The Impact of Workplace Spirituality on Quality of Work-life, Job Satisfaction and Job Involvement: A Study on Higher Education Sector

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Abstract

Purpose: In the present times, academicians, practitioners and researchers are finding spirituality in the work-place , as a vital topic for studies. Therefore, important insights are being showered through these studies. In the same way, This paper's aim is to analyse the impact of workplace spirituality (WPS) on job satisfaction (JS), job involvement (JI), and quality of work life (QWL). Moreover, it checks the mediating role of QWL in the relationship between WPS and JI.

Design/methodology/approach: Through online questionnaire surveys, a sample of 257 respondents was gathered from the college lecturers in Delhi-NCR and analysed on IBM AMOS 23.0 using SEM.

Findings: The results suggested that WPS significantly influences JI, job satisfaction (JS) and QWL. On the other hand, Quality of work life does not mediate the relationship between WPS and JI.

Practical implication: The findings propose that the human resource department or top management must work on bringing workplace spirituality practices at the colleges.

Social Implications: Enhancing Spirituality at the Workplace not only keeps an employee contented but also makes the society a better place to live in, by increasing helping hands for each other, bringing loyalty to the organization, and ultimately the growth of individuals along with the firm. Therefore, this research paper motivates to bring workplace spirituality practices for employees.

Originality/value: The study provides a vital input to the literature by exploring the influence of WPS on QWL, JS, and JI. Also, the mediation of Quality of Work-life on the relationship between Workplace spirituality and Job Involvement is clarified.

Keywords: Workplace spirituality (WPS), job satisfaction (JS), job involvement (JI), quality of work life (QWL)

Paper type: Research paper

1. Introduction

In today's busy life more than half of the population is working. Among this population, most of the time spent by them is at their workplace. The life of the present generation is very hectic that half of the day or more than half of the day is spent at his/her workplace. This busy schedule of people not only influence their physical strength but their mental robustness also suffers. To work properly, up-to-mark and effectively and efficiently, it is important for the supervisors to maintain and take care about the, mental and physical stress of the employees. This may not only improve the efficient and effective working of employees but the loyalty and confidence towards their organization will also be influenced. Burrack (1999) came forth with a few inquiries based on experience: Why am I carrying out this work? What does this piece of work mean? Where will it transport me? What is the purpose of my presence in this company? By making the employees aware of all the inner-self-related replies, these questions aid them in pursuing their jobs. The answer of these questions will also help the employees to reduce the level of dissatisfaction and resolve the health issues, as Galinsky et al. (2005) reported that in USA, 44% of the workforce feels

overburdened for their work which results in ill-health and high level of dissatisfaction.
To deal with the situation of dissatisfaction, employees nowadays are getting influenced towards meditation, self-reflection, spiritual practices, wellness programs in association with good diet, taking participation in sports and exercises at work (Toma et al., 2022; Dehler and Welsh, 1994).

In this era of globalization, the development is very important. The development of organization and development of employees is inter-related. If there will be some development of employees then the development of organization automatically takes place, and vice-versa. For the growth of employees, it is necessary for them to have some good ideas that may motivate the employee itself and to organization also. Inside feelings may get effected with the spirituality of the personnel. Spirituality impacts one's thoughts, feeling and peace of mind. Also, there is a link between employee involvement and workplace spirituality(WPS) that is favorable (Tony, 2023).

The previous researches have studied the impact of WPS on variables like Job Involvement(JI) and Job Satisfaction(JS) (Zhang, 2020). Furthermore, Eliyana and Sridadi (2020) also studied the influence of WPS on JS and discovered a positive association between the two variables. However, the previous studies did not study the effects of WPS on QWL. Therefore, in order to bridge this gap, a further move is taken by the authors by analyzing the mediating impact of QWL between WPS and JS. This study also tries to understand the effect of WPS on JI. The present study is the first research, as per the researcher's knowledge, which studies the combination of workplace spirituality, QWL, JS and JI on teachers of higher education colleges of Delhi. As already stated the mediation impact of QWL is the novelty of this study.

This study aims to fill these vital gaps and fulfill the following research objectives:

2. Objectives of the Study
1.   To study the influence of WPS on the QWL.
2.   To study the influence of WPS on JS.
3.   To study the influence of WPS on JI.
4.   To study if QWL mediates the relationship between WPS and JI.

