

Workplace Spirituality in Relation with Intrinsic Work Motivation: Bank Employees, Nurses and University Faculty in Perspective

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Abstract

The study aimed at investigating the influence of workplace spirituality on intrinsic work motivation. Moreover, to explore that weather demographic variables moderate the relation of above mentioned variables or not. Data was gathered through convenient sampling technique from employees of different organizations that includes university faculty, bank employees and nurses (N=521). Organizations were located Islamabad, Rawalpindi, and Hazara division, KP. For analysis, the data was processed through SPSS ver. 22. Results revealed that Workplace spirituality have Impact on intrinsic work motivation. Profession, job nature and educational qualifications significantly play role as moderators in the relationship between workplace spirituality and intrinsic work motivation.

Keywords: workplace spirituality, intrinsic work motivation, employees, moderation.

Introduction

In the current arena of globalization, work place Spirituality has become increasingly prevalent in organizations, as growing number of employees seek value, support, and meaning in their work (Cash, Gray and Rood, 2000). Many researchers Giacalone and Jurkiewicz, (2003) noted the importance of workplace spirituality for the advancement of organizational science.

According to virtue-ethics approach, workplace spirituality seems to encompass character and well-being of an employee. Spiritual values are core element in character and contribute a lot to performance in organizational settings. Spiritual employees perform better due to increased feelings of motivation and meaning in their work (Garcia-Zamor, 2003).

On the other hand, phenomenon of intrinsic work motivation is catching attraction from most of organizational researchers. It is due to

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the fact that industrial organizational Psychology see employ's work motivation as basic building block. As it is, an organized force influence work practices (Ambrose and Kulik, 1999) and energize the period of work. Moreover, many researchers argued that intrinsic work motivation has significant role in productivity (Vallerand, 1997; Gagne and Deci, 2005). According to Imran et al., (2014) organizational leaders are in search of strategies that enhance the motivation especially intrinsic motivation of their employees to increase work productivity. As a work attitude intrinsic motivation, also contribute in better learning and well-being (Pindar, 2011).

As mentioned earlier in globalized millennium, organizations are facing with more complexities, competition and structural changes which elicit the introduction of spirituality within the workplace so as to enable human hearts, spirits and souls to grow and flush so that employees and employers will become healthy, creative, innovative, compassionate and productive in all goings-on to the nourishment of the workplace.

Spirituality at workplace is something employees have an inner life that nurtures and nourished through meaningful work. If members of an organization are happy, they will be more productive, more innovative, more fulfilled, and intrinsically motivated for work. Personal fulfillment and high morale linked to intrinsic work motivation in turn outstanding performance and, therefore, have a direct impact on an organization's financial success. Instead, a dispirited workplace can manifest itself in low morale, high turnover, burnout, frequent stress-related illness, and rising absenteeism.

Research argued that it boosts intrinsic work motivation (Fry, 2003). This phenomenon has not been explored in Pakistan's context. Therefore, there is need to explore the phenomenon as it provide employers with a valuable and reliable information to understand their employees (Dehler & Welsh, 2003).

Literature Review

Hence, workplace spirituality is a new topic to organizational literature and has limited theoretical development (Dehler & Welsh, 2003; Fry, 2003; Giacalone & Jurkiewicz, 2003). Despite, link between work place spirituality and job related outcomes have been well established e.g., Most definitions of workplace spirituality include the notions of meaning, purpose and being connected to others (Ashmos & Duchon, 2000; Conger, 1994; Giacalone & Jurkiewicz, 2003; Mirvis, 1997; Vaill, 1998, 2000). Vaill (2000), for example, views spirituality as human being's search for meaning, and argues that the search for meaning for many adults has often led people to seek significance in their work.

Workplace spirituality is like when employees have an inner life that nurtures and nurtured by meaningful work that can be take place in the milieu of community (Ashmos & Duchon, 2000). A number of the contributing authors to the Handbook of Workplace Spirituality and Organizational Performance (Giacalone & Jurkiewicz, 2003) offer slightly different definitions but many of them draw on the components of the definition developed by Ashmos & Duchon (2000): inner life, meaningful work, and community.

Current study adapt Fry's model of workplace spirituality for measuring workplace spirituality and this model has underlying the values of altruistic love. These values are honesty, integrity, humility, tolerance, and compassion; these values are part of Pakistani culture and promote trust, realization to live at their fullest potential. Confidence in this definition also increased by the notion of Fry (2003) that spiritual leadership is partly a function of balling, which is similar to our notion of meaning, and membership.

Workplace spirituality is associated with one's sense of belonging and self-esteem, this concept is congruent with the notion of spiritual well-being as a fundamental component of an individual's perception of life and realization of self. Further, perception of life and realization of self directly incumbent intrinsic motivation. A study found that workplace Spirituality linked to intrinsic job satisfaction and involvement in one's work (Milliman et al., 2003).

Thus, support of spirituality has the positive relationship with work meaningfulness and meaningfulness has provoked by intrinsic motivation (Noe, 1988). This view is congruent with Fry's (2003) expectation that employees who are discernable to workplace spirituality, they personally feel joy, peace, and tranquility and experience higher levels of satisfaction and these all are the qualities of intrinsically motivated individual.

According to Ryan and Deci, (2000) intrinsic work motivation is concerned with taking interest in work and enjoying it for its own sake. It is like active involvement in tasks that individual find interesting and challenging. Moreover, it is about to satisfy higher order needs like need for competency, autonomy, and relatedness. Competence is sense of mastery of the task whereas autonomy is associated with perception of internal locus of task accomplishment.

