

Impact of workplace spirituality on non-medical employees at health sector: Kolkata

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Abstract

Three hundred and eighty-five non-medical employees of the medical hospitals in Kolkata were responded to a study, which was focused an impact on the workplace spirituality at job outcomes. Factor analyses were conducted with: workplace spirituality, organization commitment, job satisfaction, organization citizenship behavior and task performance. Using the results of item analyses and factor analyses, 98 items were selected to constitute the new scale out of 108 items. Analyses reveal high internal consistency ($\alpha = \sim .90$). Positive relationship found between workplace spirituality and organization commitment, job satisfaction, organization citizenship behavior and task performance. There was a significant relationship between workplace spirituality and job satisfaction. The structural equation modeling was fitted in this study. So, the workplace spirituality has an impact on organization commitment, job satisfaction, organization citizenship behavior and task performance.

Keywords: workplace spirituality, sampling method, cronbach's alpha, confirmatory factor analysis, structural equation modelling

Introduction: Background

An important trend in business in the twenty-first century is a focus on employee spirituality in the workplace. The growing field of workplace spirituality challenges business enterprises' overriding goal to maximize profits. Spirituality is an inherent characteristic of all humans, which encompasses the sacredness of everything, is non-denominational, broadly inclusive and embracing everyone, and involves experiencing or achieving a god-like self through connection [9]. According to Caudron (1997) [7], "employees are no longer content with just a paycheck and good benefits; they want meaning and passion. Here is how fulfilling work can add up to more productive, happier employees and perhaps a healthier environment". A research is conducting throughout the Western Part of India (Kolkata) to see how the workplace model behaves in Indian hospitalization areas.

In recent years, health organizations have faced various transformations in their working environment. Many organizations are considering the incorporation of workplace spirituality because it can create a positive relationship between employee and the organization. The non-medical staffs have an important role in success and failure in the medical organization. It is quite important in the creation of innovation in an organization if the employees stay silent or not in making decisions about opportunities [13].

If the employees are at liberty to bring their physical, intellectual, emotional and spiritual activity to the workplace, it becomes more productive, creative.

It has proposed that organizations which create an environment that is responsive to their employee's sense of purpose and values will be more motivated and satisfied [10]. The purpose of the study is to analyze the impact of workplace spirituality has on individual outcomes such as Organizational Commitment, innovative behavior, job satisfaction in western region hospitals in India (Kolkata).

Methods

Source of the data: It was a research study, carried out in the medical organization in Kolkata, West Bengal, India.

Study Criteria: The study was considering with some criteria. The following criterion was: Inclusion Criteria:

1. Questioner forms included for this research and all questions were mandatory.
2. Officer/Manager level person only participated in this research.

Exclusion Criteria: Doctors & nurses were not included in this study.

Study Material: Questioner form

Research Design

The present study was based on cross-sectional survey research design. The data collected at one point in time from a sample selected to symbolize a larger population.

Sample size calculation

Using convenience sampling methods, a total of 108 questionnaires were distributed and completed questionnaires were returned. Under the wave of data collection with standard normal distribution the sample size was identified 385, as per the formula mentioned Charan J & Biswas T (2013) [8].

$$\frac{Z^2_{1-\alpha/2} P(1-P)}{d^2}$$

Where

Z_1 = Standard normal variate (at 5% type 1 error ($P < 0.005$) it is 1.96).

P = Expected proportion in a population based on pilot studies.

d = Absolute error or precision

Study Design

- i) **Demographic information sheet:** In order to gather material about sex, age, marital status, education, job experience and nature of sector of the research participant's demographic information form was established by the researcher.
- ii) **Measures:** The measures were based on a five-point scale from 1 ("strongly disagree") to 5 ("strongly agree"). The source and coefficient alpha for each of the measures used (note that Table 1 contains the descriptive statistics for each of the constructs below and also contains an abbreviated statement for each item used in the study)
- **Workplace Spirituality:** Workplace spirituality contributes to the performance of the industrial organization^[1]. To measure spirituality in the context of work was made by Ashmos and Duchon (2000)^[2]. A spiritual workplace enables the individual's expression of an inner life by performing meaningful work.
 - **Meaningful work:** Work can be considered meaningful if it is entered freely, allows the worker to have autonomy and independence, develops her/his capacities, provide sufficient wages and supports the moral development of employees; according to Kant^[4].
 - **Sense of community:** A critical dimension of workplace spirituality involves having a deep connection to, or relationship with, others, which has been articulated as a sense of community². This dimension of individual spirit at work concerns interactions between employees and their co-workers.
 - **Alignment with organizational values:** Organizational alignment is "the degree to which an organization's design, strategy, and culture are cooperating to achieve the same desired goals"^[14].
 - **Organization commitment:** Organizational commitment can be defined as a psychological state that characterizes an employee's relationship with the organization and reduces the likelihood that he/she will leave it^[1].
 - **Job satisfaction:** Job satisfaction can be described as the internal involvement that how they feel about the nature of their jobs and tasks at workplace^[11].
 - **Organizational Citizenship Behavior Scale:** In-role performance and organizational citizenship behaviors are both defined as employee behaviors. In-role behaviors are categorized as employees carry out their formally-prescribed job responsibilities whereas organizational citizenship behaviors involve an

