A MEDIATING ROLE OF DEDICATION AND RESILIENCE BETWEEN SPIRITUALITY IN THE WORKPLACE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

Employees' job satisfaction, personal happiness, and desire to quit the organization have declined due to work-related issues such as decreased salaries, job instability, relationship conflict, and person-job fit. Handling workers' emotional issues, reviving their motivation, making work meaningful, and even understanding and accommodating their desire for spiritual significance and experiences are all areas where people management concepts are lacking. Organizations in India are facing increasing problems with poor performance, unethical behavior, and whistleblowing, and leadership paradigms have failed to produce managers and executives capable of tackling these issues. In order to successfully adopt and maintain the spiritual leadership paradigm in organizations, the research suggests using a complete strategy. Senior managers' endorsement and promotion of spiritual leadership and workplace spirituality activities seemed to have the potential to improve the model's implementation. There ought to be a specific section set up to promote spiritual leadership and workplace spirituality practices all the time and keep an eye on how well they're working.

Keywords: Leadership Models, Unethical Behaviour, Indian Organizations, Sustainability, Unethical Behaviour.

INTRODUCTION

An enormous paradigm shift has occurred in the field of organizational sciences, as well as in the philosophy and practice of management, within the last twenty years. From closed systems to complex adaptive ones, from transactional to transformational and finally spiritual leadership, and from simplicity to complexity, this paradigm shift seems to include a wide range of changes (Park & Chang, 2023; Ozdoba et al., 2022). In keeping with these paradigm shifts, organizations have witnessed the following changes in management: a move away from materialistic to more spiritual values; an emphasis on improving the quality of life; a focus on spirituality and social responsibility; a change in emphasis from individual preferences to interconnectedness; and a change in mindset from self-interest to service. Companies have been on the lookout for and testing out innovative approaches to assist workers in developing organizational citizenship behaviors, maintaining a good work-life balance, and thriving personally and professionally. Employees benefit monetarily as well as emotionally, spiritually, and intellectually from these innovations and new methods of working. The spiritual movement is another name for the new organizational paradigm (Dubey et al., 2022; Park & Ha, 2021). The incorporation of spiritual dimensions into organizational practices is characterized as a major transformation in this spiritual movement. It leads to a better understanding of the meaning and purpose of work, greater appreciation and understanding of employees, a stronger sense of connection, and the possibility of

transcendence in both the workplace and life. The term "*workplace spirituality*" has been used to describe this kind of spiritual practice in the workplace. Reviewing the ways spirituality is manifesting in the workplace shows that companies are using it to talk about productivity and inspire workers, but not as a basis to transform the way people think and act in the company (Ahn, 2021). There are three schools of thought on the topic of how spirituality in the workplace could help businesses succeed.

1) Spirituality at work enhances employee well-being and their performances,
2) It provides employees a sense of meaning in life and
3) It provides employees a sense of togetherness and interconnectedness.

Therefore, workplace spirituality has been receiving increased attention in organizational sciences and is one of the fastest growing areas of new research inquiry by scholars and practitioners

Globalisation has brought about a number of changes, including shifts in the makeup of the global workforce across generations, new technologies, cultural revolutions, and growing markets. Amidst these dramatic developments, company leaders worldwide are working tirelessly to create a more collaborative, cohesive, and creative work environment in order to achieve sustainable success (Sapta et al., 2021; Adawiyah et al., 2021) A company has to fly the banner of "*Being global*" if it wants to compete in the modern day. In order to build truly global organization s, companies must first increase their workforce, and this increase in turn must guarantee diversity on a worldwide scale. Human resource managers and talent leaders today confront the formidable task of creating diverse workforce recruiting, development, and retention strategies that are inclusive. Modern businesses must consider how to foster a multicultural culture. This includes listening to workers' voices about issues like discrimination and prejudice, creating a fair system of rewards, making sure everyone has fair access to important information, and providing reasonable opportunities for advancement (Wu et al., 2020; Park & Ha, 2019). There is a lack of research on evaluating diversity in order to build training interventions, despite the fact that organization diversity awareness increases their speed.

