

Workplace Spirituality for Educators: Way to exhibit Organizational Citizenship Behavior
(Evidence from Indian Education Industry)

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Abstract

In few decades back, spirituality at workplace is gradually valued, as many leaders regard spirituality as a meaningful solution. In today's cut throat competition, complex and multidimensional business environment, people as the greatest and most important asset of an organization can provide competitive advantages if they are fully responded to their biological, social, mental and spiritual requirements. Employee's spiritual attitudes make a strong connection between employees and organizations through satisfying individuals' interests. Managers can improve individuals' performance and thus organizational citizenship behavior by improving and reinforcing spiritual atmosphere at the workplace. In these individuals one can easily see increase in creativity and efficacy and more involved in organizational-citizenship behaviors. Therefore, by creating workplace spirituality, organization's managers and leaders make their employees feel themselves as assets of their department and to support them and be more compatible with organization purposes and missions.

Today, competitive atmosphere governing organizations include organization like higher education institutes. These institutes compete for absorbing more students and achieving better academic ranking and enhancing their scientific level and knowledge. To this end, they are in need of improving organizational environment and thus performance. In order to improve positive work environment so that employees can exhibit a better organizational citizenship behavior, it is better to identify the most influential factors to reinforce them. Workplace spirituality is counted among these factors.

The present study explores the relationship between workplace spirituality and Organizational Citizenship Behavior in private educational Institutes at Delhi NCR region and other parts of north India.

The statistical population of research includes the teachers (Professors) in Delhi NCR region in India. We used a questionnaire as an instrument for collecting research data.

The results indicated that there was a positive relationship between work spirituality and Organization Citizenship behavior in education Industry.

Keywords: Workplace Spirituality, Organizational Citizenship Behavior, Work Environment

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Introduction

During a decade or two, there have been rapid increasing interests on employees' work-related behaviors, which influence on organizational effectiveness specifically in educational environment and universities which can provide a quality service to scholars as most important stakeholders. For this purpose an effective strategy is required to improve the quality of human resources as an effort to improve organizational and individual performance vis-à-vis. Improvement in positive work environment at the workplace has been a wonderful initiative in this context, so that employees can enhance their affective commitment and thus exhibit a better organizational citizenship behavior. Now, Educational leaders need to owe the most influential factors to reinforce positive work environment. Workplace spirituality is counted among these factors.

Few decades before, organizations were hardly interested to discuss spirituality at workplace. But in current scenario it has been investigated that organizations rely to harness the potential of their employees. Organizations offer them meaning in what they do or who they are as an organizational member (Anthony 2015). Today more and more employees develop spiritually in workplace as a way to increase loyalty and fighting spirit (Ashmos and Duchon, 2000). Workplace spirituality has a relationship with the work behavior in the form of job satisfaction, work performance, attitude, morale and management (Choerudin et al., 2014). Various studies exhibit and consider workplace Spirituality as a determinant of organizational citizenship behavior. The elements of workplace spirituality considered in this research are meaningful work, sense of community and alignment of values.

Literature Review

Workplace Spirituality

These days spirituality of an employee in the workplace has become a major focus of organizational research. (Shellenbarger,2000) . The spiritual paradigm shift recognizes that people at workplace, work not only with their hands but hearts or spirit also (Ashmos and Duchon 2000.) Workplace Spirituality has been seen as one of the most emerging and contemporary issues in business management in the mid-90s. Increase in organizational efficiency and effectiveness is a major cause which makes researchers and organizations be interested in workplace spirituality.

It has been observed that workplace spirituality can be a major indicator as the effort of finding one's definitive purpose in life, developing a strong association to co-workers and other people related with their work, and having uniformity between their personal values and the organizational values (Mitroff & Denton, 1999). Further few authors have investigated that the concept of workplace spirituality is "the recognition that employees have an inner life that nourishes and is nourished by the meaningful work in the context of community"(Ashmos and Duchon, 2000,). Few research findings also reveals that there is a positive relationship between workplace spirituality and creativity (Freshman, 1999), honesty and trust within organization, Increased sense of personal success, organizational commitment, decreasing the desire to quit, and organization- based self-esteem. The author suggested that workplace spirituality actually includes interaction of employees with larger organizational objectives (Mitroff & Denton, 1999). The alignment of organizational values specifies that the people believe that the managers and the employees in organization have common interests, and organization consider employees welfare and their solidarity (Ashmos & Duchon, 2000). Mahadevan (2013) conducted a research called spirituality in business in India. In this research, it has been stated that because of the economic crises in the past, scholars have been interested in studying the role of spirituality in business management.

