

Workplace Spirituality as a Moderator of Perceived Organizational Support on Job Satisfaction

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Abstract:

Background: External environmental problems (such as: limited resources, conflict, without support) are often experienced and are often beyond the control of the individual. On the other hand, it is important for individuals to always be happy in every situation, so individuals need to develop internal sources of happiness such as through workplace spirituality. This study aimed to examine the effect of workplace spirituality (WPS) on job satisfaction (JS), and the role of WPS as mediator Perceived Organizational Support (POS) on JS relationship.

Materials and Methods: The research was conducted through case studies by interviewing 118 social workers in formal and informal educational institutions in Indonesia. The Scale of JS, WPS and POS is measured based on a scale developed by previous research. This data were analyzed using a Moderated Regression Analysis (MRA).

Results: This study found that the effect WPS on JS ($p < 0.05$). MRA analysis showed that POS functions as a moderating variable in effect of WPS on JS ($p < 0.05$).

Conclusion: Workplace Spirituality as a source of satisfaction from internal individuals plays an important role in job satisfaction both directly and in managing external factors.

Key Word: Job Satisfaction, Workplace Spirituality, Perceived Organizational Support.

Date of Submission: 06-08-2022

Date of Acceptance: 21-08-2022

I. Introduction

Employment relationships involve the exchange of tangibles and intangibles (thoughts, mind, emotions) resources. Job satisfaction occurs when the goals/expectations are met, that is returns in accordance with the contribution given [1]. Job satisfaction is a comparison between expectations (goals) in work and what is received through work [2]. The relationship between employees and the organization involves transactional, relational and calling aspects. Work is a call for productivity, performance, and dedication to the environment [3][4].

Job satisfaction comes from internal and external factors of the individual. External factors are such as the fulfillment of physical, psychological, esteem and opportunity for self-actualization [5]. The fulfillment of these needs is obtained both from the workplace organizations, family, friends and the wider community. However, external environmental conditions are often beyond the control of the individual. Limited resources, conflicts, distrust, failure, perceptions of injustice are often experienced by individuals, so it is important for individuals to have internal sources of satisfaction (inner peace). Internal sources of satisfaction include spirituality [6]–[8]. Spirituality is an important asset for individuals to be happy in every situation.

The working relationship is not only transactional and relational, but also to fulfill the calling of the soul (spiritual). Spiritual is a transcendent relationship with the God. WPS is an emotional state that always feels, tries to give meaning (value) to every situation, emotions to always try to make the best contribution to the environment. Employees with high workplace spirituality always try to give the best contribution. The environment is always changing between conditions of balance and imbalance. Imbalance conditions such as: limited resources, conflict, distrust, injustice, resource accessibility, failure, are challenges to contribute value (benefits) to the environment.

Job satisfaction in the spirituality approach occurs by maintaining the balance (quality) of the relationship between oneself and the environment [9]. Efforts to maintain the quality of the relationship are carried out with productive efforts, producing something of value that is beneficial to oneself and the environment. A useful life is carried out by maintaining this balance, and away from the spirit of exploitation, both physically, psychologically, socially, and environmentally. Meaningful work is work that produces benefits for inner peace, social peace and ecological peace [9]. Job satisfaction is a balance in goal setting, efforts to achieve goals and how to deal with the results of achieving goals. WPS acts as a motivation to achieve goals, as

well as an attitude towards various opportunities as a result of the efforts made. Several studies have found that WPS is useful for: helping calm and controlling work stress [10], problem-solving [11], trust building [12], Organizational Commitment, Work Motivation and Employee Engagement [13] and psychological health [14]–[16].

The effect of POS on JS was identified by previous research [13], [17]–[20]. The effect of WPS on JS was identified by previous research [20][21][22]. This study compares sources of job happiness as measured by job satisfaction from the external (POS) and internal (WPS). This is necessary because so far the development of employee welfare has focused more on economic and social welfare (such as income, work procedures, reward systems), but has not involved many aspects of spiritual welfare. This is the motivation for this research.