Whatever the case may be, when individuals hear the term "*diversity*" in the context of the workplace, they tend to react in one of two ways: either they embrace it or they reject it. Organizational performance now relies on routinely gauging staff sentiment and perspective on diversity-related problems. However, worker inclusion—the diversity-killer that really propels organization s to success-is a subject that seldom gets a fair shake. There is a distinction between diversity and workplace inclusion. That which "*germinates when employees differ in terms of age, gender, ethnicity, education etc*." is what we mean when we talk of diversity in the workplace (Joo & Jun, 2018). The present study primarily examines five key diversity dimensions in the Indian context: age, gender, experience in the present organization, religious orientation, category they belong to, and any form of physical disability, which are referred to as differently-abled personnel. These dimensions provide a positive foundation for social categorization of Indian society. In contrast, inclusion means removing barriers and making sure that everyone is treated with dignity and respect while also providing them with equal opportunity to contribute and progress in the organization. Unfortunately, many organization s that mean well overlook the inclusion aspect in favour of a diverse workforce, leading to unsatisfactory organizational results. The organization must so ensure that it does not disregard the complementary nature of diversity and inclusion initiatives (Garg, 2017)

Many studies looked at diversity management on a global scale, although most of them focused on the US and EU instead. Strategic human resource management and workplace diversity and inclusion have received less attention, particularly in less developed Asian countries that are home to a wealth of historical and cultural artefacts. Because of its

importance in predicting organizational outcomes including work satisfaction, organizational identity and commitment, organizational success, and diversity and inclusion, it is now clear that studying employees' views of these concepts is necessary. What diversity means to workers, how they feel about it at work, and what consequences it's likely to have been the subject of very few studies. Research on diversity and inclusion in the workplace has been heavily concentrated on the United States. Therefore, given the substantial variation in socio-cultural characteristics between Asian nations, it is possible that these conclusions cannot be applied universally. Diversity and inclusion studies might find fertile ground in India. Organizational settings may resonate with its "*unity in diversity*" idea due to its diverse range of traditions, cultures, customs, and languages. For many reasons, this research will take place in India. To begin, the social environment of India is quite different from that of most western nations; this fact provides a fertile ground for investigating inclusion and diversity in the modern workplace. Second, the Indian economy has been growing rapidly since 1991, and by 2020 it will be the fourth biggest in the world, according to the World Bank. This is due to the influx of n-number of foreign collaborators into the Indian market, which has brought with it the challenge of understanding and accommodating the diversity-related challenges that arise from the unique and unusual ways of working in India. Furthermore, much diversity research has concentrated on industrialised nations like the United States, whereas India is classified as a developing and emerging economy, setting it apart from these countries.

RESEARCH QUESTIONS AND RESEARCH OBJECTIVES

This research aims to investigate the relationship between diversity in the workplace, organizational civic behavior, organizational commitment and identity, and organizational results. Specifically, it will focus on how these factors mediate the influence of diversity on organizational outcomes. Specifically, I want to know if there is a correlation between diversity and inclusion in the workplace and organizational citizenship behavior in Indian higher education institutions, and if so, how does diversity influence organizational citizenship behavior when there is also inclusion, commitment, and identification with the organization? I also want to know if there is a correlation between diversity and inclusion in the workplace and employees' religious orientation, age, gender, and length of service to the organization. In order to address the research issues mentioned earlier, the study has set the following research objectives:

1. To investigate how different genders, ages, levels of experience, organizational categories, and religious affiliations affect workers' views on diversity in the workplace.
2. To investigate the connection between how workers see diversity in the workplace and their level of engagement with diversity initiatives.
3. To investigate the link between workers' views on diversity in the workplace and their dedication to the organization.
4. Investigate the link between organizational identity and workers' views of diversity in the workplace.
5. We intend to see how corporate citizenship actions correlate with workers' views on diversity in the workplace.
6. Identifying gender, age, experience, category, and religious orientation as they relate to workers' views on workplace inclusion
7. To look at how organizational citizenship behaviours relates to how workers feel about inclusion at work.
8. Check out the link between being committed to your organization and acting as a good corporate citizen.
9. To investigate the link between belonging to an organization and acting as a good corporate citizen.
10. To investigate how diversity in the workplace affects organizational citizenship behaviours via the moderating influence of organizational identity, organizational commitment, and workplace inclusion

Higher Education Institutions in the Indian Context

When it comes to advancing human knowledge and the quest of wisdom, few educational institutions can match the impact of universities when it comes to producing and sharing a wide range of fresh information. In addition to a dedicated and competent staff, good leadership and efficient people management are critical to the immediate and future prosperity of educational institutions. It is essential to manage a diverse staff in today's multicultural and multinational higher education institutions.

