

Workplace Spirituality and Employee Work Attitudes: Exploring Gender as a Moderator

Madhan Kumar P

Assistant Professor Sikkim Manipal University

Abstract: *Spirituality is considered as one of the key success factors of the organization in the long term. Nowadays, Organizations are looking for ways to succeed by using their potential to maximize employee's job satisfaction and innovative work behaviour through various domains of spirituality. Against this background, the aim of the present study was to investigate the effects of work place spirituality on employee individual outcomes (Job satisfaction and Innovative work behaviour), with the moderating role of gender. This research adapted descriptive research in the form of cross sectional design. Data were collected using measuring instrument in the form of a structured questionnaire. A total of 609 employees from various companies in Chennai representing three different industries such as Information technology (IT), Banking and Manufacturing were surveyed using convenience sampling method. Data analysis was performed using statistical software SPSS and Amos. The research results indicate that workplace spirituality is positively related to Individual outcomes (job satisfaction and innovative behaviour). It also indicates that gender has a moderating effect on the relationship between workplace spirituality and individual outcomes. Finally, managerial implications, limitations of the study and future research directions are indicated.*

Keywords: *Spirituality, Job Satisfaction and Innovative Work Behaviour.*

I. Introduction

In rapidly changing business environment and in the age of globalization, almost all organizations have to face with an uncertain dynamic environment which brings enormous risks and competitive pressures. To cope with global competition and environmental uncertainty, employees are expected to work longer hours and to take fewer holidays since employers are setting targets that are very high and unrealistic for their employees. This situation results in greater anxiety and stress among employees which may in turn result in poor work attitudes. In an effort to improve organizational environments, managers have implemented numerous activities aimed at building a better organizational climate. Some of these policies or activities have the purpose of creating or enhancing what is called workplace spirituality (WS). The concept of the employees' sense of wholeness, connectedness at work, and deeper values can be considered as one's workplace spirituality (Gibbons, 2000). Workplace spirituality includes looking for the meaning in their work, developing a strong connection with the colleagues and the people who are related to the work, and having a clear consistency between one's main beliefs and the values of their organization (Denton & Mitroff, 1999). When employees are allowed to bring the spiritual side of themselves to work, they become more creative, which leads to satisfaction (Turner, 1999). Research also found that organizations that promote spirituality have reported increase in creativity, satisfaction, team performance and organizational commitment (Freshman, 1999; Turner, 1999).

During past years, workplace spirituality has been researched by numerous scholars, it has been suggested that there is a need for more empirical research on the relationship between work place spirituality and outcomes such as innovative work behaviour and job satisfaction (Rego & Cunha, 2008; Sheep, 2006). Different view of gender on the perception of spirituality on work may affect the interaction among members of an organization, which may in-turn have influences on work outcomes. However, only few scholars have investigated the different perception between male and female employee on the workplace spirituality and its outcomes. It is important to note that most of these studies were undertaken in western countries. In the case of Eastern countries, research in this area is sparse. In light of this background, this study will add up to existing body of knowledge by investigating workplace spirituality and its impact on individual outcomes such as (Innovative work behaviour and Job satisfaction). This research study also contributed significantly by investigating the moderating role of gender on the relationship between Workplace spirituality and Individual outcomes.

Workplace Spirituality

According to Ashmos and Duchon (2000) the concept of spirituality in the workplace (WPS) is based on acknowledging that people need their minds, bodies and souls nourished in meaningful ways through the work they do. People seek purpose in their work beyond material gain and formal job characteristics (Ashmos &

Duchon, 2000). WPS is thus defined as “the recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community” (Ashmos & Duchon, 2000, p.137). This study, consistent with Milliman et al. (2003), focuses on three levels of workplace spirituality namely, individual level in terms of an employee’s interaction with his/her work, work group or department level, and organizational level. Meaning in work, community at work, and positive organizational purpose are the three aspects included in the assessment of workplace spirituality in the present study and they correspond to the three levels – individual, work group, and organizational – of work place spirituality. An explanation of each dimension becomes relevant for the purpose of understanding spirituality in the workplace. Consistent with Ashmos and Duchon (2000, p. 141), the aspect of meaning in work reflects “a sense of what is important, energizing, and joyful about work”. Consistent with Ashmos and Duchon (2000, pp. 139-41), the aspect of community at work reflects the extent to which employees feel being a part of their work community where they “can experience personal growth, be valued for themselves as individuals, and have a sense of working together”. The aspect of positive organizational purpose reflects the extent to which employees perceive their organization as having a positive purpose in relation to employees, society, etc.

