

# Workplace Spirituality, Work-related Attitudes & Organizational Performance: Moderating Effect of Organizational Culture's Elements

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*This study has taken job satisfaction and well-being as work-related attitudes and explored the interaction effect of job satisfaction with organizational culture on organizational performance. Responses have been collected from diverse people across India from different industries who have worked in organizations and are well-versed in work-related attitudes. The study utilized the partial least square structural equation modeling (PLS-SEM) technique to analyze the data. The study established the link between workplace spirituality and work-related attitude and its effect on organizational performance. The results clearly show the importance of the group and rational cultural preference over hierarchical and entrepreneurial organizational culture dimensions. The study has uniquely examined the organizational culture's elements and their direct and indirect effect on organizational performance.*

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## **Introduction**

Recently, workplace spirituality has become an eye-catching concept to explore. However, there is a difference between spirituality and workplace spirituality, which is still not clear to management scholars and practitioners. The former is associated with faith, religious beliefs, and organized religion (Marques et al., 2006), whereas the latter is a human-centered aspect, which accumulates self-awareness, life purpose and community engagement. This has led to a better and more rational investigation of spirituality, its construction and its impact on employers and organizations.

Workplace spirituality is an integral part of human beings at the workplace. It can be defined as the “recognition that employees have an inner life which nourishes and is nourished by meaningful work taking place in the context of a

community” (Ashmos & Duchon, 2000). In other words, it is a state that provides a feeling of understanding, support, inner wholeness or connectedness. Definition of workplace spirituality consisted in terms of sense of community, meaningful work, and value of organization (Hassan et al., 2016). Therefore, workplace spirituality is considered a crucial element that delimits the concept of self and demonstrates a high order of human awareness (English & Gillen, 2000; Karakas, 2010; Vallabh & Singhal, 2014).

Researchers suggest that workplace spirituality may help to reduce internal and external conflicts and stress. Good atmosphere at work leads to increase in job satisfaction, employee wellbeing and eventually employee will stay long in the workplace. Furthermore, fostering spirituality at the workplace enables an employee to be authentic at work, which increases organizational performance. Workplace spirituality prevails in the culture and increases peer knowledge and it enables their feelings toward others (Giacalone & Jurkiewicz, 2003).

According to Milliman et al. (2003), workplace spirituality shows the importance of employees with his or her task, duties and responsibilities, resulting in enhanced job satisfaction and leads to improved organizational performance. Sheep (2006) suggested that workplace spirituality has potentially strong relevance to the wellbeing of individuals, organizations and societies. Further, the organizational culture is the overarching element, which determines all interactions and upward or down-

ward flows within the organization. If organizational culture is positive, it may enhance employee satisfaction and his wellbeing, in turn leads to organizational performance which is still an unexplored area, especially in the Indian context.

Therefore, this paper aims to explore the link between workplace spirituality, work-related attitude and organizational performance. Also, it explores the moderating effect of individual elements of organizational culture on organizational performance. Work-related attitude comprises job satisfaction and employee wellbeing. These two elements are a crucial part of work-related attitude because when employees are satisfied with their job and observe an appropriate environment in the form of organization culture, they perform better. The paper tries to analyze the interaction effect of organizational culture elements as hierarchical structure, group structure, developmental and rational structure with job satisfaction (Harrington & Guimaraes, 2005). The study has clearly shown the combined effect of work-related attitude and organizational culture. What follows is a review of prior literature on the selected constructs. Based on this review, hypotheses were developed, and consequently, a research model has been proposed. Next, the research plan is described, thereafter, the results have been discussed. The findings are then discussed with the respective implications for theoretical and practical aspects. Finally, the limitations of this study as well as future research opportunities have been summarized

### **Workplace Spirituality**

Workplace spirituality (WPS) develops trust between individuals by connecting each other for a particular work process that helps organizational culture to improve cooperative feeling, motivation, positivity, which reflects in overall organization performance (Afsar & Rehman, 2015; Khari & Sinha, 2020). In the past, people who preferred individual culture, are now moving toward spiritual values. Workers who trust an organization give their best output and improve organizational performance. The trust establishes a relationship with employees through which they feel satisfied, improve and provide full dedication towards organizational goals. Human beings always need approval from others to find themselves worthy and connected to others, workplace spirituality supports this basis and inculcates this in organizational culture by motivating employees, providing opportunities, improving their risk management capabilities, etc. WPS is a multidimensional construct that behaves as a connecting bridge between individuals and organization (Lee et al., 2014). Some components of WPS such as compassion, mindfulness bring positive change in the employees; when employees inculcate compassion, they have empathy for others and try to alleviate their pain like it is his/her own. On the other hand, mindfulness helps employees to be aware of self of each moment's thought, feeling, bodily sensation, etc (Petchsawang & Duchon, 2009).

