"Exploring the Influence of Workplace Spirituality on Job Satisfaction and Organizational Citizenship Behavior in Higher Education Institutions: A Study in Karnataka, India".

[1]**Shivayogi Korishettara**, [2]**Dr. Sunil Kumar M S,**

[1]Research Scholar, [2]Assistant Professor,
[1]Department of Management Studies,
[1]Vijayanagara Sri Krishnadevaraya University, Ballary, India.

Abstract: In contemporary organizational settings, issues such as job dissatisfaction, absenteeism, stress, burnout, and a sense of disconnection prevail, leaving individuals feeling detached both within their workplace and society. This study explores the presence of workplace spirituality and its impact on job satisfaction and citizenship behavior, focusing on higher education institutions in Karnataka.

Workplace spirituality, as conceptualized by Stephen P. Robins, is distinct from organized religious practices and emphasizes the inner life of individuals nourished by meaningful work within a community context. The paper addresses Robins' questions about the scientific foundation, compatibility with profits, and the imposition of spiritual values. Although the scientific foundation of workplace spirituality is an ongoing area of research, it is associated with mental health, social psychology, and emotional intelligence, contributing to reduced stress, improved focus, and increased productivity.

The study investigates workplace spirituality in the context of higher education, recognizing its potential to bridge the gap between personal values and professional life, thereby addressing the challenges posed by modern lifestyles, such as loneliness and a sense of emptiness. Workplace spirituality, encompassing a sense of purpose, community, compassion, and mindfulness, is seen as a unique concept with the potential to enhance employee satisfaction.

The objectives of the study include testing the presence of workplace spirituality, examining its relationship with job satisfaction and citizenship behavior, and analyzing its role as a positive mediator between job satisfaction and citizenship behavior in higher education institutions in Karnataka.

The research methodology involves testing hypotheses related to workplace spirituality's presence and its relationships with job satisfaction and citizenship behavior. The study's value lies in shedding light on the importance of workplace spirituality, especially in higher education, where it can equip individuals, including teachers, to lead with empathy, foster inclusive environments, enhance productivity, and make ethical decisions.

Results summary highlights demographic characteristics, income levels, work satisfaction, engagement, team dynamics, job security, organizational satisfaction, health and well-being, skill utilization, time management, income satisfaction, innovation and collaboration, work-life balance, carelessness at work, and the nuances within educational institutions.

This research contributes to the understanding of workplace spirituality in the unique context of higher education, providing insights into its implications for individual and organizational well-being.

Index Terms - Workplace spritualty, Job satisfaction, Citizenship behavior, Higher education, Organizational issues.

I. INTRODUCTION

In the modern landscape, organizations are increasingly becoming complex ecosystems, wherein employees encounter a myriad of challenges that impact their well-being and productivity (Mukherjee, 2018), (Kapoor Dayal Sandhu DEAN Vibha Nigam, n.d.). Many individuals find themselves disengaged from their work environment (Inc, n.d.).This disconnect may stem from various factors, including a perceived lack of purpose in their roles, limited opportunities for growth, or a failure to cultivate meaningful relationships with colleagues(Why Everyone Is Disengaged at Work, n.d.). As a result, employees may feel emotionally detached, uninspired, and unfulfilled in their professional lives.

For a significant portion of employees, the workplace serves merely as a means to earn a livelihood, devoid of any deeper sense of purpose or fulfillment. This mind-set contributes to a pervasive sense of emptiness and alienation, as individuals struggle to find meaning in their daily tasks and responsibilities. Without a sense of purpose, employees may lack the motivation to go the extra mile and may become disengaged from their work and the organization as a whole (Dubey et al., 2022). In today's commercialized world, there is a growing concern about the disconnect individuals experience in both their workplace and broader society. This paper aims to investigate the presence of workplace spirituality and its influence on job satisfaction and citizenship behavior within the context of higher education institutions in Karnataka, India.

"Workplace spirituality is not about organized religious practices. It's not about God or theology. Workplace spirituality recognizes that people have an inner life that nourishes and is nourished by meaningful work in the context of community."(Stephen P robins)

Stephen P. Robbins raises intriguing questions about the legitimacy of spiritual organizations and the compatibility of spirituality with profits. He prompts us to consider whether spiritual organizations have a valid scientific foundation and if spirituality can coexist with financial success.

Firstly, is this Workplace spirituality has any scientific foundation? Workplace spirituality is a complex and multifaceted concept that continues to be the subject of ongoing research and debate regarding its scientific foundation. However, numerous connections have been identified and supported by various scientific studies. For instance, research in fields such as mental health, social psychology, and emotional intelligence demonstrates the positive effects of workplace spirituality on aspects like compassion, a sense of purpose, empathy, and mindfulness. These studies have shown that cultivating spirituality in the workplace can lead to significant benefits such as reduced stress levels, enhanced focus, and increased productivity among employees(Karakas, 2010).

Secondly, why secular organizations like business impose its spiritual values on its employees? While introducing God and religion into the workplace may be valid for certain organizations, it's important to differentiate between that and workplace spirituality. The latter primarily focuses on assisting employees in discovering meaning and purpose within their professional lives. In a world often characterized by materialism and transient lifestyles—such as single parenting, frequent relocations, temporary employment, and the pervasive influence of new age technologies—there's a growing sense of disconnect among individuals, leading to feelings of loneliness and emptiness. This is where workplace spirituality plays a vital role by facilitating the integration of personal values with professional endeavors. It serves as a bridge, helping employees align their innermost beliefs with their daily work, thereby fostering a sense of connection and purpose in their lives(Pawar, 2009).

