

Role of Organisational Spirituality in Job Satisfaction and Organisational Commitment among Commercial Pilots



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Abstract

This study offers a conceptual framework which relates the influence of organisational spirituality on employees job satisfaction and organisational commitment. Organisational spirituality means that the individual and organisations consider working in a spiritual path, in an opportunity to grow and contribute to society in a meaningful way, attempting to live their values more fully in the work they do. Organisations are also getting positive outcomes in the workplace where employees spiritual needs are fulfilled. It's not only concerned with the organisation but also related to employees determining job satisfaction and organisational commitment. The statistical tool used for the analysis of the data was correlation and the standardised questionnaires used were organisational spiritual value scale (osvs) by Kolondinsky et.al.(2008), job satisfaction scale by Dr. Amar Singh and Dr. T.R. Sharma (1999) and organisational commitment scale by Upinder Dhar et.al. The study recommended that employees with organisational spirituality would be higher on job satisfaction and occupational commitment. Organisational spirituality would be positively related with job satisfaction and organisational commitment behaviour. This study provides insight regarding the role of relational dynamics of spirituality in job satisfaction and organisational commitment of the commercial pilots. Findings of the study were in line with the hypothesis framed. Implications and future suggestions were also discussed and highlighted.

Keywords: Organisational Spirituality, Job Satisfaction And Organisational Commitment.

Introduction

In present era aviation industry has emerged as one of the fastest growing industries of India. People gets fascinated by this glamorous sector because of their mindset that pilots lives the lavish life as they travels to the exotic destinations where there are beautiful places to be explored, exciting people to be met and earns more than twice as compared to people working in other sectors. They just ignores the fact that there are always two sides of a coin likewise aviation sector Is also like a mixed bag which has pros and cons. There are several problems which pilots go through such as fatigue, lack of sleep, stress, jet lag, harsh working conditions, working hours, less time to spend with family and so on. Despite of both pros and cons job satisfaction and organizational commitment depends entirely upon individual's Organizational spirituality.

Organization Spirituality

Organization spirituality is a more holistic approach towards organizational life which includes that people have innate tendency of being spiritual and always seeks to find meaning and purpose in all aspects of life including meaning of one's work. According to Dahler and Welsch (1994), "organizational spirituality is a specific form of work feeling that energizes action". Organizations that can inspire employees to a "higher cause" tends to exceed from their peers because of the increased motivation and commitment this tend to generate. Some scholars argue that spirituality can be used to improve organizational performance (Ashmos and Duchon, 2000; Garcia-Zamor, 2003; Giacalone and Jurkiewicz, 2003a; Fry, 2005). Dr.Karakas introduced three different perspectives on how spirituality enables or leads to organizational performance a) Human resources perspective: Spirituality enhances employee well-being and quality of life; b) Philosophical perspective: Spirituality provides employees a sense of purpose and meaning at work; c) Interpersonal perspective: Spirituality provides employees a sense of

interconnectedness and community. According to Konz and Ryn (1999) organisations which introduce spirituality at workplace, tends to helps individuals to connect and give meaning to them.(Brandt, 1996). Similarly Deepinder (2013) explained that individuals who are high o occupational spirituality are proved to be high on job satisfaction moreover their quality of work life is better and they experience less organisational spirituality.

Job satisfaction

Happock (1935) defined “ job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. Vroom (1964) defined job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying. Job satisfaction depends entirely upon the amount of expectations are matched to the real awards (Davis et al. 1995). Job satisfaction is influenced by the series of factors such as nature of work, salary, advancement, opportunities, management, work groups and work condition. According to Affect theory by Edwin A. Lock’s (1976) job satisfaction depends upon the difference between what individual wants in job and what he has in a job. If individual is satisfied with his job then he will keep on working hard towards the progress of the organisation and will be committed towards it. Likewise according to Kabir (2017), employee job satisfaction enhances the service quality. Moreover, an appropriate work environment and good work conditions can increase employee job satisfaction and the employees will try to give their best which can increase the employee work performance.