Previous studies have shown that there must be a general distinction be-

tween individual spirituality and workplace spirituality (Giacalone & Jurkiewicz, 2003). Kolodinsky et al. (2008) stated that individual workplace spirituality consists of spiritual values that an individual brings to the workplace while organizational spirituality is the spiritual values of the organization as perceived by the employees (individual), and further, they concluded that each spirituality is quite a different construct.

### **Employee Wellbeing**

Employee wellbeing is not limited to employee's health or financials but it includes all the aspects that help employees to keep them safe and functioning (Ryan & Deci, 2001) such as physical wellbeing, psychological wellbeing, social wellbeing, financial wellbeing, and spiritual wellbeing (Grant et al., 2007). These are critical areas of wellbeing, which represent the health of the organization (Wilson et al., 2004). Employee wellbeing directly influences employee's productivity (Grant et al., 2007). There is evidence which reveals the impact of wellbeing on performance and survival of employees, ranges from illness, financial issues, turnover, absenteeism to discretionary effort (Danna & Griffin, 1999). The wellbeing of employees should be a prime concern for any organization because it is in the best interest of employees, employer, communities and organization (Hart et al., 2003).

This study presented spirituality as an antecedent of employee wellbeing. As discussed above, the workplace spirituality helps in developing a culture for the

organizational environment, which has become the norm for an organization. Moreover, any conflict in the alignment of individual values and organizational values disturbs the work culture in the environment of an organization, which can directly impact employee wellbeing (Grant et al., 2007). Hence, this study hypothesizes that:

H1: WPS positively impacts employee wellbeing.

### **Job Satisfaction**

Job satisfaction is seen as the result of a comparison between the desired outcome and actual result (Cranny et al., 1992; Worth et al., 1992). The difference can be explained through many factors. However, this study has explored the effect of workplace spirituality on job satisfaction. Workplace spirituality accomplishes the inner self needs of the individual and these inner needs are a part of job satisfaction. Hence, we can say that there is a significant relationship between workplace spirituality and job satisfaction (Gupta & Gehlawat, 2013), also meaningful work, interest in work, and community at the workplace are part of WPS, which directly impacts job satisfaction.

Generally, there are higher chances that if any individual is satisfied with life, he/she can be satisfied with any job, irrespective of work or place (Van der Walt & De Klerk, 2014). Therefore, if one is satisfied with life, it means an individual has achieved spirituality, which reflects in his/her intent to accept any work. One view also suggests WPS de-

velops values and community in an organization, which leads to a positive impact on employee satisfaction (Milliman et al., 1999). One particular study in the field of medicine, shows nurses feel more satisfied with a job where spiritual work environment was present (Reineck & Furino, 2005).

H2: WPS positively impacts employee job satisfaction.

### **Organizational Performance**

Organizational performance is a crucial measure for any organization's success. It is the combination of the output of all employees represented by the unique measures. Organizational performance is not a single direction construct; it is multi-directional. The organizational performance comprises three areas of the firm namely financial performance, product market performance, and shareholder returns (Lomax et al., 2004). In the firm, a sense of community plays a measure role that affects organizational performance. When employees have less conflict among each other and lower ambiguity, it leads to strong organizational performance (Royal & Rossi, 1996). One of the elements of WPS is a community and it can directly affect employee performance (Rossi & Shank, 2000). The inner life of an employee experiences emotions, motivation, and perception within the workplace. Further, these experiences create a positive or negative impression about their peers and organization. If the experience is positive, then the performance of the organization will improve, and if negative, then it reduces the performance of an organization.

H3: Employee wellbeing positively impacts organizational performance.

H4: Job satisfaction positively impacts organizational performance.

### **Organizational Culture**

Organizational culture can be defined as “The collective programming of the mind that distinguishes the member of one group or category of people from another” (Rossi & Shank, 2000). Organizational culture shows a difference in organizational behavior in terms of different situations and times (Ouchi & Wilkins, 1985). Cameron & Quinn (2011), define organizational culture as “the taken-for-granted values, the underlying assumptions, expectations, collective memories, and definitions present in the organization”. Organizational practices that help formulate effective culture are as follows 1. patterns or belief that are developed by employees regarding the organization, 2. how much external environment and internal integration is present, and 3. heredity, transfer traits and values from senior to junior employees (Koutroumanis, D. & A. Alexakis, 2009).