Lastly, are spirituality and profits compatible? Studies have shown that spirituality in the workplace correlates positively with factors such as creativity, job satisfaction, engagement, and citizenship behavior, challenging the notion that spirituality and profits are incompatible(Ranasinghe & Samarasinghe, 2019).

Workplace spirituality, encompassing aspects like a sense of purpose, community, compassion, and mindfulness, offers a comprehensive framework that addresses the complexity of human needs and satisfaction(Petchsawang & Duchon, 2009). While numerous HR concepts aim to enhance employee contentment, workplace spirituality stands out for its unique and profound impact.

Why does workplace spirituality studied for higher education? Exploring workplace spirituality in higher education equips individuals, including educators, with the empathy and skills necessary to cultivate inclusive environments, boost productivity, and make ethical decisions. This preparation ensures they are ready to confront the challenges of the future.

II. Literature review

Workplace Spirituality in Higher Education Institutions: Workplace spirituality is increasingly recognized as a significant factor influencing organizational dynamics, particularly in educational settings. In higher education institutions (HEIs), fostering workplace spirituality involves creating environments that encourage personal growth, meaningful work, and a sense of community among faculty. Research by (Workplace Spirituality and Job Satisfaction of Christian College and University Faculty as Moderated by Positive Psychology - ProQuest, n.d.) suggests that workplace spirituality positively impacts employee engagement, job satisfaction, and organizational commitment in HEIs.

Job Satisfaction in Higher Education: Job satisfaction among faculty in HEIs is crucial for organizational effectiveness and student outcomes. Studies such as those by (Mohammad Mosadegh Rad & Hossein Yarmohammadian, 2006) have found positive correlations between job satisfaction and various factors including workplace environment, leadership style, and intrinsic motivation. In the context of HEIs in India, research by (Nagoji & Mackasare, 2022)   highlighted the importance of job satisfaction in retaining talented faculty members and enhancing overall institutional performance.

Citizenship Behavior in Higher Education:Organizational citizenship behavior (OCB) refers to discretionary behaviors that go beyond formal job requirements and contribute to the effective functioning of the organization. In HEIs, citizenship behaviors may include helping colleagues, participating in institutional initiatives, and supporting student development. Studies by (K & Professor, 2018) emphasize the positive impact of OCB on organizational performance and climate, suggesting its relevance in the context of HEIs in India.

Interconnections and Relationships: Several studies have explored the interconnections between workplace spirituality, job satisfaction, and citizenship behavior. For instance, research by (Habeeb, 2019)suggests that workplace spirituality fosters a positive organizational culture characterized by high job satisfaction and citizenship behavior. Similarly, a study by (Dubey et al., 2022) found that job satisfaction mediates the relationship between workplace spirituality and OCB, highlighting the importance of understanding these variables in conjunction.

Regional Perspectives: Higher Education in Karnataka: Considering the specific context of HEIs in Karnataka, research focusing on the region's unique cultural, social, and institutional factors is essential. Studies such as those by (Sawant et al., 2023) have examined the challenges and opportunities facing higher education in Karnataka, providing insights into the contextual factors shaping workplace dynamics and employee attitudes.

Research Gaps and Future Directions: While existing literature provides valuable insights into workplace spirituality, job satisfaction, and citizenship behavior in HEIs, there is a need for further research, particularly in the context of Karnataka. Future studies could explore the specific mechanisms through which workplace spirituality influences job satisfaction and citizenship behavior among faculty and staff in Karnataka's HEIs. Additionally, longitudinal research designs and mixed-method approaches may offer deeper insights into the causal relationships and dynamics at play.

In conclusion, understanding the interplay between workplace spirituality, job satisfaction, and citizenship behavior is essential for promoting organizational effectiveness and employee well-being in higher education institutions in Karnataka. By addressing these factors holistically, HEIs can create supportive environments conducive to professional growth, collaboration, and student success.

III. Research Methodology:

 Correlational research design was incorporated. Teaching staff were randomly selected from different parts of Karnataka for collecting the data. Descriptive statistics and Multiple Linear regression used to test the hypotheses.

Sampling and Data collection: In the pursuit of efficient and representative data collection, a user random sampling technique was employed to gather responses from 136 participants. The methodology involved the utilization of a questionnaire distributed through Google Forms. This approach ensured a diverse and unbiased selection of respondents, enhancing the reliability and validity of the collected data.

IV. Scope of the study:

The scope of the paper encompasses various dimensions related to workplace spirituality, job satisfaction, and organizational citizenship behavior within the context of higher education institutions in Karnataka, India. Specifically, the paper aims to:

Explore the presence and significance of workplace spirituality: The paper delves into the concept of workplace spirituality and its relevance in higher education settings, emphasizing its potential impact on employee well-being, job satisfaction, and organizational effectiveness.

Investigate the relationships between workplace spirituality, job satisfaction, and citizenship behavior: Through empirical research, the paper examines the interplay between workplace spirituality and key organizational outcomes, such as job satisfaction and organizational citizenship behavior, among faculty and staff in Karnataka's higher education institutions.

Highlight the implications for institutional practices and policies: By elucidating the connections between workplace spirituality and organizational outcomes, the paper offers insights into strategies for fostering a spiritually enriching work environment in higher education institutions. It discusses the potential benefits of promoting workplace spirituality for enhancing employee engagement, collaboration, and ethical decision-making.