Workplace spirituality and Job Satisfaction

Dalai Lama and Cutler (2003) defined job satisfaction as “a productive and meaningful activity, the exercise of skills, through interacting with and shaping our environment”. Research has suggested that elements such as sense of community, meaningful work, and inner life have an effect on employee job satisfaction (Friedlander & Margulies, 1969; Glisson & Durick, 1988). For instance, Milliman, Ferguson, Trickett and Condemi (1999) studied the integration of a spiritual-based model in an organization. They proposed that an organization that promotes a sense of community will have a more satisfied and motivated workforce. In addition, Burroughs and Eby (1998) stated that job satisfaction is a possible consequence of a psychological sense of community. Wisher (1991) proved that meaningful work could be a predictor of job satisfaction. Fry (2003) stated that fulfilling employees’ higher level needs, should be positively related with job satisfaction. Milliman et al. (2003) examined the relationship between dimensions of WS and intrinsic work satisfaction, with three dimensions work place spirituality: meaningful work, sense of community and alignment with organizational values. Using a sample of MBA students, he found that meaningful work and sense of community were positively related to intrinsic work satisfaction. However, alignment of values was found insignificant. Consistent with the above posited relationships, Judge, Locke, Durham and Kluger (1998) analysed the effect of core self-evaluations on job satisfaction. They found that the evaluations had a direct and indirect effect on job satisfaction. Thus, there is a positive relationship between workplace spirituality dimensions and job satisfaction. Thus it is hypothesized that:

Hypothesis 1: Workplace spirituality dimensions will be positively related to employees’ Job Satisfaction.

H1a. Meaning in work will be positively related with job satisfaction.

H1b. Community at work will be positively related with job satisfaction.

H1c. Positive organizational purpose will be positively related with job satisfaction.

Workplace spirituality and Innovative Work Behaviour.

Individual innovative behaviour can be defined as “the intentional creation, introduction, and application of new ideas within a work role, group, or organization, in order to benefit role performance, the group, or the organization” (Janssen, 2004, p. 202). Research has mentioned that there are elements within the organizational environment that can foster the innovation of individuals (Amabile, 1998; Mooney, 1963; Woodman, Sawyer, & Griffin, 1993). With regard to community in the workplace, it has been stated that collaboration among workers can lead to idea generation (Sethia, 1991). Meaningful work can also have a significant impact on the generation of ideas. Farr and Ford (1990) stated that, compared to simple activities at work, meaningful and enriched jobs require more thinking, which can lead to innovation.

Townsend (2000) states that it is essential to build a work environment that could be conducive to creativity. In order to be innovative in the workplace, employees need to have freedom, autonomy and the opportunity to express themselves. Segal (2001) explored the aspects that can trigger creativity in workplaces. According to Segal there are certain factors within organizations that can help in generation of ideas in the workplace. Among those elements, freedom at workplace is highlighted as an element that can be conducive to innovative behaviour. Just a few conceptual articles have proposed that WS has a positive effect on innovative behaviour. The majority of them state that WS creates an environment in which the employee can foster his/her innovative behaviour (Harman, 1992; Hawley, 1993). Spirituality in the workplace has been found to encourage innovativeness among stakeholders (Marques, 2007; Steele & Bullock, 2009). Kinjerski and Skrypnik (2004) conducted an exploratory analysis in order to acquire a better understanding of spirituality in the workplace. Interviews with professionals revealed that spirituality at work encompasses several dimensions. Among them,

authenticity was mentioned as an important determinant for increasing creativeness and innovative solutions. Thus, there is a positive relationship between workplace spirituality dimensions and Innovative Work Behaviour. Thus it is hypothesized that:

Hypothesis 2: Workplace spirituality dimensions will be positively related to Innovative Work Behaviour.

H2a. Meaning in work will be positively related with Innovative Work Behaviour.

H2b. Community at work will be positively related with Innovative Work Behaviour.

H2c. Positive organizational purpose will be positively related with Innovative Behaviour.

Gender moderates the relationship between WPS and Job satisfaction.

A sense of workplace spirituality among people may differ based on their individual characteristics. For example, females are found to be more expressive than males that in turn affect their attitude and behavior at work (Meyers-Levy and Maheswaran 1991). They have different sensitivity, expressive behaviors, and motivational response on the job (Lysonski and Gaidis 1991; Whipple and Swords 1992; Bernardi and Guptil 2008). It is found to have different effects on several contexts ranging from interpersonal relationships to household decision making (Qualls 1987; Baghat and Williams 2008). Accordingly, gender has been used in social studies to provide explanations for different effects on outcomes. Past research indicates various findings on the relationship between gender and Job satisfaction.

Tsukada, Tokita, Kato, Kato, Miyauchi, Ono, Tanabe, Yokoshima, Fukumoto, Miyatake and Mizuno (2009) in their study found out that even though both males and females reported having to work for long hours as their most problematic issue, significantly more women complained about this difficult situation than men. Moreover, women showed significantly more dissatisfaction towards their jobs than men. Bokemeier and Lacy (1987) studied determinants of job satisfaction for men and women in relation to meaningful work. They found that both men and women prefer work that is important, meaningful, and provides them with a feeling of accomplishment. As highlighted by Smith and Rogers (2000), the gender socialization theory proposes that males and females tend to regard their work environments with different attitudes and expectations. In addition, the findings about gender role on job satisfaction are also inconsistent. Burke and Green glass (1989) showed that men's job satisfaction is lower than women's; however, Weaver's study (1977) did not find a relationship between gender and job satisfaction. Females with their core responsibility to their family are likely to have less meaningful work. Those with stronger expressiveness rather than male are expected to have a deeper sense of community at work. Those with the sensitivities are indicated to have a higher concern to their family and carrying their children. Hence, it is plausible to promote gender to investigate different effects of work spirituality on job satisfaction

Hypothesis 3: Gender acts as a moderator in the relationship between WP Sand Job satisfaction.