In this study, organizational culture comprises four main elements that represent the organizational culture. These four components are: entrepreneurship structure, hierarchical structure, group structure and rational structure in an organization (Harrington & Guimaraes, 2005). Previous studies have discussed that procedural autonomy in entrepreneurial cultures, combined with several milestones in rational cultures, are

thought to provide the ideal structural context for innovation projects, and thereby help in enhancing the performance of an organization (Kanter, 1985). Additionally, knowledge sharing and communication will suffer if an organization is characterized by mistrust and a lack of willingness to share information. As a result, a strong group culture is needed, which may help the organization in enhancing managerial IT knowledge as well as creating more open communication channels that further help the organization in producing high performance. However, prior studies have exhibited that hierarchical culture that focuses on stability and control most likely leads to change resistance (Fiol & Lyles, 1985). From the above discussion, this study has considered the elements of organizational culture as moderators in the relationship between WPS and job satisfaction.

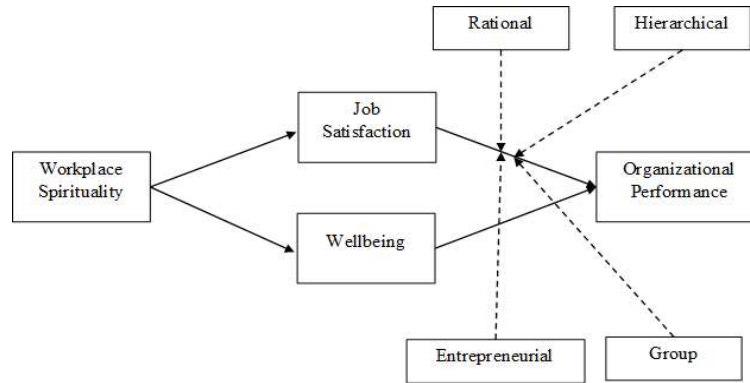
H5: Rational element of organizational culture moderates the relationship between job satisfaction and organizational performance.

H6: Hierarchical element of organizational culture moderates the relationship between job satisfaction and organizational performance.

H7: Entrepreneurial element of organizational culture moderates the relationship between job satisfaction and organizational performance.

H8: Group element of organizational culture moderates the relationship between job satisfaction and organizational performance.

Fig. 1 Design of the Study



### Data Collection

In this study, the survey method was used for data collection. To obtain a response from remote location, Google form platform was used because of its simplicity and ease to use. A survey was circulated through emails and LinkedIn to employees of different organizations. This email has been sent with the cover letter describing the purpose of the study and email also mentions that the collected data will be used only for academic study and anonymized. This study has been conducted in different sectors like academic institutions, health organizations, banks and insurance companies, telecom companies, etc. Minimum requirement for the survey was 10+2 education and a basic understanding of the English language. Questions for the construct was taken from a past study and have been tested for reliability and validity. Respondents represent diverse background, culture, age, etc. Diversity of applicants helps to generalize findings for a larger population. Responses to the questions are based on a Likert scale from 1 to 5

(1 = very low, 5 = very high). The total number of questions is 49, covering 11 constructs. There are a few second-order constructs and the rest are first-order constructs. The initial sample size was 288; however, after data cleaning and removing missing values, it came down to 252, which was used for rigorous statistical analysis.

### Sample Demographics

The sample has been diverse in terms of gender, age and organizational tenure and has been covered by various industries. Out of 252 respondents, 111 (45%) were females and 141(55%) were males. Similarly, the education distribution shows that 12% were graduates, 82% were postgraduates and 6% were doctorates. The age distribution is recorded as follows: 49% were from 21-30 years, 38% were from 31-40 years, 10 % were from 41-50 years and 3% were from 51-60 years. Also, the respondents were from various sectors such as education, defence, service, manufacturing, consulting, banking and finance and IT industries.