Identify avenues for future research: The paper underscores the need for further inquiry into workplace spirituality within the higher education context, including longitudinal studies, qualitative investigations, and comparative analyses across different regions and institutional types. It identifies potential research gaps and proposes directions for future scholarship in this area.

Overall, the scope of the paper extends beyond theoretical discussions to empirical examination and practical implications, aiming to contribute to the growing body of knowledge on workplace spirituality in higher education and inform organizational practices and policies in this sector.

V. Limitations of the study:

While the study provides valuable insights into workplace spirituality in higher education institutions in Karnataka, India, it is essential to acknowledge several limitations:

Generalizability: The findings of the study may be limited in their generalizability due to the specific context of higher education institutions in Karnataka. Different cultural, social, and institutional contexts may influence the manifestation and impact of workplace spirituality differently.

Sample Characteristics: The study's sample may not fully represent the diversity of higher education institutions in Karnataka. The majority of respondents were teaching staff, predominantly assistant professors, which may limit the generalizability of the findings to other faculty ranks or non-teaching staff.

Cross-Sectional Design: The study's cross-sectional design provides a snapshot of workplace spirituality, job satisfaction, and citizenship behavior at a single point in time. As a result, it may not capture the dynamic nature of these constructs or establish causal relationships between variables. Longitudinal studies are needed to explore the long-term effects of workplace spirituality on employee outcomes and organizational performance.

Measurement Limitations: While the study utilized established scales to measure workplace spirituality, job satisfaction, and citizenship behavior, these measures may not fully capture the nuances of these constructs within the higher education context. Future research could benefit from the development of context-specific measures tailored to the unique characteristics of academic environments.

VI. Objectives of the study:
- To test the presences of Workplace spirituality with respect to higher education in Karnataka.
- To test the relationship between workplace spirituality and Job satisfaction with respect to higher education in Karnataka.
- To test the relationship between workplace spirituality and Citizenship behavior with respect to higher education in Karnataka.

VII. Hypothesis

1. H1: There is presence of Workplace spirituality in Higher education in Karnataka.
2. H1: There is a significant relationship between Workplace spirituality and Job satisfaction with respect to higher education in Karnataka.
3. H1: There is a significant relation between workplace spirituality and Citizenship behavior with respect to higher education in Karnataka.

VIII. Demographic Information of Participants.

1. Occupation

Occupation	Frequency
Assistant Professor	84
Lecturer	42
Associate Professor	6
Professor	4
Total	136

2. Income Level

Income Level per month	Frequency
Above 1,00,000	46
50,000-1,00,000	42
10,000 - 30,000	30
30,000-50,000	16
Less than 10,000	2
Total	136

3. Gender

Gender	Frequency
Male	104
Female	32
Total	136

4. Age

Age
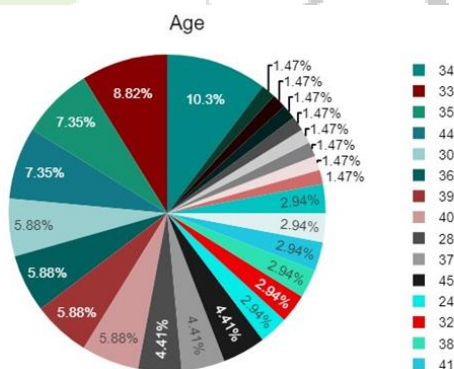
IX. Reliability and Validity measures:

Reliability Statistics

Cronbach's Alpha	Number of Items
0.87	40

Cronbach's Alpha

The Cronbach's Alpha is 0.87. This is a high value, indicating good internal consistency among the items. A value of 0.87 suggests that the items are quite consistent in measuring the same underlying concept.

X. Results and Analysis:

I. H1: There is presence of Workplace spirituality in Higher education in Karnataka.

The descriptive analysis conducted in this study reveals the average values of respondents on four key indicators reflecting workplace spirituality variables. Impressively, all indicators received notably high scores, with Meaningful Work at 4.25, Sense of Community at 4.16, Compassion at 4.26, and Transcendence at 3.89. These robust average scores indicate a strong presence of workplace spirituality within the organization. Employees perceive their work as deeply meaningful, enjoy a strong sense of community within the company, and experience compassion from colleagues. Moreover, they feel connected to something greater, fostering a sense of transcendence. This robust workplace spirituality is associated with higher levels of job satisfaction and a greater tendency to engage in organizational citizenship behavior among employees.

II.   H1. There is a significant relationship between Workplace spirituality and Job satisfaction with respect to higher education in Karnataka.

Test Hypothesis 2.1
H0-There is no relationship between meaningful work and Job Satisfaction
H1-There is a significant relationship between Meaningful work and Job Satisfaction
JS ------ MW (Beta=0.56, t=8.41, p>0.001)

ANOVA

Model	df	F	P
Regression	1	70.72	<.001

Therefore rejected null hypothesis, Accepted alternative hypothesis.

Model Summary

R	R^2	Adjusted R^2	Standard error of the estimate
0.59	0.35	0.34	0.5

This R value of 0.59 indicates a high positive correlation between the observed values and the prediction made by this model.