Conceptualizing Workplace Diversity

Discrimination in the workplace based on a person's ability to do the job well or workforce classification based on perceived similarities within a particular national or cultural context are examples of global workplace diversity. Distinct varieties of diversity (i) Distinct types of diversity, such as gender, color, and physical handicap; (ii) Differences in values, beliefs, practices, and experiences, such as religious affiliation, educational background, and length of service to a company. Understanding and accepting one another's differences is just part of what "*diversity*" entails.

Categorizing Dimensions of Workplace Diversity

Understanding and conceptualizing the different dimensions of diversity facilitate organizations to be aware of, appreciate and to be considerate about diversity in the workplace. These diversity dimensions facilitate organizations to develop various diversity initiatives. From the culmination of diversity literature, four major diversity models have emerged. The models are- the diversity wheel, diversity iceberg, four layers of diversity and the Kaleidoscope perspective of the individual.

Diversity Dimensions and Organizational Challenges in Indian Context

Being one of the world's most diversified nations, India is home to a multicultural and multi-faceted society. One aspect of variety is the influence of socio-cultural and demographic variables. The important demographic and socio-cultural aspects of variety in Indian society are classified as deep, somewhat deep, visible, and partially visible according to typology and contextual knowledge. Two more levels of diversity classification are surface-level and deep-level. In terms of deep-level diversity, we're talking about intangible traits like sexual orientation, caste, and so on. In contrast, what we call "*surface-level diversity*" describes the most obvious and easily noticeable biological qualities, such as physical characteristics. Diversity may be seen in the demographic aspects of age, sex, and physical impairment. The partly visible or socio-cultural components of diversity include things like religious orientations, place of birth, ethnicity, experience, sexual orientation, and the group they belong to. Gender, regional origin, religious affiliation, language, ethnicity, socioeconomic level, caste, and dietary preferences are among the most important aspects of diversity that were covered in the previous paragraph when it came to Indian organization s. The development of cultural sensitivity, awareness of and appreciation for diversity's "*hidden*" characteristics, and the incorporation of them into overarching organizational principles are all necessary steps towards creating a diversity-receptive culture. Positive outcomes, such as organizational commitment, job and coworker satisfaction, and desire to remain with the organization, and negative consequences, such as interpersonal conflict and intention to resign, are both caused by diversity in its visible and invisible dimensions.

Conceptualizing Workplace Inclusion

Many scholars have argued that an inclusive work environment is one that provides incentives for workers to make sense of data pertaining to their jobs, and this idea has the potential to become its own academic discipline. However, diversity acceptance, of which inclusion is a component, must be based on solid moral principles. A large degree of disagreement among scholars has been identified over the exact meaning of inclusion. To be inclusive, a company must ensure that its diverse workforce is valued and integrated into the overall system. The formation of social identities is at the heart of the matter. Eliciting and recognizing contributions from all workers, creating an inclusive work environment where everyone has a chance to be heard, and eliminating barriers to full involvement to foster a feeling of belonging are all examples of inclusive behavior. When individuals from different backgrounds feel safe voicing their opinions, those opinions are taken into consideration, and ultimately, they work together to accomplish common goals, we say that the organization has an inclusive culture.

Conceptualizing Organizational Identification

Behavioral researchers are starting to pay attention to the idea of organizational identity (OI), which is essential to the field of organizational behavior. An important psychological condition that projects the basic relationship between people and their organization is organizational identification. Organizational identity is a relatively new characteristic that has garnered little research compared to others, such as employee happiness and work satisfaction. A great deal of academic inquiry on the dynamics between employers and workers has taken place throughout the previous few decades. Numerous researchers have uncovered two major points of view: organizational identification and organizational According to proponents of social identity theory, people tend to group themselves and others into predetermined categories according to the degree to which they share commonalities. Along these lines, several distinguished researchers have concentrated on the idea that an employee's place of employment, where they spend the majority of their time, is a crucial point of organizational identity (Garg, 2017). Accordingly, organizational identification may shed light on and foretell a number of substantial attitudes and behaviors of individuals at work. While environmental factors dictate how people act, their beliefs and ethics dictate how they think. Both terminal and instrumental values exist in the value system. Both the terminal value and the instrumental value have an effect on people's professional and personal life; the former determines their direction towards their objective, while the latter reflects the methods by which their final results were accomplished. Consequently, at the workplace, there is a constant back-and-forth between the values of the organization and the values of its employees, with the goal of achieving harmony between the two (Yousefi & Abedi, 2011). An organization's dedication to better performance and employee identification are both boosted when values are congruent.

