

The Mediating Role Of Workplace Spirituality Between Organisational Factors And Organizational Performance

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Abstract

Purpose – The current research is driven to observe the mediating role of Workplace Spirituality (WPS) on Organizational factors and Organizational Performance among employees across industries.

Design/methodology/approach – The data included different level of employees from various industries in India, the researcher has employed structural equation modelling to analyse the collected data.

Findings – The present research identifies that Organizational factors such as Organizational Change (OCh), Organisational Culture (OCu), and Organizational Environment (OEn) are the significant predictors of Organizational Performance (OP). This study reveals Workplace Spirituality (WPS) acts as a mediator on Organizational factors and Organizational Performance and the direct association of predictors and criterion variables are stronger than indirect relationship.

Originality/value – This study discovers the role of WPS on the relationship between Organizational factors and Organizational Performance. Rarely the empirical research that examines the association of various organisational, personal factors with organizational performance through the behavioural factor Workplace Spirituality. The findings of this study would help the organizations to design their policies that nurtures their employees' individual and team's performance.

Keywords – Organizational Change, Culture, Environment, Workplace Spirituality, Performance

1. INTRODUCTION

In the last 20 years or more, the theory of organisational performance has started to play a significant role in organisational research and practises in contemporary company management. It has become vital to adopt quick judgements in order to enhance organisational performance through carefully monitoring performance indicators in today's competitive market. The profitability of the organisations will be significantly impacted by this, which may result in an overall improvement in both individual and organisational performance as a whole. According to Silva, F. A. da, & Borsato, (2017), organisations are concentrating on developing performance indicators for each business area, which are designed and used in isolation, in order to measure this performance. The existence of capabilities broadly categorised under the headings of process, people, system, and culture, as shown by Kennerley, M., and Neely, A. (2003), enables organisations to adapt to the changing environment and adjust the performance.

Saffold (1988) claimed that while examining the relationship between culture and performance, it is important to consider the interaction nature of culture, process, and organisational outcomes. There are studies that have discovered mediation impacts of various characteristics between organisational culture and performance, including knowledge conversion (Tseng, 2010), knowledge management (Zheng et al., 2010), and organisational innovativeness (Han et al., 1998). The study's central thesis is that other mediating elements influence organisational culture's impact on performance outcomes (Tseng, 2010; Zheng et al., 2010). Specific organisational culture dimensions as well as the traits connected to certain performance outcomes appear to be relevant research topics. Every sector must grasp best practises and do research on crucial topics like culture, change, and environment and how they relate to organisational performance to handle the global competition. In this study, organisational aspects such as culture, change, and environment are considered along with their effects on organisational performance. Here, workplace spirituality, which serves as a mediator in the current study, is used to investigate interactions.

2. REVIEW OF LITERATURE

ORGANISATIONAL FACTORS

Organizational change is defined as "differences through time in an organisational entity's shape, quality, or state" (Van de Ven et al., 1995, p. 512). The organisation might refer to the entire industry, a specific segment within it, or a specific job functional area. Kurt Lewin's work in the middle of the 20th century is where research in the area of organisational change can be found. In addition to the procedures, practises, and methodologies that would have an impact on the organisational change elements, his research revealed the reasons for and ways in which people are reacting to change in every area.

Climate has increased our understanding of how the collective interfaces and insights of individuals, in relation to their work environment, can affect teamwork and organisational outcomes during the last 60 years, thanks to the extensive analysis of the subject by a number of scholars (Schneider et al., 2017).

According to Gorodutse and Hilman (2016), organisational culture is a critical component of every organization's competitive performance and strategic goals. It also contributes to the distinctiveness of corporate organisations. Similar to this, numerous academic studies have found a substantial correlation between company culture and success (Adebayo, 2011; Melo, 2012). Galbreath (2010), who further proved that having a strong culture in an organisation can transform overall business performance and contribute to higher business performance, observed that organisational culture has a major impact on performance.