The effect of Perceived Organizational Support on Job Satisfaction

Perceived organization support refers to employees' perceptions of the extent to which the organization values contributions and cares for the employees' welfare [23]. Perceived organization support is the degree to which employees believe that organizational values are aligned with employee contributions, employee welfare, and employee socio-emotional needs [23].

The working relationship involves two parties, namely the worker and the organization where the individual works, so that one's job satisfaction is influenced by the support of the organization where one works, both material and non-material support. People who work provide the capabilities and resources they have to contribute to the organization, while the organization provides support in the form of: income/salary compensation, incentives, development opportunities, career paths, rewards, physical facilities, social environment. Many empirical literatures prove that organizational support (such as income/salary compensation, incentives, development opportunities, career paths, rewards, physical facilities, social environment) has a positive effect on job satisfaction [13], [17]–[20].

Although there were relatively few POS studies until the mid-1990s, research on the topic has grown rapidly in recent years. A study [18] through a survey of 2,565 teachers in 153 primary schools in Israel found the effect of school's perceived organizational support (POS) on teachers' intrinsic and extrinsic job satisfaction. Another study [17] through a survey showed that POS can increase employee JS. A meta-analysis [19] of 167 studies from 1986 to 2006 found that perceived organizational support had a positive impact on job satisfaction. Based on this description, the hypothesis can be formulated as follows.

H1. There is a positive effect of POS on JS

Workplace Spirituality as a moderator of Perceived Organizational Support on Job Satisfaction

Kahneman emphasized the importance of goal setting in achieving satisfaction [24]. The purpose of work for a pleasant life is oriented only to material wealth (sensual pleasure) as the lowest region of happiness [25]. A good life is related to enjoying something that is considered good for both oneself and the environment. The role of personal well-being, life satisfaction, life balance, happiness, and mental health was suggested by Maslow [26] as a need for self-actualization. The "transcendent calling" (God, a higher power, or ultimate truth/reality), experienced as originating from outside oneself, to approach a specific life role that is more meaningful (Duffy et al., 2018). The concept of meaning as described by Viktor Frankl commonly referred to as the meaningfulness of life. A person whose life is founded by spirituality will feel that they have a responsibility to be the one to benefit themselves, others, and precious before his Lord. Efforts to achieve a life that is more meaningful, balanced, connectedness between ourselves, the environment and the Lord of them through the carrier of spirituality [26], [27].

The word "spirit" comes from the Latin term *spiritus*, which means "spirit, soul, vigor, energy, which makes life". Spiritual in this case relates to things that are psychiatric. Philosopher such as Hegel [28] connotes "spirit" with the power that energizes the cosmos. Spirit is also connoted with consciousness related to abilities, desires, and intelligence, as well as the ideal form of intellect, rationality, morality, holiness, or divinity. Work is not only to physical needs fulfillment but also to spiritual fulfillment (soul satisfaction). Spirituality is the search for oneself to understand answers to basic questions about life, about meaning, and about relationships with the sacred or transcendent.

Spirituality is not about any particular religion or belief system. Spirituality is something natural. Spiritual values have a naturalistic meaning and do not require supernatural concepts to validate them. The concept of WPS is in the realm of science and it is the responsibility of mankind to understand it further. Spirituality is different from religiosity [12]. People who have high spirituality are "good" people, while people who have high religiosity are people who have high belief (faith) and compliance with God. Religious practices encourage spiritual growth, while spiritual practices are often an important aspect of religious practices. Religiosity includes having belief and respect for God or divinity, as well as participating in activities such as regular worship and participating in other social activities with one's religious community.

The concept of WPS is often measured by connected, balanced and unity [26], [27]. Individual spirituality always develops between states of balance and imbalance. As with individual spirituality, the individual environment also develops between conditions of balance and imbalance. When change occurs, the energy in the environmental system is partially reduced, partly added, and forms a new balance. When interacting with the environment, individuals absorb and remove energy (Positive and negative) from the environment. When absorbing Positive energy and removing negative energy from the environment, the role of spirituality increases. Conversely, when absorbing negative energy and removing Positive energy from the environment, the role of spirituality decreases.