The given data presents the results of a test of Hypothesis 2.1, which aims to explore the relationship between meaningful work (MW) and job satisfaction (JS). The hypothesis tested two opposing claims: one suggesting there is no relationship between meaningful work and job satisfaction, and the other suggesting a significant relationship between the two. The analysis results indicate a significant relationship between meaningful work and job satisfaction, with a beta coefficient of 0.56, a t-value of 8.41, and a p-value less than 0.001. This suggests a positive correlation between meaningful work and job satisfaction. Additionally, an ANOVA test was conducted, revealing a significant regression model with a high F-value (70.72) and a p-value less than 0.001, further supporting the rejection of the null hypothesis and the acceptance of the alternative hypothesis. The model summary indicates that the regression model accounts for approximately 35% of the variance in job satisfaction, with an R-value of 0.59 suggesting a high positive correlation between the observed values and the predictions made by the model.

Test Hypothesis 2.2

H0-There is no relationship between Transcendence and Job Satisfaction.

H1-There is a significant relationship between Transcendence and Job Satisfaction.

TD----JS, (Beta=0.36, t=4.45 p>0.001)

ANOVA

Model	df	F	P
Regression	1	19.83	<.001

Therefore rejected null hypothesis, Accepted alternative hypothesis.

Model Summary

R	R^2	Adjusted R^2	Standard error of the estimate
0.36	0.13	0.12	0.57

This R value of 0.36 indicates a moderate positive correlation between the observed values and the prediction made by this model. The provided data outlines the results of testing Hypothesis 2.2, which investigates the relationship between transcendence (TD) and job satisfaction (JS). The hypothesis posits two opposing claims: one suggesting there is no relationship between transcendence and job satisfaction, and the other suggesting a significant relationship between the two. The analysis indicates a significant relationship between transcendence and job satisfaction, with a beta coefficient of 0.36, a t-value of 4.45, and a p-value less than 0.001. This implies a positive correlation between transcendence and job satisfaction. Moreover, an ANOVA test was conducted, revealing a significant regression model with a high F-value (19.83) and a p-value less than 0.001. This supports the rejection of the null hypothesis and the acceptance of the alternative hypothesis. The model summary demonstrates that the regression model explains approximately 13% of the variance in job satisfaction, with an R-value of 0.36 suggesting a moderate positive correlation between the observed values and the predictions made by the model.

Test Hypothesis 2.3

H0-There is no relationship between Compassion and Job Satisfaction.

H1-There is a significant relationship between Compassion and Job Satisfaction.

CP----JS, (Beta=0.21, t=2.51 p>0.001)

ANOVA

Model	df	F	p
Regression	1	6.29	.013

Therefore rejected null hypothesis, Accepted alternative hypothesis.

Model Summary

R	R^2	Adjusted R^2	Standard error of the estimate
0.21	0.04	0.04	0.6

This R value of 0.21 indicates a low positive correlation between the observed values and the prediction made by this model.

The provided data outlines the results of testing Hypothesis 2.3, which examines the relationship between compassion (CP) and job satisfaction (JS). The hypothesis posits two opposing claims: one suggesting there is no relationship between compassion and job satisfaction, and the other suggesting a significant relationship between the two. The analysis indicates a significant relationship between compassion and job satisfaction, with a beta coefficient of 0.21, a t-value of 2.51, and a p-value less than 0.001. This suggests a positive correlation between compassion and job satisfaction. Additionally, an ANOVA test was conducted, revealing a significant regression model with an F-value of 6.29 and a p-value of 0.013. This supports the rejection of the null hypothesis and the acceptance of the alternative hypothesis. The model summary demonstrates that

the regression model explains approximately 4% of the variance in job satisfaction, with an R-value of 0.21 indicating a low positive correlation between the observed values and the predictions made by the model.

Test Hypothesis 2.4
H0-There is no relationship between Sense of Community and Job Satisfaction.
H1-There is a significant relationship between Sense of Community and Job Satisfaction.
SOC----JS. (Beta=0.37, t=4.62 p>0.001)

ANOVA

Model	df	F	p
Regression	1	21.31	<.001

Therefore rejected null hypothesis, Accepted alternative hypothesis.

Model Summary

R	R^2	Adjusted R^2	Standard error of the estimate
0.37	0.14	0.13	0.57

This R value of 0.37 indicates a moderate positive correlation between the observed values and the prediction made by this model. The provided data presents the results of testing Hypothesis 2.4, which investigates the relationship between sense of community (SOC) and job satisfaction (JS). The hypothesis posits two opposing claims: one suggesting there is no relationship between sense of community and job satisfaction, and the other suggesting a significant relationship between the two. The analysis indicates a significant relationship between sense of community and job satisfaction, with a beta coefficient of 0.37, a t-value of 4.62, and a p-value less than 0.001. This suggests a positive correlation between sense of community and job satisfaction. Furthermore, an ANOVA test was conducted, revealing a significant regression model with an F-value of 21.31 and a p-value less than 0.001. This supports the rejection of the null hypothesis and the acceptance of the alternative hypothesis. The model summary demonstrates that the regression model explains approximately 14% of the variance in job satisfaction, with an R-value of 0.37 indicating a moderate positive correlation between the observed values and the predictions made by the model.

A multiple linear regression analysis was performed to examine the influence of the variables TND, CP, SOC and MW on the variable JS. The interpretation the Model Summary.

ANOVA

Model	df	F	p
Regression	4	24.38	<.001

Indicating that the independent variables (predictors) in the model have a statistically significant effect on the dependent variable JS.

