
**WORKPLACE SPIRITUALITY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR:
AN EMPHIRICAL STUDY OF HR MANAGERS**

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Abstract

A person's spirit is the vital principle or animating force traditionally believed to be the intangible, life-affirming force within all human rights. It is a state of intimate relationship with the inner self or higher values and morality as well as recognition of the truth of the inner nature of others. There is also evidence that workplace spirituality programs not only lead to beneficial personal outcomes such as increased job satisfaction, and commitment, but they who work also deliver improved productivity and reduce absenteeism and turnover. Employees who work for organizations they consider to be spiritual are less fearful, more ethical, more committed and also their behaviour is also turned in good manner. OCBs are more like psychological contracts and play very important role in enhancing the general health and well being of the organization thereby creating an impact on the effectiveness and efficiency of work teams' organizations. Descriptive and Analytical research design was adopted and relay sampling technique was used to measure the relationship between workplace spirituality and organizational citizenship behaviour. The study concludes that a moderate level of relationship between workplace spirituality and organizational citizenship behaviour among the respondents. The study also concludes that demographic variables like age, gender, Education, Experience, Family Type, Place of Living do influence the level of relationship with workplace spirituality and organizational citizenship behaviour.

Introduction

In olden days people work in the organization with satisfaction and faith with the peoples and with the organizations, and also, they have ability to work for a greater number of hours. Nowadays people work only based on money, and the individuals don not have much energy and will power to work on a greater number of hours in the organization, Because of this major change is taking place in the personal and professional lives of the individuals for lack of workplace spirituality. The individuals may work with whatever opinion of them, but most important of working in the organization is spirituality could be the ultimate competitive advantage for the effectiveness in the organization. Spirituality helps the individuals to understand about their own belongingness, connectedness to one another in their workplace. Today we live in the period were people work only based on money not with the connection of trust with one another in the working area. The principles of spirituality in the workplace are creativity, communication, respect, vision, partnership, energy and flexibility. If every individual working in the organization works with the spirituality, they will have more loyalty, resilience, innovation, and a deeper sense of self-resilience, self-renewal, and self-generation. Organizational citizenship behaviour is defined by organ (1988) "individual behaviour which helps directly and indirectly to promote the functioning of effective organization". If an individual's behaviour which plays an important role for providing a responsibility and also to perform better for the welfare of the organization. Thus, the OCB helps to increase the efficiency of management and the employees. That this study which helps to know that the individual has more spirituality in the workplace, will have good organizational citizenship behaviour.

Review of Literature

Naval Garg, (2017), The Antecedents and Consequences is mostly looked in the Construct of Workplace Spirituality. Investigation in the present research is to know the effective Relationship between workplace spirituality and Organizational Citizenship Behaviour and also the Organizational Performance.

F.Kazemipour, Mohd Amin.S, (2012), Investigation of the present Study is Relationship between Workplace Spirituality and Organizational Citizenship Behaviour through the mediating effect of Organizational Commitment among HR Managers. In recent times Organizational Citizenship Behaviour is considered to be improving the quality of services and also the performance. Questionnaires were distributed among 120 HR Managers in the Coimbatore District. The data was analysed and descriptive Statistics were conducted. Indication of the result is that the workplace spirituality includes the meaningful work, Organizational values are shown as significant positive relationship with organizational citizenship behaviour.

Joel Adame Tinti, Luciano Venelli-Costa, (2017), The study investigates the characteristics of spirituality and OCB to the contribution of HR employees in the organization. This represents the contribution of employees to the organization by the way to good behaviour and the action in the organization. Collected the data among 120 HR managers. The evidence that only professional involvement exhibited significant relation. Result is that the managers have more workplace spirituality will be more active in their performance and also will have more organizational citizenship behaviour.

Objectives

1. To study the Demographic profile of the respondents
2. To access the level of workplace spirituality of the respondents.
3. To access the level of Organizational Citizenship Behaviour of the respondents.
4. To study the relationship between workplace spirituality Organizational Citizenship Behaviour of the respondents.