Hypothesis 3a: Gender moderates the relationship meaning in work and job satisfaction.

Hypothesis 3b: Gender moderates the relationship community at work and job satisfaction.

Hypothesis 3c: Gender moderates the relationship Positive organizational purpose and job satisfaction.

Gender moderates the relationship between WPSand Innovative Work Behaviour

Individuals' innovative behaviour at the workplace is among the essentials of any high performance for an organization. Innovative work behaviours have been studied in terms of personality characteristics, outputs, and behaviours. Jafri, M. H. (2010) emphasized general intent to change as a personality-based aspect of individual innovation. Nafees (2006) results revealed that innovative work behaviour exhibited significant difference between small and medium size organizations. According to him medium size organizations reflected higher innovative work behaviour, whereas small size organizations exhibited low innovative work behaviour. Moreover significant gender differences on innovative behaviour, revealed higher mean score of women as compared to men. Ngo, Foley, Wong, and Loi (2003) argued that men and women perceive things differently due to the fact that their socialization may lead them to perceive behaviour differently. The moderation effect of gender consistently provides evidence that organizations consist of relations between people and can never be gender neutral (Acker 1990). Arif, S., Zubair, A., & Manzoor, Y. (2012) argued that women exhibited more innovative work behavior as compared to men. The findings are strengthened by the earlier researches, which observed that women reflected high workplace creativity as compared to men (Donnel & Jay, 1980). Women also exhibited high involvement on innovation and less resistance to transformations than their male counterparts (Chochlakis & Pseiridis, 2005). These arguments support, that gender moderate the relationship between workplace spirituality and innovative work behaviour. Thus it is hypothesized that:

Hypothesis 4: Gender acts a moderator in the relationship between WPS and Innovative Work Behaviour (IWB).

Hypothesis 4a: Gender moderates the relationship meaning in work and IWB.

Hypothesis 4b: Gender moderates the relationship community at work and IWB.

Hypothesis 4c: Gender moderates the relationship positive organizational purpose and IWB.

II. Methodology

Sample and Procedure

This research has adapted descriptive research in the form of cross sectional design. A measuring instrument in the form of a structured questionnaire was distributed by means of convenience sampling to the employees from various companies in Chennai representing three different industries such as Information technology (IT), Banking and Manufacturing. There were totally Eight hundred questionnaires were distributed, out of which six hundred and Twenty nine questionnaires were received. But twenty questionnaires had incomplete information. A total of six hundred and nine questionnaires which had complete responses were used in this study. It comprised of two hundred respondents from Information technology (IT), two hundred respondents from Banking and two Hundred and Nine respondents from Manufacturing.

From the 609 respondents, 304 (49.9 %) were male and (305) 50.1% are female. In terms of age group 35.8% were between the age group of 21 to 30 years, 29.8% were between the age group of 31 to 40 years, 19.5% were between the age group of 41 to 50 years and 14.8% were above the age of 51 years. In terms of number of years that they were working in the present organization, 24.9% of these respondents had served less than a year, 43.2% are between one to three years, 19.2% were between four to six years and only 12.7% had served the organization for more than six years. In terms of educational attainment, the sample population consisted of employees with Diploma (18%), Graduates (30%), Postgraduates (49%), and Ph.ds (3%).

Instrument

The survey for this research is composed several tested scales. For measuring Workplace Spirituality, the Ashmos and Duchon (2000) and Duchon and Plowman (2005) scales were used. Job Satisfaction was measured by using 4 item scale developed by Caprara et al. (2003). Both of these scales were measured using five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Individual innovative behaviour was measured with seven items adapted from Kleysen and Street (2001). The indicators measure how often an individual explores opportunities for generating, investigating and implementing ideas in the workplace. These indicators were measured on a Likert scale ranging from 1 = never to 6 = always. Data processing was done by using Statistical Package for Social Sciences, (SPSS-Version21) and Analysis of Moment Structure (AMOS, Version20).

III. Empirical Results

Confirmatory factor analysis (CFA) was adapted to test the quality and adequacy of the measurement model. The three-factor measurement model indicated a good fit to the data because the goodness of overall model met the fit index suggested by Hair et al. (2010). Seven general model fit measures were used to evaluate the model's whole goodness of fit: the ratio $\chi^2/(d.f.)=4.99$, Adjusted goodness-of-fit index (AGFI)= 0.85, Relative fit index (RFI)=0.91, Normalized fit index (NFI)=0.92, Comparative fit index(CFI) =0.93 and Root means square error of approximation (RMSEA) = 0.08. All the model fit indices, gone beyond the general approval grades and showed a good fit with the data collected.

