



The Interplay of Organizational Commitment, Workplace Spirituality, and Job Satisfaction: A Study of Higher Education Faculty in Panipat (Haryana)

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Abstract

Purpose: In the context of a comprehensive perspective on WS, the researchers delved into a nuanced examination of a moderated mediation model. This model posits that the linkage of Organisational commitment (OC) and job satisfaction (JS) is mediated through Work spirituality (WS), with the moderating influence of individuals' personalities.

Data/Approach: The study collected data from Higher Education Teachers in Panipat (Haryana) as well as nearby areas and tested the hypotheses using hierarchical regression analysis.

Findings: The study discovered favourable associations between dimensions of WS and 3 sub dimensions of OC: normative, affective and continuance. There is no support for the full mediation of WS between OC and JS.

Practical Implications: Organizations should help employees find purpose in their work by promoting WS. This entails fostering an environment of understanding, trust, and respect. It is critical to provide occasions for employees to meet their spiritual requirements, and firms should consider creating policies that promote the exploration of the inner spirit both at work and in personal life.

Originality/ Value: This research validates the internal mechanisms that support the correlation between OC and job satisfaction. It specifically examines how employees' personalities and organizational dedication interact, showcasing their collective influence on WS and JS.

Keywords: Organizational commitment, Workplace spirituality, Employee personality, job satisfaction

Paper Type: Research Paper

Introduction

In today's organizational research landscape, the complex interplay between OC, WS, and JS has emerged as a focus of exploration. Scholars have delved into understanding the subtle dynamics at work as firms increasingly acknowledge the overall impact of these elements on employee well-being and performance.

The company's most crucial asset is its human resources, a unique and intangible element that is challenging for other firms to replicate. Consequently, enhancing the calibre of human resources holds significant importance. Job satisfaction serves as a key metric for assessing the quality of human resources. Contemporary firms are emphasizing spirituality at the workplace & developing employee's participation in business (Ke et al., 2017; Baskar & Indradevi, 2020). Hills and Smith (2010) observed a rising percentage of employees seek purpose and fulfilment in WS, while modern firms actively seek strategies to boost employee engagement. Saks (2011) presented a link between WS and employee engagement, building on a variety of study findings. However, the study indicates that the investigation of these two variables is still limited, with a propensity to examine each independently of the other. As people become more aware of how work affects their quality of life, there is a greater emphasis on WS, which incorporates spiritual themes into the workplace. Acknowledging that employees commonly pursue practical benefits and physical comfort within organizations, along with aspirations for spiritual growth and intellectual enrichment (Karakas, 2010; McLaughlin, 2005), scholars suggest that organizations should support employees not only in recognizing the intrinsic value of their work but also in finding personal meaning and fulfilment through it (Mitroff and Denton, 1999).

OC, defined as employees' emotional attachment and devotion to their organizations, is a key component of employee engagement. Simultaneously, the incorporation of spirituality into the workplace has attracted attention for its ability to meet deeper human needs by offering a feeling of purpose, meaning, and connection (Joelle and Coelho, 2019; Fry et al., 2005). Job satisfaction, a vital indicator for assessing employees' overall fulfilment and positive emotional states, is influenced by both organizational dedication and WS (Locke 1976). The purpose of this study is to uncover the intricacies of these interactions, with a focus on the moderating influence of EP. Employee personalities, which include attributes such as openness, conscientiousness, and extraversion, are recognized as potential regulators of how OC and WS contribute to job happiness (Barrick & Mount, 1991; Goldberg 1993). WS is frequently known as organizational spirituality, spirituality in the workplace, or spirituality at work (Afsar and Badir, 2017; Chawla and Guda, 2010; Khari and Sinha, 2017; Saxena et al., 2020), resulting in various definitions and subdimensions.

Spirituality refers to an employee's search for meaningful significance in their work as well as a sense of interconnectedness. From an organizational standpoint, this perspective provides a fresh lens through which to understand employee behavior, including behaviors such as Organizational Citizenship Behavior (OCB), resulting in improved output. Kazemipour et al. (2012) and Nasrudin et al. (2013) discovered substantial associations between spirituality and OCB. Prior studies have primarily concentrated on the notion of spirituality in the workplace, exploring its impacts on individual attitudes, behaviors, organizational

outcomes, and performance levels (Ashmos and Duchon, 2000; Harrington et al., 2001; Lee et al., 2003; Milliman et al., 2003).

