

Role of Workplace Spirituality, Organizational Citizenship Behavior, Organizational Justice and Performance of Nurses

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ABSTRACT

The present study aims to explore the relationship between spirituality, organizational citizenship behavior, organizational justice and performance of nurses. For the purpose of the study, a sample of 300 female nurses of age group between 30-40 years having five years' experience in their profession. Government hospital nurses have been selected in the sample. Spirituality attitude scale, organizational citizenship behavior, organizational justice and performance of nurses were administered on the subjects. Data was analyzed using correlation method. The results reveals that there is a positive relationship between spirituality, organizational justice, organizational citizenship behavior and performance of nurses.

Keywords: Spirituality, Organizational Behavior, Organizational Justice, Performance, Nurses.

SPIRITUAL VALUE

The “spirituality” word derives as of the Latin term “spiritus”, which meaning “breath” – referring to the breathing of existence. Identifying oneself with the ‘spirit’ is spirituality and is an important component of an individual holistic health & well-being. Spirituality has been defined as internal experience of a person that can be manifest by his/her behavior (McCormick, 1994), internal source of inspiration (Dehler & Welsh, 1994), expressed our needs to find out importance and aim in our living being and it is a development of existing away one’s position of acutely held individual significance, our inner perception. Spirituality is the essential feeling of creature associated with individual whole personality and the whole. According to Martsof & Mickley, 1998, the five key concepts based on research conducted by them) are-

1. **Meaning** –It making sense of a situation, the significance of life, develop purpose.
2. **Values** –It includes principles, beliefs and ethics those are appreciated.
3. **Transcendence** –It also include appreciation of transcendent aspect, consciousness, and experience to existence beyond identity.

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4. **Connecting** – enlarged consciousness with relationship along with God, nature and self.
5. **Becoming** – It is a describing of living that demands experience & reflection contains a common intellect of those who is in addition to how one identifies about yourself.

ORGANIZATIONAL JUSTICE

The up above recite highpoint the significance of the justice establish amongst citizens in each facet of their livelihood. In existing modern world all employees expect fair treatment from the organization where they invest their time and effort. This is because the awareness levels and communication have reached new domains in today's life. If the fair treatment and justice is not specified, the workers tend in the direction of seek out these in dissimilar ways - similar to non-attendance, proceeds, unproductive conduct etc. that simply means they will not make justice to their occupation liable for.

There exist three basic kinds of organizational justice i.e., the distributive, procedural and interactional. Wherein, the distributional justice talks about the equality of the consequences, procedural justice states the justice of executing the processes as well as finally, the interactive justice states the fairness level existent in maintaining the interpersonal relations within the authority figures and their subordinates.

- **The Distributive Justice** wave stretch from the 1950's throughout the 1970's, emphasizing on the allotment of assets.
- **The Procedural Justice** wave moved to the spotlight on fairness in actions relatively than the distribution of assets. It achieved thrust just about the mid of 1970's and continual through the mid of 1990's.
- The third wave, identified as **The Interactional Justice** wave has its first phase in the mid of 1980's and keeps on even nowadays, focusing further on the person-to-person facet of justice.

ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

It is the scientific psychosomatic word intended for an assemblage of a person performance in collective surroundings. **Dennis Organ (1988)** was the first to describe it as "an individual behavior which is not rewarded by a formal reward system but that, when combined with the same behavior in a group, results in effectiveness." It has been related to job output, worker efficiency and many other aspects which affect a company in the short or lengthy word company. It occurs when workers of the company work together as a team, the group tasks may happen on a normal basis otherwise a division of a unique or short-term task. For example, workers in the advertising subdivision will show organizational citizenship behavior taking place a normal origin for the reason that they are co-workers in the similar sector; they will display organizational citizenship behavior with employees of other departments when put together for a common task on a short-term basis.

ORGANIZATIONAL CITIZENSHIP BEHAVIOR FIVE TYPES:

Altruism

It is distinct as the wish to facilitate or else help a different person, even as not expecting remuneration in incentive for that help. A widespread example from day to day existence outer surface of a company background would be similar to somebody motivating a fellow citizen to employment when neighbor's car has broken down without expecting any favoritism in reward. In a company situation, altruistic performance is normally linked to the

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job or assignment that the company in a group is functioning on. Somebody demonstrating unselfish performance in a group surroundings may help to effort on assured particular projects, willingly helping or supporting other workers with their job or with other everyday jobs and volunteering to perform further job in regulate to assist other workers decrease their individual working load. Humanity in the place of work leads to immense benefit output and efficacy because it develops good relationships among employees. It is also reducing the strain load on workers by the help of fellow mates, this, in turn, increases productivity to a great extent.