employee willingness to go above and beyond the call of duty (Bateman & Organ. 1983).

Questionnaire validity

This research used Exploratory Factor Analysis - Principal Components Methods which is a form of construct validity.

The reliability of the questionnaire

One method of calculating reliability using Cronbach's alpha.

Analysis of data

Data was analyzed by software SPSS version 20. Also, Software was used to find out the descriptive statistical methods (mean, standard deviation, frequency), exploratory factor analysis and inferential statistical tests (structural equation model). Thompson (2004)^[15] suggests that when the theory has already been developed Confirmatory Factor Analysis (CFA) is more useful, as it allows the theory to be directly tested and the degree to which the data fits the model can be quantified in several ways. After having reviewed the exploratory factor analysis (EFA) outcomes, CFA was used to directly test the underlying theory and examine construct validity. Since CFA was used to estimate the adequacy of the measurement model for structural equation modeling (SEM). Structural equation modeling (SEM) has become an important statistical tool in areas such as psychology and social sciences. According to Bullock, Harlow, and Mulaik (1994)^[6], SEM allows complicated variable relationships to be expressed through hierarchical or non-hierarchical equations. Brett, Tinsley, Janssens, Barnes and Little (1997)^[5] defined structural equivalence as "the relationship among the construct within the model. It refers to the path coefficients between the two constructs". (p. 109). According to the authors, a model is supposed to be structurally equivalent in two cultures when all the path coefficients in culture X are similar to the Corresponding path coefficient in culture Y.

Result Part

A purposive sample of 385 was selected from various private hospitals of western region in India (Kolkata). The participant considers of males 66.75% and female 33.25%.

Table 1 shows descriptive statistics of all indicators. Table 2 shows alpha reliability coefficient of internal consistency of workplace spirituality, organizational commitment, job satisfaction, organizational citizenship behaviors and task performance attitudes scales. The finding indicates that all the scale has a strong positive significant relationship (~0.90) with subscales.

Table 1: Descriptive statistics and Alpha reliability coefficients among study variables

		Mean	Std. Dev.	Cronbach's Alpha
Workplace Spirituality	Meaningful Work	20.06	2.608	.908
	Sense Of Community	26.90	3.506	.907
	Alignment Of Values	32.87	3.011	.908
Organizational Commitment	Affective Organizational Commitment	13.59	3.467	.906
	Continuance Organizational Commitment	22.83	2.764	.907
	Normative Organizational Commitment	20.18	3.437	.907
Job Satisfaction	Pay	10.90	2.372	.909
	Promotion	11.04	2.197	.907
	Supervision	11.73	1.671	.909
	Fringe Benefits	12.52	1.940	.909
	Contingent Rewards	9.51	1.767	.909

	Operating Conditions	14.80	2.704	.906
	Co-Workers	11.38	1.995	.907
	Nature Of Work	8.68	3.366	.905
	Communication	14.16	2.719	.906
Organizational Citizenship Behaviors	Altruism	18.21	1.976	.908
	Conscientiousness	20.20	2.145	.908
	Courtesy	21.04	2.209	.908
	Civic Virtue	14.64	2.380	.908
	Sportsmanship	10.27	3.200	.906
Task Performance		36.50	4.257	.908

Pearson correlation has done in each set of groups. Table 2 shows the strong relationship between organizational commitment and job satisfaction scale ($r = .757$), organizational citizenship behavior and organizational

commitment ($r = .835$), organizational citizenship behavior and job satisfaction ($r = .661$), task performance and workplace spirituality ($r = .704$) respectively.

