Moderating Role Of Profession On The Relationship Between Workplace Spirituality And Organizational Commitment

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Abstract

Current study explores the role of profession (Nurses, university faculty and bank employees) as a moderator on the relationship between workplace spirituality and organizational commitment. Additionally, the study examined the predictive role of workplace spirituality in organizational commitment. Sample consists of (N=269) individuals from Pakistan's most developed and populous province, Punjab, have provided data for this study using a quantitative research method cross sectional survey design. The SPSS Process Macro was used to test moderation. Study advances understanding of workplace spirituality. The findings showed that workplace spirituality is a predictor of organizational commitment $R^2 = .41^{**}$. Findings indicate that profession has a significant influence on the relationship between workplace spirituality and organizational commitment $P<.001$. Additionally, the conditional effect demonstrates that university professors have a greater impact than do bank employees and nurses. Organizations should practice their stated core values and demands, so their employees can comprehend them, it will enable the organizations to meet their employees' spiritual needs and begin the process of going beyond self-interests and serving the greater good.

Keywords: workplace spirituality; organizational commitment; employee; nurses and Profession.

Introduction

In the current arena organizations understand that extrinsic benefits couldn't be considered an enough element in getting desired production from the workers (King, 2007). Leaders are in need to perform in a manner that fosters ethical decision-making in employees. On the other hand, organizations become a central point for most of the people. They spend most of their waking hours at work even they substitute their relatives and community groups at workplace. In this scenario phenomenon like workplace spirituality is catching great deal of attention to control the problems behind low productivity, e.g. spiritual emptiness, strain, demoralized personals, emotionally and spiritually sterile work environment, to enhancing intrinsic work motivation (Walsh, Weber & Margolis, 2003).

Spirituality is about when an employee sense real purpose and meaning in his work beyond salary. It is when workers share some common bonding, desirability, and closeness with each other at the workplace. Hicks (2002) suggests that workplace spirituality involves observance of a specific way of thinking about oneself, work, and organization. Whereas organizational commitment refers to a worker's sentiment of love and loyalty toward the organization with which he or she is connected (Kanning, & Hill, 2013). Mowday et al. (1974) defined organizational commitment as a person's sense of kinship with his organization and desire to keep the membership. After that, Meyer and Allen (1997) put out the continuity, normative, and affective components of organizational commitment. Affective commitment has a strong association with sense of community which is a part of workplace spirituality.

Additionally, there is empirical support for the idea that having a spiritual presence at work benefits both the firm and the people (Pawar 2009; & Javanmard, 2012). Workplace spirituality also suggests that individuals who bring extraordinary and unique spirits to their job are greatly motivated by a longing for transcendence and a sense of community (Fry, Matherly & Quimet, 2010).

One's spirituality does help to lessen how stressful the workplace is seen, it promotes wellness and belonging with the organization (Csiernik & Adams, 2002). People who work for organizations that foster a culture responsive to their employees' sense of purpose and values are said to be more dedicated to those organizations (Giacalone & Jurkiewicz, 2003). Evidence

suggests that workplace spirituality initiatives perform best for enhancing positive personal outcomes like motivation, organizational commitment, and feelings of heightened joy, amity, and tranquility.

Reave (2005) provided a summary of seven studies that revealed a beneficial relationship between spirituality and organizational commitment, hope, optimism, greater joy, tranquility, and job satisfaction. It has also been demonstrated that there is a substantial link between workplace spirituality and employee work attitudes, such as organizational dedication, intrinsic job satisfaction, and job involvement.

Using longitudinal data, Pawar (2009) discovered that spirituality can predict organizational commitment and productivity in a good way. A study was carried out in Taiwan to investigate how service learning might help students' practical capabilities. Results indicated that the learning service effectively increased students' drive to learn, increased their efficacy, gained a better understanding of their own abilities, and improved interpersonal relationships. Their sense of responsibility is strengthened through the experience of spiritual meanings (Chiu, 2015). This perception significantly influences work attitude, particularly organizational commitment.

Current study focused on analyzing the predictive role of workplace spirituality in organizational commitment. Moreover, the moderating role of occupation on the relationship between workplace spirituality and organizational commitment. The most recent research is based on a small number of empirical studies from Pakistan that reveal the importance of workplace spirituality for employees' organizational commitment. The analysis is unique in that it is from the few of its kind to examine how the profession affects organizational commitment of an employee.

Material and Methods
Research design. For current study, a cross-sectional survey design was adopted.
Sample. Representative sample of (n=269) was collected from universities, banks, and hospitals through convenience sampling technique. Employees in the sample were in between the age 25 to 60 and were both male and female. Participants with experience of more than a year were included.

Procedure. Official permissions were sought from active official personnel prior to data gathering. Individual participants were approached at their places of employment. They provided a guarantee on the privacy of personal data. The participants were fully informed of the study's objectives. The responders' quarries were treated well, and informed consent was taken. Subjects were not given a time constraint and questionnaires were given out during working hours.

Instruments. The following tools were employed in the study.

Scale of workplace spirituality (WSS). It is a self-report measure with six subscales and 36 items. Response format was Likert type and scale's reliability was .95 (Sikandar & Kehkashan, 2020).

Organizational commitment scale. It also includes a self-report component with eight items, two of which have inverse scoring and five-point response set with reliability of .81(celep, 2000).

Result
Table 1: Moderating role of profession (bank employees, nurses & university teachers) on the relationship between Workplace spirituality and Organizational commitment (N=269).