Khari and Sinha (2017) suggest that WS caters to employees' need for spiritual well-being and can be integrated into organizational practices. Meyer and Maltin (2010) and Milliman et al. (2003) posit that employees who perceive their work as meaningful, feel a sense of belonging, and exhibit self-awareness are more inclined to develop a psychological attachment to their organization, resulting in increased life satisfaction. WS is based on individual ideals and philosophy rather than a specific religious tradition. It focuses on employees considering themselves as spiritual individuals in need of assistance in their workplace environment. This entails discovering meaning and significance in their work, as well as developing a sense of connection with their coworkers (Ashmos and Duchon, 2000; Milliman et al., 2003). According to Ashmos and Duchon (2000), Spirituality in the workplace encompasses three core elements: inner life, meaningful job, and community. It is crucial to emphasize that WS differs from religion, even though individuals may openly express their religious beliefs at work. Furthermore, spirituality in the workplace enables individuals to manifest different facets of their identity.

Literature Review

Organisational Commitment (OC)

Mahesar et al. (2021) define OC as a psychological connection that helps workers fulfill their responsibilities, accomplish organizational objectives, and consider long-term relationships with their companies. For bank owners and management, OC holds significant importance as it has a direct impact on employee performance. Globally, employees in the banking sector face elevated stress levels stemming from extended working hours and suboptimal technology utilization. Consequently, this has resulted in reduced job satisfaction among bank employees, leading to a decline in their OC (Abdullah and Ramay, 2012). Vokola and Bouradas (2005) findings indicate that OC significantly predicts communication opportunities. Staff turnover and employee absenteeism are caused by a lack of OC (Rehman, 2017). OC is defined as an employee's conviction in the organization's values and goals, demonstrated by the desire to persist as a member and display loyalty to the organization (Hackett et al., 2001). Effective OC and organizational communication are positively correlated, based on studies conducted by Walker et al. (2009). Employee OC is not greatly decreased by organizational volatility (Briscoe and Finkelstein, 2009); rather, they prevent the company from being more successful. Earlier studies indicate that OC influences employee performance (Almutairi, 2016).

Spirituality

According to Dalmida (2006), spirituality is seen as a way to lessen psychological discomfort and enhance general health and psychological well-being. Studies that correlate wellbeing with optimal health—that is, the integration of mind, body, and spirit—also highlight the strong relationship that exists between spirituality and several aspects of well-being, including mental, social, emotional, physical, and spiritual. According to Kriger and Seng (2005), "spirituality" encompasses self-transcendence and

connectivity with the universe. In accordance with Antunes et al. (2018) and Eid et al. (2021), leaders characterized by spiritual intelligence, which encompasses the capacity to identify and utilize transcendent elements of their being and proficiently manage spiritual states, play a pivotal role in fostering a workplace culture infused with spirituality. Smith et al. (2018) define an individual's spirit as the link between their emotions and ideals, including their inner self. Spiritual leadership (SL) brings together the physical, emotional, intellectual, and spiritual components (Moxley, 2000), promoting balance among leaders, employees, and organizations (Fairholm, 2011).

WS (workplace spirituality)

Ashmos and Duchon (2000) delineate WS into three facets: the internal life, purposeful labor, and a sense of community. Spirituality in the workplace is not limited to religion, in spite of individuals may share their religious conviction. Integrating spirituality into the workplace allows individuals to express their unique selves.