The effect of WPS on JS was identified in previous research[29], [30]. A study [22] conducted a survey of 389 teachers from different institutions: public schools, private schools, public and private universities. The results of these studies found that spirituality has no effect on employee performance, but supports the relationship between job satisfaction and commitment. Another study[21]through a survey of 314 respondents managers in Indian organizations found that two dimensions of WPS, that is meaningful work and sense of community, have an effect on career satisfaction. Garg et al. (2017) conducted a survey of 207 managers of manufacturing and service companies in India. Another study[31]found WPS has an effect on three dimensions of employee well-being, that is, job satisfaction, employee commitment, and work-life balance. Another study[20]through a survey of the 194 managers in the insurance company find a Positive correlation between WSP and JS.

This study puts WPS as a moderating of the effect POS on JS with the argument that WPS is an generally personal characteristics. Characteristics of moderated Variables: (1) relatively stable (not easy to change), (2) generally personal and environmental characteristics [32]. Based on this description, the hypothesis can be formulated as follows.

H2. WPS moderates the influence of POS on JS

II. Material And Methods

The research was conducted through a survey approach to teachers and staff in formal and informal schools in Yogyakarta, Indonesia from June 2020to August2020. A total 118 subjects were for in this study. Research conducted at four educational organizationsincludes primary school, boarding secondary school, community-based school.

Study Design:survey research with cross-sectional design

Study Location: Research conducted at four educational institutions includes primary school, boarding secondary school, community-based school.

Study Duration:June 2020 to August2020.

Sample size: 118staff.

The variables in this study consisted of one independent variable,one moderating variable and one dependent variable.The dependent variable is job satisfaction (JS) measured fromfive JS scaleitems [33]developed from [34]. Value of Cronbach's alpha is 0. 977. The research question related to several aspects, consists of total satisfaction, enjoyment at work, a pleasant job, work enthusiasm, enjoyment at work.Perceived organizational support (POS), is the extent to which employees believe that the organization values employee contributions, cares for employee welfare and meets employees' socio-emotional needs. POS is measured from the six-item scale developed from previous study (Chew and Wong, 2008; Lynch et al., 1999). The value of Cronbach's alpha is 0.976.

The independent variable is workplace spirituality (WPS). WPS is measured from workplace spirituality scale which consists of three items [26]. Reliability was explored with the help of Cronbach's alpha, which shows good reliability (overall = 0.994). Questions related to several aspects, consist: the relationship between work and the greater social good, when work is useful to society, personal spiritual values are valued in the workplace.

Table No 1. Measurement

	Factors		
	1	2	3
Factor loading			
JS1		0.862	
JS2		0.864	
JS3		0.862	
JS4		0.853	
JS5		0.851	
POS1	0.952		
POS2	0.952		
POS3	0.952		
POS4	0.931		

POS5	0.937		
POS6	0.937		
WPS1			0.686
WPS2			0.648
WPS3			0.648
Cronbach's α coefficient			
JS	0.977		
WPS		0.994	
POS			0.976

Source: Primary data.

Statistical Analysis

This study uses the Moderated Regression Analysis (MRA) test which is a special application of linear multiple regression where the regression equation contains an interaction of two or more independent variables. Hypothesis testing is done with the following equation.

$$JS = \alpha + \beta_1 WPS + e \tag{1}$$

$$JS = \alpha + \beta_1 WPS + \beta_2 POS + \beta_3 WPS * POS + e \tag{2}$$

Where: JS = job satisfaction, WPS = workplace spirituality, POS = Perceived Organizational Support, WPS*POS = interaction between WPS and POS, α = constant, $\beta_1, \beta_2, \beta_3$ = regression coefficient, e = error term.

