

## WORKPLACE SPIRITUALITY AS PREDICTOR OF WORKPLACE ATTITUDES AMONG PAKISTANI DOCTORS

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### ABSTRACT

The current study investigated the role of workplace spirituality as predictor of workplace attitudes among doctors. Workplace Spirituality Scale (Ashmos & Duchon, 2000), Organization Commitment Questionnaire (Mowday Steers, & Porter, 1979), Intrinsic Work Satisfaction Scale (Nathan, Mohrman & Milliman, 1991) and Organizational Based Self Esteem Scale (Pierce, Gardner, Cummings & Dunham, 1989) were used in the process of data collection. A purposive sample of 200 public and private sector doctors were included in the present study. Linear Regression analysis was applied to test the hypotheses. The results indicate that workplace spirituality positively predicts workplace attitudes. The workplace spirituality strongly predict the organizational commitment, organization based self esteem and intrinsic work satisfaction. This study is significant to approach workplace spirituality in Pakistani context.

**KEYWORDS:** workplace spirituality, workplace attitudes, organizational based self esteem, intrinsic work satisfaction, organizational commitment, doctors

### INTRODUCTION

These days spirituality of an employee in the workplace has become a major focus of organizational research. (Shellenbarger, 2000). It has been found that Spirituality has an influence on the health care professionals (Dennis, 2005). The current study explores the role of workplace spirituality as predictor of workplace attitudes among Pakistani doctors. In this study employee job attitudes are measured in terms of employee's organizational commitment; organization based self esteem and intrinsic work satisfaction as Brooke, Russell & Price (1988) state that these are the job attitudes which are found to be different from each other.

### Workplace spirituality

The spiritual paradigm essentially recognizes that people work not only with their hands, but with their hearts or spirit also (Ashmos & Duchon, 2000). Workplace spirituality involves the effort of finding one's definitive purpose in life, developing a strong association to co-workers and other people related with work, and having uniformity between one's personal values and the organizational values (Mitroff & Denton, 1999). Workplace spirituality as defined by Ashmos and Duchon (2000, p. 137) is "the recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community" Moreover, drawing on Ashmos and Duchon's (2000) and other literature, Milliman, Czaplewski and Ferguson (2003) suggested that the third element of workplace spirituality was an alignment with organizational

values, not an inner life, and therefore in this article alignment with organizational values included as a third element.

**Meaning in work:** According to Etzioni (1995), far beyond the material rewards work has meaning for people. Many people strive for skill and mastery in their work but also a work that has some social significance or social value. Among productive work environments one of the important features is meaningful work (Hackman and Oldham, 1980). As people quest for meaning in life, quest for meaning in work is also present.

**Sense of community:** Work could be revealed as a foundation of spiritual development and association to others (Mirvis, 1997). While discussing about community at work dimension of spirituality, Ashmos and Duchon (2000) describe that spiritual being people live in association to other human beings. Leaders are effective at creating such a community at work people because they understand the basic spiritual need which in turn leads people to be part of a community. Fry (2003) constructs this awareness, mentioned to as membership into a concept of spiritual leadership.

**Alignment with Organizational values:** When individuals experience a robust sense of association between their personal values and the mission and purpose of their organization is known as alignment with organizational values. This is the third constituent of workplace spirituality. It involves the contact of employees with the superior organizational purpose (Mitroff & Denton, 1999).

### Workplace Attitudes

Workplace attitude is defined as a state of mind or sensitivity; nature linked to a job or work (The American Heritage Dictionary, 2000). Job characteristics theory of work attitudes and performance (Hackman & Oldham, 1975, 1980) is based on the consideration that the work itself is a mean of employee's motivation.

The five main job characteristics (task identity, autonomy, task significance, skill variety and feedback) impact three critical psychological conditions (experienced concern for consequences, information of the actual results and experienced meaningfulness) which influence work outcomes which are work motivation, job satisfaction, absenteeism, organizational commitment, and self esteem. **Organizational commitment:** is "the comparative power of a person's identification with and participation in a specific organization" (Mowday, Porter & Steers, 1982; p. 27).

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According to Allen and Meyer (1990) three-component model of organizational commitment that included affective organizational commitment as a most extensively studied component. Mowday, porter and steers (1972) contributed in its conceptualization.

Effective component characterizes by three factors including strong belief and organizational goals and value acceptance, on the behalf of organization eagerness to exert significant effort and wish for maintaining membership in organization.