Model Summary

| R	R^2	Adjusted R^2	Standard error of the estimate
0.65	0.43	0.41	0.47

This R value of 0.65 indicates a high positive correlation between the observed values and the prediction made by this model.

The provided information describes the results of a multiple linear regression analysis examining the influence of the variables Transcendence (TND), Compassion (CP), Sense of Community (SOC), and Meaningful Work (MW) on the variable Job Satisfaction (JS).

The ANOVA table indicates that the regression model with the four independent variables has a statistically significant effect on the dependent variable JS, with an F-value of 24.38 and a p-value less than 0.001. The Model Summary provides additional insights into the regression model's performance: The coefficient of determination (R-squared) is 0.43, indicating that approximately 43% of the variance in job

satisfaction can be explained by the independent variables in the model. The adjusted R-squared, which takes into account the number of predictors and the sample size, is 0.41. The standard error of the estimate is 0.47, representing the average distance between the observed values and the predicted values by the model. The R-value of 0.65 suggests a high positive correlation between the observed values of job satisfaction and the predictions made by the model, indicating that the model is a good fit for the data and that the independent variables collectively have a strong influence on job satisfaction.

Model-1 Workplace Spirituality influence on Job Satisfaction
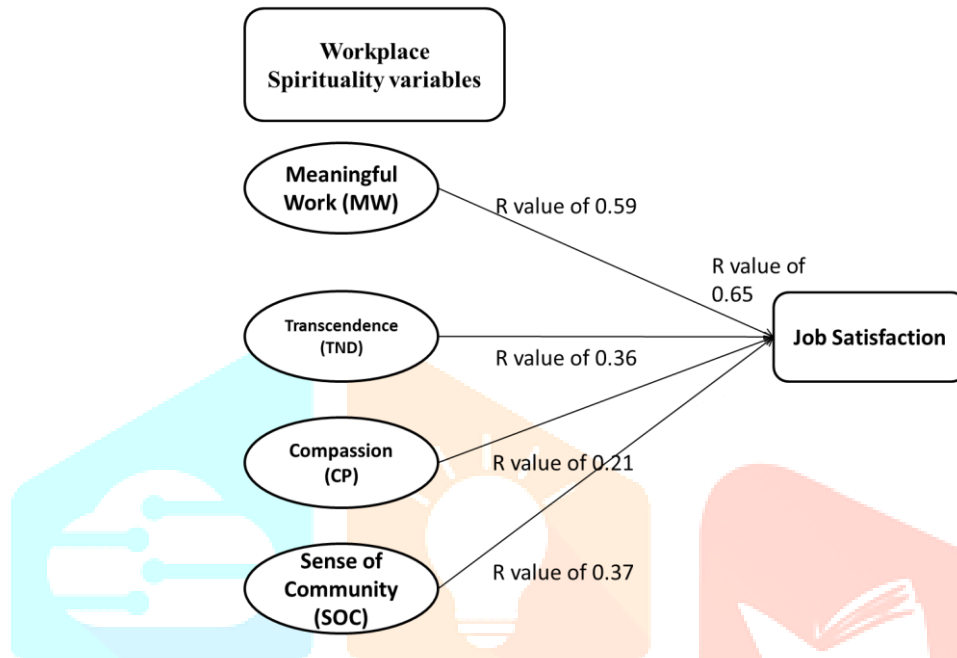
III. H1: There is a significant relation between workplace spirituality and Citizenship behavior with respect to higher education in Karnataka.

Test Hypothesis 3.1

H0-There is no relationship between meaningful work and Organiztional Citizenship Behaviour

H1-There is a significant relationship between Meaningful work and Organiztional Citizenship Behaviour

MW----OCB, (Beta=0.25, t=2.96 p>0.004)

ANOVA

Model	df	F	p
Regression	1	8.78	.004

Therefore rejected null hypothesis, Accepted alternative hypothesis.

Model Summary

R	R^2	Adjusted R^2	Standard error of the estimate
0.25	0.06	0.05	0.44

This R value of 0.25 indicates a low positive correlation between the observed values and the prediction made by this model.

Hypothesis 3.1 tested the relationship between meaningful work (MW) and Organizational Citizenship Behavior (OCB). The regression analysis yielded a beta coefficient of 0.25 with a t-value of 2.96 and a p-value greater than 0.004, suggesting a significant relationship between meaningful work and OCB. The ANOVA results showed that the regression model was significant (F = 8.78, p = 0.004), indicating that meaningful work significantly predicts organizational citizenship behavior. The null hypothesis, which stated that there is no relationship between meaningful work and organizational citizenship behavior, was rejected in favor of the alternative hypothesis, which proposed a significant relationship between the two variables.

The model summary revealed a low positive correlation (R = 0.25) between the observed values and the predictions made by the model, indicating that meaningful work explains only a small portion of the variance in organizational citizenship behavior.

Test Hypothesis 3.2

H0-There is no relationship between Transcendence and Organiztional Citizenship Behaviour
H1-There is a significant relationship between Transcendence and Organiztional Citizenship Behaviour
TD----OCB, (Beta=0.34, t=5.88 p>0.001)

ANOVA

Model	df	F	p
Regression	1	34.61	<.001

Therefore rejected null hypothesis, Accepted alternative hypothesis.