Organizational Citizenship Behavior

OCB simply can be stated as behaviour which exceeds work obligations which are not always rewarded with an organizational appreciation system. Organ (1988) introduced the phrase

organizational citizenship by considering different concepts such as willingness to cooperate, and the distinction between performance based on role, and performance based on innovative and spontaneous behaviors. One of the primary definition that has been adopted by many researchers is raised up by **Organ (1988)** is as “organizational citizenship behavior includes discretionary behavior of employees which is not part of their official duties, and directly will not be considered by the official reward system organization but increases the overall effectiveness of the organizations’ rate”. The other point, that likely predictions and rates of these behaviors with the help of behaviors and status of the employees are better than the common criteria evaluation of performance, because voluntary and optional aspects of these behaviors are much more prominent than the normal behavior of a job (**Farh et al., 2004**). OCB has proven to increase the organizational efficiency but also increasing the feeling of vigour and meaningfulness of work at the end of day thus contributing to a positive well-being among employees (**Lam, Wan & Roussin, 2016**). Moreover, based on the latest systematic review done by **Atatsi, Stoffers, and Kil, (2019)**, most of the studies found a positive relationship between OCB and employees performance. Among all dimensions of organizational citizenship behavior, the most important dimensions include altruism, conscientiousness, courtesy, sportsmanship, civic virtue. These five dimensions were suggested by **Organ (1988)**. A group of researcher developed a standard scale for each of these dimensions with help of factor analysis **Podsakoff et al. (1990)**.

Spirituality and Organizational Citizenship Behavior

There has always been a conflict between rational goals and spiritual fulfillment, which now haunts some workplaces around the world. It is not enough that workers feel productive and effective but a majority wants to find meaning in their work. **Ahmadi and Khoddami (2010)** further explored the studies and investigated the organizational citizenship behavior, the results showed that the both general citizenship behavior and spirituality in total had a positive relationship with job trends and dimension of organizational citizenship behavior, which includes two general dimension dedication and obedience. **Beikzad et al. (2010)** studied the effectiveness of workplace spirituality on organizational citizenship behavior of employees in five areas of city of Tabriz. The result of this study showed that workplace either at individual level or at group level or at the organizational one, has an impact on citizenship behavior of the ministry of education employees in five areas of Tabriz city. **Nikpour et al. (2010)** observed the relationship

between the workplace spirituality and organizational citizenship behavior of employees in Kerman martyr foundation. The result of the study reveals that there was a significant relationship between significant variables of work, solidarity with others, and alignment with organizational values and organizational citizenship behavior. **Farhangi et al. (2007)** studied the spirituality in workplace and its role in improving the organizational citizenship behavior among the employees of Tehran university colleges. The result of this study showed that there was a significant relationship between workplace spirituality and organizational citizenship behavior. Although the concept of organizational citizenship behavior in the last 20 years has been the topic of many studies and its importance was introduced, but the foreign studies rarely pay attention to the relationship between the variables of organizational spirituality and organizational citizenship behavior. Some of the studies have focused on the prediction and experimental test of factors creating the organizational citizenship behavior. **Milliman et al. (2003)** studied the relationship between the variables of workplace spirituality and factors creating, and factors cause job attitudes. The result of this study showed that the workplace spirituality had an effect on the variables of job satisfaction, organizational commitment, career partnership, reducing the desire to quit the job, etc. **Alotaibi (2005)** studied the relationship between the variables of job satisfaction, understanding of justice, organizational commitment, and organizational citizenship behavior. **Pawar (2009)** identified the most important predictors of workplace spirituality in the field of organizational behavior.

