

Role of Spirituality in Enhancing Work Related Attitude

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Abstract- Purpose: This paper explores the relationship between individual spirituality and work related attitude namely; job satisfaction, organizational commitment. The construct of spirituality use in the present study consists of two subscales including individual relationship with God or a higher power and individual relationship with self, community and the surrounding. This paper discusses having a meaningful work, and consider working as worship to God can enhance employee work related attitude.

Method: 428 random sampling of staff in one of Islamic Higher learning institution were participated in this study trough the cross sectional design data collection. Five questions from spirituality well being scale were used to measure individual spirituality

Finding: Result indicated that individual spirituality significantly related with job satisfaction and organizational commitment. Individual who experience good relationship with Allah, and know what the purpose in life is are more satisfied and committed toward their job.

Implication: It is one of the first studies in contemporary management studies that analyze the important of spiritual element in the work setting .It is hope that this study may enhance the implementation of spirituality at the work place that can help employee to have a meaningful work.

Index Terms- Spirituality at the Workplace, Job Satisfaction, Organizational Commitment

I. INTRODUCTION

Many employees experience burn out, fatigue, depression and all negative life experiences at the workplace. Research found that, lack of meaningful work experience lead to negative outcomes at the workplace. According to Asmos and Dunchon (2000), individual spirituality helps the employee to have a meaningful work experience.

This paper aims to examine how individual spirituality can enhance their commitment and satisfaction toward their job.

II. CONCEPT OF SPIRITUALITY

Trough out the decade up to today, academicians and practitioners were trying to conceptualized and defined spirituality using different constructs. For examples: Emmons (2000) defined spirituality as the personal expression of ultimate concern that which involves ultimate and personal truth. Vail (1996) defined spirituality as the feeling individuals have about fundamental meaning of who they are, what they are doing, and the contributions they are making. Another simple and generally

acceptable definition of spirituality was provided by Eckersley (2000), "spirituality is a deeply intuitive sense of relatedness or interconnectedness to the world and the universe in which we live".

Most of people defined spirituality includes a descriptor of transcendence, divinity and ultimacy. Some people treat spirituality as a behavior (the personal expression), others as an objective reality (that which involves ultimate and personal truth), others specifically describe it as a subjective experience. In some definition described as a search (emerging from moments in which individual questions the meaning of personal existence), while in others it is an animating force or capacity (Giacalone & Jurkiewicz, 2002). Although definitions of spirituality vary, they have in common that they are concern with the process of finding meaning and purpose in our life as well as living out one's set of deeply personal belief (Neck & Milliman, 1994).

Several definitions of spirituality mention above may be categorized as the spiritual well being dimension. It is defined as the affirmation of life in a relationship with God, self, community and environment that nurture and celebrate wholeness. The component of the spiritual well being include having a quality life in which people life up to the limit and found the meaning of their life people feel happy and peaceful in their life they have something else beyond the worldly life satisfaction. Other component of spiritual well being is that having a purposeful life in which individuals know why they life in the world. They have spirit that motivates them to fulfill the life purpose. The other component is having ultimate values and belief that will guide people in whatever they are doing and another component of spiritual well being is that feeling of connectedness and being part of the universe. In which people fill connected to other creatures in the world. This brings feeling of joyful and completeness as one individual.

Other category of spirituality is spirituality at the workplace. Spirituality at the workplace also has become emerging issues and interesting topic in business and organization setting (Cavanaugh 1999; Sass, 2000). Milleman (2003) mentioned that something spiritual is creeping into the workplace, and it seems to be gearing up to be more than a trend. The reason behind this is business changes as source of turmoil, which in turn spurs individuals to seek spiritual solutions (Mitroff & Denton 2000). Another reason is that profound changes in values globally in which people are tend to find more meaningful life trough spiritual growth that implemented in all aspect of their life including workplace.

Workplace spirituality involves the effort to find one's ultimate purpose in life, to develop a strong connection to coworkers and other people associated with work, and to have consistency (or alignment) between one's core beliefs and the

values of their organization (Mitroff & Denton 1999). Accordingly, workplace spirituality can be defined as the recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community” (Ashmos & Duchon, 2000). In addition, Ashmos and Duchon (2000) operationalized spirituality in the context of workplace as having three components: an inner life; meaningful work; and community/connectedness.

Milliman , Czaplewski & Fergusson (2003) used the three constructs of spirituality at the workplace (meaningful work, sense of community and alignment with organizational values) which include three levels of analysis: individual level, group level and organization level.