Hypothesis testing uses the calculation results of the t-test significance level (probability = ρ) of the t test for the regression coefficient of direct influence between the independent variables on the dependent variable. Based on the significance level value (ρ), it can be concluded whether the hypothesis is accepted or rejected. The hypothesis is said to be accepted, if the value of significance level (ρ) < 0.05 (the independent variable has a significant effect on the dependent variable). Conversely, if the significance level (ρ) > 0.05, meaning that the hypothesis is rejected (the independent variable has no effect on the dependent variable).

III. Result

The MRA test results are presented in Table 1. The 1st model is the result of equation testing without moderating variables. The 2nd model is the result of equation testing by interaction (moderation). In the 1st model, the results of the equation testing without moderating variables, the F test results of 116,652 with a significance level (ρ) of 0,000. Since the probability of significance is much smaller than 0.05, a regression model can be used to predict JS. Value of adjusted R Square (R^2) of 0.497, meaning that 49.7% of variation JS can be explained by the independent variable POS. The rest (100% - 49,7 % = 50,3%) is explained by other causes outside the model.

Table No 2: Summary of Regression Analysis Results

	1st model		2nd model	
	β	ρ	β	ρ
(Constant)	-0.002	0.952	-0.032	0.269
WPS	0.761	***	0.486	***
POS			0.248	***
WPS* POS			0.294	*0.034
R Square	0.497		0.585	
F-test (ρ)	116.652 (0.000)		53.464 (0.000)	

Notes: * $p < 0.05$; *** $p < 0.001$

Source: Primary data.

In the second model, the results of the equation testing with the moderating variable, the F test results of 53.464 with a significance level (ρ) of 0,000. Since the probability of significance is much smaller than 0.05, a regression model can be used to predict JS. Value of adjusted R Square (R^2) of 0.574, meaning that 57.4 % of the variation of Y can be explained by the independent variable POS, WPS and interaction WPS-POS. The rest (100% - 57.4% = 42.6%) is explained by other causes outside the model. The value of adjusted R Square (R^2) in the 2nd model is bigger than the 1st model, indicating that the suitability of the model with the data in the 2nd model is better than that of the 1st model.

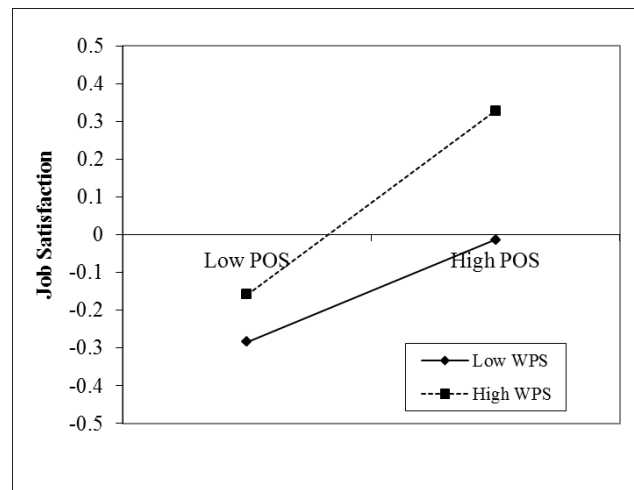


Figure 1. Configuration of POS, WPS and JS

JS= Job Satisfaction, WPS= Workplace Spirituality, POS= Perceived Organizational Support

In the 2nd model, the variable of POS has a significant positive effect on the value of the parameter coefficient (β) of 0.486 ($p=0.000 < 0.05$). An increase in the POS variable by 1(x) will be followed by an increase on JS of 0.486 (x), provided that other variables are constant. WPS has a significant positive effect on the value of coefficient parameter (β) of 0.248 ($p=0.000 < 0.05$). Improved WPS amounted 1(x) will be followed by an increase on JS of 0.248 (x), with a record of other variables constant. The interaction variable of POS*WPS has a significant positive effect on the JS value of the parameter coefficient (β) of 2.294 ($p= 0.034 < 0.05$). The role of WPS in moderating the influence of POS on JS is (β) = 0.294. POS has and positive effect on JS in Low WPS, but the effect is greater at high POS (Figure 1). The POS effect on JS is stronger in High WPS conditions than in the Low WPS conditions.