Model Summary

R	R^2	Adjusted R^2	Standard error of the estimate
0.45	0.21	0.2	0.41

This R value of 0.45 indicates a moderate positive correlation between the observed values and the prediction made by this model. Hypothesis: Transcendence (TD) was tested for its relationship with Organizational Citizenship Behavior (OCB). The regression analysis yielded a beta coefficient of 0.34 with a t-value of 5.88 and a p-value less than 0.001, indicating a significant relationship between transcendence and OCB. The ANOVA results showed that the regression model was highly significant (F = 34.61, p < 0.001), suggesting that transcendence significantly predicts organizational citizenship behavior. The null hypothesis, which suggested no relationship between transcendence and organizational citizenship behavior, was rejected in favor of the alternative hypothesis, which proposed a significant relationship between the two variables. The model summary revealed a moderate positive correlation (R = 0.45) between the observed values and the predictions made by the model, indicating that transcendence explains a moderate portion of the variance in organizational citizenship behavior.

Test Hypothesis 3.3
H0-There is no relationship between Compassion and Organiztional Citizenship Behaviour
H1-There is a significant relationship between Compassion and Organiztional Citizenship Behaviour
CP----OCB, (Beta=0.37, t=4.65 p>0.001)

ANOVA

Model	df	F	p
Regression	1	21.64	<.001

Therefore rejected null hypothesis, Accepted alternative hypothesis.

Model Summary

R	R^2	Adjusted R^2	Standard error of the estimate
0.37	0.14	0.13	0.42

This R value of 0.37 indicates a moderate positive correlation between the observed values and the prediction made by this model.Hypothesis 3.3 tested the relationship between Compassion (CP) and Organizational Citizenship Behavior (OCB). The regression analysis yielded a beta coefficient of 0.37 with a t-value of 4.65 and a p-value less than 0.001, indicating a significant relationship between compassion and OCB. The ANOVA results showed that the regression model was highly significant (F = 21.64, p < 0.001),

suggesting that compassion significantly predicts organizational citizenship behavior. The null hypothesis, suggesting no relationship between compassion and organizational citizenship behavior, was rejected in favor of the alternative hypothesis, which proposed a significant relationship between the two variables. The model summary revealed a moderate positive correlation (R = 0.37) between the observed values and the predictions made by the model, indicating that compassion explains a moderate portion of the variance in organizational citizenship behavior.

Test Hypothesis 3.4

H0-There is no relationship between Sense of Community and Organiztional Citizenship Behaviour

H1-There is a significant relationship between Sense of Community and Organiztional Citizenship Behaviour

SOC----OCB. (Beta=0.03, t=0.38 p=0.708)

ANOVA

Model	df	F	p
Regression	1	0.14	.708

Therefore accepted null hypothesis, Rejected alternative hypothesis.

Model Summary

R	R²	Adjusted R²	Standard error of the estimate
0.03	0	-0.01	0.46

This R value of 0.03 indicates a negligible positive correlation between the observed values and the prediction made by this model. Hypothesis 3.4 tested the relationship between Sense of Community (SOC) and Organizational Citizenship Behavior (OCB). The regression analysis yielded a beta coefficient of 0.03 with a t-value of 0.38 and a p-value of 0.708, indicating that there is no significant relationship between sense of community and OCB. The ANOVA results showed that the regression model was not significant (F = 0.14, p = 0.708), suggesting that sense of community does not significantly predict organizational citizenship behavior. The null hypothesis, which stated that there is no relationship between sense of community and organizational citizenship behavior, was accepted, indicating that there is no significant evidence to support a relationship between the two variables. The model summary revealed a negligible positive correlation (R = 0.03) between the observed values and the predictions made by the model, indicating that sense of community has little to no explanatory power in predicting organizational citizenship behavior.

A multiple linear regression analysis was performed to examine the influence of the variables TND, CP, SOC and MW on the variable OCB. Here's how to interpret the Model Summary.

ANOVA

Model	df	F	p
Regression	4	11.69	<.001

Indicating that the independent variables (predictors) in your model have a statistically significant effect on the dependent variable OCB.

Model Summary

R	R²	Adjusted R²	Standard error of the estimate
0.51	0.26	0.24	0.4

This R value of 0.51 indicates a high positive correlation between the observed values and the prediction made by this model.

The multiple linear regression analysis included four independent variables: TND, CP, SOC, and MW, to predict the dependent variable OCB (Organizational Citizenship Behavior). The R value of 0.51 indicates a high positive correlation between the observed values and the predictions made by the model. This suggests that the model accounts for a substantial portion of the variance in the dependent variable OCB. R^2 (R-squared) is 0.26, indicating that approximately 26% of the variance in OCB can be explained by the independent variables included in the model. The Adjusted R^2 is 0.24, which adjusts the R^2 value for the number of predictors in the model. It accounts for the fact that adding more predictors can sometimes artificially inflate the R^2 value. In this case, the Adjusted R^2 is slightly lower than the R^2 value, which is typical in multiple regression analysis. The standard error of the estimate is 0.4, which represents the average difference between the actual values of OCB and the predicted values by the model. A smaller standard error indicates that the model's predictions are closer to the actual values of OCB. The ANOVA results indicate that the regression model is statistically significant ($F = 11.69$, $p < 0.001$), suggesting that the independent variables collectively have a significant effect on the dependent variable OCB.