### **Workplace Spirituality**

This study considers four main dimensions of WPS namely compassion, mindfulness, meaningful work, and transcendence, and was measured using a scale developed by Petchsawang & Duchon (2009). The construct consists of 22 items; 4 items related to compassion, 6 items related to mindfulness, 7 items related to meaningful work, and 5 items related to transcendence. The items related to compassion are like “I am aware of sufferings, so I sympathize with others” and answers are measured on a Likert scale from 1 to 5 (1 = low, 5 = high). Cronbach alpha value for compassion was 0.716, which is and has a good strong reliability. In mindfulness, the items are like “I do jobs or tasks automatically, without being aware of what I’m doing”. The Likert scale used to measure the answer is in the range of 1 to 5. (1 = low, 5 = high). Having a good reliability value of 0.862 shows the answers are not biased and can be considered for the study. Meaningful work involved items such as “I look forward to coming to work most days”. Cronbach alpha value is 0.923, which shows high reliability. Transcendence involved five items, for e.g., “The work I do is connected to what I think is important in life.” Cronbach alpha value for transcendence was 0.745. All the first-order constructs of WPS had good reliability for further analysis.

### **Organizational Culture**

This construct was developed using four dimensions: entrepreneurial, hierar-

chical, team, and rational culture. There was a total of 14 items; 4 items for entrepreneurial, 4 items for hierarchical, 3 items for team and 3 items for rational. To measure organizational culture, a scale developed by Helfrich et al. (2007) was used. The entrepreneurial dimension can be identified by utilizing items such as “I find my organization to be a very dynamic and entrepreneurial place” and “People here are willing to stick their necks out and take risks”. The responses were captured on a Likert scale ranging from 1 to 5 (1= very low and 5 = very high). Cronbach alpha value was 0.880 and showed high reliability. Hierarchical structure of any organization can be defined by utilizing items such as “I find that my organization is a very formalized and structured place” and “Here, bureaucratic procedures generally govern what people do.” The responses captured on Likert scale ranged from 1 to 5, where 1 is least and 5 is highest. Cronbach alpha were recorded as 0.778, which showed good reliability. For team construct, responses recorded on a Likert scale ranged from 1 to 5 (1 = lowest, 5 = Highest) and utilized items such as “I find managers in my organization are warm and caring” and “They seek to develop employees’ full potential and act as their mentors or guides”. Cronbach value of 0.749 showed good reliability for the study. Finally, the rationale construct was assessed by items such as “I find managers in my organization are coordinators and coaches” and “They help employees meet the facility’s goals and objectives”. The responses recorded on a Likert scale ranged from 1 to 5 (low to high). Cronbach alpha value of 0.752 was

obtained, which is acceptable for the study. Organizational culture is a second-order construct while hierarchical, entrepreneur, team, and rationale are first-order constructs. All the first-order constructs show good reliability for conducting the study.

### **Employee Wellbeing**

The construct consists of three items, which were measured using the scale developed by Langford (2009). These items can find the right wellbeing measures using Likert scale from 1 to 5 (1= lowest and 5= highest) and were like “I am given enough time to do my job well”. The Cronbach alpha value of 0.840 showed good reliability for the study.

### **Job satisfaction**

It can be measured using the scale developed by Langford (2009) and items were like “Overall, I am satisfied with my job”. Three items utilized on a five-point Likert scale ranged from 1 to 5 (1 = very low, = very high). Cronbach alpha value of 0.926 showed strong reliability and was good for performing a study.

### **Organizational Performance**

To measure organizational performance, seven items developed by Delaney and Delaney & Huselid (1996) were utilized. The samples of these items are “I believe that my organization performs better as compared to the competitor” and “My organization has high-quality products, services, or programs.”

The reliability of this construct is evident from the Cronbach alpha value of 0.934.

### **Statistical Analysis**

The variance-based structural equation modeling (VB-SEM) technique is found to be most robust and suitable for exploring the relationship among the variables (S. Dhir et al., 2020; Hair et al., 2013). Thus, partial least square structural equation modeling has been used as a statistical method to investigate the relationships proposed in this study with the help of Smart PLS 3.0 software. Further, a two-stage analytical procedure was adopted to test (a) measurement model for reliability testing, and (b) structural model to analyze the proposed model.