Courtesy

Courtesy is facilitating as actions which are respectful and understanding towards other citizens. For example, if we look outside a work place setting. Courtesy includes behavior like asking the neighbor about how's his morning and asking about his child well-being. In a company framework, courteousness is shown throughout cordial actions such as questioning about personal problems of the co-worker, inquiring if a colleague is facing several difficulty with a work-related assignment and notifying coworkers concerning previous promises or several other troubles that causes them to decrease their work related load or exist missing from work along with encouraging optimistic public connections among employees, courtesy lessen the possible strain that may happen from workers who do not have the good manners to notify their colleague regarding concerns such as impending absences from job and accordingly, this significantly improve the work environment.

Sportsmanship

It is conceptualized as demonstrating no pessimistic actions while somewhat does not go away as intended or while somewhat is being supposed as complicated, irritating, frustrating or else harmful. Sportsmanship, since the name suggests, is usually connected with sports and games. For example, poor sportsmanship takes place while a performer on a football group pledges tread heavily and struggles at what time their group be defeated a soccer match. In the perspective of company, superior sportsmanship is frequently connected to not complaining about job- or work-related loads in accumulation to pessimism in nearby and job-related astonish. For example, if a nicely prepared and a good project of the worker is rejected the employee demonstrate superior sportsmanship by not argumentative in relation to the condition to other colleagues or persons who might account their performance to the other persons functioning for the company /organization.

Conscientiousness

It is determined as performance that recommends a logical stage of willpower and regulation, which enlarges outside the smallest amount necessities predictable in that circumstances. In a big business, organization conscientiousness is observed while the employee exceeds the general requirements like being punctual and completing tasks on time. The Conscientiousness is shown by the employees when they plan the work before time so as to avoid any problems. This action greatly improves the recital of the any organization.

Civic Virtue

It is conceptualized as actions which show signs of how healthy an individual symbolizes an association through which they are connected and how fine that individual supports their association outer surface of an administrator capability. Paradigm of civic virtue in a company organization consist of giving positive remarks regarding the organization to

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associates, relatives and connections; joining volunteer events other than assigned tasks such as charitable trust events or benefit gathering; it also includes sustaining the dealing by constantly instead of the industry to the most excellent of their capability yet when they are not functioning. Civic virtue inculcates a common sense of society surrounded by a business situation it significantly improves job fulfillment and job recital in the employees. Workers who experience a stronger relationship through their workplace be found to be more fruitful and effectual employees when judge against to the persons whose act not contribute to a logic of society.

PERFORMANCE OF NURSES

In nursing profession, nurses take part in a main role in the care of patients. Nurses are healthcare providers in the hospitals and spend more point in time with patients and outcomes of the patients are pretentious by the nurture care in good quality. Thus, improvement in patient's security in the workplace can be achieved by humanizing the performance of nurses. Some factors affect the nursing performance i.e., cognitive factor, physical factor and organizational factors. Our review of literature point toward that the nurse's job scheme in the organization over and over again does not provide accommodation individual limits and potentiality. The nurses are working below perceptual, cognitive as well as substantial overloads. Specially, nurses connect in various responsibilities underneath frequent interruptions and cognitive loading and they come across illegible handwriting, inadequate illumination and badly designed tags.

LITERATURE REVIEW

Mousa & Alas (2016) examined the relationship between workplace spirituality (dimensions) and organizational culture (traits) through conveying a qualitative study in Egypt and found correlation and regression statistical investigation of data which has been collected, shows that it is incorrect to assumes that on workplace spirituality dimensions organizational culture traits have a strong effect.

A research study given by **Awan & Sitwat (2014)** find out the link among self-esteem, workplace spirituality and well-being in psychological aspect amongst mental health specialized. The research study brought out the significant positive relationship of self-esteem and workplace spirituality with well-being of psycho social characteristics. It is indicated that professionals who are dealing with mental health used to follow workplace spirituality in their environment of job had increased levels of psychological well-being and self-esteem.