Research Gap

There are many studies conducted on the variables of citizenship behavior and spirituality in other countries , but there are unanswered questions on the relationship of dimensions of these two variables in Indian Industries especially in Education sector among academicians where achieving the teaching effectiveness is crucial as it can greatly influence to shape teachers attitude through an spiritual atmosphere . Some mechanism is required to distinguish between competing views of the link that is helpful in meeting this goal.

Research Methodology:

This research study opts for quantitative research to discover the relationships between workplace spirituality and Organizational Citizenship Behavior.

Objectives of Study

To explore the relationship between workplace spirituality and organizational citizenship behavior

To measure the relationships between various dimensions of workplace spirituality with Organizational Citizenship Behavior

To explore the relationships between various dimensions of Organizational Citizenship Behavior with workplace spirituality

To open the new vistas for future research in the selected literature streams of workplace spirituality with Organizational Citizenship Behavior

Scope

The study covered the Private Educational Institutes and Universities of Delhi NCR region and other parts of north India. With the help of this research, Educators can understand its importance and can restructure their factors which are responsible for workplace spirituality and thus can shape spiritual atmosphere which in turn can enhance the Organizational Citizenship Behavior of teachers to contribute in quality education and thus organizational effectiveness.

Research Hypothesis's

H1: There is a relationship between academician's work spirituality and Organizational Citizenship behavior in education Industry.

H2: There is a relationship between academician's Meaningful work with Organizational Citizenship behavior in education Industry.

H3: There is a relationship between academician's sense of community with Organizational Citizenship behavior in education Industry.

H4: There is a relationship between academician's Alignment with organizational values with Organizational Citizenship behavior in education Industry.

H5: There is a relationship between workplace spirituality and Conscientiousness in education Industry.

H6: There is a relationship between workplace spirituality and Sportsmanship in education Industry.

H7: There is a relationship between workplace spirituality and Civic Virtue in education Industry.

H8: There is a relationship between workplace spirituality and Courtesy in education Industry.

H9: There is a relationship between workplace spirituality and Altruism in education Industry.

Research Design

Type of Research: For the purpose of study a correlative descriptive research design was used. the research approach took the form of an empirical design to explore the relationship between variables

Research Instrument:

The questionnaire used in this study has two sections. The first section of the questionnaire used related to workplace spirituality has been designed by using the scale of spirituality in workplace belongs to Milliman et al (2003). This questionnaire measures three dimensions of significant work (6 questions), the feeling of solidarity with others (7 questions), and alignment with organization values (8 questions).

The questions in the second part of the questionnaire consist of organizational citizenship behavior which is based on the study done by Padsakoff et al. (1990). The questionnaire of organizational citizenship behavior measures five dimension of conscience (5 questions), sportsmanship (5 questions), civic virtue (4 questions), courtesy (5 questions), and altruism (5 questions).

Sampling: Sample selected random sampling method

Sample Size: Sample size for primary research was 200 respondents which include Lecturers/Professors of private educational Institutes of Delhi NCR region in India.

Data Collection: This research is based on primary as well as secondary data. The primary data is collected with the help of questionnaires. Out of 200 respondents only 141 respondents returned back the filled questionnaire and a total of 126 people answered all questions. The response rate is 63 % of the survey.

Area of Study: The area selected for research will be Private Educational Institutes/Universities in Delhi NCR and other selected institutes of north India.

Respondents Category: Respondents in this study are academicians in Delhi NCR Region. These Respondents include professors and Lecturers in private Institutes.

Data Analysis & Interpretation:

For analyzing the data, the descriptive statistic's indicators, such as frequency, percentage, frequency distribution tables, mean and standard deviation had been used in this study. Regarding the part of inferential statistics, correlation tests have been used. The relationship between two main variables has been obtained by using SPSS software, Structural equation modeling.

