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Title: Impact of Workplace Spirituality and associated employee behaviour on Organizational Citizenship Behaviour and Job Performance: Among Working Professional in complex organizations in NCT of Delhi

Abstract

Keywords: Intrinsic Motivation, Spirituality, Extra Role Behaviour, Productivity, Spirituality at Work

Background: The objective of this study was to examine the relationship between workplace spirituality and two forms of employee performance – namely individual job performance and organizational citizenship behavior. Workplace spirituality is defined as having compassion towards others, experiencing a mindful inner consciousness in the pursuit of meaningful work that enables transcendence (Petchsawang & Duchon, 2009). Organizational Citizenship Behavior is defined by Organ (1988) as “individual behavior that is discretionary not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.” Job performance and is defined as “behaviors or actions that are relevant to the goals of the organization” (Campbell, 1990). The study focuses on the relationship between these constructs within a complex industry, namely Banking, Finance, and Insurance industry (BFSI).

The hypotheses of the study are as follows:

H₀₁: There is no significant impact of workplace spirituality on Organizational Citizenship Behavior

H₀₂: There is no significant impact of Workplace Spirituality on Job Performance

H₀₃: There is no significant impact of Organizational Citizenship Behavior on Job Performance.

H₀₄: There is no significant impact of Workplace Spirituality and Organizational Citizenship Behavior on Job Performance.

H₀₅: Organizational Citizenship Behavior is not a moderator (M) between Workplace Spirituality (X: independent variable) and Job Performance (Y: dependent variable)

Research Methodology: To test these hypotheses, 433 BFSI full-time employees from six public (n = 224) and private (n = 209) BFSI organizations in the country of India completed a survey, which was physically distributed by the researcher. The survey consists of three pre-validated instruments. Reliability analyses, Correlation analysis, Regression analysis and ANOVA (for comparison between public and private) were performed on the data set. Finally to test the reliability and validity of the three measures, Exploratory Factor Analyses (EFA) and Confirmatory Factor Analyses (CFA) were performed.

Results & Discussion: Except the fifth hypothesis, all the four above were rejected depicting significant relation between the study constructs. Comparative analyses between Public and Private Companies performed through ANOVA revealed that private company employees had significantly more positive responses to all the three constructs. EFA and CFA led to modification in the existing tools and 3 modified tools are proposed for all the 3 constructs.

The findings from this study contribute to the literature on workplace spirituality in the workplace by providing empirical evidence for statistically significant relationships between workplace spirituality, organizational citizenship behavior, and job performance. This research filled gaps identified in the literature review that pertain to workplace spirituality, organizational citizenship behavior and job performance. For the population of BFSI employees in New Delhi (and NCR), India, there were significant relationships found between workplace spirituality, OCB and job performance.

The study also makes a practical contribution to the field of human resource management. Based on the results from this study, the HRM function can influence workplace spirituality through interventions that boost organizational citizenship behavior and individual job performance. The study also has implications for team functions particularly when there is knowledge sharing and peer morale to increase working efforts that enhance performance. Future research in the area of workplace spirituality could conduct a multi-level study that examines the influence of WPS on team functioning. BFSI sector employees in New Delhi (and NCR), India and other stakeholders can derive practical implications from this study. The statistically significant relationships between workplace spirituality, organizational citizenship behavior and job performance may raise awareness among leaders and administrators in the BFSI sector to promote workplace spirituality through interventions and other training and development initiatives. It reinforced the importance of workplace spirituality on employee attitudes and behaviors from existing literature.

Overall, the study made a contribution to the research on Workplace Spirituality (and associated constructs) and has contributed to the larger realm of intrinsic motivation as the precursor for sustained employee engagement and superior performance.