Piروزafar (2013) studied the influence of spirituality in workplace on the organizational citizenship behavior of employees. While studying different levels of workplace spirituality, they confirmed about that there is a undeviating link among spirituality and organizational citizenship behavior, people with high level of spirituality have higher tendency of OCB.

Diab (2015) examined to see that is there any effect of organizational justice (OJ) resting on the performance of the workers & job fulfillment in the (MOHHA) Ministry of Health hospitals. Statistics for this investigation gathering through questionnaire to the three hundred workers in diverse occupations from 3 different hospitals in the Ministry of Health in Amman (MOHHA). For fulfilling the objective of the study three data analysis were used i.e., mean, linear regression and ANOVA analysis. The findings of the investigation found that there is a significant association between the domains of organizational justice

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(distributive justice, procedural justice, interactional justice, evolutionary justice) on the performance of the employees and fulfillment of workers in the Hospitals of the Ministry of Health in Amman (MOHHA). According to demographic variables like age, gender, matrimonial status, qualification & knowledge & work. This investigation found that there is an elevated perception through the dimensions of organizational justice among the (MOHHA) workers. The distributive justice was the uppermost perception, while the lowly perception was the interactional justice.

Demirkiran et al., (2016) they prepared and organizational justice and organizational citizenship behavior scale along with the questionnaire about the personality traits of the participants which your personal serving at the Public Hospital in Turkey. The results revealed a higher level of general justice perception while a moderate level of perception of organizational citizenship behavior. A correlation analysis was conducted which showed a positive relationship between these two types of behavior. Analysis shows that dimension of organizational justice accounts for 22.7 person of change in organizational citizenship behavior.

Pourgaz et al., (2015) studied the association among organizational citizenship behavior through organizational commitment and fairness perception of sr.sec. School manager in, Zahedan. This study was made taking the sample of 78 administrators. The statistical tools like Pearson correlation coefficient and stepwise rank correlation were used to make the analysis. The investigation proved that there was a positive correlation among the above two stated factors. After the analysis it was found there was a significant relation involving the altruism, conscientiousness, fairness perception and among conscientiousness, sportsmanship, civic virtue and respect and organizational commitment and a pessimistic relation among the factors like organizational commitment and equity perception.

Ozden et al., (2013) aimed to identify the relationship among levels of job satisfaction & exhaustion faced by intensive care nurses, through the futility dimension of the issue. A cross- sectional study was conducted on a sample of 138 nurses in Turkey. The results revealed that the factor which was affecting the job satisfaction and burnout of nurses working in intense care units in hospitals was futility. The above findings would add something to the previous literature and it is expected that it will increase the awareness among health professionals.

METHODOLOGY

Problem

To study the relationship between spiritual values, organizational citizenship behavior, organizational justice and performance of nurses.

Objectives of the study

To examine the relationship between spiritual values, organizational citizenship behavior, organizational justice and performance of nurses.

Hypotheses of the study

There would be positive relationship between spiritual values, organizational citizenship behavior organizational justice and performance of nurses.

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Sample

The study was conducted on 300 female nurses of age group between 30-40 years who were having five or more than five years experience in their profession only. Government hospital nurses were selected in the sample.

Tests and Tools

The following standardized instruments were used for present investigation:

1. Spirituality Attitude scale (Husain.A, Musaddiq Jahan.M, Nishat.A, Roomana N. Siddiqui and M. Akram, 2012)
2. Organizational Justice Scale (Neihoff & Moorman,1993)
3. Organizational Citizenship Behavior (Podsakoff and colleagues ,1990)
4. Nursing Performance Scale (Ward and Fetler, 1979).