3. Literature Review
Workplace Spirituality and Quality of Worklife

According to May et al., (1999) The term "quality of work life" refers to attractive working conditions. By offering benefits, job stability, and possibilities for professional advancement, workplace conditions also support and foster employee satisfaction levels. Employees, labor, or human resources are vitally important to any firm. Human resources will only be content their positions if they are at ease with the work lives that they lead.

QWL is something which tries to create a balance between need of the individual and need of the organization. Many dimensions, nowadays are unidimensional in nature i.e., either they will take care of employees or focus will be on organization. However, according to Martell & Tyson (1983) QWL is a dimension which deals with both the dimensions i.e., on employees as well as on organisation. A positive association between WPS and QWL was also promoted by Marwan et al., 2019.

To improvise the QWL "Hawthorne experiments" were also conducted. The Western Electric Company consists of numerous employees. After having all the benefits like pension, health benefits and much more, the employees were not satisfied. In lieu of this, Elton Mayo, a social-scientist, conducted research on employees to find out the reasons behind this dissatisfaction. The research was done, as the workforce at organizations have a crucial role and their satisfaction level is depicted by the QWL they are going through. There are so many theories and experiments done on employees which depicts that QWL a crucial role in the life of employees as well as organization. With this the researcher hypothesized:
H1: WPS significantly influences QWL.

Workplace Spirituality and Job Satisfaction
WPS with JS, is a correlation which has gained a very keen attention in academia. The relationship is already proved by many researchers (Fatima et al., 2017; Chawla & Guda , 2010; Hassan et al., 2016; Pawar, 2009; Belwalkar et al., 2018; Marschke et al., 2011; Van Dar Walt & De Klerk, 2014; Zerach & Levin, 2018; Zaidi & Durrani, 2019). When an employee feels that he is not over-burdened and stress level is also not so high i.e., there is eustress among employees, they feel more satisfied at their workplace. WPS is considered as an indicator of job satisfaction (Garg et al., 2019). Moreover, a study on education department was conducted (Hojjati and Hamidi, 2015) which laid down a promising association between workplace spirituality and QWL.

Ashmos and Pratt (2010) has laid down three main spheres of WPS and job satisfaction i.e., self-transcendence (connection with something which is greater than a person), holism and consonance (a standard of knowing one-self, originality and balance), and broadening and development of the personnel (the self-actualization). Miliman et al., (2003) undertook a study on the employees who were doing their jobs on part-time basis and explored that some aspects of spirituality have a pragmatic significant effect on JS. The theories explain that as the employees will get satisfaction among their jobs, the quality of their work life will also increase and vice-versa. With this the researcher hypothesised:
H2: WPS has a significant influence on JS.

Workplace Spirituality and Job Involvement
JI is a principal component in the life of an individual, who is pursuing job. Individuals show their talent in their jobs. According to Brown (1996), if a worker is engaged in their work, it indicates a state of positive involvement in which workers are motivated by their emotional condition as well as by feelings of affection and sympathy. It is a distinct from of organisational commitment, as it means the feeling of an employee towards organisation as a whole instead of their own job.
JI is an emerging construct in the domain of Organisational Behaviour. the term JI was coined by Lodahl and Kejner (1965). From the side of the employee, job involvement depicts three aspects i.e., personal growth, feeling of pleasure and goal-oriented behaviour within their workplace. Moreover, from the side of organisation, it is taken as a necessary step towards employee motivation, which provides the competitive advantage to the organisations (Latha, 2012). The previous researchers have confirmed a strong association between WPS and JI. As stated by Mahipalan et al. (2018), WPS has an impact on JI among the Generation Y employees and therefore WPS is considered to be a vital element for enhancing job involvement.
Above we have discussed the power of control of workplace spirituality on different variables. However, the study also probes the mediating impact of QWL on relationship between WPS and JI. Some studies laid down in this direction are depicted, for example, Permarupan et. al. (2013) suggested that three dimensions of QWL namely, working conditions, opportunities at work and organizational climate are related to job involvement. Moreover, organizational climate was found to be the strongest predictor of job involvement.
So, there are minimal studies available which depicts the effect of WPS on JI. Relation of QWL is studied with JI but the influence of QWL on job involvement is rarely studied. With the assistance of this, the researcher hypothesised:
H3: JI is significantly influenced by WPS.