In this study, the method of Cronbach' Alpha has been used in order to assess the questionnaire reliability. With the intention of measuring the questionnaire reliability, 25 questionnaires have been distributed among the employees. After collecting the data, its reliability has been measured by Cronbach's Alpha test. Since the Alpha value obtained for the workplace spirituality questionnaire was (0.92) and for organizational citizenship behavior was (0.85), which is more than 0.70, so the questionnaire has required reliability.

In order to test the hypotheses of the survey, according to the results of correlation coefficient stated in Table 1& 2, it is clear that there was a significant and positive relationship at the level of certainty 99% between all the factors of workplace spirituality and organizational citizenship behavior. In addition, there was a significant and positive relationship between workplace spirituality and all dimensions of organizational citizenship behavior in educational Institutes in Delhi NCR. Therefore, we can say that all the study confirm the hypothesis.

Table 1

The results of correlation between OCB and workplace Spirituality Dimensions

	Organization Citizenship behavior	
	Correlation coefficient (r)	Significance level (p)
Workplace Spirituality	0.568	0.000
Meaningful work	0.517	0.000
Sense of community	0.473	0.000
Alignment with organizational values	0.471	0.000

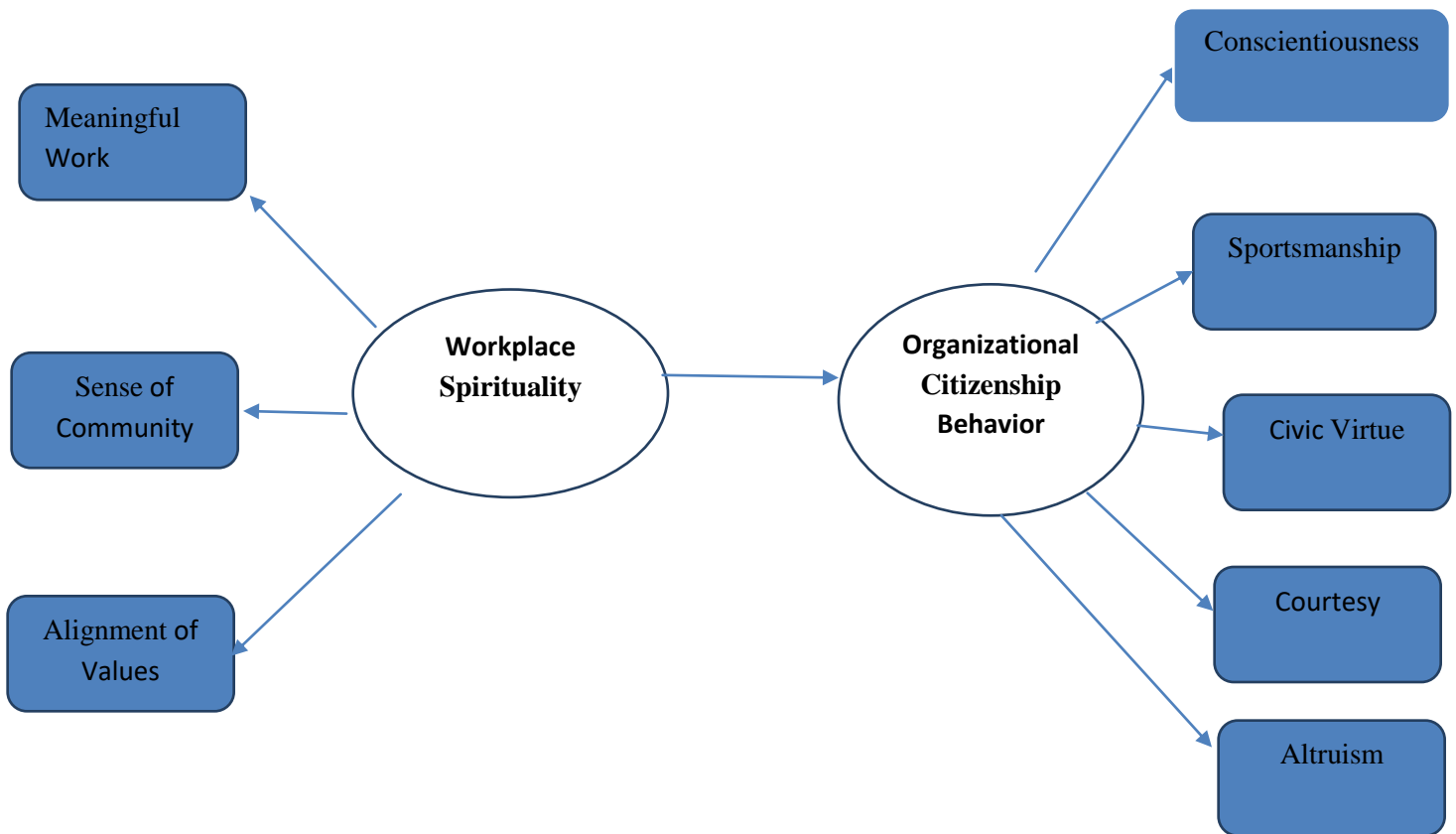
Table 2

The results of correlations between workplace Spirituality and OCB Dimensions

	Workplace Spirituality	
	Correlation Coefficient(r)	Significance level (p)

Conscientiousness	0.447	0.000
Sportsmanship	0.286	0.000
Civic Virtue	0.484	0.000
Courtesy	0.434	0.000
Altruism	0.358	0.000

Research Model



Results and Discussion

The research reveals various important findings, which exhibit that there was a significant and positive relationship between both the variables i.e. workplace spirituality and organizational

citizenship behavior. This kind of behaviors does not mean that the employees will directly get a reward, even employees themselves do not expect to receive reward, and these behaviors can help organization and managers to improve the organizational image. Therefore, it can be expected that the organizations that have Manpower with the rate of more workplace spirituality, and they also promote this kind of spirituality, have more chances to success in today's competitive world. Because in all cases, there is no any prediction for organizational behavior, and in some cases, employees must do their best to prop up the organization without expecting to receive a reward. In addition, the relationship between workplace spirituality and organizational citizenship behavior specifies this point that in order to increase citizenship behavior the spirituality in the workplace must strengthen, and workspace that can boost spirituality must be created. The