Beside these further theories about intrinsic motivation focused on contribution of autonomy and competence in intrinsic motivation (Elliot, 2005). According to Herzberg's (1968) intrinsic work motivators comprises need for achievement, need for recognition, responsibility, and advancement.

Hypotheses

H1: Intrinsic Work Motivation in employees (Bank employees, nurses, university faculty) positively associated with workplace spirituality.

H2: Workplace spirituality positively influences intrinsic Work Motivation.

H3: Demographic variables (organization type, education level, and job nature) would prove as a moderator in relationship between workplace spirituality and intrinsic work motivation among employees from different organizations (bank employees, nurses and university faculty).

Research Methodology

Cross sectional survey was used to measure the study variables. Questionnaires distributed among the employees of respective organizations. Employees were approached individually in their respective organizations.

Population and Sample Size

Present study contained the population of all employees Govt. and Private Banks and universities, beside this all nurses working in Govt. and private hospitals in Islamabad Rawalpindi and Hazara division. Data was collected through convenient sampling technique. Data from 269 employees comprising 83% response rate.

Instruments

Intrinsic work motivation scale.

This scale was consisting of three items. The response set ranged from 1 (“correspond not at all”) to 7 (“exactly corresponds”) and reliability was .72. The scale developed in 2005 by Gagne *et al.* In current study, the instrument was used to measure employees work attitude (Intrinsic work motivation). High scores presents high work motivation and low scorings on the scale evaluated as low work motivation (Gagne *et al.*, 2004).

Workplace spirituality scale.

Workplace spirituality scale is self-constructed measure by researcher (Sikandar & Arouj, 2018). Its response set based on Likert type scale. There are four categories strongly disagree, disagree, agree, and strongly agree. Reliability was .92.

Results

Table 1: Regression Analysis

Outcome: Intrinsic work motivation			
Variable	B	95% CI	
		LL	UL
Constant	.79	.057	1.53
Workplace spirituality	.03	.02	.03
R ²	.25**		
F	89.08		

Table 1 show that workplace spirituality predict intrinsic work motivation and accounted 25% of total variance. Outcome values are significant at **P<.01. Findings indicate that e employees having high level of workplace spirituality are more likely to exit intrinsic work motivation.

Table: 2 Correlational Analysis

Variables		1	2
1	Workplace spirituality	---	.53**
2	Intrinsic work motivation		---
	M	112.83	4.29
	SD	16.54	1.02

Table 2 presents means, standard deviations, alpha coefficients, and inter-correlations between Workplace spirituality and intrinsic work motivation. The alpha coefficient reveals that above-mentioned variables positively correlates with each other at significant level **p < .01. So results demonstrate that as the level of Workplace spirituality increase the level of intrinsic work motivation also increase.

Table:3 Moderation Analysis

Predictors	β	P	95% CI	
			LL	UL
Workplace spirituality (X)	-.01	.19	-.03	.007
organization type (M)	-1.98	<.001	-3.06	-.90
organization type *Workplace spirituality	.02	<.001	.01	.02
Conditional effect of profession on Intrinsic work motivation				
Hospital	.02	<.001	.01	.02
Bank	.03	<.001	.02	.04
University	.04	<.001	.03	.05

Table 3 indicates that profession works as a moderator on the relationship between workplace spirituality and intrinsic work motivation

among employees from different occupational setups (Nurses, bank employees & university faculty). Here workplace spirituality works as a Predictor, intrinsic work motivation works as an outcome variable and profession as moderator. For the analysis, all of the variables entered in the process macro model (Hayes, 2013). Beta value shows that profession play significant role of moderator at $P < .01$.

Table: 4 Moderation Analysis

Predictors	β	P	95% CI	
			LL	UL
Workplace spirituality (X)	-.00	<.01	-.03	.02
Qualifications (M)	-1.80	<.001	-3.52	-.08
Qualifications* Workplace spirituality	.01	<.01	.00	.03
Conditional effect of qualifications on Intrinsic work motivation				
At under graduate level	.01	.01	0.002	0.02
At graduate level	.03	<.001	0.027	0.04

Table 4 indicates that educational qualifications work as a moderator on the relationship between workplace spirituality and intrinsic work motivation among employees from different organizations (Nurses, bank employees & university faculty). Here workplace spirituality works as a predictor; intrinsic work motivation works as an outcome variable and educational qualifications as moderator. Beta value depicts that educational qualifications play significant role of moderator at $P < .01$.

Table: 5 Moderation Analysis

Predictors	β	P	95% CI	
			LL	UL
Workplace spirituality (X)	.05	<.001	0.03	.07
Job nature (M)	1.66	<.01	0.11	3.21
Job nature *Workplace spirituality	-.01	<.01	-0.02	-.00
Conditional effect of job nature on Intrinsic work motivation				
On contract	.04	<.001	0.02	0.05
Regular	.02	<.001	0.01	0.03

Table 5 indicates that job nature works as a moderator on the relationship between workplace spirituality and intrinsic work motivation among employees from different organization (Nurses, bank employees & university faculty). Here workplace spirituality works as a Predictor, intrinsic work motivation works as an outcome variable and job nature as moderator. Beta value depicts that job nature play significant role of moderator at $P < .001$.

Practical Implications

This study highlights the moderators from demographic variables. Study indicated that academic qualifications, profession and job nature (contract vs permanent) plays moderating role on the relationship between workplace spirituality and intrinsic work motivation. Moreover, study showed that workplace spirituality plays significant role in predicting intrinsic work motivation. This information can be very helpful in making strategies for employers in health, educational settings, and bank sector.

Suggestions for future researchers

Current study focused on employees from different organizations (Bank employees, nurses, university faculty) future researchers can take employees from other organizations. In present study moderation, analysis has conducted further studies can also use mediation analysis.

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