As per Marques et al. (2007), workplace well-being (WS) encompasses a feeling of interconnectedness, community, and alignment with overarching objectives among individuals. Workplace Satisfaction (WS) is a multifaceted concept encompassing three essential dimensions: work engagement, community sense, and inner life connection. Within this framework, WS is defined by an individual's inner self being directed towards their work and active engagement within the workplace community (Luis Daniel, 2010; Kinjerski & Skrypnik, 2006). Dr. Pushkar et al. (2020), the study suggests that WS, particularly through the elements of mindfulness, transcendence, and a sense of community, can have a positive impact on employee job satisfaction and leadership within organizations. The notion of meaningful work revolves around an employee's interaction with their daily tasks, incorporating aspects of their individuality, motivation, realities, and desires to participate in meaningful activities that contribute their own life and foster connections among others (Overell, 2008). Studies indicate that components of Work Satisfaction (WS), such as positive organizational motive, community at work, and meaning in work, directly influence work attitudes, which in turn affect Job Satisfaction (JS) (Shankar Pawar, 2009). According to Pradhan and Jena (2016), individuals with a spiritual inclination offer significant advantages to their organizations by embodying virtues within the workplace and experiencing higher levels of job satisfaction, productivity, motivation, and OC. When organizations prioritize the well-being of their employees, it fosters positive perceptions and a sense of obligation among employees to contribute to organizational goals, as outlined in the theory of social exchange (Rhoades et al., 2001). Existing literature has highlighted various favorable outcomes of organizational support, including increased satisfaction, reduced turnover intentions, heightened commitment, and stronger departmental identification (Edwards & Peccei, 2010; Riggle et al., 2009). Furthermore, researchers have examined dissatisfaction among employees and identified factors contributing to increased job satisfaction. Griep et al. (2016) argued that the absence of dissatisfiers in higher education leads to employee dissatisfaction, while Mirowsky (2017) highlighted how poor working conditions in higher education diminish motivation and performance. Assiter (2017) emphasized the adverse impact of strenuous physical and mental demands on working conditions in higher education. Additionally, Anderson

(2015) pointed out that poor working conditions in educational institutions significantly diminish teachers' and staff members' confidence.

Job Satisfaction

Job satisfaction is a vital aspect within the field of organizational behavior, attracting substantial research attention. Scholars have explored diverse elements that impact job satisfaction and its significant repercussions for individuals and organizations. Spector (1997) underscores the intricate nature of job satisfaction, focusing on its application, evaluation, origins, and outcomes. Elements like a favorable work environment consistently appear as fundamental factors leading to increased job satisfaction (Spector, 1997). Faragher et al. (2005) conducted research revealing that job security plays a significant role in promoting both employee satisfaction and commitment. The effects of bowling for job satisfaction go beyond individual happiness, influencing organizational results such as employee performance (Wright & Cropanzano, 2000), staff retention (Harter et al., 2002), and OC (Meyer & Allen, 1991). According to the study, the most significant predictor of WS was job happiness. It was discovered that there is little correlation between OC and work happiness. Furthermore, no mediation effect was found between WS and OC when job satisfaction was considered as a mediator.

OC, WS & Job Satisfaction

The investigation carried out by Sprung, Sliter, and Jex (2012) delves into the contemporary realm of WS, examining its influence on organizational results such as employee commitment. This entails establishing conducive work atmospheres that resonate with employees' internal beliefs, wherein both work engagement and community participation contribute to fostering a sense of connection between individuals' professional endeavors and their spiritual fulfillment. Drawing from Alkahtani (2015), it is evident that OC holds significant importance for staff members within the higher education sector. The research highlights that highly committed staff members play a crucial role in improving student effectiveness while simultaneously reducing the administrative burden on educational management. An association has been established by Moore (2012) between teachers' commitment and job satisfaction within school work settings. The research indicates that heightened levels of commitment are tied to greater retention rates. Nonetheless, understanding the precise factors within school environments that promote enhanced commitment remains a complex endeavor, as noted by Dumay and Galand (2012). WS encompasses the facilitation of employees' experiences within the organization (Pawar, 2008). Research by Aubé et al. (2007) indicates that contemporary employees exhibit spiritual behavior not only in their personal lives but also in the workplace. Organizations prioritizing esteem-building opportunities foster self-improvement and advancement, leading to increased power and enthusiasm surrounded by employees (Avey et al., 2012).