Predictors	β	p	95% CI	
			LL	UL
Workplace spirituality (X)	.01	.70	-.05	.08
profession (M)	-7.47	<.001	-11.04	-3.90
profession * Workplace spirituality	.06	<.001	.03	.09
Conditional effect of profession on organizational commitment				
Nurses	.12	<.001	.09	.14
Bank employees	.16	<.001	.14	.18
University faculty	.19	<.001	.16	.22

Note. CI = Confidence Interval; LL = Lower Limit; UL = Upper Limit.

Table above indicates moderating role of profession between workplace spirituality and organizational commitment among employees of various organizations. Result shows that profession has great impact on the relation of workplace spirituality and organization commitment. Additionally conditional effect shows that university teachers have more influential role than employees from health and banking sector do.
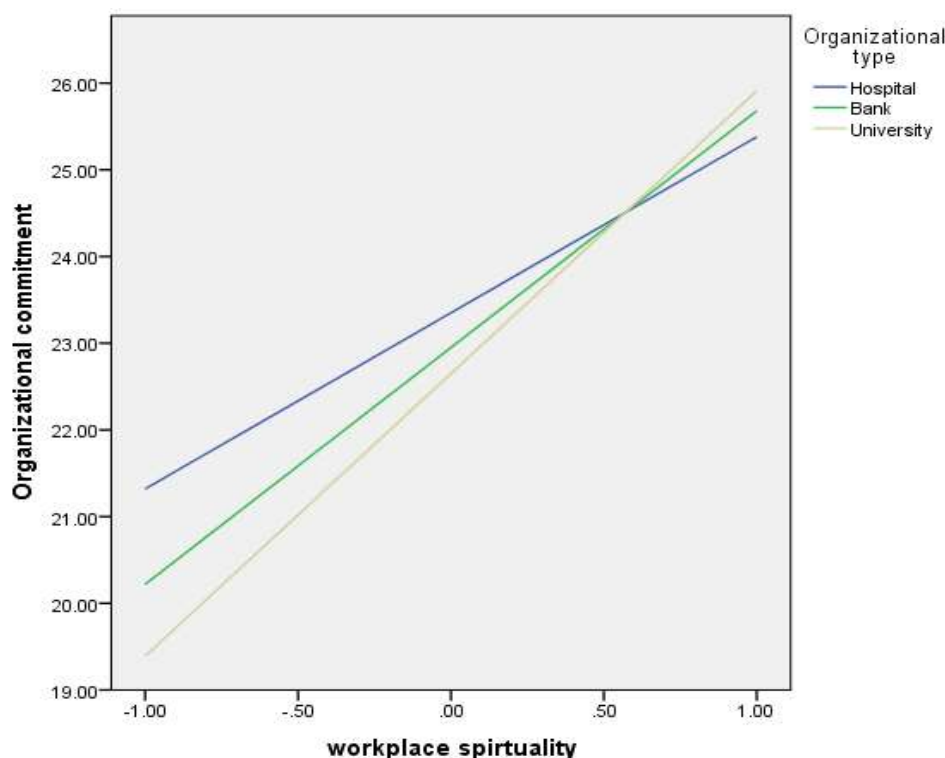
Figure 1 explains the moderating role of profession on the relationship between workplace spirituality and organizational commitment.

Table 2: Linear regression analysis showing that workplace spirituality Predicts organizational commitment (N = 269).

		Outcome: Organizational commitment 95% CI	
Variable	B	LL	UL
Constant	6.69	4.31	98.06
Workplace spirituality	.14	.12	.16
R^2	.41**		
F	187.09**		

Note. CI = Confidence Interval; LL = Lower Limit; UL = Upper Limit.
**$P<.01$.

Table above heighten results of linear regression analysis between workplace spirituality (predictor) and organizational commitment (outcome). The value of R^2 specify that workplace spirituality predict organizational commitment among employees of different organizations. Predictor variable positively predicts outcome variable and elucidate 41% variance.

Discussion. The increase in interest in spirituality during the past few decades may be attributed to the social, economic, and environmental confusions brought on by people's lack of love, integrity, and compassion (Petchsawanga & Duchon, 2012). The search for serenity and harmony is encouraged in this confusing environment where employees are required to have a dedicated spirit in addition to their hands. Spiritual journeys strengthen human feelings. A sense of wholeness and the ability to express one's inner self are felt when people labor with a dedicated spirit.

The research results further demonstrated workplace spirituality as a predictor of organizational commitment. These results are congruent with those of Indartono and Wulandari (2014), whose study depicts that commitment is significantly impacted by workplace spirituality. The results support the findings of Pawar's (2009) longitudinal study which found that organizational dedication and productivity are favorably correlated with workplace spirituality.

The next hypothesis was that the profession plays a moderating role on the relationship between workplace spirituality and employee's organizational commitment. A hypothesis was approved, results support Jin and & Lee (2020) prior findings, which explored the moderating impacts of organizational culture and CSR in Korea. They also found the moderating influence of organizational culture. Additionally, Malik, Shamin, and Ahmad (2017) discovered that the business type (profitable versus non-profit organizations) moderated the relationship between workplace spirituality and employee work attitudes. The study by Swanepoel (2015), which indicated that job security influences workplace spirituality, provided evidence to support and maintain this hypothesis that workplace spirituality and organizational commitment among employees are moderated by the nature of the job.

Conclusion. Findings revealed that workplace spirituality positively predicts organizational commitment. According to research, workplace spirituality should be implemented in Pakistani firms to improve teamwork and organizational commitment, both of which boost output. A study suggests that businesses should embrace workplace spirituality for improved productivity. Study also depicts the moderating role of occupation, moreover university faculty have more influential moderating role as compared to nurses and bank employees.

Conflict of Interest
Study has no conflict of interest by any author.

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