Mediating Effect of Workplace Happiness between Workplace Spirituality and Work Performance: A Conceptual Framework

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Abstract:
Background: Workplace Spirituality is an emerging phenomenon that is gaining remarkable attention in this competitive era. A spiritual work environment directly leads to workplace happiness and result into many positive outcomes such as more productivity, better job satisfaction, lower turnover rates, positive ethical values, lower absenteeism, and greater customer satisfaction.
Materials & Methods: This study is based on integrative review of the literature available related to the constructs undertaken.
Results: A conceptual model is proposed showing the interrelationship between Workplace spirituality, Workplace Happiness and Organizational Work Performance.
Conclusion: If people feel that their work is meaningful, they have a sense of community and they practices human values of their work, then undoubtedly they also experience happiness at work, perform incredibly and derive satisfaction from their job.
Key Words: Workplace spirituality, Subjective well-being, Workplace Happiness, Work Performance, Conceptual

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I. Introduction

Global labor scenario has witnessed changes such as high turnover, absenteeism, low employee morale, work stress, work conflicts etc. This has become one of the critical challenges of business organizations in 21st century which lead to redesign and redefine the essence of work.

Work is an important aspect of an individual's life. Work helps people to satisfy their life goals. Most of the people spend a significant amount of time on their work[1]. So, their feelings at work must have some influence on their happiness[2]. People perform their work in order to satisfy their physiological and psychological needs. In today's VUCA world, the employers need to provide happy workplace to their employees so as to get competitive advantage[3].

In the present context, most of business organizations have experienced that employees needs something more than pay[4]. Furthermore, there is a paradigm shift in the need of employees from 'survival to satisfaction.' This requires an enterprise to think about practicing workplace spirituality.

II. Material And Methods

Problem Statement
In last two decades, many researchers have contributed upon spirituality, workplace spirituality and its benefits[5], but there is a lack of empirical studies on work performance outcomes of workplace spirituality and workplace happiness altogether[6 &7].

Research Questions
Based on the problem statement this study aims to address the following problem:
How do Workplace Spirituality, Workplace Happiness and Organizational work performance are interrelated?

Research Objectives
According to the problem statement, the study intends:
▪ To identify the connection between workplace spirituality and workplace happiness.
▪ To provide conceptual framework for relationship between Workplace spirituality and Organizational Work Performance, mediating Workplace Happiness.

Methodology

This study utilizes **integrative or critical review** method with an endeavor to analyze, evaluate and synthesize the literature on the research topic in such a way that enables new theoretical framework to emerge[8] ,[9]. This is the most appropriate way to summarize the relationships between the constructs under consideration. Research articles were referred from journals, magazines, books, dissertations, conference proceedings, and web sources (Google Scholar, Scopus, and Human Resource Abstracts from EBSCO).

III. Literature Review

Spirituality is not a new concept but Spirituality at workplace is rather new and emerging phenomenon that is gaining remarkable attention in this modern era. The word Spirituality is derived from the Latin term "spiritus" that means – "breathe of life". Spirituality can be related with finding out the ultimate aim of one's life [10].

Workplace spirituality is cultivating the organizational values that promotes excellence in their work process and help them to connect with their inner self so as to provide feelings of joy and compassion[11].These may result into many positive outcomes related to organizational performance such as higher productivity, better job satisfaction, lower turnover rates, positive ethical values, lower absenteeism, and greater customer satisfaction [12]. The three core dimensions of Workplace Spirituality are: "Meaningful work" at individual level, having a "Sense of community" at group level, & being in "Alignment with the organization's values & mission" at organization level[13].

Happiness is an ultimate goal of every one of us. It is defined as experiencing overall life satisfaction[14]. People feel life gratification when they make use of all of their talent in various activities performed during the life[15].

Happiness is an umbrella concept that includes a wide range of intrinsic and extrinsic factors. Workplace happiness is influenced by individual, organizational and societal factors[16]. Studies suggest that positive feelings at work help the employees to reduce work stress and facilitate them to think more creatively. In the long run, healthy and happy employees found to be more productive. They can generate better goods and serve their customer more delightfully[17].

The PERMA model signifies five central elements of happiness and well-being. PERMA term is the abbreviation of **P**ositive Emotion, **E**ngagement, **R**elationship, **M**eaning and **A**ccomplishments. The organizations can use this model to make their employees' life augmented with fulfillment, meaning, and happiness[18]. Workplace Happiness is a very emerging issue in the present context.