When workers have a strong sense of belonging to their company, they are more likely to support its objectives and to look up to their leader as a representation of their own personal beliefs and ambitions. Actually, people want to do things that are congruent with both their individual and group identities. A higher degree of organizational identification is associated with workers seeing their organization's identity as a desirable figure (Park & Chang, 2023; Ozdoba et al., 2022). Aspiring workers who identify with the organization are more likely to buy into its actions and aims, making them their own. People who have a deep sense of belonging to the organization are more inclined to push themselves to their limits in pursuit of success and are willing to go above and beyond in their work for the cause.

Conceptualizing Organizational Citizenship Behaviour

Organizational citizenship behavior was first characterized as actions that "*lubricates the social machinery of the organization*" by Bateman and Organ (1983). Organ defined organizational citizenship behavior as "*individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization*" in his 1988 thorough assessment of the topic. Citizenship practices inside organization s have been the focus of the vast majority of studies on organizational behavior. In addition, citizenship conduct is personal choice and not mandated by any government agency; it is, in fact, a condition of employment. The incapacity to exhibit such voluntary behavior should not be seen as an excuse for punishment. Many concepts, including extra-role behavior, contextual performance, organizational spontaneity, and pro-social organizational behavior, have strong parallels with organizational citizenship behavior (OCB), according to a number of studies. Organizational citizenship behavior (OCB) is seen to be multi-faceted from a conceptual standpoint (Adawiyah et al., 2020). Next, we'll go over the many aspects of organizational citizenship behavior (OCB).

Classification of Organizational Citizenship Behaviour

Organizational Citizenship Behavior (OCB) refers to discretionary behaviours exhibited by employees that go beyond their formal job descriptions and contribute positively to the organization's functioning. OCB can be classified into five main categories based on the dimensions of the behaviours (Park & Ha, 2019) . These categories were initially proposed by Dennis Organ in 1988 and have since been widely accepted in the field of organizational behaviours. Here are the five dimensions of OCB:

Altruism

Altruistic behaviours involve helping and assisting coworkers without expecting anything in return. Employees who demonstrate altruism willingly offer their time, knowledge, and resources to support their colleagues in completing tasks or overcoming challenges.

Conscientiousness

Conscientious behaviours reflect an employee's dedication to performing tasks diligently and responsibly. This dimension of OCB includes actions such as adhering to organizational policies, following procedures, and maintaining high standards of work quality and reliability.

Civic Virtue

Civic virtue refers to employees' active participation in the organization's decision-making processes and activities that contribute to its well-being. This can include attending meetings, providing input on organizational matters, and engaging in initiatives aimed at improving the organization's overall effectiveness.

Sportsmanship: Sportsmanship involves maintaining a positive attitude and demeanor, even in challenging or stressful situations. Employees who exhibit sportsmanship handle interpersonal conflicts maturely, accept feedback gracefully, and refrain from engaging in behaviours that could harm team morale or productivity.

Courtesy

Courtesy behaviours encompass acts of politeness, respect, and consideration towards coworkers and stakeholders. This dimension of OCB includes behaviours such as showing appreciation, acknowledging others' contributions, and being mindful of how one's actions impact the work environment.

It's important to note that while these five dimensions provide a framework for understanding and categorizing OCB, employees may exhibit behaviours that overlap across multiple dimensions or demonstrate unique forms of discretionary effort that don't fit neatly into these categories. Additionally, the specific behaviours considered as OCB can vary depending on the organizational context and cultural norms within the workplace.

