Workplace Spirituality as a Predictor of Psychological Well-being among Private Sector Employees: Unveiling the Mediating Role of Organizational Commitment

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Abstract

This study aimed to explore the relationship between workplace spirituality, organizational commitment, and psychological well-being among employees in private sector companies in Lahore. Using a cross-sectional design, data were collected from 120 participants using the Workplace Spirituality Questionnaire, TCM Employee Commitment Survey, and the Ryff Psychological Well-Being Scale. The results revealed a significant positive relationship among workplace spirituality, organizational commitment, and psychological well-being. Moreover, organizational commitment fully mediated the relationship between workplace spirituality and psychological well-being. Gender differences were also examined, showing no significant differences in workplace spirituality and organizational commitment, but females scored higher in psychological well-being than males. These findings underscore the importance of fostering workplace spirituality to enhance employees' psychological well-being through increased organizational commitment. The study offers practical insights for organizational practices aimed at promoting employee well-being and commitment.

Keywords: Workplace Spirituality, Psychological Well-being, Organizational Commitment, Private Sector Employees.

Introduction

The contemporary workplace evolved with increasing recognition of the importance of holistic employee well-being. Amidst this evolution, workplace spirituality emerged as a significant construct that influenced various organizational outcomes, including psychological well-being and organizational commitment. Workplace spirituality was defined as a framework of organizational values evidenced in the culture that promoted employees' experience of transcendence through the work process, facilitating their sense of being connected to others in a way that provided feelings of completeness and joy (Giacalone & Jurkiewicz, 2003). As employees sought greater meaning and purpose in their work, workplace spirituality became crucial in fostering a positive work environment and enhancing psychological well-being.

Psychological well-being encompassed various dimensions such as job satisfaction, emotional stability, and overall mental health. Job satisfaction referred to the extent to which employees felt content and fulfilled with their job roles, which was influenced by job characteristics, work environment, and personal attributes (Judge, Heller, & Mount, 2002). Emotional stability involved maintaining emotional equilibrium and resilience in the face of stress and challenges, contributing to overall mental health and positive psychological states such as happiness and life satisfaction (Luthans, Avolio, Avey, & Norman, 2007). Psychological well-being was vital for both individual employees and the organization, as it enhanced productivity, reduced turnover, and fostered a positive organizational culture (Diener, 2000).

Organizational commitment, defined as the psychological attachment an employee felt toward their organization, was a critical factor influencing various work outcomes. Meyer and Allen (1991) conceptualized organizational commitment into three components: affective commitment (emotional attachment to the organization), continuance commitment (perceived costs associated with leaving the organization), and normative commitment (sense of obligation to remain with the organization). High levels of organizational commitment were associated with increased job performance, lower turnover rates, and enhanced employee well-being (Mowday, Steers, & Porter, 1979).

The interlinking of these variables was grounded in several theoretical frameworks. First, the Social Exchange Theory (SET) posited that workplace spirituality fostered a positive exchange relationship between employees and the organization. When employees perceived their work as meaningful and aligned with their personal values, they were likely to reciprocate with higher levels of organizational commitment and enhanced psychological well-being (Cropanzano & Mitchell, 2005). Second, the Conservation of Resources (COR) theory suggested that workplace spirituality provided essential resources such as a sense of purpose and community, which helped employees cope with stress and maintain psychological well-being (Hobfoll, 1989). These resources could also enhance organizational commitment by fostering a supportive work environment.

Despite the growing interest in workplace spirituality and psychological well-being, there was a paucity of research exploring the mediating role of organizational commitment in this relationship. This study aimed to bridge this gap by examining how organizational commitment mediated the relationship between workplace spirituality and psychological well-being among employees. By investigating this mediation, the study sought to provide a more comprehensive understanding of how workplace spirituality could enhance psychological well-being, offering practical insights for organizations aiming to foster a supportive and fulfilling work environment.

Workplace spirituality was conceptualized as a multidimensional construct that included meaningful work, a sense of community, and alignment with organizational values (Giacalone & Jurkiewicz, 2003). Meaningful work referred to employees finding significance and purpose in their roles, which enhanced their intrinsic motivation and satisfaction (Rosso, Dekas, & Wrzesniewski, 2010). A sense of community involved fostering strong interpersonal relationships and a supportive work environment, which could lead to increased feelings of belonging and emotional support (Milliman, Czaplewski, & Ferguson, 2003). Alignment with organizational values pertained to the congruence between an individual's personal values and the values promoted by the organization, contributing to a sense of coherence and integrity in one's work (Rego & Pina e Cunha, 2008).