**Organizational based self esteem:** The ability of an individual to sees him [her] self as a capable, need-satisfying individual (Korman, 1970). Organization based self esteem is basically introduced by the Pierce , Gardner, Cummings and Dunham (1989) as an organization members the individual belief of being capable, important and worthy. So whereas self-esteem is a global evaluation of oneself, OBSE is more specific.

**Intrinsic work satisfaction:** Job satisfaction is based on two theoretical ideas. One is Herzberg, Mausner, and Snyderman's (1959) understanding of job satisfaction, which involves a person's desire to achieve self-fulfillment or personal growth through tasks and centers on the person's attitudes toward issues of work such as attainment, concern, progression, and chances for advance. The other is Ashmos and Duchon's (2000) idea concerning the workplace spirituality as a profound sense of meaning and determination in one's work.

## Literature Review

As Shahbaz and Shakeel (2012) state spiritually at workplace is an emerging concept and as the work attitudes of employees is being affected the performance of organization is also being influenced.

In their findings a comprehensive relationship existed between employees's organization based self esteem and workplace spirituality.

In a study conducted by Noor and Arif (2011) content analysis of the data indicated job satisfaction as a positive dimensions of workplace spirituality in medical professionals. Chawla and Guda, (2010) found a positive relationship between spirituality at work, job satisfaction and job commitment. Bodla and Ali's (2010) study findings reveal direct relationship between dimensions of spirituality, job satisfaction and organizational commitment. According to Zafar, (2010) religiosity and workplace spirituality are present in sectors of Pakistan like Pak Army and Teaching.

In the light of the literature reviewed the following hypotheses were formulated:

## Hypothesis

1. The workplace spirituality would be the predictor of workplace attitudes
  - a. The workplace spirituality would be the predictor of organizational commitment.
  - b. The workplace spirituality .would be the predictor of organization based self esteem.
  - c. The workplace spirituality would be the predictor of intrinsic job satisfaction.

## METHODOLOGY

### Research Design

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

### Sample and Sampling Strategy

A purposive sample of 200 doctors was selected from various public and private hospitals of Rawalpindi and Islamabad. The age range of participant was 23-59 specified

**Table 1** Demographic Characteristics of Participants (N =200)

Characteristics	Total (n=200) f	%
<b>Age</b>		
23-29	88	51
30-36	38	29
37-42	17	9
43-50	20	11
<b>Institute</b>		
Public	140	72
Private	60	28

**Demographic information sheet.** In order to gather material about age, marital status, education, job experience and nature of sector of the research participant's demographic information form was established by the researcher.

**Workplace Spirituality Scale.** Workplace spirituality can be described as employees appreciation and feelings of gratitude in their inner life that cultivate by meaningful work that takes place in the context of group of people (Ashmos and Duchon, 2000).

In this research workplace spirituality scale was used as a tool to measure the workplace spirituality of a worker. This scale established by Ashmos and Duchon (2000) consist of 23 items. Each item has seven elective responses, which are recorded on seven point likert scale fluctuating from strongly disagree to strongly agree. The score allocated to strongly disagree be 1, moderately disagree be 2, disagree be 3, neutral 4, agree 5, moderately agree 6 and strongly agree 7. Meaningful work scale contains 8 items and alpha reliability estimate is 0.88. Sense of community scale contains 7 items and its alpha reliability estimate is 0.91. Alignment with organizational values scale contains 8 items and alpha reliability coefficient is 0.94.

**Organizational Commitment Questionnaire:** Allen and Meyer (1990) define that commitment as a psychological state that portray not only an individual's association with an organization, but also his/her decision to continue relationship in the organization. In this research organization commitment scale was used as an instrument to measure the workplace attitude of an employee. This scale is developed by Mowday et al.'s (1979) consist of 15 items. The researcher uses 6 items. Each item has seven elective responses, which are recorded on seven point likert scale fluctuating from strongly disagree to strongly agree. 0.89 is the alpha reliability coefficient for this scale.

**Intrinsic work Satisfaction Scale:** Intrinsic job satisfaction can be describe as the internal involvement that how they feel about the nature of their jobs and tasks at workplace (Hirschfield, 2000). In this research intrinsic work satisfaction scale was used as an instrument to measure the workplace attitude of an employee. This scale contained of four items from Nathan, Mohrman, and Milliman (1991) scale. These items have seven optional responses, which are scored on seven point likert scale fluctuating from strongly disagree to strongly agree. 0.86 is the alpha reliability coefficient for this scale.