Mediation of QWL
QWL tells about the employee as the center of attraction instead of the work completed by him/her. QWL is coming out as a very trending notion nowadays. Mainly it defines the ways through which the firms can provide the comprehensive welfare of an employee rather than just concentrating on the professional facet. QWL is connected with a number of unprejudiced organizational circumstances and procedures which allows the employees to think that they are practically shielded, contented and have good opportunities of evolution and progress

as a separate individual, by Ahmad (2013) .Workplace spirituality can in turn result in a better Quality of Work- life, as spirituality at workplace means extending a helping hand to a colleague, having loyalty towards one's work and organisation, having a meaningful work to be performed ultimately resulting in having a contentment at the workplace and eventually leading to better outcomes. QWL has been used as a mediator in the associations between employee performance and spiritual leadership. The results suggested that if the mediation is through higher QWL, then higher spiritual leadership will result in better employee performance by Pio (2022). In this research paper, we will be using QWL as a mediator in the relationship between WPS and JI.

H4: QWL mediates the relationship between WPS and JI.

As stated by the gathered literature and the proposed conceptual framework, hypotheses depicting the association between variables WPS, job satisfaction, QWL and JI, were suggested accordingly. The association model among variables is illustrated in figure 1.

Figure 1.
Theoretical framework and hypotheses
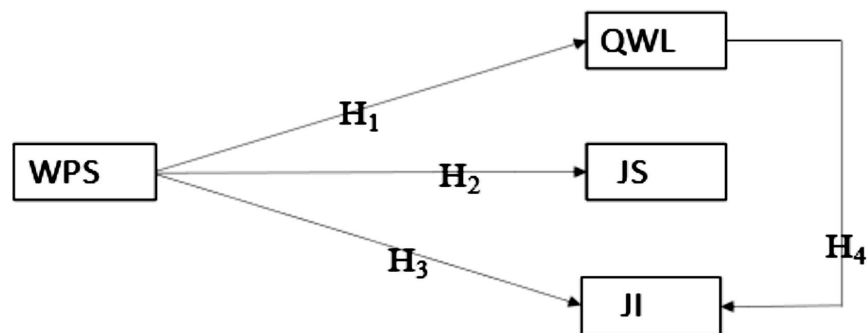
Source: Author's compilation

4. Methodology

Participants

With the assistance of convenient sampling, data was collected from the higher education sector. The main sample of the study consists of teachers of higher education sector. The teaching faculty, currently working in the colleges of Delhi-NCR were asked to fill the questionnaires through online mode. The questionnaires were distributed to them through various social networks i.e., WhatsApp and Facebook. The population considered is teachers as workplace spirituality is not much explored among them. A total of 300 questionnaires were dispensed over three months and after that a response which were received were 257. However, 15 were not included for further analysis, as they were not correctly filled. Among the participants majority of the them i.e., 70% were females and 30% were males. Moreover, participants aged between 30-40 years (38.5%) were married also (81.5%). Mostly participants were between the age bracket of 40-60 years (61.5%) and were earning above Rs. 80,000.

Measures

With the exception of the work satisfaction scale, which was on a scale from 1 = very dissatisfied to 5 = very satisfied, all of the other measures in the current survey employed a five-point Likert scale, where 1 = strongly disagree and 5 = strongly agree. Scale reliability was checked and accepted at 0.952, as endorsed by Nunnally et al., (1967) that reliability exceeding the value 0.70 is acceptable. The measures were taken from previously developed scales.

Workplace Spirituality: Twelve items of WPS were taken from Ashmos and Duchon (2000). A sample item is "I look forward to coming to work."

Quality of Worklife: Eight items of QWL were adapted from Sirgy et al., (2001). The example of an item is "I feel physically safe at work."

Job Satisfaction: Eight items of job satisfaction were adapted from the Minnesota satisfaction scale (1967).

Job Involvement: Five items of job involvement were adapted from Kanungo (1982). A

sample item is "I have very strong ties with my current job, which would be very difficult to break."