Psychological well-being in the workplace was a broad construct that included job satisfaction, emotional stability, and overall mental health (Ryff, 1989). Job satisfaction was the extent to which employees felt content and fulfilled with their job roles, which was influenced by various factors such as job characteristics, work environment, and personal attributes (Judge, Heller, & Mount, 2002). Emotional stability referred to the ability to maintain emotional equilibrium and resilience in the face of stress and challenges (Luthans, Avolio, Avey, & Norman, 2007). Overall mental health encompassed the absence of psychological distress and the presence of positive psychological states such as happiness and life satisfaction (Keyes, 2002).

Organizational commitment was typically divided into three components: affective commitment, continuance commitment, and normative commitment (Meyer & Allen, 1991). Affective commitment referred to the emotional attachment an employee had to the organization, often resulting in a desire to stay (Meyer et al., 2002). Continuance commitment involved the perceived costs associated with leaving the organization, which could include loss of benefits, job security, and relationships (Jaros, Jermier, Koehler, & Sincich, 1993). Normative commitment reflected a sense of obligation to remain with the organization, often due to social or moral reasons (Wiener, 1982).

The rationale for this study was grounded in the need to understand the mechanisms through which workplace spirituality influenced psychological well-being. While previous research established the positive effects of workplace spirituality on employee outcomes (Petchsawanga & Duchon, 2009), the mediating role of organizational commitment remained underexplored. By investigating this mediation, the study sought to provide a more comprehensive understanding of how workplace spirituality could enhance psychological well-being, thereby offering practical insights for organizations aiming to foster a more supportive and fulfilling work environment. Understanding these dynamics could inform organizational practices and policies that promote employee well-being and commitment, ultimately contributing to organizational success.
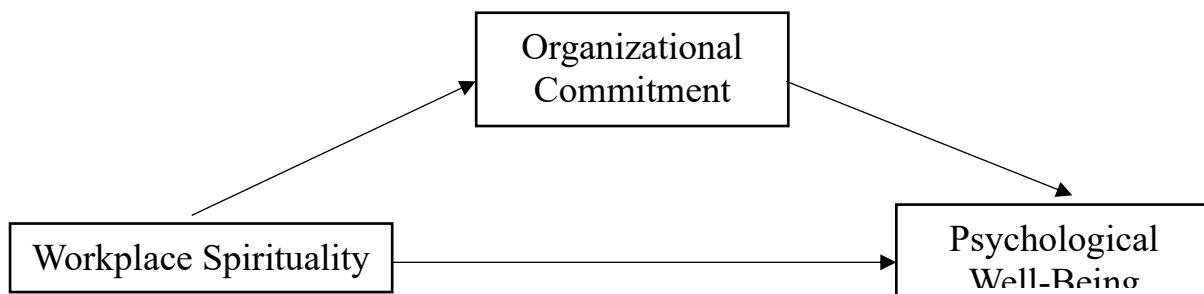
Objective

- To evaluate the relationship among workplace spirituality, organizational commitment and psychological well-being.

- To find out the mediating role of organizational commitment the relationship between workplace spirituality and psychological well-being.

- To identify the gender differences among the study variables.

Hypotheses

- There is likely to be a significant relationship among workplace spirituality, organizational commitment and psychological well-being.

- Organizational commitment is likely to mediate the relationship between workplace spirituality and psychological well-being.

- There is likely to be the gender differences among the study variables.

Hypothesized Model

Method

Research Design

A cross-sectional research design was used to evaluate the relationship among workplace spirituality, organizational commitment and psychological well-being.

Sample

120 males and females from different private sector companies of Lahore within the age range f 25-60 years were taken as sample.

Sampling Strategy

For the recruitment of the sample, non-probability convenient sampling technique was used to gather the data from different private sector companies of Lahore.

Assessment Measures

Following were the assessment tools that were used to gather the data for the study variables

1. Demographic Information Sheet
2. Workplace Spirituality Questionnaire
3. TCM Employee Commitment Survey
4. Ryff Psychological Well-Being Scale

Demographic Information Sheet

The demographic information sheet included all the demographic details of the participants that were used for the analyses purpose. This information included following details

Table 1

Table showing Demographic Characteristics of the Participants (N=120)

Baseline Characteristics	M	SD	f	%
Age	34.75	9.87		
Experience (In years)	12.02	10.79		
Gender				
Male			66	55
Female			54	45
Job Status				
Permanent			58	48.3
Contract based			62	51.7

Workplace Spirituality Questionnaire

The Workplace Spirituality Questionnaire was developed by Alan D. Ashmos and Dennis Duchon in 2000. It was designed to assess several aspects of spirituality within organizational settings. This comprehensive instrument comprises 66 items aimed at capturing employees' perceptions of how their work environment supports their spiritual well-being and fulfillment. In WSQ, three primary dimensions, meaningful work, sense of community, and alignment with organizational values were measured. In this study, 17 questions were used for measuring these three dimensions with organizational values having reliability of .83.