Specific well-being metrics at work have an impact on every organization's job performance (Demerouti and Cropanzano, 2010). It is crucial that the staff members execute the allocated tasks successfully while working in a setting that offers plenty of opportunity for professional growth. Studies measuring the effects of changes in the workplace environment or workplace practises on knowledge work and organisational performance are extremely rare or nonexistent (Riratanaphong and van der Voord T, 2015). An atmosphere where leadership initiatives are more likely to be successful and where there is a larger level of employee confidence in the effectiveness of communication procedures may be indicated in a company, which may also enhance motivation to assume a leadership role.

ORGANISATIONAL PERFORMANCE

Duchon & Plowman (2005) almost a decade the factor WPS has gaining more value and attention, since it is more important in every organisation's individual and overall performance improvement. The study explores various work units in a larger healthcare system and found there is a positive and significant relationship between the two variables called as workplace spirituality and performance of the workers.

Robbins and Judge (2011) strongly argued that the awareness of workplace spirituality is very crucial since it can help in clarifying the various factors which triggers performance of the employees in the organizations of modern era.

1. Organisational factors and Organisational Performance

H₁. Organisational factors (organisational change, organisational culture, organisational environment) are significantly associated with Organisational Performance.

H_{1a}. Organisational Change is positively related to Organisational Performance.

H_{1b}. Organisational Culture is positively related to Organisational Performance.

H_{1c}. Organisational Environment is positively related to Organisational Performance.

WORKPLACE SPIRITUALITY

The ethical concept of living in interaction with other people in the organisation or at work is known as workplace spirituality (Ashmos & Duchon, 2000; Milliman et al., 2003). WPS typically develops between coworkers at work and during interactions between the group of employees when people work in an organisation as a unit (Milliman et al., 2003).

In 2011, Mat Desa and Koh Pin conducted research on the effects of WPS on employee commitment. This shows that workers who enjoy their jobs will inevitably be engaged with the company and have an impact on it. Additionally, there is a critical need for every organisation and its members to give its employees' spiritual needs more consideration and care. Even the management should encourage staff members to participate in CSR activities and green projects because these initiatives will improve their quality of life and feeling of community overall.

Numerous commercial organisations currently practise spirituality in their industry. Companies like IBM and Microsoft use a variety of programmes to train their staff, including spiritual lecturing sessions, since before employees felt a lack of spirituality. These organisations will serve as examples of how this might be done (Gupta et al., 2014). Employees who feel a part of a deeply spiritual organisational climate operate more collaboratively and effectively become more committed to and loyal to their organisations, according to Rego and Pina e Cunha's (2008) research. According to Saeed, I., Khan, J., Zada, M., Ullah, R., Vega-Muoz, A., and Contreras-Barraza (2022), spirituality in the workplace has been recognised as a distinctive strategy for enhancing worker performance.

2. The mediating role of Workplace Spirituality on Organisational factors

H₂. Workplace Spirituality (WPS) mediates the relationship between Organisational factors and Organisational Performance.

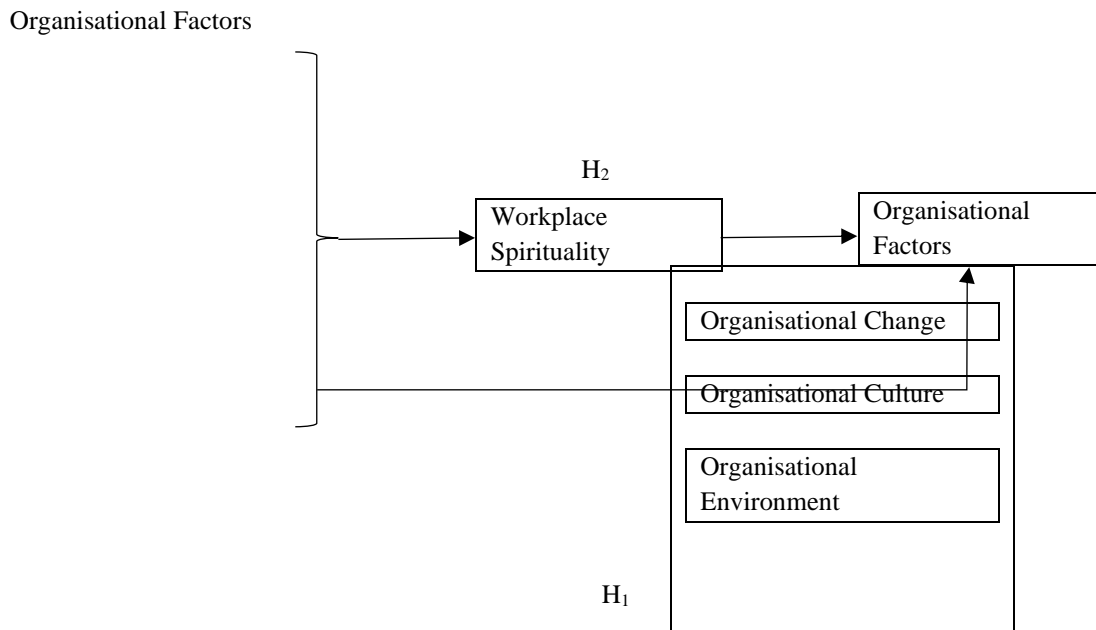
H_{2a}. Workplace Spirituality (WPS) mediates the relationship between Organisational Change and Organisational Performance.