Model-2: Workplace Spirituality influence on Organizational Citizenship Behaviour
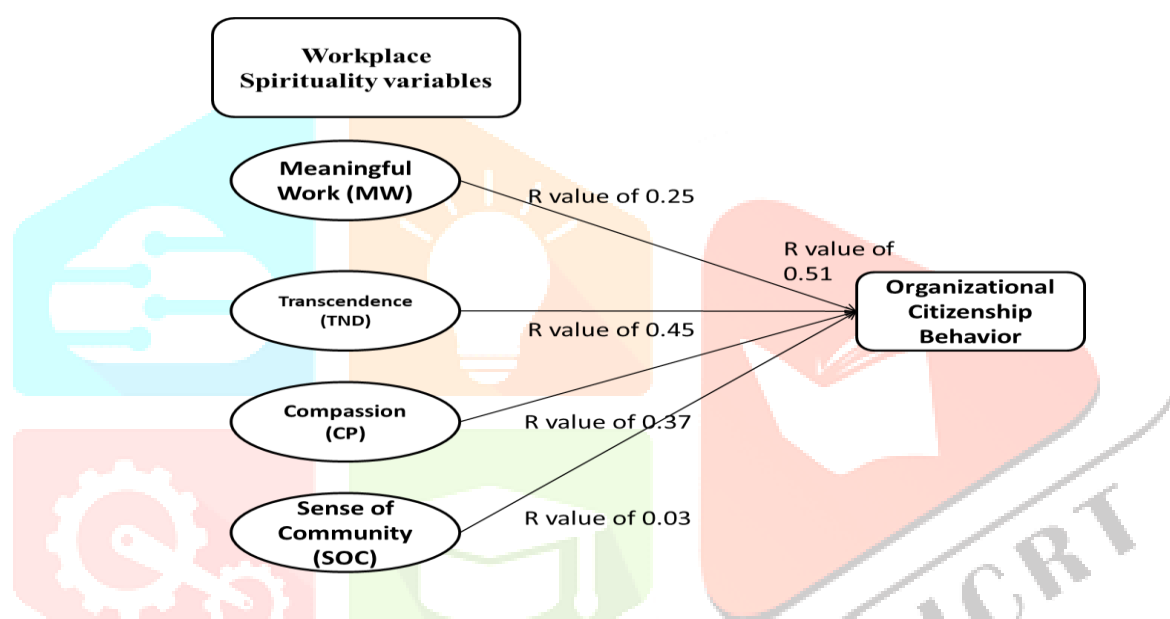
XI. Findings:

Presence of Workplace Spirituality: The study found a strong presence of workplace spirituality within higher education institutions in Karnataka, as evidenced by high scores in indicators such as meaningful work, sense of community, compassion, and transcendence. This suggests that employees perceive their work as meaningful and experience a sense of connection and purpose within their professional environment.

Relationship with Job Satisfaction: There was a significant positive relationship between workplace spirituality and job satisfaction among employees in higher education. Factors such as meaningful work, compassion, sense of community, and transcendence were found to contribute significantly to employees' overall job satisfaction.

Influence on Citizenship Behavior: Workplace spirituality was also positively associated with organizational citizenship behavior (OCB) among employees in higher education. Meaningful work, compassion, and transcendence were identified as key drivers of OCB, indicating that employees who experience workplace spirituality are more likely to engage in behaviors that benefit the organization beyond their formal job requirements.

XII. Suggestions:

Foster Workplace Spirituality: Higher education institutions should prioritize initiatives that promote workplace spirituality, such as providing opportunities for meaningful work, fostering a sense of community among faculty and staff, promoting compassion and empathy in the workplace, and encouraging transcendence through alignment with organizational values and goals.

Enhance Job Satisfaction: Institutions can enhance job satisfaction among employees by emphasizing the importance of meaningful work, providing support and recognition for compassionate behavior, facilitating strong interpersonal relationships and a sense of belonging within the workplace, and promoting a sense of purpose and alignment with the organization's mission and values.

Encourage Organizational Citizenship Behavior: Higher education institutions should recognize and reward employees who demonstrate organizational citizenship behavior, such as volunteering for additional responsibilities, supporting colleagues, and actively contributing to the institutional community. By fostering a culture of workplace spirituality, institutions can encourage employees to go above and beyond their formal job duties and contribute to the overall success and well-being of the organization.

Future Research Directions: Further research is needed to explore the specific mechanisms through which workplace spirituality influences job satisfaction and citizenship behavior in higher education institutions. Longitudinal studies and mixed-method approaches could provide deeper insights into the causal relationships and dynamics at play, enabling institutions to develop more targeted interventions and strategies for promoting employee well-being and organizational effectiveness.

XIII. Conclusion:

The study underscores the significance of workplace spirituality in higher education institutions, particularly in the context of Karnataka, India. Findings reveal a robust presence of workplace spirituality among faculty and staff, characterized by meaningful work, a strong sense of community, compassion, and transcendence. These elements not only contribute to employees' job satisfaction but also foster organizational citizenship behavior, thereby enhancing institutional effectiveness and employee well-being.

Recognizing the importance of workplace spirituality, it is imperative for higher education institutions to prioritize initiatives that promote a spiritually enriching work environment. By fostering meaningful work, cultivating a sense of community, encouraging compassion, and facilitating transcendence, institutions can create a supportive and fulfilling workplace culture that empowers employees to thrive professionally and personally.

Moreover, the study highlights the need for further research to delve deeper into the mechanisms through which workplace spirituality influences organizational outcomes and employee behavior. Longitudinal studies and mixed-method approaches can provide valuable insights into the dynamics of workplace spirituality and its impact on job satisfaction and citizenship behavior over time.