Methodology

Descriptive Design was adopted in the present study. The universe of the study was the HR Managers in the Coimbatore district, relay sampling technique was used to select the samples. The sample size is 120 respondents, questionnaire Type Data was collected. It consists of two parts in the study namely 1.Demographic Profile 2.Workplace spirituality and organizational citizenship behaviour scale. Statistical Tools like mean, SD, t-test, ANOVA was used to analyse the date in the study.

Data Analysis and Interpretation

Table 1. Demographic Profile

S.No	Variables	Particulars	Frequency	Percent
1	Age	25-35	86	71.1
		36-45	33	27.5
		Above 46	1	0.8
2	Gender	Male	75	62.5
		Female	45	37.5
3	Educational qualification	UG	12	10.0
		PG	97	80.0
		PG diploma	11	9.2
4	Place of Living	Rural	53	44.2
		Urban	40	33.3
		Semi-urban	27	22.5

6	Family Type	Joint family	48	40.0
		Nuclear family	72	60.0
7	Marital Status	Married	76	63.3
		Unmarried	44	36.7
8	No. of Hours Working Per Day	8	60	50.0
		9	38	31.7
		above 10	22	18.3
9	Salary Per Month	10,000-20,000	41	34.2
		21,000-30,000	20	16.7
		31,000-40,000	49	40.8
		41,000-50,000	10	8.3
10	Years of Experience	1-10	80	66.7
		11-20	18	15.0
		21-30	16	13.3
		31-40	6	5.0
11	Designation	Trainee	18	15.0
		Associate HR	21	27.5
		Assistant HR	33	17.5
		HR manager	48	40.0
12	No. of Promotions Received	1	15	11.7
		2	28	23.3
		3	45	38.3
		NIL	32	26.7

From the above table it shows that out of 120 respondents, 75 (62.5%) of them are male and remaining 45 (37.5%) of them are female. Thus, most of the industries are manufacturing industries, to handle the employees in difficult situation so they preference of employment will be given to men. That's why a greater number of HR managers is belonging to male category. From the above table shows that out of 120 respondents the 12 (10.0%) of them has UG qualification, 97 (80.0%) of them has PG qualification, 11 (9.2%) of them has PG DIPLOMA qualification. The most of the HR managers are PG graduates, it is because for the growth of an industries. From the above table seen that out of 120 respondents, 53 (53.0%) of them belong to rural area, 40 (40.0%) of them are urban and remaining 27(27.0%) are living in semi urban area. The majority of the HR managers are living in rural region because the most of the industries are also situated in rural areas. The above table shows that out of 120 respondents, 72 (60.0%) them are belong to nuclear family and remaining 48 (40.0%) are belong to joint family. Thus, the industries are situated in rural region where most of the HR managers are belong to nuclear family. From the above table seen that out of 120 respondents, 44 (36.7%) of them are unmarried, 76 (63.7%) of them are married people. From the above table shows that out of 120 respondents 41 (34.2%) salary is between 10,000-20,000, 20 (16.7%) salary is between 21,000-30,000, 49 (40.8%) salary is between 31,000-40,000, and remaining 10 (8.3%) salary is between 41,000-50,000. The majority of employees are earning 31,000- 40,000, it is because they have more experience. The age distribution shows that 25-35 years of age group were more in the industries. Normally, majority of them in this group might have got married. This is reflected in the above table. From the above table it is seen that out of 120 respondents 80 (66.7%) of the respondents have 1-10 year of experience, 18 (15.0%) of the respondents have 11-20 years of experience, 16 (13.3%) of the respondents have 21-30 years of experience, and remaining 6 (5.0%) of the respondents have nil experience in the organization. Most of the employees are fresher's and have less years of experience. The above table shows that out of 120 respondents 60 (50.0%) of respondents are working for 8 hours per day, 38 (31.7%) of respondents are working for 9 hours per day, and remaining 22 (18.3%) of respondents are working above 10 hours per day in the organization. The majority of respondents are working for 8 hours per day because of following

factories act rules in an organization. From the above table shows that out of 120 respondents, 18 (15.0%) of the respondents are trainee, 21 (27.5%) of the respondents are associate HR, 33 (17.5%) of the respondents are assistant HR, and remaining 48 (40.0%) of the respondents are HR managers. The majority of the respondents are belonging to HR manager category because there are more employees are working managerial job. From the above table shows that out of 120 respondents, 15 (11.7%) of them got 1 time promotion , 28 (23.3%) of them got 2 time promotion , 45 (38.3%) of them got 3 time promotion and 32 (26.7%) of them are freshers in the job. Most of them are HR managers got more promotions because of having high knowledge in the job.