H_{2b}. Workplace Spirituality (WPS) mediates the relationship between Organisational Culture and Organisational Performance.

H_{2c}. Workplace Spirituality (WPS) mediates the relationship between Organisational Environment and Organisational Performance.

Do, T. (2018) explores that studying spirituality at workplace would evident the remarkable connection between two dimensions of it namely: sense of community and work engagement. These two would positively connect with perceived job performance of the employees in the organisation.

Figure 1. Research Framework of the Study



3. METHODS

Every organisation is keen to focus on reaching the financial goals in today's competitive economy. In addition to meeting financial objectives, strive for high standards of competence and quality among the organization's members (Masum et al., 2016; Lee and Ok, 2014). As a result, the achievement of all organisations' goals rests entirely on the effective operation of the personnel and their commitment to the success of the organisation. Investigating organisational dynamics, workplace spirituality, and organisational outcome and performance is crucial. In this study, organisational characteristics are taken into account as both an input and an output, and workplace spirituality is also thought to have a mediating function.

The private companies in Chennai, the Indian state of Tamilnadu's capital, provided the data for this study. The only organisations the researcher takes into account are those that are located in Chennai. Thus, this study covers the largest number of branches. The researcher used psychological separation of predictors and criteria when designing and building the questionnaire, which helps to preserve the direction of measurement and improve the scale questions to help avoid ambiguity and other biasness. This procedure also made sure that common method variations were avoided in the study. On the basis of the researcher's convenience, a survey is conducted among 100 employees of 18 private organisations utilising this questionnaire. The researcher used Partial Least Square Structural Equation Modeling (Smart PLS-SEM) 3.0 software to analyse the data they had gathered.

4. RESULTS AND DISCUSSION

The mean and median values for the respondents' demographic distribution are shown in Table 1 below. Given that the gender standard deviation in this instance is 0.492 and the skewness, it is clear that the responses have been dispersed widely around the field. Hair et al. (2016) indicated that while determining the dependability of each indicator using PLS, it is crucial to look at the outer loadings of all constructs. The purpose of this study is to determine how many of the 22 initial objects were kept (see Table 2). This shows that the two items were eliminated as a result of the inadequate loadings. The research model is preserved with the remaining 20 elements, which carried loadings between 0.59 and 0.85 in equivalent amounts. Table 2 displays further information. All latent variables have undergone composite reliability calculations, and the results range from 0.78 to 0.89, indicating that all latent constructs meet the standards for internal consistency set by academics (Hair et al., 2012; Bagozzi and Yi, 1988). Through both convergent validity and discriminant validity, the researcher has looked into the constructs' validity in this study. The validity findings indicate (see Table 2) that the average variance extracted (AVE) values for all of the latent constructs fall within the range of 0.48 and 0.66, satisfying Chin's general rule of thumb (1998).