**Organization Based Self Esteem Scale:** According to Pierce, Gardner, Cummings, and Dunham (1989) OBSE is defined as "the degree to which organizational members believe that they can satisfy their needs by participation in roles within the context of an organization" (p.265). In this research Organization based self esteem scale was used as an instrument to measure the Workplace attitude of an employee. This scale developed by Pierce, Gardner, Cummings, and Dunham (1989) consisted of 10 items. The

researcher extracted 5 items. Each item has seven elective responses, which are recorded on seven point likert scale fluctuating from strongly disagree to strongly agree. The alpha reliability coefficient is 0.93.

### Procedure

For the purpose of obtaining data the researcher visited the different public and private hospitals of Rawalpindi and Islamabad city. The dual permission was obtained 1<sup>st</sup> from the higher authority and 2<sup>nd</sup> from doctors individually. Data was obtained from available doctors. First the purpose of research to the respondent demonstrated individually. Then given the informed consonant and it was assured that confidentiality of information's would be kept under consideration.

The Workplace Spirituality (WS) and Workplace Attitudes (WA) questionnaires were administered and data was collected. The doctors took about 20-30 min in completion of questionnaire.

The researcher allows them to take as much time as possible for the completion of questionnaire, the participants were advised to drop filled questionnaire at reception and then questionnaires were collected from that point.

### RESULTS

Table 2 shows descriptive statistics, Alpha reliability coefficients and Pearson correlation among study variables. Alpha coefficients indicate that there is satisfactory internal consistency of personal spirituality, workplace spirituality and workplace attitudes scales. The findings indicate that personal spirituality has significant positive relationship with all its subscales and workplace spirituality has also significant positive relationship with its all sub scales. Personal spirituality and workplace spirituality ( $r = .81, p < .001$ ) has significant positive relationship.

The relationship of personal spirituality with workplace attitudes is also significant organizational commitment ( $r = .39, p < .001$ ), intrinsic job satisfaction ( $r = .37, p < .001$ ) and organization based self esteem ( $r = .49, p < .001$ ). And as such the relationship of workplace spirituality with workplace attitudes is also significant organizational commitment ( $r = .74, p < .001$ ), intrinsic job satisfaction ( $r = .76, p < .001$ ) and organization based self esteem ( $r = .77, p < .001$ ).

Linear Regression analysis is computed. Workplace spirituality dimensions (meaning in work, community at work and alignment with organizational values) as being predictor variables and organizational commitment as outcome variable. The .578 value of  $\Delta R^2$  indicates that 57.8 % variance in the dependent variable can be accounted for, by the predictors [ $F(3,194) = 89.70, p < .001$ ]. Findings indicate that alignment with organizational values ( $\beta = .56, p < .001$ ), meaning in work ( $\beta = .34, p < .001$ ) and community at work ( $\beta = .02, p < .01$ ) have significant positive effect on organizational commitment among doctors.

**Table 2** Descriptive statistics, Alpha reliability coefficients and Pearson correlation among study variables (N =195)

Variable	M	SD	$\alpha$	1	2	3	4	5	6
Meaningful work	41.83	7.79	0.9	-	.63**	.49**	.60**	.67**	.50**
Community at work	39.93	7.97	0.86			.75**	.61**	.68**	.70**
Alignment with organizational values	34.71	8.4	0.9				.71**	.65**	.77**
Organizational commitment	30.94	6.81	0.91				—	.69**	.79**
Intrinsic job satisfaction	19.9	5.2	0.92					-	.69**
Organization based self esteem	26.85	5.23	0.9						—

$p < .001$

**Table 3** Linear regression analysis of workplace spirituality as a predictor of organizational commitment (N = 200)

Variable	B	$\Delta R^2$	F
Meaning in work	.34***	.578***	89.70***
Community at work	.02**		
Alignment with organizational values	.56***		

\*\* $p < .01$ , \*\*\* $p < .001$

Linear Regression analysis is computed with meaning in work, community at work and alignment with organizational values as predictor variables and the outcome variable was organizational based self esteem . The value of  $\Delta R^2$  indicates that 59.7 % variance in the dependent variable can be accounted for, by the predictors [ $F(3,194) = 96.90, p < .001$ ]. The findings indicate that meaning in work ( $\beta = .387, p < .001$ ) and alignment with organizational values ( $\beta = .30, p < .001$ ) have significant positive effect on organizational based self esteem as compared to community at work ( $\beta = .21, p < .01$ ) among doctors.

