE-FDH) and ceiling regression with free disposal hull (CE-
RDH). Since CE-FDH produces a better result (Dul, 2016), thus it has been preferred for analysis purpose. Threshold limit of 0.1 is essential to draw conclusive evidence of the existence of necessity of predictor variable (Dul, 2016).

Baron and Kenny’s (1986) methodology of mediation analysis has four steps. Table 3 depicts the results of four sequential steps labelled as four different models. The first condition of mediation analysis is the presence of a significant relationship between an independent variable and dependent variable. Accordingly, overall WSP was regressed on JS (dependent variable) in Model 1, and it was significant and positive (β = 0.75, p < 0.05), which confirms the fulfilment of the first condition. Condition 2 requires a significant relationship between an independent variable (here it is WSP) and proposed mediator variable (OCB) and interestingly β value of 0.85 at p < 0.05 also confirms the same. Condition 3 demands a significant relationship between mediator variable and dependent variable. This condition is also met with β value of 0.73 at p < 0.01. Condition 4 analyses the relationship between IV and DV on controlling the effect of mediator variable. Here, hierarchical regression was used to control OCB and it was reported that the β value decreases from 0.73 to 0.70 on controlling OCB. Since a correlation coefficient of WSP and JS reduced on controlling OCB but still, it remained significant thus partial mediation is confirmed.

VI. CONCLUSION

Earlier scholars have decided a positive association between OSP and JP but mediation studies in the domain of WSP are scared. The present article explores the probable mediation effect of OCB. The mediating variable illustrates the mechanism through which the effect of an independent variable transmits to the dependent variable. According to results, WSP affects OCB and in turn, OCB affects JS. All six dimensions of WSP have been extracted from ancient Indian scriptures and also from previous academic and empirical research explorations in the Indian context. In nutshell, the present study in Indianization of spirituality studies. Another vital contribution of the study is the application of NCA in the study of WSP. One of the propositions is proved correct and another proposition is proved wrong. The article concludes that WSP is not a necessary condition for JS. Further, it is also reported that OCB mediates partially the relationship between WSP and JS. In nutshell, the results suggest that those employees who experience spirituality at the workplace will indulge in OCB and this inclination towards OCB will lead to a higher level of JS among them. Several practical implications could be inferred from the present study. As spirituality is highly correlated with JS, thus employers may try to incorporate spiritual intent and values at the workplace. This spiritual intent must manifest itself in the form of more enlightened and enriching organizational vision, missions and practices. Fulfillment of the spiritual needs of the employees may lead to a more collaborative and responsible workforce. This constructive interaction and collaboration form the basis of highly satisfied workforce. Organizations around the globe spend millions on increasing JS at workplaces and if some focus is given to the fundamental constructs of WSP, then there will be much more to be gained. As usual, the present study has its limitations too. First, owing to the collection of information from the same source and also at the same time, there is a risk of a common method error. Future studies in the area may apply double source technique or longitudinal approach to mitigate the issue. Second, the sample of the present is derived from insurance companies thus results could be generalized for the insurance industry but generalization for other industries requires further inquiries and explorations. Future researchers may be required to adopt both qualitative and quantitative research approaches. Exploration of the probable relationship of WSP and employee level outcomes including employee engagement, organizational commitment, etc., could help in crystallizing the domain of WSP. The probable mediating effect of other intervening variables including emotions, trust, perceived organizational support, etc., could enrich knowledge and understanding of the field. Further, studies on the moderation effect are scarce in the domain of WSP. One could contribute by investigating the moderating effect of variables such as gender, experience, and age.

VII. Declaration of Conflicting Interests

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