Table 1. Demographic (Gender) distribution

Gender	Frequency	Percentage	Mean	Median	Standard Deviation	Excess Kurtosis	Skewness
Male	43	43	1.590	2.000	0.492	-1.900	-0.372
Female	57	57					

Table 2. Outer loadings, Composite Reliability (CR) and Average Variance Extracted (AVE)

Construct	Items	Initial Model	Modified Model	CR	AVE
Organisational Change	OCh1	0.768	0.768	0.833	0.555
	OCh2	0.741	0.741		
	OCh3	0.787	0.787		
	OCh4	0.679	0.680		
Organisational Culture	OCu1	0.654	0.649	0.784	0.478
	OCu2	0.468	Del		
	OCu3	0.687	0.714		
	OCu4	0.382	Del		
	OCu5	0.742	0.795		
	OCu6	0.612	0.591		
Organisational Environment	OEn1	0.739	0.739	0.852	0.591
	OEn2	0.769	0.769		
	OEn3	0.762	0.762		
	OEn4	0.803	0.803		
Organisational Performance	OP1	0.765	0.764	0.887	0.662
	OP2	0.824	0.824		
	OP3	0.810	0.811		
	OP4	0.853	0.854		
Workplace Spirituality	WPS1	0.676	0.678	0.839	0.511
	WPS2	0.698	0.697		
	WPS3	0.763	0.765		
	WPS4	0.762	0.761		
	WPS5	0.666	0.665		

The Fornell-Larcker criterion, which determines if the AVE of each concept is greater than the squared correlation coefficients between constructs, is initially used to evaluate the discriminant validity. The diagonal in Table 3 displays the AVE square root values, and the other rows show correlations between the other components.

Table 3. Results of Discriminant Validity (Fornell-Larcker Method)

	OCh	OCu	OEn	OP	WPS
OCh	0.745				
OCu	0.521	0.691			
OEn	0.569	0.532	0.768		
OP	0.481	0.574	0.574	0.814	
WPS	0.467	0.424	0.606	0.599	0.715

Notes: OCh, Organisational Change; OCu, Organisational Culture; OEn, Organisational Environment; OP, Organisational Performance; WPS, Workplace Spirituality

The Heterotrait-Monotrait (HTMT) index was also produced, allowing for the determination of the discriminant validity between indicators of the same construct and between indicators of different constructs. HTMT ratio values must be less than 0.85 to comply with discriminant validity (Henseler et al., 2015). Table 4 displays all HTMT values, all of which are less than 0.85.

Table 4. Heterotrait-Monotrait (HTMT) Ratio criterion values

	OCh	OCu	OEn	OP
OCu	0.744			
OEn	0.748	0.734		
OP	0.608	0.784	0.698	
WPS	0.616	0.609	0.776	0.738

Notes: OCh, Organisational Change; OCu, Organisational Culture; OEn, Organisational Environment; OP, Organisational Performance; WPS, Workplace Spirituality

Additionally, the cross-loadings were looked at, i.e., how much each measurement item should load on the corresponding construct (Hair, et al., 2017). Each measurement item's cross-loading on its construct is higher than its cross-loading on other constructs (Table 5). As a result, the discriminant validity has been proven.

Table 5. Cross loadings of measurement items

Items	Organisational Change	Organisational Culture	Organisational Environment	Organisational Performance	Workplace Spirituality
OCh1	0.768	0.375	0.275	0.390	0.321
OCh2	0.741	0.344	0.384	0.293	0.319
OCh3	0.787	0.365	0.446	0.379	0.339
OCh4	0.680	0.454	0.572	0.358	0.401
OCu1	0.128	0.649	0.120	0.389	0.253
OCu3	0.267	0.714	0.389	0.364	0.318
OCu5	0.567	0.795	0.596	0.484	0.335
OCu6	0.444	0.591	0.311	0.334	0.262
OEn1	0.451	0.286	0.739	0.376	0.444
OEn2	0.415	0.353	0.769	0.371	0.365
OEn3	0.422	0.540	0.762	0.458	0.518
OEn4	0.460	0.425	0.803	0.531	0.507
OP1	0.286	0.512	0.322	0.764	0.441
OP2	0.384	0.418	0.431	0.824	0.538
OP3	0.439	0.373	0.524	0.811	0.474
OP4	0.446	0.555	0.574	0.854	0.495
WPS1	0.231	0.395	0.483	0.363	0.678
WPS2	0.393	0.224	0.469	0.269	0.697
WPS3	0.276	0.280	0.411	0.432	0.765
WPS4	0.425	0.307	0.491	0.556	0.761
WPS5	0.330	0.305	0.303	0.474	0.665

Direct relationship between organisational factors and organisational performance: The researcher, following Hair et al. (2012), used the PLS-SEM bootstrapping process with 500 samples to examine the relationship between independent variables, such as organisational factors (organisational change, organisational culture, and organisational environment), and the dependent variable, namely organisational performance. According to the findings (see Figure 2 and Table 6), organisational change, organisational culture, and organisational environment all support the three direct hypothesised links between organisational factors and organisational performance, and both variables are significant.