### **Results**

Table 1 shows the correlations and discriminant validity among the constructs. The correlation of construct is significant, which can be verified as all values of the Pearson correlation coefficient are above 0.61 and significant at  $p < .05$ . Also Table 1 shows the acceptable values of discriminant validity using Fornell & Larcker (1981) criterion, which ensures that square root of AVE should be greater than the correlations between the constructs. For the acceptable discriminant validity, the values in the diagonal should be greater than the

**It is confirmed that the initial regression of workplace spirituality is significant and has a positive relation to work-related attitude.**

**Table 1 Correlations among the Constructs & Discriminant Validity**

	WPS	EOC	GOC	HOC	ROC	JS	WB	OP
WPS	0.607							
EOC	0.554	0.857						
GOC	0.522	0.627	0.814					
HOC	0.180	0.003	0.266	0.740				
ROC	0.474	0.551	0.690	0.153	0.807			
JS	0.762	0.623	0.607	0.135	0.512	0.933		
WB	0.653	0.508	0.541	0.196	0.530	0.653	0.871	
OP	0.563	0.627	0.601	0.175	0.446	0.582	0.541	0.846

Note: Workplace Spirituality (WPS), EOC- WPS- Entrepreneurial Organizational Culture, GOC- Group Organizational Culture, HOC-Hierarchical Organizational Culture , ROC-Rational Organizational Culture , JS-Job Satisfaction, WB-Wellbeing, OP-Organizational Performance. All the values are significant at p<.05.

correlation values as shown in Table 1 ( Dhir et al., 2020). In this study, SEM method was used to investigate the result of the hypothesis and hierarchical moderated method was used to identify the interaction hypothesis (Cao et al., 2009; Tripathi et al., 2020; Tripathi & Sankaran, 2021). From Table 1, it is confirmed that the initial regression of workplace spirituality is significant and has a positive relation to work-related attitude.

**Internal Consistency**

For internal consistency, the model utilizes (1) uni-dimensionality and (2) reliability. Since, the present study utilized all items measured uniformly on a Likert scale ranging from 1 to 5 (1 = low, 5 = high), hence exhibits the uni-dimensionality of the model. For reliability, either this study can use the value of Cronbach alpha or the value of composite reliabil-

**Table 2 Measurement Model Evaluation**

	Cronbach's Alpha	CV comm. Index	Composite Reliability	Average Variance Extracted (AVE)	Discriminant Validity
CS	0.661	0.254	0.822	0.539	0.734
TD	0.745	0.311	0.831	0.517	0.719
MW	0.923	0.574	0.938	0.686	0.828
MF	0.862	0.455	0.896	0.598	0.773
OP	0.934	0.616	0.946	0.716	0.846
WPS	0.907	0.319	0.919	0.368	0.607
EOC	0.88	0.542	0.917	0.734	0.857
GOC	0.749	0.336	0.854	0.662	0.814
ROC	0.752	0.312	0.848	0.651	0.807
HOC	0.778	0.260	0.826	0.547	0.740
JS	0.926	0.686	0.953	0.87	0.933
WB	0.84	0.489	0.904	0.758	0.871

Note: CS- Compassion, TD- Transcendence, MW- Meaningful Work, MF- Mindfulness, EOC- Entrepreneurial Organizational Culture, GOC- Group Organizational Culture, HOC- Hierarchical Organizational Culture, ROC- Rational Organizational Culture, JS- Job Satisfaction, WB- Wellbeing, OP- Organizational Performance.

ity. Table 2 exhibits both values of Cronbach alpha and composite reliability. Compared to Cronbach alpha, composite reliability provides better estimation of true reliability (Garson, 2012). Further, all values of composite reliability are above 0.8; and according to Chin (1998); Hock & Ringle (2006) the value should be more than 0.7. Thus, with the aforementioned results, this study exhibits that the model has good internal consistency.

### **Convergent Validity**

The extent of agreement and consensus in several trials for quantifying the same theoretical construct using different approaches indicates convergent validity (Bagozzi, 1980; Campbell & Fiske, 1959). For a good model, convergent validity should be good; and to measure convergent validity, this study uses communality: Average variance explained (AVE) in Smart PLS should be greater than 0.5 (Chin, 1998; Hock & Ringle, 2006). This implies each construct should have capabilities to explain in detail about half the variance of their respective minimum indicators. All the constructs except workplace spirituality is above 0.5. Workplace spirituality is a second-order construct and first-order constructs of workplace, spirituality and organizational culture, have a good value of AVE. This shows that workplace spirituality is not dimensional, but it is multidimensional.

### **Discriminant Validity**

Discriminant validity is used to confirm that each construct is different from

another construct and have low correlations (Bagozzi, 1980; Campbell & Fiske, 1959). Discriminant validity is measured by taking the square root of AVE. This needs to be greater than the correlation among the others as per Fornell–Larcker criterion (Garson, 2012). From Table 2, it is evident that all the values of discriminant validity are greater than 0.6; and consequently Table 1 shows that all the values are lower than their top values. These findings exhibit that all the constructs are good for the study.