Linear Regression analysis is computed with meaning in work community at work and alignment with organizational values as predictor variables and intrinsic work satisfaction as outcome variable. . The  $\Delta R^2$  value of .619 indicates that 61.9 % variance in the dependent variable can be accounted for, by the predictors [ $F(3,194) = 106.08, p < .001$ ]. The findings indicate that meaning in work ( $\beta = .70, p < .05$ ) community at work ( $\beta = .25, p < .01$ ) and alignment with organizational values ( $\beta = .55, p < .001$ ) have significant positive effect respectively on organizational based self esteem among doctors.

**Table 4** Linear regression analysis of workplace spirituality as a predictor of organization based self esteem (N = 200)

Variable	B	$\Delta R^2$	F
Meaning in work	.39***	.579***	96.90***
Community at work	.21**		
Alignment with organizational values	.30***		

\*\* $p < .01$ , \*\*\* $p < .001$

**Table 5** Linear regression analysis of workplace spirituality as a predictor of intrinsic work satisfaction (N = 200)

Variable	B	$\Delta R^2$	F
Meaning in work	.70***	.619***	106.08***
Community at work	.25**		
Alignment with organizational values	.55***		

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

## DISCUSSION

The reliability analysis of scales indicates a satisfactory internal consistency. All scales have reliability greater than .70. According to Grogan, Conner, Norman, & Porter (2000) high level of correlation coefficient, which range between .74-.95, indicate that the subscales are internally reliable.

In the first hypothesis the anticipation was that the Workplace spirituality would be the predictor of Workplace attitudes. The first sub hypothesis was that the Workplace spirituality would be the predictor of Workplace attitude as such organizational commitment. The results support the hypothesis that three factors of workplace spirituality is significantly positively related to organizational commitment of workplace attitude.

Linear Regression analysis is computed with community at work, meaning in work and alignment with organizational values as predictor variables and organizational commitment as outcome variable. The findings specify that community at work, meaning in work and alignment with organizational values has significant positive effect on organizational commitment among doctors. According to Ashmos and Duchon, (2000); Duchon and Plowman, (2005) Fry (2003); Fry, Vitucci and Cedillo, (2005) Rego and Pina e Cunha (2008) and Milliman et al.(1999) workers' spiritual desires of meaning and community is positively related with workers' organizational commitment. The findings of the study conducted by Chawla and Guda, (2010) suggested a positive association between spirituality at work and job commitment. A sample of 204 academic staffs from selected business or management schools from the public universities in Malaysia participated in the study. The findings revealed that all the five components of workplace spirituality are positively associated with normative commitment.

The second hypothesis suggested that the Workplace spirituality would predict the organization based self esteem. Linear Regression analysis is computed with meaning in work, community at work and alignment with organizational values as predictor variables and organization based self esteem as outcome variable. The findings indicate that meaning in work, community at work and alignment with organizational values has significant positive effect on organization based self esteem among doctors. The alignment with organizational values dimensions of workplace spirituality can be expected to enhance employee organization based self esteem (Catlette & Hadden, 1998). Furthermore, the findings of the study conducted by Shakeel and Shabaz (2013) suggested that the Workplace spirituality moderates the organization based self esteem.

The third sub hypothesis estimates that Workplace spirituality will positively forecast the intrinsic work satisfaction. The results support the hypothesis that three factors of workplace spirituality is significantly positively correlated to intrinsic work satisfaction. Linear Regression analysis is computed with community at work, meaning in work and alignment with organizational values as predictor variables and intrinsic work satisfaction as outcome variable. Duchon and Plowman (2005) found that the meaningful work dimension of workplace spirituality

suggests work that offers workers a sense of delight and unites workers to the larger good.

Thus meaning in work dimension of workplace spirituality would positively predict job satisfaction. Thus community at work dimension of workplace spirituality would positively predict job satisfaction (Ashmos & Duchon, 2000; Fry, 2003, 2005; Duchon & Plowman, 2005; Milliman et al. 2003; Fry et al., 2005) They further suggest that organizational spirituality is the chief indicator of job satisfaction and is positively related to it. While Malik and Naem (2005) findings prove that Workplace spirituality dimensions positively predict the work attitudes such as job satisfaction. According to Noor and Arif (2011) study content analysis of the data indicating job satisfaction as a positive dimensions of workplace spirituality in medical professionals.

## CONCLUSION

From this research study the researcher has concluded that the concepts of religiosity and spirituality are more or less present in the Pakistani organization, similar findings are present in Zafar (2010) study among Pak Army and educational sectors while the researcher has a distinction to carry out this study in the health care sector. This study proves the Dennis, 2005 findings that Spirituality has begun to influence the health care professionals. The findings of the study are that spirituality at workplace is a strong predictor of workplace attitudes.

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