Table 6. Results of Hypothesis test of direct effects

No	Hypothesized Path	Direct Effects	t-value	p-value	Decision
H _{1a}	OCh → OP	-0.062	1.534	0.126	Supported
H _{1b}	OCu → OP	0.575	3.985	0.000*	Supported
H _{1c}	OEn → OP	0.333	4.271	0.000*	Supported

Notes: OCh, Organisational Change; OCu, Organisational Culture; OEn, Organisational Environment; OP, Organisational Performance
 *@ 0.01% Significant level

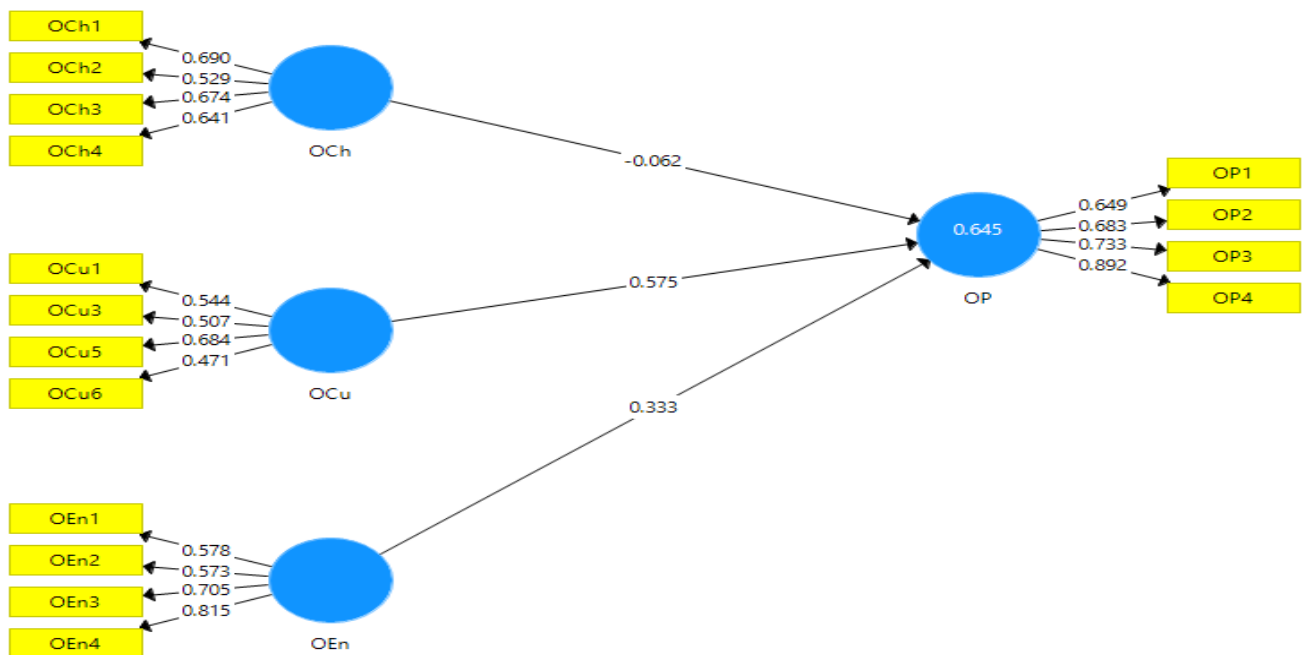
Mediation test: In order to assess the mediation effect on the relationship between organisational factors and organisational performance, the second structural path model is also analysed using the PLS-SEM bootstrapping procedure with 500 samples. This study examines the path coefficient for path "a" and path "b" (see Figure 3 and Table 7) where the path "a" exhibits the relationship between independent and mediating variables and the path "b" represents the links between mediator and dependent variables as suggested by Hair et al., in order to facilitate the testing of mediation effects using the PLS-SEM bootstrapping method (2014). The variation adjusted for (VAF) value has also been calculated to determine how much a proposed link will be impacted by mediating factors (Hair et al., 2014). It is discovered that there are statistically significant links between Organizational Factor (OEn) and WPS across Path "A," and there are also statistically significant relationships between WPS and Organizational Performance along Path "B." Additionally, it demonstrates that in the presence of WPS, connections between organisational factor (OCu) and organisational performance are statistically significant along direct path "c."