### **Partial Least Square Path Modelling**

Partial Least Square (PLS) method was introduced by Wold (1966). Majorly, it is used to analyze high-dimensional data and it has gone through a lot of modifications and extensions. PLS is primarily used for exploratory analysis and most importantly it does not require normal distribution and works on a small sample size (Dhir et al., 2020; Hair et al., 2013). This study uses PLS, which will make better inferences and test multiple hypotheses at the same time and it can also find a moderating or interacting effect. PLS-SEM also has the capabilities to deal with higher-order or second-order constructs like organizational culture and workplace spirituality.

### **Partial Least Square – Structural Equation Modeling**

In modeling, path coefficient, which can be calculated using PLS-SEM, plays an important role. Hypothesis testing requires p-values to find the acceptance or

rejection of hypothesis; and in PLS, p-values depends on standard error estimated through bootstrapping result (Dhir et al., 2020; Kock, 2015).

To go further with any study, the value of AVE should be positive and this shows the acceptance criteria for the measurement model. As shown in Table 2, all the values of AVE are positive. Also, the cross-validated communality index should be positive for all the constructs. This shows the good quality of the model.

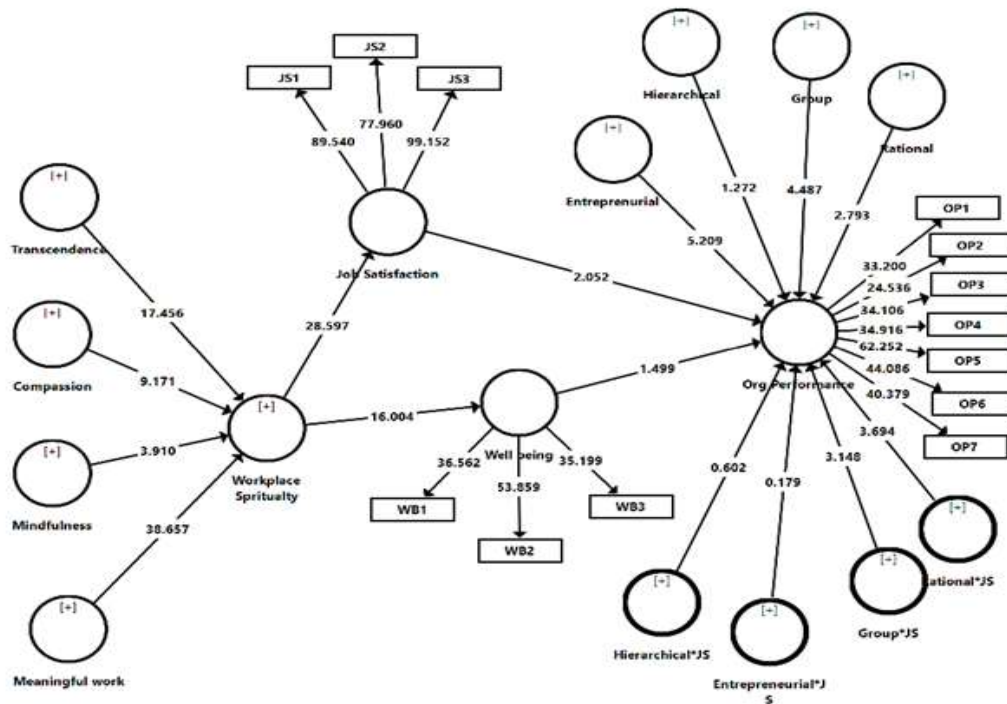
**Evaluation of Inner Model & Hypothesis Testing**

To calculate the path coefficient, this study uses three algorithms 1. PLS Algorithm, 2. Bootstrapping, and 3. Blind-

folding. The bootstrapping (Fig. 2) result shows the T statistics and P values. Fig. 2 shows the T-values of each path coefficient; and all the paths are significant, except moderating effect of entrepreneurial element of organizational culture has a non-significant effect in the relationship between job satisfaction and organizational performance.

PLS algorithm calculates the path coefficient of each construct including moderating and mediating effects. It helps in evaluating the structural model and it has been demonstrated by Fig. 3 as the PLS algorithm. Further, Table 3 shows the values of path coefficient, standard deviation, P-values and result of all the hypotheses.