Table 1. Inter correlations, AVE, Construct Reliabilities, and Cronbach's α

Correlation Matrix						
	Meaning in work	Community at Work	Positive Organizational Purpose	Innovative Behaviour	Job Satisfaction	Gender
Meaning in work	0.95					
Community at Work	.715**	0.83				
Positive Organizational Purpose	.215**	.156**	0.95			
Innovative Behaviour	.164**	.192**	.303**	0.83		
Job Satisfaction	.626**	.617**	.209**	.608**	0.90	
Gender	-0.02	-0.017	-0.014	-0.087	0.022	1
AVE	0.90	0.68	0.91	0.69	0.81	----
Construct Reliability	0.98	0.95	0.97	0.94	0.94	----
Cronbach's α	0.98	0.95	0.97	0.94	0.94	----

***p < .001. **p < .01. *p < .05. Note: Diagonal elements in bold represent square root of AVE

Validity of the measurement model was assessed using Convergent and discriminant Validity. Convergent validity is the degree to which factors that are supposed to measure a single construct, agree with each other (John and Benet-Martinez, 2000). Convergent validity can be established through three criteria suggested by Hair et al.,(2006), (1) Standardized Factor Loadings greater than 0.5 (2) Average Variance Extracted should be greater than 0.5 (3) Reliability should be greater than 0.5. Measurement model results revealed that all loadings of the standardized factor loadings were above the 0.5 cut-off. AVE and Construct Reliability was estimated using the method given by Fornell and Lacker (1981).Results are reported in Table 1, which revealed that AVE and Construct Reliability estimates for each variable are above the ideal 0.5 cut-off. The satisfaction of conditions for all the Regression Weights, CR, and AVE support the Convergent Validity of the constructs to a reasonable extent. The recommended approach for establishing Discriminant Validity is to compare the squared correlation between two constructs with either of their individual AVE estimates. The AVE estimates should be greater than the squared correlation estimate. To assess the discriminant validity of the constructs the square root of average variance extracted of each construct was compare with their correlations as recommended by Fornell and Larcker (1981). From Table 1 it can seen that, Square root of AVE (Highlighted bold in diagonal) for the construct is greater than its correlation with other constructs. This establishes the discriminant validity between constructs used in this research.

In terms of **reliability**, measuring instrument was assessed by the CR estimates and Cronbach' salpha correlation coefficients. From Table 1 it can be seen that all the measuring instruments obtained a construct reliability estimate of above there commended value of 0.60 (Hair, Black, Babin, Anderson & Tatham 2006:777). All the variables obtained Cronbach' salpha correlation coefficient above there commended 0.70 (Nunnally & Bernstein 1994:246-265) so the items can be regard ed as reliable. These consequences show that the measurement items have high reliability and validity.

Since our study was cross-sectional, data have been obtained from the same source, with a similar response format, and is thus susceptible to Common method variance (CMV). We assessed CMV with two separate tests. Firstly, Harman's one-factor test was conducted to detect potential bias caused by common method variance (CMV). If a single factor emerges or one general factor explains most of the covariance in the independent and dependent variables, it is reasonable to conclude that a significant CMV is present (Podsakoff et al., 2003). We entered all scale items into a principal components analysis and examined the unrotated factor solution. Five factors possessing an eigenvalue greater than 1.0 emerged, which accounted for 82.15% of variance. The first factor accounted for 45.35% of variance, which showed that the items did not load on a general single factor. As it mentioned form Podsak off et al. (2003), the first factor's variance is not greater than 50%, which shows no serious CMV problems.

To confirm this result, we further assessed CMV through common latent variable test, which enables the researcher to account for measurement error in variables. All items were allowed to load on their theoretical constructs, as well as on a latent common methods variance factor. The significance of the structural parameters was examined both with and without the latent common methods variance factor in the model. Results indicated that all the delta values were less than 0.2, so common method bias was not a major threat in our study. After confirming CMB is not a major issue, we performed analysis of variance (ANOVA) test to examine differences among industries (Information technology (IT), Banking and Manufacturing) to do a sector wise analysis. Anova results confirmed mean difference among industries, F values were significant for almost all variables. To determine which industries were different from one another, we further performed Tukey's honestly significant difference (HSD) post hoc test. However, results did not yield any consistent pattern that could be used as the basis of clustering of the data for further analyses. Therefore, we combined the samples for analysing the hypothesized relationships.

Testing Hypotheses

To test the above stated hypotheses, we used PROCESS macro suggested by Hayes (2012). The results in Table II indicate that all three dimensions of workplace spirituality, meaning in work (B= .42, P <.05, CIs .29 .55), community at work (B= .41, P <.05, CIs: .31 .51) and positive organizational purpose (B= .71, P <.05, CIs: .31 1.08) are sign ificantly predicting job satisfaction, thus supporting hypotheses H1a, H1b and H1c. This results is congruent with the previous findings of (Friedlander & Margulies, 1969; Glisson & Durick, 1988).This results suggests that the more spirituality in the workplace the more satisfied the employees will be.

The Results also confirmed that all three dimensions of workplace spirituality, meaning in work (B= 0.39, P <.05, CIs .15 .62), community at work (B= .36, P <.05, CIs: .13 .60) and positive organizational purpose (B= .78, P <.05, CIs: .13 .60) are significantly predicting innovative work behaviour, thus supporting hypotheses H2a, H2b and H2c.This results is congruent with the words of (Harman, 1992; Hawley, 1993). This result indicate that workplace spirituality can help in generation and implementation of new ideas in the workplace.

Table 2: Results from Process Macro.