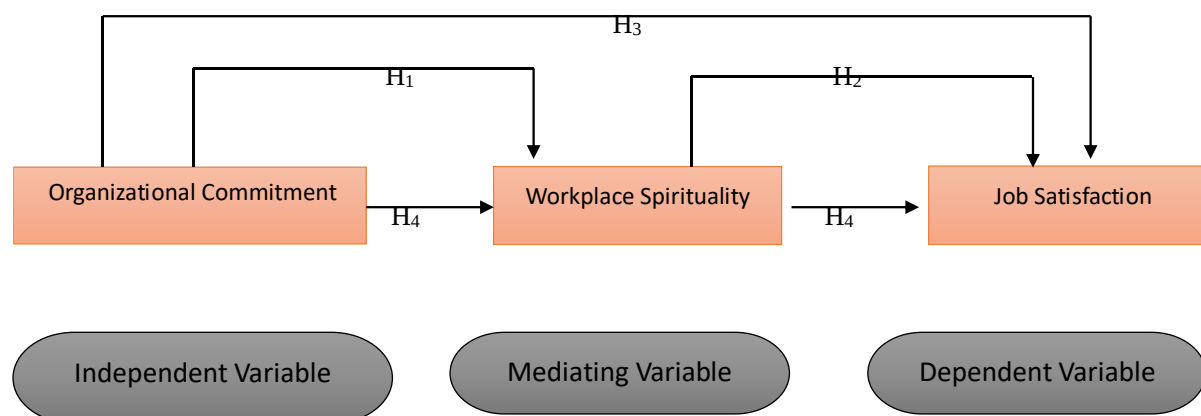
Hypotheses of the Study

H1	OC has significant effect on WS.
H2	WS has significant effect on Job Satisfaction.
H3	OC has significant effect on Job Satisfaction.
H4	The effect of OC on Job Satisfaction is fully mediated by WS.

The table outlines four hypotheses regarding the relationships among OC, WS, and Job Satisfaction. Firstly, Hypothesis 1 posits that the degree of commitment individuals exhibit towards their organization significantly impacts their perception of WS. This suggests that individuals with more levels of OC may also experience a heightened sense of spirituality in their work environment. Secondly, Hypothesis 2 proposes a substantial influence of WS on Job Satisfaction, implying that employees who perceive a stronger sense of spirituality in their workplace are likely to report higher extent of job satisfaction. Thirdly, Hypothesis 3 suggests that OC significantly contributes to Job Satisfaction, indicating that individuals with greater OC tend to experience higher job satisfaction levels. Lastly, Hypothesis 4 proposes that the connection between OC and Job Satisfaction is fully mediated by WS. This implies that WS acts as a mechanism through which OC affects Job Satisfaction. These hypotheses provide a framework for investigating the dynamics between these variables and their implications for organizational behavior and employee well-being.

Figure 1

Theoretical Model of the Study



Source: Theoretical model of the study

Design &Data Collection

The study utilized a quantitative methodology, employing a descriptive correlational survey to explore the relationships between WS, OC, and job satisfaction. Additionally, it examined the indirect effect(mediating) of WS on the association between OC and job satisfaction. Data for this cross-sectional study were collected through questionnaire-based surveys. Data were collected from the Teachers employed in Higher Education Institutions and Colleges situated in district Panipat & other nearby areas. Responses of 296 respondents are taken into consideration out of 331. From remaining 25 respondents, 19 had not showing any interest to fill the questionnaire and rest 6 respondents had not fill the questionnaire completely.

Demographics of Respondents

The provided table delineates the demographic makeup of a sample group consisting of 296 individuals, presenting valuable insights for research examination.

Table 1: showing demographics of Respondents

Demographic Characteristics	N=296	%
Gender		
Male	219	73.98%
Female	77	26.02%
Age		
20 – 35	104	35.13%
35 – 50	118	39.86%
Above 51	74	25.01%
Marital Status		
Married	210	70.95%
Unmarried	86	29.05%
Educational Qualification		
Post Graduation	121	40.88%
M.Phil.	58	19.59%
PhD	117	39.53%
Working Experience		
Less than 5 yrs.	98	33.11%
5 yrs. – 15 yrs.	54	18.24%
15 yrs. – 25 yrs.	82	27.70%
More than 25 yrs.	62	20.95%
Stream		
Art	78	26.35%
Science	81	27.36%
Commerce	101	34.12%
Education	36	12.17%

It highlights a predominance of males, comprising 73.98% of the sample, while females represent 26.02%. Age distribution demonstrates a relatively even spread across three categories: 20 – 35 (35.13%), 35 – 50 (39.86%), and above 51 (25.01%). Marital status reveals a majority of married individuals (70.95%) in contrast to unmarried individuals (29.05%). There is diversity in educational qualifications, with a significant portion holding postgraduate degrees (40.88%), followed by Ph.D. holders (39.53%) and M.Phil. degree holders (19.59%). The sample exhibits varied working experiences, with substantial segments falling into the 15-year to 25-year bracket (27.70%) and those with less than five years of experience (33.11%). The educational background also varies, with commerce (34.12%) being the most prevalent, followed by science (27.36%), art (26.35%), and education (12.17%). Understanding these demographic traits is crucial for placing research findings in context and identifying any potential biases within the sample population.