Brief Description of The Test

1. **Spirituality Attitude Scale:** Spirituality Attitude scale developed by Akbar Husain, Musaddiq Jahan, Ashfia Nishat, Roomana N. Siddiqui, and Mohd. Akram, (2008). The SAS consisted of 50 items, each scored on a Likert scale ranging from 5(strongly agree) to 1(strongly disagree). Of the 50 items, there were 31 positive and 19 negative items. Positive items were scored in the same direction, whereas the negative items were scored reverse direction. Reliability refers to the internal consistency and stability of scores. Cronbach's alpha for both the factors were found to be 0.84 and 0.82 respectively.
2. **Organizational Justice Scale:** The 5-item scale was developed by Neihoff and Moorman (1993). Distributive justice was measured with a 5-item scale the reported Cronbach's alpha in Western studies was (0.90), (Moorman, 1998), the reliability coefficient for distributive justice was found (0.79). Procedural Justice was measured with a 6-item scale which was developed by Neihoff and Moorman (1993). Participated employees responded to each item using a 5-points Likert scale.
3. **Organizational Citizenship Behavior: [OCB; MacKenzie, Podsakoff, & Paine, (1999)]:** As per the user manual following instructions has to be given to the participants "Use the five-point scale to indicate almost never (1) or almost always (5), each statement over the page is describing you. Please do not leave any statements blank."
4. **Nursing Performance Scale:** Nursing Performance Scale was developed by Ward and Fetler, (1979). The scale is a self-regulated instrument which contains 52 items & four-point rating scale, assesses the performance of nurses. There are six execution subscales: "Leadership, critical care teaching, collaboration, planning, Interpersonal relations and professional development." The reliability of this scale is alpha values ranging from a high of 0.98 for the professional development scale to a low of 0.84 for the leadership scale.

Procedure

First of all, purpose of the study has been explained to the subjects to establish a proper rapport. Each participant was contacted separately and confidentiality of information has been assured. After establishing the rapport with individual participant were asked about the information related to demographic variables. The instructions for each tool have been provided separately. Then, they were given the questionnaire to be filled within the specified timings, after that the questionnaires were taken back for analysis.

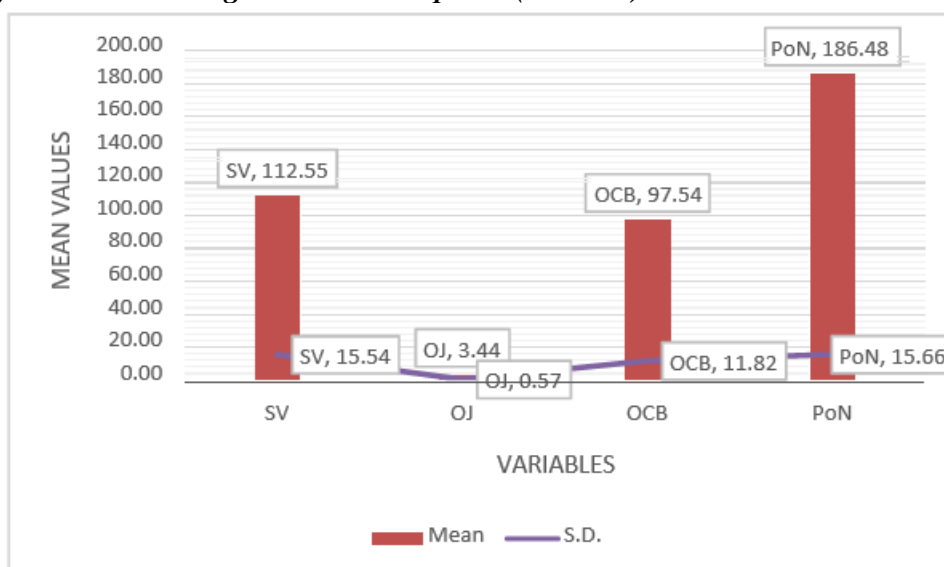
RESULTS

Table 4.1 reveals the descriptive statistics (Mean, S.D., Skewness & Kurtosis) for spiritual values, organizational justice, organizational citizenship behavior and performance of nurses among female nurses in government hospitals.

Table 4.1: Descriptive statistical (Mean, S.D., Skewness & Kurtosis) values on spiritual values, organizational justice, organizational citizenship behavior and performance of nurses for female nurses in government hospitals (N = 300).