The validity soundness of the questionnaire can be measured by using Principal Component Analysis (PCA) (Cavana et al., 2001). In order to test PCA two tests should be applied i.e., Bartlett test of sphericity was used along with Kaiser-Meyer-Olkin (KMO). The test of sphericity for all the items of the questionnaire which is a statistical test for a was found to be significant (p=0.000) and the values of KMO were found to be in the admissible range of 0.5 and 1.0. (Table 1).

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.909
Bartlett's Test of Sphericity	Approx. Chi-Square	2637.766
	df	465
	Sig.	.000

5. Data Analysis and Data Findings

To validate the proposed model which underlies the relationships of our hypotheses SEM has been applied by using IBM AMOS 23.0. Every item had measurement loadings that were higher than .70. The items which had factor loading below .70 were dropped from the questionnaire and were not considered further for the study. The hypothesized model had a satisfactory model fit, ($p < 0.001$; $x^2/df= 1.521$, AGFI=0.900, CFI= 0.971, RMSEA= 0.046, GFI=0.927, NFI=0.922) (Hu and Bentler, 1999; Hooper et al., 2008; Hair et al., 2010). Convergent validity was ensured because the average variance extracted for each component was over 0.50. (Fornell and Larcker, 1981). The overall satisfactory fit for the model was in support, which allows the researcher to carry forward the study for structural model.

6. Structural Model and Hypotheses Testing

The hypothesised model demonstrated a good model fit of the gathered data (p 0.001; 2/df= 1.497, AGFI=0.901, CFI= 0.972, RMSEA= 0.045, GFI=0.927, NFI=0.922) (Hu and Bentler, 1999; Hooper et al., 2008; Hair et al., 2010). Table 2 illustrates a summary of the regression coefficients for the paths and their statistical significance. Table 2 shows that workplace spirituality influences quality of worklife (H1 supported), job satisfaction (H2 supported) and job involvement (H3 supported). However, the factor that is influenced strongly by workplace spirituality is job involvement.

Hypotheses	Path	Estimate	S.E.	C.R	p-value
H_1	WPS→QWL	.914	.104	8.786	0.000
H_2	WPS→JS	1.005	.099	10.120	0.000
H_3	WPS→JI	1.034	.135	7.670	0.000

The model was run with the ML (Maximum Likelihood) estimation model to study the mediation effect. The direct and indirect paths show the mediating relationships among various variables. Table 3 shows that WPS positively influences JI (direct effect) and when QWL enters in the association between WPS and JI than also workplace spirituality significantly influences JI. As suggested by Barron and Kenny (1986) there are some constraints that must be satisfied for mediation impact. In the first condition, the influence of independent variable on dependent variable should be present (absence of mediating variable). This condition is fulfilled as the impact of WPS on JI has been established above.

The impact of independent variable i.e., WPS on mediating variable i.e., quality of work-life is also established above. Moreover, the mediating impact of QWL on association between WPS and JI also came out to be significant. Moreover, if zero falls between LLCI and ULCI than there is no mediation effect and if zero does not falls between LLCI and ULCI than there is presence of mediation effect. However, in the present study the LLCI (Lower Limit Confidence Interval) is -.223 and ULCI (Upper Limit Confidence Interval) is .104 which shows that zero falls between LLCI and ULCI which depicts that there is no mediation effect (Barron and Kenny, 1986) of QWL on relationship between WPS and JI. With this the study rejects H4 which shows that QWL mediates the relationship between WPS and JI

Table 3.
Direct And Indirect Path Of Wps And Ji As Qwl Enters

Hypothesis	Path	Direct Effect SE (p-value)	Indirect Effect S.E. (p-value)
H$_4$	WPS → JI	1.034 (0.000)	.024 (0.000)

7. Discussion

The results of this research offer a very helpful vision for teachers of higher education colleges. The present research tried to explore the factors which are influenced by workplace spirituality. The association uniting workplace spirituality and quality of worklife was found in the present study (H1 accepted). So, the research depicts the clear result of influence of workplace spirituality on quality on worklife. This describes that as the spirituality at workplace increases, quality of worklife is also influenced. A positive relationship between two is laid down in the present study, which describes that as spirituality takes an uptick, quality of worklife also show rise. The positive relationship between WPS and quality of worklife, along with relationship with colleagues and other variables, was also depicted among (Jin and Lee, 2020).