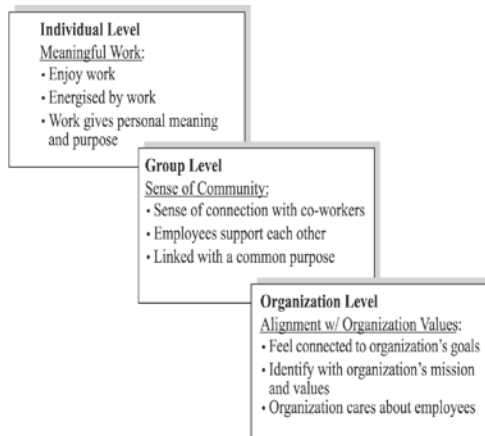


Figure 2.1: Milliman , Czaplewski and Fergusson (2003) conceptualization of spirituality at the workplace

Another definition of workplace spirituality was provided by Giacalone & Jurkiewicz, 2000: workplace spirituality is a framework of organizational values evidenced in the culture that promotes 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.

Based on literature spirituality at the workplace has at least three major dimensions. The first is transcendence of self, a connection to something greater than oneself. As such, spirituality represents expansions of one’s boundaries to encompass, for example, other people, causes, nature, or belief in a higher power. The second dimension is holism and harmony. Holism is integration of the various aspect of oneself (e.g., identities, beliefs, traits) into a roughly coherent and consistent self, whereas harmony is the sense that the integration of the various aspects is synergistic and informs one’s behavior. The desire for holism and harmony is one reason why many people are unwilling to separate spirituality with the workplace. The third dimension of spirituality at work is growth, a sense of self development or self actualization, a realization of one’s aspirations and potentials (Pratt and Ashforth, 2002).

Spirituality at the workplace also can be categorized into several dimensions based on what people value at work. The first dimension is many people seek competence and mastery in their work trough the ability to realized full potential as a person this is what we called self actualization at the workplace. Second dimension is that employees want to find a meaning and purpose

in their work they want to do work that has some social meaning or social values. The third dimension is that people want to feel part of a larger community or being interconnected. People value their affiliation at work. The fourth dimension is that people want to work in integrated fashion in which there is no inconsistent between personal and professional values.

In summary spirituality at the work place having several components including meaningful work, connectedness with people at the workplace, consistency between personal and professional values, and quality of work in which employees will do the best at work for the sake of fulfilling the need for spiritual growth.

III. SPIRITUALITY AND WORK RELATED ATTITUDE

As mentioned in previous part spirituality, especially spirituality at the workplace has gaining acceptance in the business and organization research because this concept belief to give positive contributions to the organizations and business. Many researches have been conducted and shows that spirituality at the workplace have association with many work related attitudes thus it may enhance job performance and business profit (Milliman et al, 2003).

Some studies that have searched the benefit of spirituality is follow: Milliman et al. (2003) examined the relationship of spirituality at the workplace with five prevalent job attitudes variables including organizational commitment, individual intention to quit, intrinsic job satisfaction, job involvement and organization based self esteemed. Result in this study indicated spirituality at the workplace significantly correlated with the five work related attitudes. In addition, this research stated that enhancing spirituality at the workplace will enhance employee positive attitude at work and it lead to better performance at work. In prior research Neck and Milliman (1994) argued that spirituality can positively affect employee and organizational performance. Neck et al (2002) stated that organizations that encourage spirituality to their employees may experience enhanced organizational performance. Furthermore, Mitroff and Denton (1999) reveals that organizations that encourage spirituality experiences more profits and success.

According to Thompson (2000) as stated in Giacalone and Jurkiewicz (2003), a Harvard Business School examined 10 US companies with strong corporate (spirited workplace) and 10 with weak corporate culture, drawn from a list of 207 leading corporations. In eleven-year period, the researcher found a dramatic correlation between the strength of an organizational corporate culture and the performance. In addition, researchers in this study also discovered that more spirited companies outperformed the others by 400 to 500 percent in terms of profitability.

Jin Lee, Sirgy, Effraty, and Siegel (2003) conducted a study on the quality of work life, spiritual wellbeing, and job satisfaction as well as overall wellbeing. Results indicated there is a positive relationship between job satisfaction and spirituality.

Neck (1994) stated that organizations which offer spirituality oriented work goals provide opportunities for employees to experience a higher sense of service and greater personal growth and development, it significantly increase employee energy and enthusiasm as well as job satisfaction.

Other than job satisfaction and organizational commitment, literature also indicated many others work variables that impacted by implications of spirituality at the workplace. Neck and Milliman (1994) believe spirituality can enhance intuitive abilities, increase motivation, enhance team work and facilitate a more powerful vision. Trotts (1996) found correlation between spiritual well being with employee perceived personal competence, affiliation, autonomy and self actualization. In addition, Chandler and Holden (1992) conclude in their study that spirituality at the workplace can impact long term behavior change at the workplace. Diana and Wan Rafaei (2006) found that spirituality at the workplace correlated with organizational citizenship behavior in which the employees are willing to give more to the company that they are working more than what is expected. Various scholars have relate spirituality at work with other human resource variables including empowerment, leadership and management learning (Dehler and Welsh, 2002). For example managers who implemented spirituality at the workplace are more successful in implementing organizational change (Hoffman 2002). With regard to leadership aspect, leaders who develop spiritually rich workplace will concurrently developing organizational climates and cultures whereby workers feel involved, connected, and important (Moxley, 2000). Study done by Lee, Sirgy, Efraty and Siegel 2002 spirituality at the workplace also can reduce workplace stress.

