

The Impact of Workplace Spirituality on Public Service Motivation

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Abstract: The current research examines the relationship between organizational spirituality and public service motivation in Agriculture Organization of Fars province. Based on the research results, there is a positive and significant relationship between organizational spirituality and public service motivation. So, in order to enhance the performance of employees and having them motivated for servicing the people, its spirituality ought to be increased by the managers.

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Introduction:

As studies show, the encouragement of spirituality at workplace may lead to numerous advantages. The spirituality at work is the further understanding and identification of the inner and inward life of the employees. This can be grown and through significant tasks, can be advanced.

Organizational changing management is one of the management domains, using spirituality in various ways. Its main targets include a contribution to changing the individuals' behavior in organization and obtaining fast and beneficial practical goals. The traditional methods of people's behavior shift, as well as the organizational culture, concentrate on directing organizational structures and systems with agreeable behaviors. This procedure demands conscious attempt, and can be conceptualized as: "a shift from outside to inside"; Since in this method, the shift starts within the outside elements of the individuals. In contrast, the spiritual knowledge suggests that a shift can be managed "from inside to outside". In fact, those with the experience of spiritual life, by conducting methods in accordance with organizational goals, bring an advancement, to their lives and organizations.

Similarly, researchers have explained that spirituality encouragement at workplace can lead to several advantages including an increase in creativity, honesty, trust, self-evolution, organizational obligation as well as rising employees' job attitudes such as the enhancement of job satisfaction, job sharing, behavior and conscientiousness and motivation, beside a decrease in job withdrawal. Since the introduction of concepts of public service motivation by Perry and Wise (1990), the researchers' interests were significant in examining it within organizational behaviour and human resources management.

The public service motivation means: The human being's interest to respond to those motives which are

originally formed in governmental organizations and institutions.

As Perry and Wise (1990) have suggested, these motives can be divided into 3 categories: The Norm Based Motive, the Rational motives and the Affective Motives.

The Rational motives aim to enhance the human ability's use and have derived from intellection.

The Norm Based Motive is applied in accordance with the respect to norms.

The Affective Motives are those stimuli which originally show human response in social circumstances.

Some of the researches in the area of service motives have considered the citizens and expert's views about governmental employments.

Similarly, other studies have suggested the contrastive and comparative consideration of private and public service motivation (Latham and Pinder).

Angel and Perry (1990), by differentiating between the above motives, have suggested that those people who are motivated by these agents, are more interested in being employed in the governmental departments and they will act better in their job places and all these will lead to better functions of organizations.

Perry (1997) was the first person who began his researches on anticipated service motive agent in governmental departments. Through a 295 – people sample of American answerers, he introduced 5 aspects for public service motives:

Attraction to policy making, compassion, self-sacrifice and commitment to public interest as well as one aspect including all the previous ones. According to Perry's studies results (1997), closeness to God, parents modeling; age and education are direct anticipators of public service motivations.

As previously mentioned, the workplace spirituality is a construct with very beneficial outcomes. As a problem in the current situation of Iranian

Organizations, we aim to assess if the spirituality has a powerful impact on the public service Motivation.

Fig.1 shows Conceptual Model

Hypothesis 1: There is a significant and direct relationship between super personal spirituality and Public Service Motivation

Hypothesis 2: There is a significant and direct relationship between expersonal spirituality and Public Service Motivation

Hypothesis3: There is a significant and direct relationship between interpersonal spirituality and Public Service Motivation

Research Method:

Based on Cochran formula, 187 people were evaluated as samples. The subjects included in the questionnaire have been reviewed and confirmed by the experts in order to ensure the validity of contents.

Cronbach Alfa Index calculated for all variables of the research, has been more then %75 for all of them which shows the reliability of the questionnaire.

The path analysis model which is standard index (direct effects) has been used for examining the main hypotheses of the research to evaluate the direct effects as well as the path indices among variables.

Results:

1: There is a significant direct relationship between organizational spirituality and public service motivation.

The upper hypothesis is divided into two sub presumptions.

1 - 1: There is a significant and direct relationship between super personal spirituality and public service motivation.

Table 1- The direct, indirect and general effect as well as the amount of t related to variables : super personal spirituality and public service motivation .