In conclusion, embracing workplace spirituality in higher education institutions is not only beneficial for employees' well-being and job satisfaction but also essential for fostering a positive organizational culture and achieving institutional goals. By incorporating spiritual values into the workplace, institutions can create environments that nurture personal growth, collaboration, and ethical decision-making, ultimately contributing to the holistic development of both individuals and the organization as a whole.

Reference

I.   Dubey, P., Pathak, A. K., & Sahu, K. K. (2022). Analysing workplace spirituality as a mediator in the link between job satisfaction and organisational citizenship behaviour. Management Matters, 19(2), 109–128. https://doi.org/10.1108/manm-12-2021-0003

II.   Habeeb, S. (2019). Relation between OrganiZational citizenship behavior, workplace spirituality and job performance in BFSI sector in India. Problems and Perspectives in Management, 17(1), 176–188. https://doi.org/10.21511/ppm.17(1).2019.16

III.   Inc, G. (n.d.). State of the Global Workplace Report. Gallup.Com. Retrieved February 8, 2024, from https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx

IV.   K, S. V., & Professor, A. (2018). Issue 12 www.jetir.org (ISSN-2349-5162). JETIR1812C50 Journal of Emerging Technologies and Innovative Research, 5. www.jetir.org

V.   Kapoor Dayal Sandhu DEAN Vibha Nigam, A. (n.d.). WORKPLACE SPIRITUALITY AND ITS IMPACT ON ORGANIZATIONAL COMMITMENT AND EMPLOYEES' JOB SATISFACTION: AN EMPIRICAL STUDY AMONGST HIGHER EDUCATIONAL INSTITUTION TEACHERS.

VI.   Karakas, F. (2010). Spirituality and performance in organizations: A literature review. Journal of Business Ethics, 94, 89–106.

VII.   Mohammad Mosadegh Rad, A., & Hossein Yarmohammadian, M. (2006). A study of relationship between managers' leadership style and employees' job satisfaction. Leadership in Health Services, 19(2), 11–28. https://doi.org/10.1108/13660750610665008

VIII.   Mukherjee, U. (2018). Influence of Workplace Spirituality on Job Satisfaction: A study among Employees working in the IT Industry in India. International Journal of Management Studies, V(3(5)), 01. https://doi.org/10.18843/ijms/v5i3(5)/01

IX.   Nagoji, A., & Mackasare, S. (2022). Faculty engagement at higher education institutes: A conceptual framework. International Transaction Journal of Engineering, Management, & Applied Sciences & Technologies, 13(3), 1–11.

X.   Pawar, B. S. (2009). Workplace spirituality facilitation: A comprehensive model. Journal of Business Ethics, 90(3), 375–386. https://doi.org/10.1007/s10551-009-0047-7

XI.   Petchsawang, P., & Duchon, D. (2009). Measuring workplace spirituality in an asian context. Human Resource Development International, 12(4), 459–468. https://doi.org/10.1080/13678860903135912

XII.   Ranasinghe, V. R., & Samarasinghe, S. M. (2019). The Effect of Workplace Spirituality on Innovative Work Behavior. International Business Research, 12(12), 29. https://doi.org/10.5539/ibr.v12n12p29

XIII.   Sawant, S., Nilesh, D., Mate, R., Mhetre, P., Karan, P., & Bajaj, R. (2023). Challenges and Opportunities: Faculty Development in Private Higher Education Institutions (Heis). 44, 3072–3080.

XIV.   Workplace Spirituality and Job Satisfaction of Christian College and University Faculty as Moderated by Positive Psychology—ProQuest. (n.d.). Retrieved February 8, 2024, from https://www.proquest.com/openview/3058284c3e6735b20773668f75939857/1?pq-origsite=gscholar&cbl=18750&diss=y

XV.   Robbins, Stephen P., Judge, Timothy A.. (2018). Essentials of Organizational Behavior (14th ed.). England: Pearson.

XVI.   Haryokusumo, D., & YKPN Yogyakarta, S. (2015). Jurnal Dinamika Manajemen THE EFFECT OF WORKPLACE SPIRITUALITY DIMENSIONS ON ORGANIZATIONAL COMMITMENT WITH PERCEIVED ORGANIZATIONAL SUPPORT AS A MODERATING VARIABLE. In JDM (Vol. 6, Issue 2, pp. 187–202). http://jdm.unnes.ac.id

XVII.   Jain, V., Saini, R. R., & Scholar, R. (2021). MEASURING WORKPLACE SPIRITUALITY: A STUDY ON IT SECTOR OF INDIA. In Peer Reviewed and Refereed Journal (Issue 10).

XVIII. Rifuddin, B., Yasir, J. R., Kahar Muang, Muh. S., & Fasiha, F. (2022). WORKPLACE SPIRITUALITY AND EMPLOYEES' ENGAGEMENT : A MANAGERIAL INSIGHT. Journal of Asian and African Social Science and Humanities, 8(4), 1–12. https://doi.org/10.55327/jaash.v8i4.277

XIX.   Tutar, H., & Oruç, E. (2020). Examining the effect of personality traits on workplace spirituality. International Journal of Organizational Analysis, 28(5), 1005–1017. https://doi.org/10.1108/IJOA-09-2019-1891

XX.   van der Walt, F. (2018). Workplace spirituality, work engagement and thriving at work. SA Journal of Industrial Psychology, 44. https://doi.org/10.4102/sajip.v44i0.1457