Organisational Commitment

Porter et al (1974, p 604) describes it as “ an attachment to the organisation, characterised by an intention to remain in it, an identification with the values and goals of the organisation and a willingness to exert extra effort on it’s behalf”. According to “ set-bet” theory by Becker et al 1960 individuals are committed towards their organisations till the time they hold some position however if they get better alternative they will be willing to leave.

Meyer and Allen (1997) gave organisational commitment model and explained three dimension of organisational commitment which are:

1. Affective commitment: work attitude towards the organisation with positive feelings.
2. Continuance commitment: it is money oriented type of commitment in which the only reason for the association of individual with organisation is based on the economic benefits.(Beck and Wilson 2000)
3. Normative commitment: employees stay because they should do so or it is the proper thing to do .

The kind of commitment which individual develops with the organisation is directly proportional

towards the progress of organisation. According to Sayani and Swamy (2014) “commitment has both attitudinal and behavioural implications, it is paramount to come out with a proposition which tries to delve deeper into the psyche of the individual and their interactions with their organization”.

Justification of The Study

The main aim of the study was to see if organizational spirituality effects the job satisfaction and organizational commitment of commercial pilots despite the fact that they tend to experience more stress because of fatigue, working hours, jet lag, harsh weather conditions and unable to spend enough time with their families. The **objectives** of this study were as follows: In case of commercial pilots, to ferret out the relationship between:

- 1) Organizational spirituality and job satisfaction.
- 2) Organizational spirituality and organizational commitment.
- 3) Job satisfaction and organizational commitment.

In relation to the above mentioned objectives following **hypotheses** were tested:

1. Organisational Spirituality would be positively correlated with Job Satisfaction
2. Organisational Spirituality would be positively correlated with Organisational Commitment.
3. Job satisfaction would be positively correlated with Organisational Commitment.

Methodology Used in The Study

The sample for the present study consists of 60 commercial pilots (males= 55, females= 5) working in different airlines of India. The age range of the pilots was between 25-35 years and the educational qualification was minimum graduation. Prior informed consent of pilots was taken in the study.

Tools

Tools used for the study were:

1. Organisational Spirituality Value Scale (OSVS)-Kolon Dinskyel et. al (2008)
2. Job Satisfaction Scale (JSS)-Dr. Amar Singh and Dr. T.R Sharma (1999)
3. Organisational Commitment Scale (OCS)-Upinder Dhar et.al.

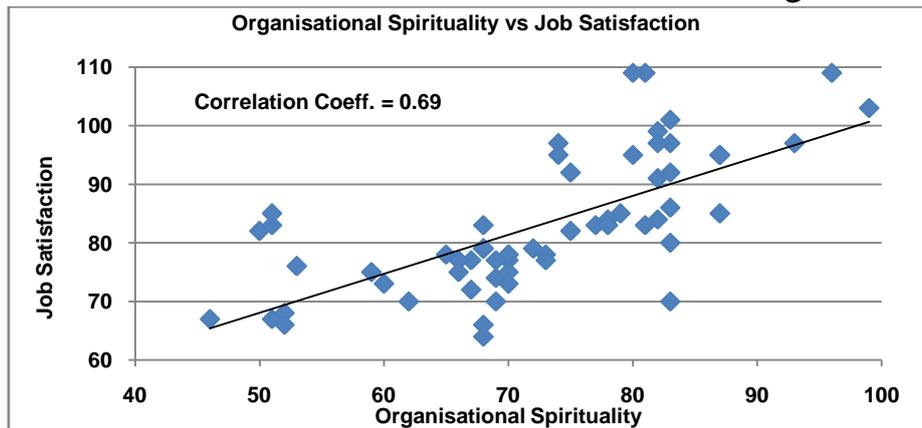
Statistical Analysis

Statistical Analysis was carried out to see the correlation between Organisational Spirituality, Job Satisfaction and Organisational Commitment.