Validity Examination of Research Variables

Table 2: Findings from the validity assessment of research instruments

Variables	Indicator	Item	Corrected item-total correlation	Conclusion
OC	Affective OC	AOC1	0.556	Valid
		AOC2	0.549	Valid
		AOC3	0.915	Valid
		AOC4	0.891	Valid
	Normative OC	NOC1	0.684	Valid
		NOC2	0.681	Valid
		NOC3	0.512	Valid
		NOC4	0.509	Valid
		NOC5	0.337	Valid
	Continuous OC	COC1	0.854	Valid
		COC2	0.886	Valid
		COC3	0.865	Valid
		COC4	0.880	Valid
		COC5	0.874	Valid
WS	Compassion	C1	0.585	Valid
		C2	0.446	Valid
		C3	0.395	Valid
		C4	0.357	Valid
	Spiritual Connectedness	SC1	0.435	Valid
		SC2	0.375	Valid
		SC3	0.542	Valid
		SC4	0.472	Valid
	Meaningful Work	MW1	0.521	Valid
		MW2	0.711	Valid
		MW3	0.541	Valid
		MW4	0.623	Valid
Job satisfaction		JS1	0.545	Valid
		JS2	0.658	Valid
		JS3	0.356	Valid

JS4	0.428	Valid
JS5	0.655	Valid

Source:Primarydata
processed

The table
demonstrates the

robustness of the study instruments used to measure OC, WS, and job satisfaction after a full validity examination. OC, divided into three dimensions: affective (AOC), normative (NOC), and continuous (COC), has consistently strong corrected item-total correlations for all associated components. Notably, AOC3 stands out with a correlation of 0.915, indicating a significant agreement with the entire Affective OC concept. Despite varied relationships, the NOC dimension remains valid across all elements. Similarly, measures of WS, such as compassion (C1 to C4) and spiritual connectedness (SC1 to SC4), show positive correlations, indicating that these categories are reliable. Compassion, represented by C1, has a significant correlation of 0.585, showing a strong relationship with the broader WS construct. The Spiritual Connectedness dimension also shows valid connections between its elements. Moving to Job fulfillment, both Meaningful Work (MW1 to MW4) and Job Satisfaction measures (JS1 to JS5) reveal substantial relationships, suggesting their trustworthiness in capturing the essence of job fulfillment. MW2 and JS2 stand out, with correlations of 0.711 and 0.658, respectively, emphasizing their importance in assessing meaningful work and job satisfaction. Furthermore, the Demographic Variable items (DV1 and DV2) show good correlations, which adds to the overall reliability of the study's assessment tools. Finally, the findings not only confirm the validity of the individual questions within each construct, but also identify specific items that are critical for accurately measuring OC, WS, and job happiness. These findings lay a solid platform for researchers and practitioners to securely use these tools in future analyses and debates about organizational dynamics and employee happiness.

Relationship among OC, WS&Job Satisfaction

The Pearson correlation coefficients depicted in Table 2 signify notable positive relationships among Job Satisfaction (JS), WS and OC within the organizational setting. These correlations not only indicate the presence of significant positive associations but also elucidate the strength and direction of these relationships.

Table 3: Pearson Correlations for All the Variables

	JS	WS	OC
JS	1		
WS	.365*	1	
OC	.404*	.581*	1

Note. JS = Job satisfaction; OC = OC; WS = WS

*Correlation is significant at the .01 level (two-tailed).