Table 7. Results of Structural Path Model of Indirect effects

Paths	Hypothesized Path	Specific Effects	Indirect	t-value	p-value
Path a (IV to Mediator)	OCh → WPS	0.149		1.399	0.162
	OCu → WPS	0.097		0.855	0.393
	OEn → WPS	0.470		4.536	0.000*
Path b (Mediator to DV)	WPS → OP	0.334		3.860	0.000*
Path c (IV to Mediator to DV)	OCh → WPS → OP	0.050		0.720	0.472
	OCu → WPS → OP	0.032		3.228	0.001*
	OEn → WPS → OP	0.157		1.808	0.071

Notes: OCh, Organisational Change; OCu, Organisational Culture; OEn, Organisational Environment; OP, Organisational Performance; WPS, Workplace Spirituality
 *@ 0.01% Significant level

Figure 2. PLS bootstrapping for Organisational Factors and Organisational Performance



The VAF value, which measures how much of the variability in organisational performance can be directly explained by organisational characteristics and how much of that particular variance can be explained by indirect relationships through WPS, has been calculated to determine the amount of the indirect influence. According to Hair et al. (2014), a VAF value of less than 20% indicates that there is no mediation effect, a VAF value of more than 80% indicates full mediation, and a VAF value of more than 20% but less than 80% indicates partial mediation.

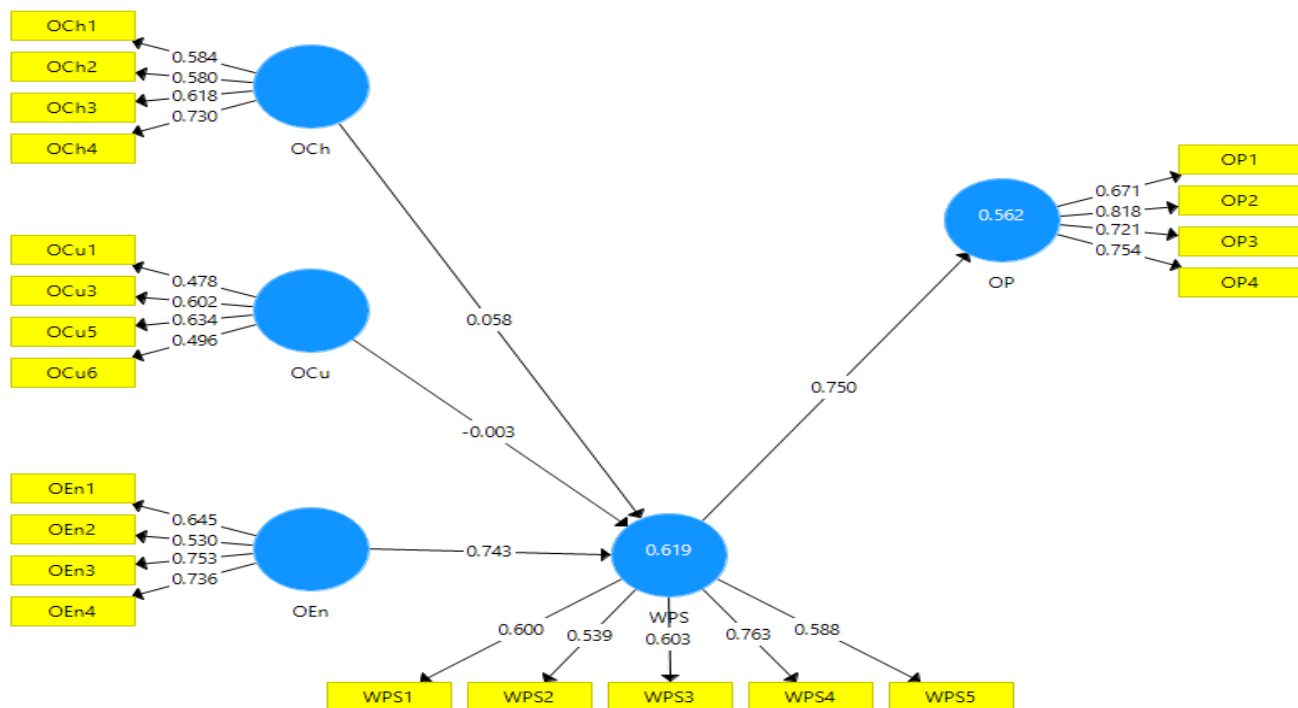
With a VAF value of 29.59 percent, which is greater than 20 percent but less than 80 percent, illustrating partial mediation of WPS on the relationship between Organizational Change and Organizational Performance, Figure 3 and Table 8 demonstrate that the mediation effect of WPS on the link between Organizational Change and Organizational Performance is significant ($=0.05$, $p0.472$) (partially supporting H2a). Additionally, the mediation impact of WPS on the association between organisational culture and performance is significant ($=0.03$, $p0.001$), and a VAF value of 8.15 percent, which is less than 20, indicates that WPS had no mediated effect on this relationship (not supporting H2b). With a VAF value of 32.85 percent, which is less than 80 percent but greater than 20 percent, the mediation effect of WPS on the relationship between organisational environment and organisational performance is significant ($=0.15$, $p0.071$). This shows partial mediation of WPS on the relationship between organisational environment and organisational performance (partially supporting H2c).