Fig. 2. Bootstrapping Result



The path coefficient shows 0.653 at

$p < 0.001$ , which further demonstrates a strong relationship between WPS and employee wellbeing. So, this study accepted H1. The path coefficient in H2 is 0.762 at  $p < 0.001$ , which shows strong support between workplace spirituality and job satisfaction. The study accepts H2. The path coefficient in hypothesis 3 is 0.115, which is non-significant. So, this

study rejects H3, which demonstrates that employee wellbeing does not affect organizational performance. The path coefficient in Hypothesis 4 is 0.171 at  $p < 0.001$ , which shows strong support and indicates a positive relationship between job satisfaction and organizational performance. So, this study accepts H4 (Table 3).

Fig. 3 Path Coefficients

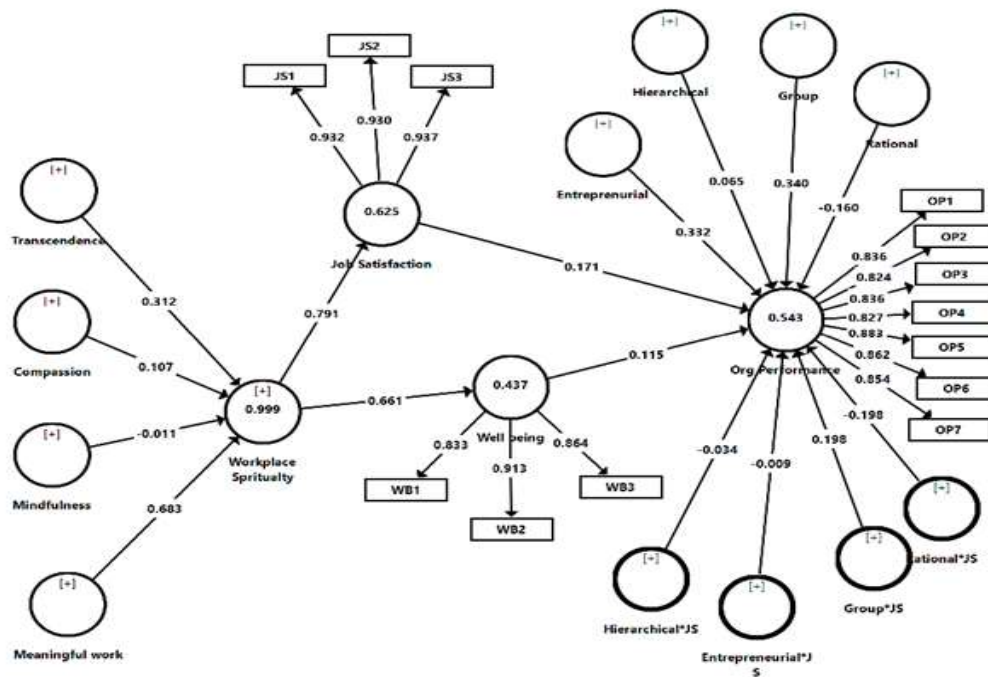


Table 3 Path Coefficients

Hypotheses	Path Coefficient	SD	P-value	Result
H1	0.661	0.044	0.000	Supported
H2	0.791	0.033	0.000	Supported
H3	0.115	0.073	0.117	Not Supported
H4	0.171	0.081	0.034	Supported
H5	-0.198	0.056	0.000	Supported
H6	-0.034	0.058	0.558	Not Supported
H7	-0.009	0.054	0.866	Not Supported
H8	0.198	0.066	0.003	Supported

### **Moderating Effect of Organizational Culture**

The bootstrapping result in Fig. 2 reveals the significance of moderating the role of each element of organizational culture. The moderating role of each element of organizational culture and independent variables job satisfaction and organizational performance show the dynamic and contextual nature of organization culture. For H5, the rational element of organizational culture is significant with organizational performance as  $p < 0.05$ . but the value of path coefficient is found to be negative, i.e. -0.196. So, the rational moderating effect negatively affects the organizational performance with job satisfaction. Therefore, H5 is supported. For H6, p-value is found to be non-significant, which is  $p < 0.05$ . So, moderating effect of hierarchical element of organizational culture in the relationship between job satisfaction and organizational culture is non-significant. Therefore, H6 is not supported. For H7, the p-value is insignificant, which is  $p < 0.05$ . So, moderating effect of entrepreneurial element of organizational culture in the relationship between job satisfaction and organizational culture is non-significant. Therefore, H7 is not supported. For H8, the p-value is 0.003, which is significant; and the path coefficient is 0.198, which shows a positive effect. This represents that if there is job satisfaction and employee enjoy a group organizational culture, the organizational performance improves. Therefore, H8 is supported (Table 3).