Primarily, Job Satisfaction displays moderately positive correlations with both WS ($r = .365$, $p < .05$) and OC ($r = .404$, $p < .05$). This implies that employees who express greater extents of job satisfaction are also more likely to practice a sense of spiritual connection in the workplace and exhibit stronger commitment to their organization. Such findings underscore the critical importance of fostering a work environment where employees feel fulfilled and content in their roles, as it appears to cultivate deeper connections to both their work and the organization as a whole. Similarly, WS demonstrates moderately positive correlations with both Job Satisfaction ($r = .365$, $p < .05$) and OC ($r = .589$, $p < .05$). This suggests that employees who perceive their workplace as supportive of their spiritual beliefs or values tend to report higher levels of job satisfaction and demonstrate stronger commitment to their organization. The stronger correlation between WS and OC indicates that spiritual fulfillment in the workplace may play a particularly influential role in shaping employees' commitment to the organization, potentially serving as a source of meaning and purpose in their work. Furthermore, OC shows moderately positive correlations with both JS ($r = .404$, $p < .05$) and WS ($r = .589$, $p < .05$). This shows that workers are more likely to demonstrate a strong sense of loyalty to their company if they are happy in their positions and feel that there is a spiritual element at work. These findings underscore the interconnectedness of job satisfaction, WS, and OC, suggesting that efforts to enhance one of these factors may positively influence the others. In summary, the results indicate that fostering aspects of job satisfaction and spirituality in the workplace may contribute to higher levels of OC among employees. Prioritising the development of a work environment that fosters employee satisfaction and supports spiritual well-being can lead to an increase in employee commitment and engagement, which in turn can improve both employee and organisational well-being.

Effect of OC on WS

The regression analysis conducted in this study reveals a statistically significant positive association between OC (OC) and WS (WS). With a correlation coefficient (R) of 0.581, the data shows a somewhat positive connection between the two variables, suggesting that as OC increases, WS tends to rise as well. The regression analysis conducted in this study

Table 4: Regression results of OC on WS

R	R^2	Adjusted R	SE of the estimate F	Significance
.581	.338	.336	4.258	150.38.000
Model	Unstandardized coefficients		Standardized coefficients t Significance	
	B	SE	Beta (constant)	
OC	.233	.014	.581	12.27 .000

Note: . Predictors: OC, dependent variable: WS

reveals a statistically significant positive association between OC and WS. With a correlation coefficient (R) of 0.581, the analysis indicates a balanced positive correlation between the two variables, suggesting that as OC increases, WS tends to rise as well. The coefficient of determination (R^2) of 0.338 further implies that approximately 33.8% of the variance in WS can be attributed to OC. The standardized coefficient (Beta) of

0.581 suggests that a one-standard-deviation increase in OC results in a corresponding 0.581 standard deviation increase in WS. Moreover, the significant F-statistic of 150.38, with an associated significance level of $p < 0.001$, underscores the overall significance of the regression model. Additionally, the t-value of 12.27 for OC, with a significance level of $p < 0.001$, reinforces the robustness of this relationship. These findings highlight the importance of OC in influencing spiritual dimensions within the workplace. The regression analysis in this study reveals a significant positive relationship between OC and WS. A moderate positive correlation ($R = 0.581$) indicates that as OC increases, WS tends to rise as well. Approximately 33.8% of the variance in WS can be attributed to OC ($R^2 = 0.338$). A one-standard-deviation increase in OC corresponds to a 0.581 standard deviation increase in WS (Beta = 0.581). The highly significant F-statistic (150.38, $p < 0.001$) and the t-value (12.27, $p < 0.001$) for OC reinforce the robustness of this relationship. Overall, these findings underscore the crucial role of OC in shaping spiritual aspects within the workplace.

Effect of WS on job satisfaction (JS)

The presented regression analysis examines the correlation between WS and JS. The correlation coefficient (R) of 0.365 suggests a positive yet relatively modest relationship between WS and JS, indicating that an growth in WS is associated with a slight increase in job satisfaction. The coefficient of determination (R^2) of 0.133 indicates that approximately 13.3% of the

Table 5: Regression resultsofWSonjob satisfaction

R	R^2	R Adjusted	SEoftheestimate	F	Significance
.365	.133	.131	4.258	45.185	.000
Model	Unstandardizedcoefficients		Standardizedcoefficients		t
	B	SE	Beta(constant)		Significance
OC	.576	.080	.365	6.72	.000

Note: Predictors: WS, dependent variable: job satisfaction

variability in job satisfaction can be accounted for by WS. The adjusted R^2 of 0.131 adjusts for model complexity, showing a marginal reduction in explanatory power. The standard error of the estimate (SE) of 4.258 represents the typical deviation of observed job satisfaction scores from their predicted values. The F-statistic of 45.185, with a significance level of $p < 0.001$, confirms the overall significance of the regression model, implying a statistically significant relationship between WS and job satisfaction. Furthermore, the unstandardized coefficient (B) of 0.576 indicates that each unit increase in WS corresponds to a 0.576-unit increase in job satisfaction. The standardized coefficient (Beta) of 0.365 suggests that a one-standard-deviation increase in WS results in a 0.365 standard deviation increase in job satisfaction. The t-value of 6.72 for WS, with a significance level of $p < 0.001$, reinforces the strength and significance of this association. These findings emphasize the importance of WS in shaping JS, potentially influencing both individual well-being and organizational outcomes.