Table 8. Results of Mediation test of Workplace Spirituality

Relationships	Path a X b	t-value	p-value	VAF	Decision
OCh → WPS → OP	0.05	0.720	0.472	0.2959	Partial Mediation
OCu → WPS → OP	0.03	3.228	0.001*	0.0815	No Mediation
OEn → WPS → OP	0.16	1.808	0.071	0.3285	Partial Mediation

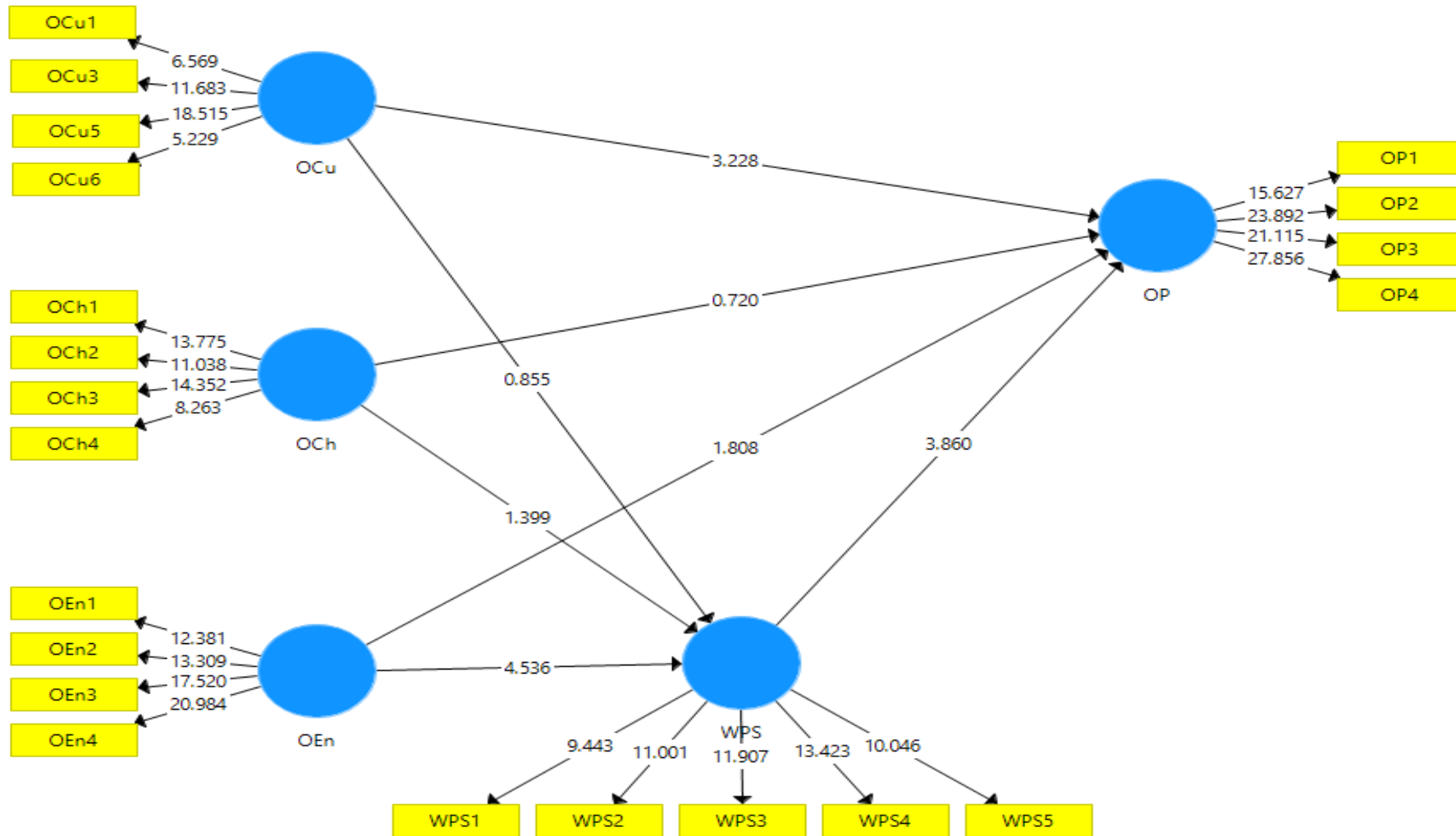
Notes: OCh, Organisational Change; OCu, Organisational Culture; OEn, Organisational Environment; OP, Organisational Performance; WPS, Workplace Spirituality
 *@ 0.01% Significant level

Figure 3. PLS-SEM bootstrapping indirect relationship (mediating relationship)



In summary, only two relationships—between organisational change, organisational environment, and organisational performance—are somewhat mediated by workplace spirituality out of the three indirect channels. There is no evidence of a mediation effect in the relationship between organisational culture and performance (see figure 4).

Figure 4. PLS Bootstrapping for Organisational factors (OCh, OCu, OEn) and Organisational Performance with Mediation role of WPS



5. IMPLICATIONS

The success of an organisation depends on each of its people consistently delivering excellent performance through the adoption and development of new strategies, methods, procedures, abilities, and practises. Due to rising worldwide rivalry and other changes in service requirements, every organisation struggles to outperform in its specific business. The results of this study will help organisational leaders create a highly competent environment and culture and implement adjustments to improve the performance of the organisation as a whole. Additionally, the WPS may have an impact on communities, organisations, and the gradual development of performance improvement standards.

6. SCOPE FOR FURTHER RESEARCH

Even though the current work, along with other empirical research, has made significant theoretical contributions, there are still certain gaps that require filling. In this study, data were gathered simultaneously during the research period using a cross-sectional study method (Zikmund et al., 2013). The researcher would not be able to establish a causal relationship between the important variables as a result. It is unsuitable to use experimental research designs in causal studies since they can be used to measure the substantial change in crucial variables over time (Cohen et al., 2013). Additionally, as the primary predictors of organisational effectiveness, this study only focuses on three organisational characteristics. However, in order to understand the considerable variations, other aspects may also need to be addressed, such as leadership, citizenship behaviour, and employee commitment.

7. CONCLUSION

The main goal of this study is to investigate the many organisational essentials—such as organisational transformation, organisational culture, and organisational environment—that may be connected to overall organisational performance. The primary objective is to investigate how workplace spirituality influences organisational performance and organisational characteristics. Conclusion: Despite the varied findings, this study is able to provide significant evidence that there is a larger correlation between organisational characteristics and organisational performance than there is for WPS as a mediating variable that then influences the performance of the organisation.

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