### **Quality of the Structural Model**

The redundancy index is one of the prominent tools to measure the quality of the structural model. According to Tenenhaus-Aziza, F. Ellouze (2015), "It quantifies the portion of the variability of the manifest variables linked to the endogenous variable with an explanation by the latent variables having direct linkage to the endogenous block". The redundancy index ( $Q^2$ ) is used for measuring the quality of the structure. In this model, all the manifesting variables linked to the latent variables explain the endogenous variable. The value of the cross-validated redundancy index ( $Q^2$ ) should be greater than 0 for good quality of the structural model and predictive relevance (as shown in Table 4) for all the constructs.  $R^2$  measures the percentage of explanation by the constructs. There are first and second-order constructs and the values of  $Q^2$  and  $R^2$  are given (Table 4). All the values of the redundancy index are more than 0. This shows that the model has predictive relevance, and all the constructs explain more than 50% of the dimension except organizational performance, which is very good. Henseler et al. (2015) introduced standardized root means square residual (SRMR) as the goodness-for-fit for PLS-SEM. The SRMR represents the difference between predicted and observed correlations and that is why it helps to measure the actual fit for the model (because it measures the average magnitude of the difference between observed and predicted correlation). For a good fit, the value of the model should be less than 0.08 and 0.10. Further, from Table 4, the

values are 0.11 and 0.12 for saturated and estimated models. As per SRMR, the model is not fit. However, as per  $Q^2$ , this study exhibits a good fit structural model.

**Table 4 Structural Model Indices**

	CV Redundancy Index ( $Q^2$ )	R Square
JS	0.503	0.581
OP	0.371	0.543
WB	0.316	0.426
WPS	0.357	1.000
	Saturated Model	Estimated Model
SRMR	0.118	0.122

Note: JS- Job Satisfaction, WB- Wellbeing, OP- Organizational performance, WPS- Workplace spirituality, SRMR- Standardized root means square residual

## Discussion & Conclusion

The present study has explored the impact of WPS on work-related attitudes like job satisfaction and employee wellbeing and work-related outcomes such as organizational performance and also shows the moderating effect of each element of organizational culture. The result clearly shows that in the interaction of organizational culture with job satisfaction as shown in the result, job satisfaction positively affects organizational performance. In this study, work-related attitude consists of employee wellbeing and job satisfaction. Work-related attitude positively affects organizational performance.

All managers have the key responsibility of establishing and maintaining a secure and harmonious workplace that is free from personal or organizational discrimination. Every organization is therefore directly responsible for complying with organizational and government policies and laws. Each employee has a personal responsibility to under-

stand the unwritten norms of culture and follow the same. Therefore, managers must make sure to disseminate a harmonious culture among their employees because organizational culture influences job satisfaction and employee wellbeing in turn impacts organizational performance.

The present study shows how organizational culture influences work-related attitude and organizational performance. Also, the impact of workplace spirituality on job satisfaction in turn affects organizational performance. It is good to consider the direct as well as indirect impacts of organizational culture elements on work-related attitude. The outcomes of the present study will help a manager consider workplace spirituality as one of the important factors, which directly impacts work-related attitude and organizational performance. Further, workplace spirituality helps improve job satisfaction and wellbeing.

Finally, this study finds that, from the employee's perspective, workplace spiri-

tuality involves meaningful work and mindfulness, which in turn helps in developing creativity, flexibility, and intelligence. Further, it also helps in finding the way to their ultimate values. Faith in work stimulates employees' sense of community. Also, when employees are devoted to their work and accomplish it with zeal and enthusiasm, it will influence other employees to replicate and understand the value of work at the workplace. In this way, employees can find purpose in their work, which will help them work joyfully and enthusiastically, which in turn enhances work-related attitude and organizational performance.

### Limitations

The relation of a variable can be defined differently and different effects can be examined for future studies. Also, the first variables of workplace spirituality and organizational culture can be added or subtracted according to future demand and changes. Workplace spirituality is not only limited to employee job satisfaction and wellbeing, but there are also chances that other parameters related to employees and organization can have a profound impact on further studies. Also, this study can be done with moderating variables other than the elements of organizational culture and it is possible to find different effects on variables.

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