	B	SE	t	BC 95% CI	
Constant	1.95	1.73	1.13	-1.43	5.34
Gender	1.98	1.14	1.74	-.25	4.22
Meaning in Work	0.42	0.06	6.33	0.29	.55
Gender x Meaning in work	-.071	.04	-1.62	-.15	.01
R ² =.39*** Dependent Variable : Jos Satisfaction					
	B	SE	t	BC 95% CI	
Constant	-1.41	1.80	1.13	-4.94	2.13
Gender	3.11	1.16	1.74	.82	5.40
Community at Work	0.41	0.05	6.33	0.31	0.51
Gender x Community at work	-.086	0.03	-2.59	-.15	-.02
R ² =.39*** Dependent Variable : Jos Satisfaction					
	B	SE	t	BC 95% CI	
Constant	2.61	2.71	0.96	-2.70	7.93
Gender	4.52	1.53	2.95	.82	7.52
Positive Organizational Purpose	0.71	0.18	3.80	0.31	1.08
Gender x Positive Org Purpose	-.31	0.10	-2.93	-.15	-.10
R ² =.06*** Dependent Variable : Jos Satisfaction					
	B	SE	t	BC 95% CI	
Constant	13.30	3.14	4.23	7.13	19.47
Gender	5.21	1.79	2.90	1.69	8.73
Meaning in Work	0.39	0.12	3.21	0.15	0.62
Gender x Meaning in work	-.17	0.07	-2.50	-.31	-.03
R ² =.05*** Dependent Variable : Innovative Behaviour					
	B	SE	t	BC 95% CI	
Constant	10.87	4.14	2.63	2.74	19.00
Gender	5.86	2.23	2.62	1.47	10.26
Community at Work	0.36	0.12	3.10	0.13	0.60
Gender x Community at work	-.15	0.06	-2.32	-.27	-.02
R ² =.06*** Dependent Variable : Innovative Behaviour					
	B	SE	t	BC 95% CI	
Constant	12.14	4.68	2.59	2.95	21.35
Gender	3.13	2.61	1.19	1.47	10.26
Positive Organizational Purpose	0.78	0.32	2.42	0.13	0.60
Gender x Positive Org Purpose	-.17	0.18	-.92	-.51	.18
R ² =.10*** Dependent Variable : Innovative Behaviour					

As indicated in Table 2, the effects of Community at work (B= -.086, P <.05, CIs: .31 .51) and positive organizational purpose(B= -.31, P <.05, CIs: -.15 -.10) on job Satisfaction are moderated by Gender. However, Meaning in work and job satisfaction was moderated by gender was found insignificant. Therefore H3b and H3c received support and H3a was unsupported. Information on the significance of the interaction terms gathered from Table 2 indicate that the effects of Meaning in work (B= -.17, P <.05, CIs: -.31 -.03) and Community at work(B= -.15, P <.05, CIs: -.27-.02)) on job Satisfaction are moderated by Gender. However, positive organizational purpose and innovative behaviour was moderated by gender was found insignificant. Therefore hypotheses H3a and H3b are supported and H3c was unsupported. To facilitate interpretation of the significant moderators, graphs were plotted.

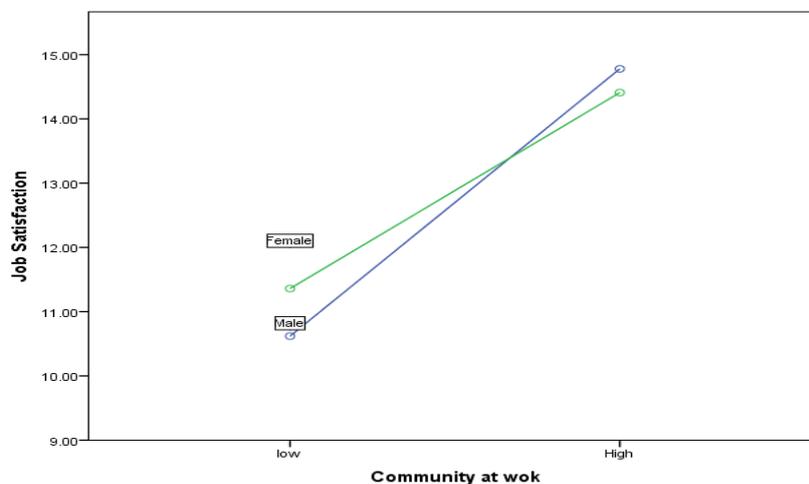


Figure 1 : Moderating role of gender on the relationship between community at work and job satisfaction

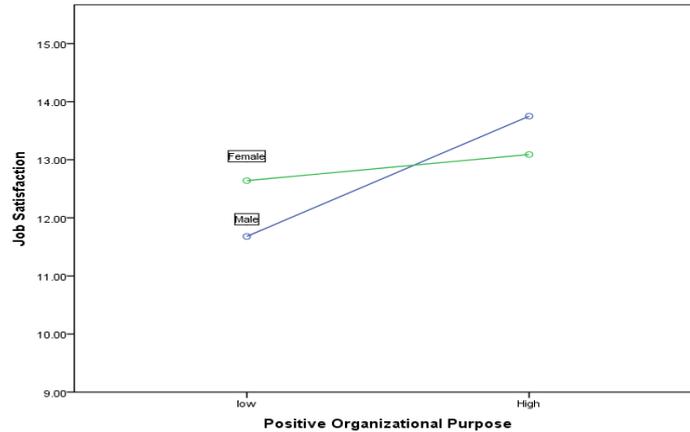


Figure 2 : Moderating role of gender on the relationship between community at positive organizational purpose and job satisfaction