Effect of OC on Job Satisfaction

Table 6: ResultsofRegressionsofOConJob Satisfaction

R	R^2	R Adjusted	Standard error of estimation	F	Significance
.404	.163	.160	.144	7.855	.000
Model	Unstandardized coefficients	Standardized coefficients	t	Significance	
	B	SE	Beta(constant)		
OC	.246	.019	.404	2.803	.000

Note. Predictors: OC, dependent variable: Job Satisfaction

The 6th table presents the regression analyses results investigating the relationship between OC and JS. The correlation coefficient (R) suggests a moderate positive correlation ($R = 0.404$) between the two variables. The R^2 (coefficient of determination) indicates that approximately 16.3% of the variance in Job Satisfaction can be explained by OC. Adjusting for the number of predictors in the model, the adjusted R^2 is 0.160. The standard error of the estimate (SE) is 0.144, representing the average discrepancy between observed and predicted values. The F-value of 7.855, significant at the 0.000 level, underscores the overall statistical significance of the regression model in predicting Job Satisfaction based on OC. In the model summary, the unstandardized coefficient (B) for OC is 0.246, suggesting that a one-unit increase in OC corresponds to a 0.246-unit increase in Job Satisfaction. The standardized coefficient (Beta) for OC is 0.404, indicating its relative importance compared to other predictors. The associated t-value of 2.803, significant at the 0.000 level, underscores the significance of OC as a predictor of Job Satisfaction. These results offer valuable insights into the relationship between OC and Job Satisfaction, elucidating their significance and directionality within the research context.

Mediation Effect of WS on the Relationship Between OC and Job Satisfaction

The table summarizes the findings of a multiple regression analysis that examined the associations between OC, job satisfaction (JS), and WS, with a special emphasis on understanding the potential mediating role of WS. The findings provide fascinating insights into these connected issues. The study found a substantial positive relationship between OC and

Table 7: ResultsofMultipleRegressionsofOConJob SatisfactionwithMediationEffectofWS

Equation	1 JS			2 WS			3 JS		
	Beta	t	Sig	Beta	T	Sig	Beta	t	Sig
Dependent variable									
Independent: OC	.431	7.634	.000	.594	12.861	.000	.276	4.347	.000
Mediator: WS							.193	2.937	.003

Note. JS=Job Satisfaction, WS = WS, OC = OC, Sig=significance

job satisfaction (Beta = 0.431, $t = 7.634$, $p < 0.05$). Simultaneously, WS had a direct beneficial influence on job satisfaction, however with a smaller effect size (Beta = 0.193, $t = 2.937$, $p = 0.003$). The mediation study shows that WS has a substantial impact on the connection between OC and job satisfaction (Beta = 0.594, $t =$

12.861, $p < 0.05$). This indicates that WS helps in providing some favorable influence of OC on job satisfaction. The results of the mediation analysis reveal insightful dynamics among WS, affective OC, and OCB (organizational citizenship behavior). The first regression equation illustrates a significant positive relationship between WS and OCB, indicating that a workplace fostering spiritual values is associated with increased organizational citizenship behavior. Moving to the second equation, WS significantly influences affective OC, emphasizing its role in cultivating employees' emotional attachment and dedication to the organization. The third equation demonstrates that affective commitment significantly influences OCB, suggesting that employees with a strong emotional connection are more likely to exhibit positive citizenship behavior. Importantly, even after accounting for affective commitment in the third equation, the relationship between WS and OCB remains significant but reduced. About 28.7% of the effect of WS on OCB is mediated by affective commitment, highlighting the partial mediation role of affective commitment in this relationship. This nuanced understanding sheds light on the intricate interplay between spiritual workplace environments, emotional commitment, and employee behaviors, offering valuable insights for organizational management and research. In conclusion, the study suggests that both OC and WS contribute independently to job satisfaction, with the latter acting as an important mediator in this dynamic relationship, shedding light on the complex pathways by which OC influences employee well-being.