Analysis and Interpretation

Hypothesis 1

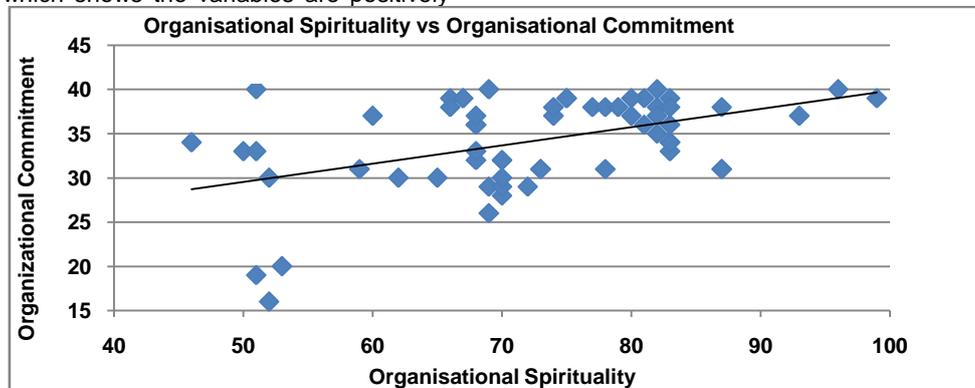
A Pearson Product moment correlation coefficient was computed to assess the relationship between organisational spirituality and job satisfaction. The correlation between the variables came out to be 0.69, which shows the variables are strongly and positively correlated. Hence, results supports the hypothesis that Organisational spirituality is positively correlated to job satisfaction.



Hypothesis 2

Correlation between organisational spirituality and organisational commitment came out to be 0.47; which shows the variables are positively

correlated. Therefore, it supports the hypothesis 2 which states that organisational spirituality and job satisfaction are positively correlated.



Hypothesis 3

Correlation between job satisfaction and organisational commitment is 0.48; which shows that

two variables are positively correlated, supporting the hypothesis that job satisfaction is positively correlated to organisational commitment.

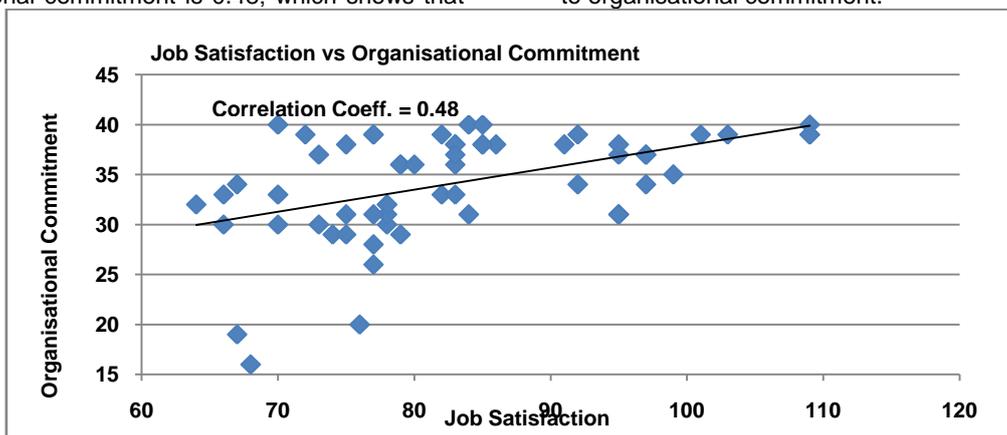


Table 1: Summary table of correlation matrix showing the correlation between organizational spirituality, job satisfaction and organizational commitment

	Organisational Spirituality	Job Satisfaction	Organisational Commitment
Organisational Spirituality	1	0.69	0.47
Job Satisfaction	-	1	0.48
Organisational Commitment	-	-	1

Remarking An Analisation

Conclusion

This study shows that given the amount of time people spend at work, the work environment becomes an important predictor of employees well being. Those working in aviation sector tend to experience more stress because of fatigue, working hours, jet lag, harsh weather conditions etc. Therefore the concept of Organisational Spirituality, Job Satisfaction and Organisational Commitment brings attention to the work environment as a critical influencer of employees well being and performance.

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