VARIABLES	Abbreviation	Mean	S.D.	Skewness	Kurtosis
SPIRITUAL VALUES	SV	112.55	15.54	-0.31	-0.30
ORGANIZATIONAL JUSTICE	OJ	3.44	0.57	1.46	11.49
ORGANIZATIONAL CITIZENSHIP BEHAVIOR	OCB	97.54	11.82	0.10	3.37
PERFORMANCE OF NURSES	PoN	186.48	15.66	-1.27	5.75

Figure 4.1: Bar-graph for descriptive statistical (Mean & S.D.) values on spiritual values, organizational justice organizational citizenship behavior and performance of nurses for female nurses in government hospitals (N = 300).



Inter-correlation values among spiritual values, organizational justice organizational citizenship behavior and performance of nurses for female nurses in government hospitals (N = 300).

VARIABLES		SV	OJ	OCB	PoN
SPIRITUAL VALUES	SV	1.00	0.02	0.07	0.01
ORGANIZATIONAL JUSTICE	OJ		1.00	0.25**	0.10*
ORGANIZATIONAL CITIZENSHIP BEHAVIOR	OCB			1.00	0.10*
PERFORMANCE OF NURSES	PoN				1.00

Note:

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

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Further the correlation matrix highlights the correlation values between organizational justice and organizational citizenship behavior i.e. $r=0.25$ ($p<.01$) and between organizational justice and performance of nurses i.e. $r=0.10$ ($p < .05$). Though, organization justice has been found a significant and positive correlate of organizational citizenship behavior and performance of nurses, but at the same time the obtained values are weak. Such a trend could be the effect of supportive management, supervisors, supportive staff and colleagues. Hence, an increase in organizational justice would significantly improve the level of organizational citizenship behavior and performance of nurses.

The obtained inter-correlation values among spiritual values, organizational justice organizational citizenship behavior and performance of nurses for female nurses in government hospitals. The correlation matrix highlights the correlation values between organizational justice and organizational citizenship behavior i.e., $r = 0.25$ ($p < .01$) and between organizational justice and performance of nurses i.e., $r = 0.10$ ($p < .05$). Finally, the matrix reveals the inter-correlation values between organizational citizenship behavior and performance of nurses i.e., $r = 0.10$ ($p < .05$).

Finally, the matrix reveals the inter-correlation values between organizational citizenship behavior and performance of nurses i.e., $r = 0.10$ ($p < .05$). The obtained correlation value between organizational citizenship behavior and performance of nurses is also reveals the positive and significant association between the two variables, but weak in nature. However, it is an undoubted fact that with the work experience, organizational citizenship behavior develops within an employee's behavior and as a result of which expected performance would also increase. Similar notion at work place has been supported by the present findings for female nurses working in government hospitals.

CONCLUSION

In the hospital set-up, the patient care is dependent largely upon doctors and nurses. The harmonious rapport between these two primary caretakers is very important not only in the growth of the hospital and patients satisfaction but also in improvement of congenial atmosphere in work set- up. Nursing is an occupation surrounded by the health care industry that is focused on the concern about the patients and their families. Nurses help the ailing individuals to attain and maintain optimal healthiness and improve the quality of life.

Specifically, nurses engage in various responsibilities under frequent interruptions and cognitive load, and they encounter illegible handwriting, insufficient lighting and poorly designed labels. Nurses spend an important amount of their time work long shifts, walking. They also experience a high rate of musculoskeletal disorders in the hospitals. Research is overdue in the areas of, effects of interruptions on the performance of nursing, cognitive processes in nursing, situation awareness in nursing, communications during patient handoffs. Ergonomics and Human factors professionals could play an important role in redesigning the work system to determine how overloads on the nurses can be reduced and how the capabilities of performance and limits can be accommodated.

On the basis of available literature review it can be summarize that most of the studies done to see the relationship between spiritual values, Organizational citizenship behavior and justice in which it is found that a sense of solidarity alignment with values and spiritual values dimension on organizational citizenship behavior were played an important role. It is also documented in the literature the significant relationship between work performance and

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Organizational citizenship behavior (altruism, conscientiousness, sportsmanship, civic virtue). Further, organizational values have been found to indicate the organizational citizenship behavior in work performance. To the literature review it is also seen that procedural justice is a better predictor of positive workplace behavior as employees who perceive unfairness might decrease their extra role behavior. But those employees who have perceived fairness would happy to contribute more to the organization. In view of that organizational justice appears to be the most impactful variable in explaining exhibition of organizational citizenship behavior among employees in the organization.

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Conflict of Interest

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