Table 2. Workplace Spirituality and Organizational Citizenship Behaviour

S.No	Variable	Particulars	Frequency	Percent
1	Workplace spirituality	Very high	22	18.3
		High	41	34.2
		Moderate	37	30.8
		Low	12	10.0
		Very low	8	6.7
2	Organizational citizenship behaviour	Very high	24	20.0
		High	34	28.3
		Moderate	42	35.0
		Low	20	16.7

From the above table shows that out of 120 respondents , 22 (18.3%) of the respondents are very high level of workplace spirituality , 41 (34.2%) of them are high level of workplace spirituality and 37 (30.8%) of them are moderate level of workplace spirituality , 12(10.0%) of them are low level and remaining 8 (6.7%) of them are very low level workplace spirituality.

The HR managers feel conneted towards their work so there is a high level of workplace spirituality. From the above table 15 shows that out of 120 respondents , 24 (20.0%) of the respondents are very high level of organizational citizenship behaviour, 34(28.3%) of them are high level of organizational citizenship behaviour and 42 (35.0%) of them are moderate level , 20(16.7%) of organizational citizenship behaviour them are low level.The level of coutesy,altruism,sportsmanship,conceintiousness, and civic virtue seems equal in HR managers, so there is moderate level of commitment and it reflects in above table.

Table 3. Relationship between Demographic Profile, Workplace Spirituality and Organizational Citizenship Behaviour

S. no	Variables	Statistical tools	Value	Result
1	Gender and OCB	t-test	T == 0.039 (p<0.05)	Significant
2	Marital status and OCB	t-test	T== 0.000 (p<0.05)	Significant
3	Place of living and Workplace Spirituality	ANOVA	F = 0.005 (p<0.05)	Significant
4	Place of living and OCB	ANOVA	F = 0.004 (p<0.05)	Significant
5	Educational qualification and Workplace Spirituality	ANOVA	F = 0.001 (p<0.05)	Significant
6	Designation and Workplace Spirituality	ANOVA	F= 0.000 (p<0.05)	Significant

The above table shows that the P value is less than 0.05 so there is a significant difference in mean scores of the respondents based on the gender. It is inferred that the gender is influence the organizational citizenship behaviour of the respondents. The above table shows that the P value is less than 0.05 so there is no significant difference in mean scores of the respondents based on the marital status. It is inferred that the marital status is influence the organizational citizenship behaviour of the respondents. The above table shows that the P value (0.002) is less than 0.05. So there is a significant difference in mean scores of the respondents based on the place of living. It is

inferred that place of living is influence the workplace spirituality of the respondents. The above table shows that the P value (0.005) is equal to 0.05.so there is a significant difference in mean scores of the respondents based on the place of living. It is inferred that place of living is influence the organizational citizenship behaviour of the respondents. The above table shows that the P value (0.001) is more than 0.05 so there is significant difference in mean scores of the respondents based on the educational qualification. It is inferred that educational qualification is influence the workplace spirituality of the respondents. The above table shows that the P value (0.000) is more than 0.05 so there is significant difference in mean scores of the respondents based on designation. It is inferred that designation is influence the workplace spirituality of the respondents.

CONCLUSION

The study has concluded the workplace spirituality has to do with employees inner life search for meaningful work for organizational citizenship behaviour in the context of community where or and predict the significant variance in organizations. The results suggest that organizations that intend to improve the performance are required to enhance workplace spirituality through different spiritual development programs because workplace spirituality plays a vital role in predicting the commitment of employees at work leading to improve organizational performance by the way of organizational citizenship behaviour. The finding of the study revealed that there is Relationship between workplace spirituality and organizational citizenship behaviour of HR managers.

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