Table 2: Relationship among each Variable (Pearson Correlation)

Variables	1	2	3	4	5
Workplace Spirituality	1				
Organizational Commitment	.153**	1			
Job Satisfaction	.185**	.757**	1		
Organizational Citizenship Behavior	.147**	.835**	.661**	1	
Task Performance	.704**	.070**	.166**	.074	1

** Correlation is significant at the 0.01 level

In order to measure the structural model, a structural model equivalence test was conducted. This procedure is based on the path coefficients, standard errors and sample size of the samples being compared for an individual structural model. Results from the test are presented as an initial model (Table

3); that was not properly fitted model. An exploratory factor analysis used to remove some items to get better factor loading to fit the model perfectly. The revised model was identified after factor analysis (Table 3).

Table 3: Goodness of Fit of two structural models (Individual Model)

Structural Model	Initial Model				Revised Model			
	χ^2	GFI	CFI	RMSEA	χ^2	GFI	CFI	RMSEA
Workplace Spirituality	3.36	.89	.74	.07	2.07	.95	.90	.05
Organizational Commitment	7.58	.78	.67	.11	3.36	.94	.91	.07
Job Satisfaction	5.88	.76	.52	.09	2.01	.92	.90	.04
Organizational Citizenship Behavior	4.06	.85	.71	.07	2.05	.94	.90	.04
Task Performance	2.79	.97	.93	.05	2.79	.97	.93	.05

The fit indicates for this model were very good in the revised model, comparative to initial model (Chi-square (χ^2), Goodness of fit index (GFI), (Comparative fit index (CFI), Root mean square error of approximation (RMSEA)).

To measure the structural full model, a structural model equivalence test was conducted. The initial and revised model was identified (Table 4).

Table 4: Goodness of Fit of the two structural models (Full Model)

Structural Model	χ^2	P	GFI	CFI	RMSEA
Initial Model	86.346	.001	.836	.777	.406
Revised Model	3.216	.001	.998	.998	.060

To test the hypothesis, the revised model with unstandardized path coefficient, p values shows significant at 0.05 level of

significant (Table 5). Figure 1 shows the revised structural model with unstandardized path coefficients.

Table 5: Revised model hypothesis with standardized and unstandardized path coefficients

Hypothesis		Standardized Regression Estimate	Unstandardized Regression Estimate	P value	Standard Error	Critical Ratio	
Workplace Spirituality	→	Organization Commitment	.133	.129	.002	.042	3.066
Workplace Spirituality	→	Job Satisfaction	.688	.331	.001	.018	21.573
Workplace Spirituality	→	Organization Citizenship Behavior	.262	.141	.001	.053	6.187
Workplace Spirituality	→	Task Performance	.176	.378	.001	.035	4.070

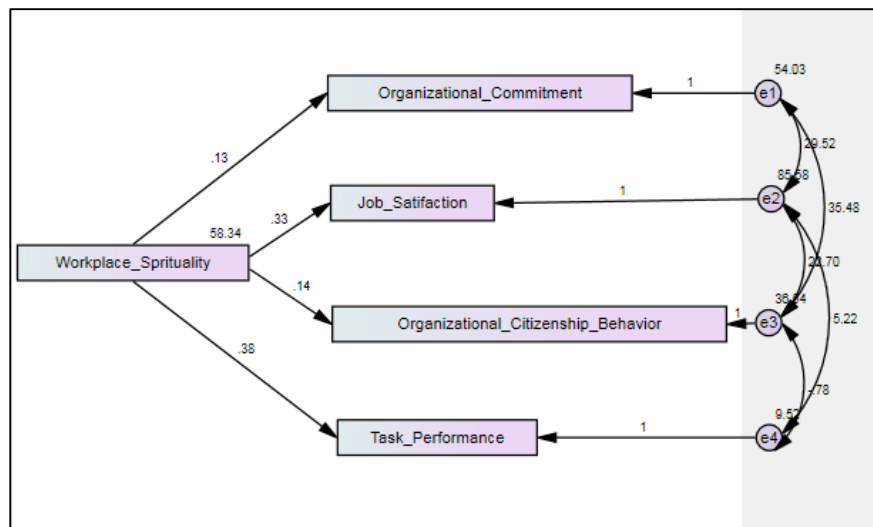


Fig 1: Revised model with unstandardized path coefficients

Conclusion

The research helps to find out the impact of workplace spirituality on the quality of care for nonmedical staffs. The result provides organization commitment, job satisfaction, organization citizenship behavior and task performance values shown positively with workplace spirituality. And the structural equation model is acceptable based on this study. The purpose of the study was fulfilled the spirituality relationship between work environment. Workplace spirituality has a significant effect on the work environment. There was a significant relationship between workplace spirituality and job satisfaction. A positive relationship between workplace spirituality and organization commitment, job satisfaction, organization citizenship behavior and task performance. The organization must seek ways to improve their spirituality in their workplace to improve the internal environment of the organization.

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