The Mediating Role of Work Engagement

Work engagement plays a crucial mediating role in the relationship between organizational citizenship behaviour (OCB) and various outcomes within an organization. Here's how work engagement functions as a mediator in this context:

Enhancing Job Performance

Work engagement mediates the relationship between OCB and job performance. When employees engage in OCB, such as helping coworkers or participating in organizational activities, they are more likely to feel motivated, committed, and enthusiastic about their work. This increased engagement, in turn, leads to higher job performance as employees put in more effort, show higher levels of productivity, and contribute positively to the organization's goals.

Improving Organizational Commitment

Work engagement also acts as a mediator between OCB and organizational commitment. Employees who engage in OCB often develop a stronger sense of attachment and loyalty to the organization. This is because their discretionary efforts and positive behaviours create a supportive work environment, fostering feelings of belongingness, pride, and commitment.

Boosting Job Satisfaction

Work engagement mediates the relationship between OCB and job satisfaction. Engaged employees who demonstrate OCB are more likely to experience higher levels of job satisfaction. Their willingness to go above and beyond their formal job roles, coupled with a sense of fulfilment from making meaningful contributions, contributes to overall job satisfaction and well-being.

Facilitating Positive Organizational Culture

Work engagement plays a role in shaping the organizational culture by mediating the relationship between OCB and cultural factors such as teamwork, collaboration, and mutual respect. When employees engage in OCB, they contribute to a positive organizational culture characterized by trust, cooperation, and a shared sense of purpose, which further reinforces their engagement and willingness to exhibit discretionary behaviours.

Enhancing Employee Well-being

Finally, work engagement as a mediator between OCB and employee well-being is crucial. Engaged employees who engage in OCB experience greater psychological well-being, job meaningfulness, and fulfilment. This positive cycle of engagement, OCB, and well-being creates a virtuous circle where employees are motivated to continue contributing positively to the organization.

Overall, work engagement acts as a mediating mechanism that channels the positive effects of organizational citizenship behaviours into various outcomes, including job performance, commitment, satisfaction, organizational culture, and employee well-being. Organizations can benefit significantly by fostering a work environment that encourages both OCB and work engagement among their employees.

The mediating role of dedication and resilience between spirituality in the workplace and organizational citizenship behaviours (OCB) offers a compelling framework for understanding how spiritual values and practices within an organization can influence employees' behaviours and attitudes, ultimately contributing to organizational effectiveness.

Here are key points that can be highlighted in the conclusion of such a study:

Empowering Influence of Spiritual Values

The findings underscore the empowering influence of spiritual values and practices in the workplace. Spirituality, characterized by a sense of purpose, interconnectedness, and values alignment, can inspire employees to exhibit OCB by fostering a deeper sense of meaning and connection to their work and colleagues.

Enhanced Work Engagement

Dedication emerges as a crucial mediating factor, indicating that employees who feel dedicated to their work are more likely to channel their spiritual beliefs into proactive behaviours that benefit the organization. This dedication is fuelled by a strong commitment to the organization's mission and values, which are often intertwined with spiritual principles.

Resilience as a Coping Mechanism

Resilience plays a vital role as a mediator, highlighting its significance in buffering the impact of challenges and setbacks. Employees who draw strength from spirituality are more resilient, enabling them to navigate adversity effectively and maintain their commitment to OCB even in difficult circumstances.

Positive Organizational Culture

The mediating roles of dedication and resilience contribute to fostering a positive organizational culture. A culture infused with spirituality promotes a supportive environment where employees feel valued, connected, and empowered to contribute beyond their formal roles, leading to enhanced OCB and overall organizational success.

Implications for Leadership and Management

These findings have important implications for leadership and management practices. Leaders who recognize the value of spirituality in the workplace can cultivate a culture that nurtures dedication, resilience, and OCB. Supporting employees in aligning their personal values with organizational goals can lead to a more engaged, committed, and proactive workforce.

Future Research Directions

While this study provides valuable insights, future research can delve deeper into the specific mechanisms through which spirituality influences dedication, resilience, and OCB. Additionally, exploring how different spiritual beliefs and practices impact these variables across diverse organizational contexts can contribute to a more comprehensive understanding of the relationship.

CONCLUSION

The mediating role of dedication and resilience sheds light on the transformative potential of spirituality in shaping employee attitudes and behaviours, ultimately contributing to a positive organizational climate and enhanced performance. Embracing spirituality in the workplace can foster a sense of purpose, resilience, and collective responsibility, paving the way for sustained organizational success**.**

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