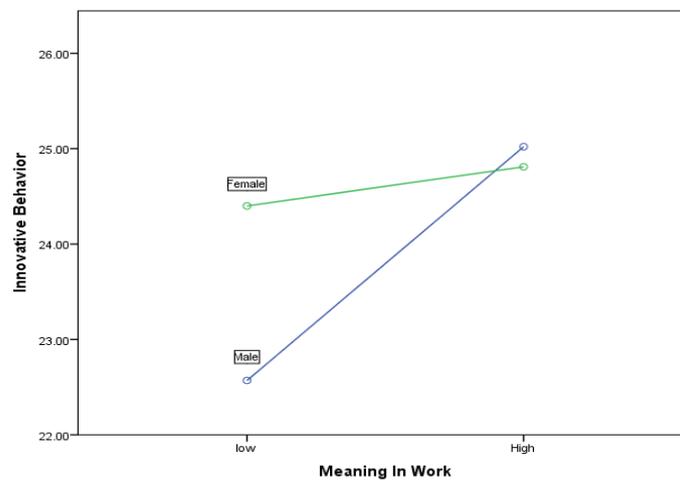


Figure 3 : Moderating role of gender on the relationship between Meaning in work and Innovative behavior

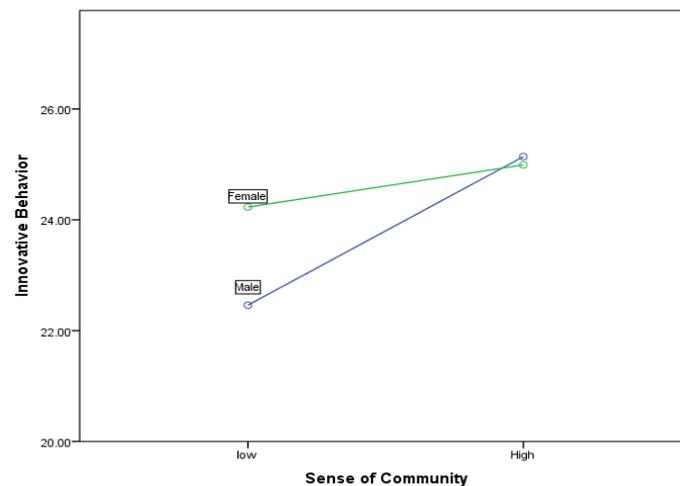


Figure 4 : Moderating role of gender on the relationship between Community at work and Innovative behavior

As demonstrated in Figure 1, when the level of Community at work increases from low to high, the level of job satisfaction increases for both men and women. However, the rate of increase is greater for men than women. In the same manner, when the level of positive organizational purpose increases from low to high, the level of job satisfaction increases for men, but it remains constant for women. It is clearly visible in Figure 2.

As demonstrated in Figure 3, when the level of Meaning in work increases from low to high, the level of innovative thinking increases for both men and women. However, the rate of increase is greater for men than

women. In the same manner, when the level of Community at work increases from low to high, the level of innovative thinking increases for men, but it remains constant for women.

IV. Discussions And Conclusions

This study makes important contributions to the emerging body of research on workplace spirituality. First, it confirms the effect that WS has on employee outcomes such as job satisfaction and innovative work behaviour. Also, it takes into consideration moderating role of gender. Results of moderation analysis suggest that gender moderates the relationship between two dimensions of workplace spirituality (sense of community, and positive organizational purpose) on job satisfaction and also gender moderates the relationship between two dimensions of workplace spirituality (Meaning in work and sense of community) on innovative behaviour. Overall these results supported the prior predictions about the linkages.

This study results confirmed that workplace spirituality have a significant and positive relationship with job satisfaction. Organization that are developing spirituality among employees can have more satisfied employees. In terms of individual innovative behaviour, results showed a positive and significant relationship between the two constructs. This means that workplace spirituality practices can help in building an atmosphere in which employees can express, develop and implement their ideas. For instance, when employees possess a deep sense of meaning and purpose in their work, and feel connected to others, they are bound to become more satisfied, act with an innovative manner, and apply their full potential to work and their employing organization.

This research can be helpful to human resource management in the development of policies aimed to creating or improving spirituality in the workplace. Top-management must clearly communicate the organization's philosophy that workplace spirituality represents truth and is the right thing to do and must be embraced at all organizational levels.

Despite the significant contributions that the study has provided, there are several limitations that need to be considered. In this research data was collected from participants from only three industries in Chennai. These sampling issues can limit the generalized power of the results. Therefore, it is recommended that future research should be conducted in other sectors and their results be compared with others. There are several ways in which the concept of workplace spirituality can be expanded. First, other outcomes such as job engagement, work performance, and employee productivity can be considered for future analysis. Also more empirical research is needed to find moderating variables such as positive organizational support, trust, integrity, and leadership styles. Also, longitudinal studies can help in the tracking of implementation of spirituality practices. It would be useful to see which practices have a faster impact in the atmosphere of the organization.