TCM Employee Commitment Survey

TCM employee commitment survey was developed by Meyer and Allen and revised in 2004. This scale measured the affective, normative and continuance aspects of the organizational commitment. In this study, the revised scale with 18 items was used for the measurement having reliability of .82.

Ryff Psychological Well-Being Scale

The 18-item version of the Ryff Psychological Well-Being Scale, developed by Carol D. Ryff in 1989, aimed to provide a concise measure of psychological well-being while retaining the multidimensionality of the original scale. This abbreviated version assessed six key dimensions of well-being: autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance, with each dimension represented by three items. In this study, 18 items shorter version was used having reliability .78.

Results

After gathering the data, the data was then analyzed in response to the hypotheses and the results were drawn that are given in the following section.

Table 2

Correlation among Workplace Spirituality, Organizational Commitment and Psychological Well-Being (N=120)

Variable	1	2	3
Workplace Spirituality	-	.42***	.20*
Organizational Commitment	-	-	.29**
Psychological Well-Being	-	-	-

Note. *$p < .05$; **$p < .01$; ***$p < .001$

Pearson Product Moment Correlation was run to analyze the first hypothesis that was about the relationship among workplace spirituality, organizational commitment and psychological well-being. The above table showed that workplace spirituality was significantly positively related to organizational commitment and psychological well-being. It was also shown that psychological well-being was significantly positively related to workplace spirituality and organizational commitment.

Table 3

Simple Linear Regression Analysis for the Prediction of Workplace Spirituality for Organizational Commitment (N=120)

Variables	B	95% CI		S.E	β	R^2
		LL	UL			
Constant	44.12***	24.36	63.89	9.98		.41***
Workplace Spirituality	.53***	.32	.74	.11	.42***	

Dependent: Organizational Commitment

The above table analyzed that workplace spirituality predicted organizational commitment. The overall model was significant and had 41% variance F (1, 118) = 24.49 p <.001.

Table 4

Multiple Hierarchical Regression Analysis for Mediation of Organizational Commitment between Workplace Spirituality and Psychological Well-Being (N=120)

Variables	B	95% CI		S.E	β	R^2	ΔR^2
		LL	UL				
Step 1						.04	.04*
Constant	72.96***	54.55	91.38	9.29			
Workplace Spirituality	.22*	.02	.41	.10	.20*		
Step 2						.04	.05**
Constant	63.22***	96.54	112.44	9.79			
Workplace Spirituality	.10	-.11	.31	.11	.09		
Organizational Commitment	.22**	.06	.39	.08	.26**		

Dependent: Psychological Well-Being

The above table showed the mediating role of organizational commitment the relationship between workplace spirituality and psychological well-being. The overall model 1 was significant with variance 4% F (1, 118) = 4.79 p <.05. The overall model 2 was also significant with variance 9% F (2, 117) = 5.99 p <.01. The results showed the full mediation.

Sobel-z test was employed to evaluate the mediating role of organizational commitment the relationship between workplace spirituality and psychological well-being (Sobel t = 2.39, p <.01).
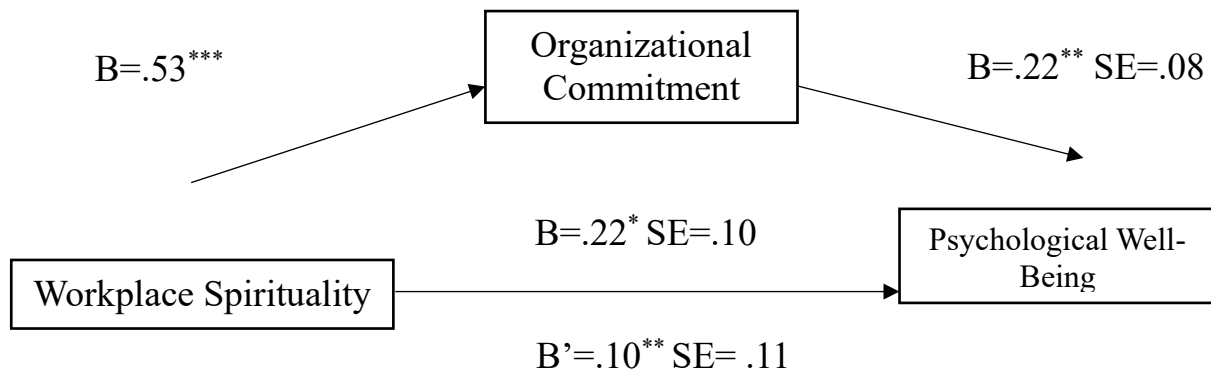