Based on the literature above, spirituality provides benefit to the human resource development in term of positive job related attitude. However, there are some tangible outcomes from human resource perspective that can be resulted by the improvement of spirituality. Spirituality able to develop a more symbiotic person, job fit, increase productivity, reduce turn over and enhance recruiting and retention success (Giacalone & Jurkiewicz 2002).

IV. METHOD

Sample for the present study is 428 employees of International Islamic University Malaysia consisting of 214 academic staff and 214 non academic staff. Participants were selected using simple random sampling in which one thousand questionnaires were distributed randomly across different faculty and division in International Islamic University Malaysia for duration of one week. 500 hundred questionnaires were return but only 428 can be used for further analysis.

Instrument used in the present study is Spirituality Well-being, Minnesota Job Satisfaction Questionnaire (MSQ), Organizational Commitment Questionnaire (OCQ), Instruments are reliable with cronbach alpha greater than 0.85, .80, 0.89. Two steps PLS SEM analysis were used in the present study. First step is the measurement model to examine reliability and validity of the instrument used, second step is the structural model to examine the relationship between variables.

V. RESULT

Measurement model

Measurement model in the present study found that instrument to measure psychosocial predictor of employee readiness to change and instrument to measure employee

readiness to change are valid and reliable with Critical Ratio (CR) value greater than 0.80 and AVE greater than 0.50 and indicator loading greater than 0.70 (Chin,2010). Table below present the result of measurement model in the present study.

Table for reliability and validity of the measure

CONSTR	ITEM	LOADING	CR	AVE
UCT				
Individual spirituality	S 12	0.76	0.87	0.573
	S 13	0.73		
	S 2	0.733		
	S 6	0.766		
	S 9	0.766		

Structural Model

Structural model in the present study examine the relationship between individual spirituality with job satisfaction and organizational commitment.

There is significant relationship between individual spirituality with job satisfactions. The value for coefficient beta is 0.086 and the t-value is 1.711. The result indicated that the direct path between individual spirituality to job satisfaction is significant ($p < 0.1$).

There is significant relationship between individual spirituality with organizational commitment. The value for coefficient beta is 0.1 and the t-value is 2.207. The result indicated that the direct path between individual spirituality to job satisfaction is significant ($p < 0.05$).

Table for Direct Relationship

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ((O/STERR))
spi -> comm.	0.1	0.106	0.045	0.045	2.207
spi -> sat	0.086	0.095	0.05	0.05	1.711

VI. DISCUSSION AND CONCLUSION

The PLS-SEM found that there is significant relationship between individual spirituality with employee commitment and satisfaction toward their job. Employees who feel that their life is meaningful, believed that they get personal strength from God; thus, they are more performed and satisfied with their job (Asmos and Dunchon, 2000).

According to Benefield (2003), the feeling of spiritual well-being makes someone more ready to accept the organizational changes initiative. Similarly, Wesley and Crossroad (2006) found individual spirituality plays an important role in creating successful organizational change. Because individual spirituality can enhance performance and help organization transformation,

(Neal & Biberman, 2003; Mitroff and Denton, 1999) argued that with spirituality employees can have an ultimate purpose in life, developing good connections with coworker, and having consistent personal values with the organizational values. Therefore, highly spiritual employees will value their job and their friend, that might help them to be more ready in accepting change initiative (Milliman, Czaplewski & Ferguson, 2003).

In conclusion, promoting individual spirituality at the work place can enhance employee commitment and satisfaction toward their job. Therefore organization have to ensure that the employee are experience highly spirituality to be more committed and satisfied with their job. Results in this study can practitioner to encourage spirituality in the organizational setting. Several intervention programmes can be designed to enhance individual spirituality to enhance employee commitment and job satisfaction.

VII. CONCLUSION

The study shows that spirituality may have important role in human resource development. Spirituality can enhance job satisfaction, organizational commitment, Improving spirituality level of employees will benefit the institutions both from personal and organizational sides. Some strategies that can be done by the organization in developing spiritual capital of their employees are by developing structures and mechanism in place that can develop, enhance and maintain spirituality level of their employees, provide interventions by sending their employees to spirituality training, and create work culture that may provide suitable environment to develop and maintain spiritual capital of the employees. In the end, considering all benefits resulted from improving spirituality, this study suggest the organization to consider spirituality as one additional elements in human resource development program in organizational.

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