References

- [1] Aeker, J. 1990. 'Hierarchies, jobs, bodies: A theory of gendered organizations'. *Gender and Society*, 4(2): 139-158.
- [2] Amabile, T. M. (1998). How to kill creativity. *Harvard Business Review*, 76(5), 77-87.
- [3] Arif, S., Zubair, A., &Manzoor, Y. (2012). Innovative work behavior and communication climate among employees of advertising agencies. *FWU Journal of Social Sciences*, 6(1), 65-72.
- [4] Arif, S., Zubair, A., &Manzoor, Y. (2012). Innovative work behavior and communication climate among employees of advertising agencies. *FWU Journal of Social Sciences*, 6(1), 65-72.
- [5] Ashmos, D., &Duchon, D. (2000). Spirituality at work. *Journal of management inquiry*, 9(2), 134-145.
- [6] Benet-Martínez, V., & John, O. P. (2000). Toward the Development of Quasi-Indigenous Personality Constructs Measuring Los Cinco Grandes in Spain with Indigenous Castilian Markers. *American Behavioral Scientist*,44(1), 141-157.
- [7] Bernardi, R. A., &Guptill, S. T. (2008). Social desirability response bias, gender, and factors influencing organizational commitment: An international study. *Journal of Business Ethics*, 81(4), 797-809.
- [8] Bhagat, P. S., & Williams, J. D. (2008). Understanding gender differences in professional service relationships. *Journal of Consumer Marketing*, 25(1), 16-22.
- [9] Bokemeier, J. L., Bokeimer, J. L., & Lacy, W. B. (1987). Job values, rewards, and work conditions as factors in job satisfaction among men and women. *Sociological Quarterly*, 189-204.
- [10] Burke, R. J., &Greenglass, E. R. (1989). Psychological burnout among men and women in teaching: An examination of the Cherniss model. *Human Relations*, 42(3), 261-273.
- [11] Burroughs, S. M., &Eby, L. T. (1998). Psychological sense of community at work: A measurement system and explanatory framework. *Journal of community psychology*, 26(6), 509-532.
- [12] Caprara, G. V., Barbaranelli, C., Borgogni, L., &Steca, P. (2003). Efficacy Beliefs as Determinants of Teachers' Job Satisfaction. *Journal of Educational Psychology*, 95(4), 821.
- [13] Donnell, S. M., & Hall, J. (1980). Men and women as managers: A significant case of no significant difference. *Organizational Dynamics*, 8(4), 60-77.
- [14] Duchon, D., &PLOWMAN, D. A. (2005). Nurturing the spirit at work: Impact on work unit performance. *The leadership quarterly*, 16(5), 807-833.
- [15] Farr, J. L., & Ford, C. M. (1990). Individual innovation. Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 39-50.