Table 5

T-Test for Evaluating the Gender Differences among Workplace Spirituality, Organizational Commitment and Psychological Well-Being (N=120)

Variables	Males (n=66)		Females (n=54)				95% CI		
	M	*SD*	*M*	*SD*	*t*(118)	*p*	*LL*	*UL*	*Cohen's d*
Workplace Spirituality	90.38	16.87	94.46	14.45	-1.40	.16	-9.84	1.66	.26
Organizational Commitment	90.68	20.15	95.43	20.24	-1.28	.20	-12.08	2.59	.23
Psychological Well-Being	88.23	17.68	98.72	15.61	-3.37	.00	-16.49	-4.37	.63

Note: CI= confidence interval; LL: lower limit; UL= upper limit M = mean; SD = standard deviation.

The above table showed the gender differences among the study variables. Result had shown that there were no significant gender differences in Workplace Spirituality, Organizational Commitment while female scored high in psychological well-being which means that psychological well-being was better in females than in males.

Discussion

The present study aimed to explore the relationships among workplace spirituality, organizational commitment, and psychological well-being, as well as to examine the mediating role of organizational commitment. The findings revealed a significant positive relationship among these variables, indicating that employees who experienced higher levels of workplace spirituality also reported greater organizational commitment and psychological well-being. These results aligned with previous research, which suggested that a spiritually enriched workplace environment fostered a sense of purpose and community, leading to enhanced employee well-being and commitment (Milliman, Czaplewski, & Ferguson, 2003; Rego & Pina e Cunha, 2008).

Moreover, the study demonstrated that organizational commitment fully mediated the relationship between workplace spirituality and psychological well-being. This finding underscored the critical role of organizational commitment in translating the positive effects of workplace spirituality into enhanced psychological well-being. The mediating role of organizational commitment could be explained through the lens of Social Exchange Theory (SET), which posited that employees reciprocated the meaningful and supportive environment provided by workplace spirituality with increased commitment to the organization

(Cropanzano & Mitchell, 2005). As a result, this heightened commitment contributed to improved psychological well-being by fostering a sense of security, belonging, and fulfillment in employees.

Contrary to our expectations, the results indicated no significant gender differences in workplace spirituality and organizational commitment. However, females scored higher in psychological well-being compared to males, suggesting that female employees experienced better psychological well-being. This finding echoed prior research that reported women generally had higher levels of emotional intelligence and social support, which contributed to their overall psychological well-being (Brackett, Rivers, & Salovey, 2011). This gender difference in psychological well-being might be attributed to various socio-cultural factors and coping strategies that differ between men and women.

Conclusion

In conclusion, this study highlighted the significant positive relationships among workplace spirituality, organizational commitment, and psychological well-being. The findings emphasized the mediating role of organizational commitment in enhancing psychological well-being through workplace spirituality. Additionally, the study found gender differences in psychological well-being, with females reporting higher well-being than males. These results underscored the importance of fostering a spiritually supportive work environment to enhance employee well-being and commitment.

Implications and Suggestions

The findings of this study have several practical implications for organizational leaders and human resource practitioners. First, organizations should cultivate workplace spirituality by promoting values such as meaningful work, a sense of community, and alignment with organizational goals. This could be achieved through initiatives such as employee engagement programs, team-building activities, and leadership development that emphasize spiritual values. Second, enhancing organizational commitment through supportive management practices, recognition programs, and career development opportunities could further bolster employee well-being. Lastly, organizations should consider gender-specific interventions to support psychological well-being, such as providing tailored support services and promoting work-life balance.

Future research should explore the longitudinal effects of workplace spirituality on organizational outcomes and examine other potential mediators and moderators in this relationship. Additionally, studies could investigate cultural differences in the perception and impact of workplace spirituality to provide a more comprehensive understanding of its role in diverse organizational contexts.

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