The super personal spirituality with (B=0/27 and 7/25) has significant and direct effect on public service motivation. So the research hypothesis is supported. It has to be mentioned that the super personal spirituality variable indirectly and through structural and mental empowerment, with (t=0/16) contains significant and direct effect on public service motivation.

1-2- There is a meaning and direct relationship between organizational spirituality and public service motivation.

Table 2- the direct , indirect and general effects as well as the amount of t related to variables : Expersonal spirituality and public service motivation.

The expersonal spirituality with (B=0/14 and t=4/06) has significant and direct effect on public service motivation ; thus , the research hypothesis is supported . Similarly, it is clear that the expersonal spirituality indirectly and through structural and mental empowerment with (t=0/16) has significant effect on public service motivation .

Table 3-The direct , indirect and general effect as well as the amount of T related to variables : interpersonal spirituality and public service motivation .

The intrpersonal spirituality with (B= 0/18 and T= 4/06) has significant and direct effect on public service motivation. So the research hypothesis is supported. Also, it is obvious that the interpersonal spirituality indirectly and through structural and mental empowerment, with (t=0/1), has significant effect on public service motivation.

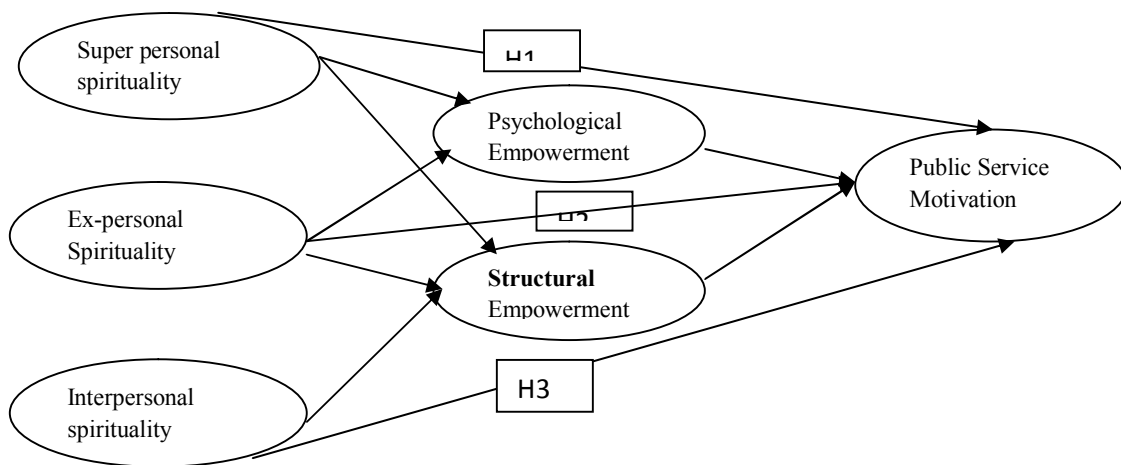


Fig.1- Conceptual Model

Table 1- The direct, indirect and general effect as well as the amount of t related to variables : super personal spirituality and public service motivation .

Effect	Direct effects	Indirect effects	General effects	The T amount
Super personal spirituality				
Public service motivation	0/27	0/16	0/41	7/25

Table 2- the direct , indirect and general effects as well as the amount of t related to variables : Expersonal spirituality and public service motivation.

Effect	Direct effects	Indirect effects	General effects	The T amount
Expersonal spirituality				
Public service motivation	0/14	0/16	0/29	4/06

Table 3-The direct , indirect and general effect as well as the amount of T related to variables : interpersonal spirituality and public service motivation .

Effect	Direct effects	Indirect effects	General effects	The T amount
Interpersonal spirituality				
Public service motivation	0/18	0/11	0/24	4/06

Conclusion:

The study showed that workplace spirituality has a direct positive impact on public service motivation. Also the results indicated that the dimensions of spirituality have also a positive direct impact on public service motivation. This shows that for having a staff or manager motivated for serving the people in the public sector, one of the most important elements is to provide a good climate of spirituality in the organization. Also the results confirm that if the managers want to have a good performance among the staff, they'll need to pay attention to the spiritual aspects of the organization. This study paves the way for better understanding of spiritual issues impacting the service to the people.

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