Hypotheses Testing

Hypotheses	Relation	Decision
H1	OC has significant effect on WS.	Supported
H2	WS has significant effect on Job Satisfaction.	supported
H3	OC has significant effect on Job Satisfaction.	supported
H4	The effect of OC on Job Satisfaction is fully mediated by WS.	Not supported

The table provides a comprehensive outline of the research hypotheses, their respective relationships, and the conclusions drawn from the empirical analysis. Commencing with Hypothesis 1, suggesting a significant impact of OC on WS, the study's findings corroborate this assertion, indicating a notable association between OC and WS within organizational settings. Moving on to Hypothesis 2, proposing a substantial influence of WS on Job Satisfaction, the empirical results support this notion, highlighting the pivotal role of WS in shaping positive employee attitudes and overall satisfaction in the workplace. Likewise, Hypothesis 3, positing a significant effect of OC on Job Satisfaction, aligns with the research findings, emphasizing the pivotal role of OC in driving employee satisfaction levels. However, contrary to expectations, Hypothesis 4, suggesting that WS fully mediates the relationship between OC and Job Satisfaction, fails to find empirical support. This discrepancy suggests the existence of additional factors or mechanisms contributing to the association between OC and Job Satisfaction beyond the mediating influence of WS. These insights offer

valuable implications for organizational leaders and practitioners aiming to foster positive work environments and enhance employee satisfaction and performance.

Findings and Conclusion

The intricate relationships observed among job satisfaction, WS, and OC highlight the multifaceted nature of employee attitudes and behaviors within organizational contexts. The positive correlation between job satisfaction and OC suggests that contented employees are more likely to exhibit loyalty and dedication to their organization (Mowday, Porter, & Steers, 1982). This alignment implies that fostering job satisfaction could potentially bolster overall OC, leading to improved employee retention and organizational performance (Allen & Meyer, 1990). Furthermore, the mediating influence of WS adds depth to our understanding of these dynamics. WS encompasses aspects such as meaning, purpose, and values in the workplace, transcending material concerns (Giacalone & Jurkiewicz, 2003). The significant mediation effect suggests that when employees perceive their workplace as supportive of spiritual growth and fulfillment, it positively impacts both their job satisfaction and OC (Mitroff & Denton, 1999). Essentially, workplaces that prioritize spiritual values and provide opportunities for employees to connect with their deeper sense of purpose may experience heightened levels of employee satisfaction and commitment (Milliman, Czaplewski, & Ferguson, 2003). This mediation underscores the importance of addressing spiritual needs in the workplace, as it can serve as a catalyst for enhancing overall employee well-being and engagement (Duchon & Plowman, 2005). By integrating spiritual dimensions into organizational culture and practices, employers can foster a sense of belonging, meaning, and fulfillment among employees, contributing to a more harmonious and productive work environment (Ashmos & Duchon, 2000). This holistic approach to employee management acknowledges the significance of nurturing not only professional growth but also personal fulfillment and alignment with deeper values, ultimately leading to improved organizational performance and success (Fry, 2003).

Future Directions & Limitations

The study exclusively focused on the education sector due to limitations in both time and resources, thus restricting its applicability. To enhance the research outcomes, it is recommended to broaden the scope by including diverse sectors such as nonprofit organizations, insurance companies, banking, textiles, and telecommunications. These industries, being significant and people-centric, would offer valuable insights into organizational dynamics. Furthermore, the study sample was drawn from a single city in India, predominantly consisting of Hindu participants, potentially limiting the generalizability of the findings. To mitigate this limitation, future research should aim to collect data from a more diverse range of religious backgrounds to explore potential variations in outcomes. Additionally, while the current study primarily examined job satisfaction as the dependent variable, future investigations could incorporate other variables such as absenteeism, trust, employee engagement, and turnover. Moreover, the study utilized Work Spirituality as a mediator; however, future studies could explore alternative mediators and moderators such as job embeddedness, spiritual leadership, emotional intelligence, positive affectivity, OC, and demographic factors like age, gender, education, and tenure. Expanding the conceptual framework in this manner would

enrich our understanding of organizational behavior across different contexts and facilitate the development of more comprehensive theories.

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