Present study also explored the positive and significant influence of WPS on JI. This depicts that as WPS increases among the teachers, they will get more and more interested and involved in their jobs (H3 accepted). It shows that as more spiritual thoughts arise, the teachers will get more good ideas, as they will be welcomed by the top-level management, hence, they will get more involved towards their job. The significant influence of WPS on JI is also found is previous studies (Van der Walt, 2015).

This research also concluded that WPS positively influences JS. With the help of this the present study supports the H2. According to Suherman et al. (2023) spirituality lead towards job satisfaction of employees. This helps to prove that as spiritual thoughts pop up among the teachers, they will be more inclined towards satisfaction towards their job. The associations between WPS and JS was lauded by various authors (Chawla, 2010; Aftab et al., 2022; Usman and Danush, 2010; Krishnakumar and Neck, 2002).

Moreover, the mediating impact of QWL on relationship between WPS and JI came out to be insignificant. This implies that quality of worklife does not mediates the connection between WPS and JI and came out to be insignificant among higher education teachers of Delhi-NCR. However, there is literature where QWL is found to be positively influencing JI (Permarupan, 2013). Permarupan, 2013 found the positive relationship between QWL and JI. But the present study found that there is no mediation impact of QWL on relationship between WPS and JI (rejecting H4).

8. Conclusion

In conclusion, this research paper sheds light on the crucial topic of WPS and its impact on JS, JI, and QWL. The study discovered that WPS has a favourable effect on these three outcomes. The findings suggest that organizations should consider implementing workplace spirituality practices to improve the well-being of their employees and ultimately contribute to the growth of people as well as organization. This study did not find evidence for the mediating role of QWL in the connections between WPS and JI, however, the overall findings provide valuable insights for practitioners and academics alike. The study advances our

understanding of WPS and reinforces the need for more investigation in this field.

9. Practical Implication

The practical implications of this research paper suggest that organizations should consider implementing workplace spirituality practices to uplift the well-being of their workforce. The findings propose that the human resource department or top management must work on bringing workplace spirituality practices at the colleges. Such practices could include encouraging meditation, providing a quiet space for reflection, and promoting a sense of community among employees. By doing so, organizations can create a energetic work culture, amplify employee engagement and satisfaction, and ultimately contribute to the growth of both individuals and the organization. Therefore, the practical implication of this study is to motivate organizations to bring workplace spirituality practices for employees. Furthermore, While this study focuses on college lecturers in Delhi-NCR, the findings can be applied to employees in other organizations as well. Therefore, the practical implication of this study is to encourage organizations to adopt workplace spirituality practices that are tailored to their employees' needs, which can result in increased employee satisfaction, loyalty, and productivity.

10. Social Implication

From a societal perspective, enhancing spirituality in the workplace can lead to increased altruistic behaviour among teachers or employees of any other sector, which can contribute to building a more compassionate and supportive community. By promoting a culture of mutual respect and cooperation, workplaces can foster a feeling of belonging and social connectedness, which can help to mitigate the negative consequences of social isolation and boost overall contentment. Moreover, the research suggests that workplace spirituality practices can help to cultivate a sense of commitment towards the organization, which can contribute to the growth and success of the company. This can lead to a favourable effect on the local economy and give rise to the overall prosperity of the community. Overall, the societal implications emphasize the relevance of creating a work culture that fosters spiritual growth and well-being, which can have far-reaching benefits for both employees and the broader society.

11. Limitation and Future Scope of Study

Future studies can use the study's shortcomings as recommendations. The researchers, in future can conduct the study on any other segment of employees. Only the mediation impact has been checked, further moderation can also be studied. The demographics of the study can also be related with the variables in future. The major research limitation came out is the rejection of H4 i.e., QWL does not mediates the link between WPS and JI. In the present study, researcher has not explored the reasons behind it, which can be done in future. Further, the same study when carried out in other areas and other segments, than it should be laid down whether the results are in contrast or contrary with the present study (regarding mediation results).

Research showed that demographic variables like, gender, age, work experience and position of job or the marital status held by an individual is positively related with personal factors (Sharma & Misra, 2022). So, a study on demographic variables can also be explored further on relationship between WPS and job involvement. Use of technology make a person more anxious, tired and fatigue (Sarangal & Nargotra, 2022), which can be overcome by WPS. Hence, the study of WPS with use of technology in today's era can be studied further.

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