- [16] Freshman, B. (1999). An exploratory analysis of definitions and applications of spirituality in the workplace. *Journal of Organizational Change Management*, 12(4), 318-329.
- [17] Friedlander, F., & Margulies, N. (1969). Multiple impacts of organizational climate and individual value systems upon job satisfaction. *Personnel psychology*, 22(2), 171-183.
- [18] Friedlander, F., & Margulies, N. (1969). Multiple impacts of organizational climate and individual value systems upon job satisfaction. *Personnel psychology*, 22(2), 171-183.
- [19] Fry, L. W. (2003). Toward a theory of spiritual leadership. *The leadership quarterly*, 14(6), 693-727.
- [20] Gibbons, P. (2000). Spirituality at work: Definitions, measures, assumptions, and validity claims. *Work and Spirit: A Reader of New Spiritual Paradigms for Organizations*, University of Scranton Press, Scranton, PA, 111-31.
- [21] Glenn, N. D., Taylor, P. A., & Weaver, C. N. (1977). Age and job satisfaction among males and females: A multivariate, multisurvey study. *Journal of Applied Psychology*, 62(2), 189.
- [22] Glisson, C., & Durick, M. (1988). Predictors of job satisfaction and organizational commitment in human service organizations. *Administrative Science Quarterly*, 61-81.
- [23] Glisson, C., & Durick, M. (1988). Predictors of job satisfaction and organizational commitment in human service organizations. *Administrative Science Quarterly*, 61-81.
- [24] Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analyses: A Global Perspective* (7th ed). Upper Saddle River New Jersey.: Pearson.
- [25] Harman, W. W. (1992). 21st-century business: a background for dialogue. In J. Renesch (Ed.), *New traditions in business: Spirit and leadership in the 21st century* (pp. 11-24). San Francisco, CA: Sterling and Stone, Inc.
- [26] Hawley, J. (1993). *Reawaking the spirit at work: The power of dynamic management*. San Francisco, CA: Berrett-Koehler Publishers.
- [27] Hayes, A. F. (2012). PROCESS: A versatile computational tool for observed variable mediation, moderation, and conditional process modeling.
- [28] Jafri, M. H. (2010). Organizational commitment and employee's innovative behavior: A study in retail sector. *Journal of Management Research*, 10(1), 62.
- [29] Janssen, O. (2004). How fairness perceptions make innovative behavior more or less stressful. *Journal of Organizational Behavior*, 25(2), 201-215.
- [30] Judge, T. A., Locke, E. A., Durham, C. C., & Kluger, A. N. (1998). Dispositional effects on job and life satisfaction: the role of core evaluations. *Journal of applied psychology*, 83(1), 17.
- [31] Kinjerski, V.M. and Skrypnik, B.J. (2004). Defining spirit at work: finding common ground. *Journal of Organizational Change Management*, .17, No.1, pp.26-42.
- [32] Kleysen, R. F., & Street, C. T. (2001). Toward a multi-dimensional measure of individual innovative behavior. *Journal of intellectual Capital*, 2(3), 284-296.
- [33] Lama, D., & Cutler, H. (2003). *The Art of Happiness at Work*. Hudders and Stoughton, London.
- [34] Marques, J. (2007). The reciprocity between spirituality in the workplace and thinking outside the box. *The Business Renaissance Quarterly*, 2(3), 93-117.
- [35] Meyers-Levy, J., & Maheswaran, D. (1991). Exploring differences in males' and females' processing strategies. *Journal of Consumer Research*, 63-70.
- [36] Milliman, J., Czaplewski, A. J., & Ferguson, J. (2003). Workplace spirituality and employee work attitudes: An exploratory empirical assessment. *Journal of organizational change management*, 16(4), 426-447.
- [37] Milliman, J., Ferguson, J., Trickett, D., & Condemi, B. (1999). Spirit and community at Southwest Airlines: An investigation of a spiritual values-based model. *Journal of organizational change management*, 12(3), 221-233.
- [38] Mitroff, I. I., & Denton, E. A. (1999). A study of spirituality in the workplace. *MIT Sloan Management Review*, 40(4), 83.
- [39] Mooney, R. L. (1963). A conceptual model for integrating four approaches to the identification of creative talent. In C. W. Taylor & F. Barron (Eds.), *Scientific creativity: its recognition and development*. New York, NY: Wiley.
- [40] Nafees, A. (2006). Organizational culture as a predictor of innovative work behavior. Unpublished M. Phil Dissertation). Islamabad: National Institute of Psychology, Quaid-i-Azam University.
- [41] Ngo, H. Y., Foley, S., Wong, A., & Loi, R. (2003). Who gets more of the pie? Predictors of perceived gender inequity at work. *Journal of Business Ethics*, 45(3), 227-241.
- [42] Nunnally, J. C., & Bernstein, I. H. (1994). The assessment of reliability. *Psychometric theory*, 3, 248-292.
- [43] Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of applied psychology*, 88(5), 879.
- [44] Qualls, W. J. (1987). Household decision behavior: The impact of husbands' and wives' sex role orientation. *Journal of Consumer Research*, 264-279.
- [45] Rego, A., & Pina e Cunha, M. (2008). Workplace spirituality and organizational commitment: an empirical study. *Journal of organizational change management*, 21(1), 53-75.
- [46] Segal, M. (2001). *Creativity and personality type: Tools for understanding and inspiring the many voices of creativity*. Huntington Beach, CA: Telos Publications.
- [47] Sethia, N. (1991). The evocation of creativity through collaboration. Paper presented at the annual meeting of the Academy of Management, Miami, FL.
- [48] Sheep, M. L. (2006). Nurturing the whole person: The ethics of workplace spirituality in a society of organizations. *Journal of business ethics*, 66(4), 357-375.
- [49] Smith, A. & Rogers, V. 2000. 'Ethics-related responses to specific situation vignettes: Evidence of gender-based differences and occupational socialization'. *Journal of Business Ethics*, 28(1): 73-86

- [50] Steele, J., & Bullock, E. (2009). A review of spirituality in the workplace. *Employee Responsibilities and Rights Journal*, 21(3), 273-274.
- [51] Townsend, J. (2000). Creativity in the workplace. In D. Clements-Croome (Ed.), *Creating the Productive Workplace* (pp. 18-28). London, England: Taylor and Francis.
- [52] Tsukada, Y. T., Tokita, M., Kato, K., Kato, Y., Miyauchi, M., Ono, I. & Mizuno, K. (2009). Solutions for Retention of Female Cardiologists From the Survey of Gender Differences in the Work and Life of Cardiologists. *Circulation Journal*, 73(11), 2076-2083.
- [53] Turner, J. (1999). Spirituality in the workplace. *caMagazine*,. 132.
- [54] Whipple, T. W., & Swords, D. F. (1992). Business ethics judgments: A cross-cultural comparison. *Journal of Business Ethics*, 11(9), 671-678.
- [55] Wisher, J. (1991). The influence of the meaning of work, coping behavior and life satisfaction on the job satisfaction of school psychologists in a large, urban system. New York, NY: New York University.
- [56] Woodman, R. W., Sawyer, J. E., & Griffin, R. W. (1993). Toward a theory of organizational creativity. *Academy of Management Review*, 18, (2), 293-321.