training and education that increase the awareness of spirituality necessity in organization, and help employees in identifying their importance and position in organization, is so vital. Moreover, excellent manager in organization should show his support and protection in deeds and words. Further it can be revealed that promoting spirituality in organization provides a context which in turn increases the organization citizenship behavior. The research result of the study is similar to the result of the study of Nikpour et al. (2010). Beikzad et al. (2010) reported that the workplace spirituality and its dimensions had a significant relationship with organizational citizenship behavior. Moreover, the result of the study of Farhangi et al. (2007) illustrated that there was a significant and positive relationship between spirituality in workplace, organizational citizenship behavior and all its dimensions.

Conclusion

The result of this study showed that there was a positive and significant relationship between Employees' spirituality in the workplace and organizational citizenship behavior in Educational Private Institutes in Delhi NCR & other parts of North India. In addition, the results show that there was a significant and positive relationship between different parameters involved in workplace spirituality: meaningful work for employees, employees feeling of solidarity, and alignment of employees of Educational Institutes with organizational citizenship behavior. The results also showed that there was a significant and positive relationship between workplace spirituality with all dimensions of organizational citizenship behavior. These dimension are: consciousness, sportsmanship, civic virtue, courtesy, and altruism.

Limitations and Future Research

- The surveying of the population in itself is subject to limit. Since the survey is based on self-reported questionnaire that is further exposed to response-bias and the study lacks the methods of controlling this so It is suggested to further researchers to exercise the cautions in generalizing the result.
- The study is based on a single industry i.e in private sector only so again any attempt in generalizing the results should carefully be examined and thus there is a scope in other sectors too for generalizing the results. Researchers can also do comparative analysis in Private and Govt. Institutions and Universities.
- The results of this study are constrained by the two measures only. So there is a scope of work by adding few more important variables e.g Trust, Procedural justice, Organizational Commitment, Job Satisfaction, Supervisory Behavior and support.
- The research open new vistas in the manufacturing perspective, future studies should focus on the role of these variables in addition to other organizational variables to predict the performance and productivity of organization.

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