Discussion

The results of the study also found that perceived organizational support has a significant effect on job satisfaction ($\beta= 0.468, p= 0.000$). The results of this study support the results of previous studies [13], [17]–[20]. Perceived organizational support is a source of satisfaction from external individuals. The higher the organizational support (such as income/salary compensation, incentives, development opportunities, career paths, rewards, physical facilities, social environment) is followed by higher job satisfaction.

The results of the study also found that workplace spirituality has a significant effect on job satisfaction ($\beta= 0.248, p= 0.000$). The results of this study support the results of previous studies on the benefits of spirituality at work [29], [30]. Workplace spirituality is a source of internal satisfaction for individuals. Workplace spirituality is characterized by connectedness (transcendent), the search for meaning and purpose in life, balance, wholeness, resulting in a sense of inner peace and well-being [26], [27]. A strong spiritual connection can increase a person's sense of satisfaction with life including at work.

The results of this study also found the effect of that interaction POS and WPS on JS ($\beta= 0.294, p= 0.034$). External environmental problems (such as: limited resources, conflict, without support) are often experienced and are often beyond the control of the individual. On the other hand, it is important for individuals to always be happy in every condition, so individuals need to develop internal sources of happiness such as through spirituality at work. WPS is needed by individuals in setting meaning and goals in work, accepting and understanding the weaknesses of the environment when what is received does not match their expectations. This can indirectly affect job satisfaction by managing the gap between expectations and the support received from the environment.

Job satisfaction occurs by maintaining a balanced relationship between oneself and the external environment. Today, the relationship dimension develops not only transactionally and relationally (Im& Jakobsen, 2017), but also fulfills the needs of the soul. Efforts to maintain the quality of relationships are carried out with productive efforts, producing something of value and benefit for oneself and the environment. A useful life is carried out by maintaining this balance, and away from the spirit of exploitation, whether physical, psychological, social, or environmental.

Positive energy (useful) is used to produce a balance of the environment, such as satisfied customers, satisfied family, trust, harmonious relationships with other employees, personal health, and environmental health [6]–[8]. Negative energy (not useful) on the other hand, will ultimately create an imbalance such as an

impact on decreased health, conflict, distrust, decreased performance [8]. One of the positive energies that makes life more meaningful comes from a spiritual aspect [6]–[8].

Literature development of workplace spirituality increased lately is driven by modern human life that pursues all material aspects and keeps people away from the soothing spiritual aspects. WPS has potential benefits for increasing job satisfaction because it plays a role in goals setting about building essence (meaning) in work [10]. WPS also plays a role as motivation to achieve goals as well as an attitude in facing various opportunities as a result of their efforts.

IV. Conclusion

The results of the study found that WPS had a significant effect on JS. Interaction POS and WPS also had a significant effect on JS. This study provides implications for the role of WPS in the development of happiness management in the workplace. Worker happiness is obtained from various internal-external sources, material-non-material sources. Meaningful work or work values have not always been found to be associated with job satisfaction, but in some cases are the potential to remain happy in various situations. Job satisfaction as a dimension of happiness in the workplace does not only depend on the fulfillment of the external environment, but also depends on emotion role thought workplace spirituality.

This study has several limitations. First, the study was conducted with a cross-sectional design. This research design approach has a weakness in changing variables in another time. Second, the research was conducted in the context of organizations in developing countries in Indonesia. Research can produce different results if it is carried out in different cultural and country contexts. Further research can be carried out on the characteristics of different countries with different cultures.

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Sunarta, et. al. "Workplace Spirituality as a Moderator of Perceived Organizational Support on Job Satisfaction." *IOSR Journal of Business and Management (IOSR-JBM)*, 24(08), 2022, pp. 09-15.