Performance is very important in organizations because employees' performance show the ways to business success and helps in developing a good corporate image[19]. It is the work outcome which shows how well an individual or group executes the job in order to attain the organization's objectives.

Effective performance management system is very important for a business organization so as to optimally utilize the HR potential. Work performance is a multidimensional concept which is defined in terms of employees' behavior relevant to the organization's goal[20,21].

IV. Evolving Conceptual Model

Workplace spirituality has been considered as an important tool to enhance employee well-being[22,23]. Even workplace spirituality has been recognized as a necessary condition for employee well-being[24]. Few of the dimensions of the workplace spirituality (i.e. meaning of work and transcendence) are verified as important predictors of employee well-being[25].The impact of workplace spirituality on employees' subjective happiness is found to be significant[26]. Workplace spirituality has a positive relationship with employee well-being or workplace Happiness[27,28]. Workplace happiness and subjective well-being at work are being used reciprocally[29,30].

An empirical study revealed positive relationship between workplace spirituality and work performance[31]. This confirmed the theoretical assumption that bringing spirituality to the workplace leads to positive work performance[32,33].

Workplace happiness is a phrase that describes the positive experience of employees about their work as an energy-provider, who feels enthusiastic at work, find their work meaningful, have good working relationships, and have a sense of work commitment[34].

tegrative or critical review approach. In comparison to the semi-structured review, an integrative review usually has a different purpose, with the aim to assess, critique, and synthesize the literature on a research topic in a way that enables new theoretical frameworks and perspectives to emerge (Torraco, 2005). integrative or critical review approach. In comparison to the semi-structured review, an integrative review usually has a different purpose, with the aim to assess, critique, and synthesize the literature on a research topic in a way that enables new theoretical frameworks and perspectives to emerge (Torraco, 2005).

Literature review confirms that Workplace spirituality is directly related to workplace happiness and workplace happiness leads to enhanced work performance. Employees with positive feelings at work are more creative and more proficient. They have an ability to make better decisions and improve their working relationships[35]. Business managers of both public and private sector can use workplace spirituality practices to increase work performance and develop humane organizations[36]. Business organizations that promote spirituality may come across enhanced organizational performance[37,38].

Conceptual Framework

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                    ┌─────────────────────────┐
                    │   Workplace Happiness   │
                    └─────────────────────────┘
┌──────────────────┐                          ┌──────────────────────────┐
│    Workplace     │                          │   Organizational Work    │
│   Spirituality   │ ───────────────────────> │      Performance         │
└──────────────────┘                          └──────────────────────────┘
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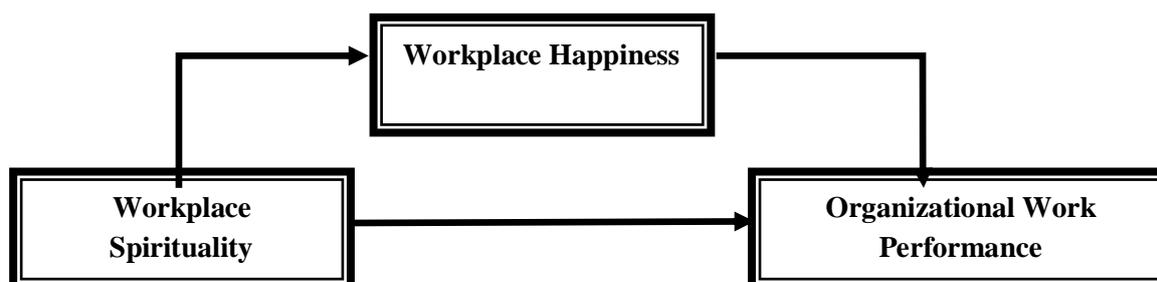
Based on the theoretical framework it is proposed that
- Workplace Spirituality is directly related with the organizational work performance.
- Workplace spirituality influences Workplace Happiness positively.
- Workplace Happiness positively mediates the workplace spirituality to enhance organizational work performance.

V.   Conclusion

If people feel that their work is meaningful, they have a sense of community and they practices human values of their work, then undoubtedly they also experience happiness at work, perform incredibly and derive satisfaction from their job.

It is not essential that a happy employee is productive but there may be positive relationship between what makes employees happy and their productivity. Thus the employees who have good working relationships and supportive HR practices are more likely to contribute towards organization's objectives. They also spread positive words about their organization and develop a good image of their employers.

This conceptual paper is based on literature review and secondary data only. This gives a scope for future researchers to work out on the same constructs empirically.

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