

## THE RELATIONSHIP BETWEEN WORKPLACE SPIRITUALITY AND ORGANIZATIONAL IDENTIFICATION IS INFLUENCED BY ORGANIZATION-BASED SELF-RESPECT AS A MEDIATOR

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### ABSTRACT

**Purpose-** This research paper delves into the relationship between workplace spirituality (WS) and organizational identification (OI) and the mediating role of organization-based self-esteem (OBSE) in this association.

**Methodology-** The study involved the participation of 206 administrative personnel at Canakkale Onsekiz Mart University in Canakkale province. The data collected were subjected to several statistical analyses, including explanatory and confirmatory factor analyses, normality tests, correlation analyses, hierarchical regression analyses, and Sobel tests. The results of these analyses revealed significant findings, supporting the hypothesis that workplace spirituality affects organizational identification, with OBSE serving as a mediator in this relationship.

**Findings-** The findings suggest that employees with WS and OBSE are more likely to identify with their organization's beliefs and values.

**Conclusion-** Incorporating WS can result in favorable OI, mainly when an individual's core values are congruent with the company's. In this context, an individual's confidence in their skills and their conviction in their ability to make valuable contributions to the organization fosters a strong sense of self-esteem in the workplace.

**Keywords:** Workplace spirituality, organization-based self-esteem, organizational identification, workplace behavior, spirituality

**JEL Codes:** L22, L29, L30

## 1. INTRODUCTION

Lately, there has been an increasing curiosity in WS. This refers to an organization's values that promote employees' transcendental experiences while working. This can foster a sense of compassion and joy Among the employees., strengthening their attachment to their workplace. WS encompasses internal affairs, morality, honesty, attentiveness, employee integration with work, and commitment to the workplace. It also involves personal growth, a strong sense of integrity and responsibility, and the harmonious integration of personal and professional life based on personal values. Engaging in meaningful and purposeful work can improve an individual's psychological health, particularly regarding spiritual well-being, self-esteem, and social engagement. WS can also enhance employees' self-esteem, especially when involved in meaningful and productive work. Research has shown that an individual's overall self-esteem can directly impact organization-based self-esteem, highlighting the importance of cultivating a positive and productive work environment. Before joining an organization, individuals possess a sense of self, while their self-esteem linked to the organization develops after becoming a part of it. This implies that overall self-esteem precedes OBSE regarding timing (Bowling et al. 2010: 602). Employees with high OBSE perceive themselves as important, influential, skilled, and indispensable in their professional setting (Beheshtifar & Hashemi-Nasab, 2012: 56).

Mitroff and Denton's (1999) research emphasizes the importance of WS. This involves discovering one's ultimate purpose in life, building strong relationships with coworkers and other professionals, and cultivating a sense of harmony between personal beliefs and organizational values (Milliman et al., 2003: 427). Possessing WS enables individuals to experience a sense of unity with their core beliefs, ideas, and work, establish strong interdependence with others, and share a common purpose. Spirituality in the workplace aims to promote purposeful work, create a tight-knit community, and uphold organizational values (Baskar and Indradevi, 2021: 3). Spirituality, in this context, is an experience that provides direction and

meaning to the individual, supports them, creates a sense of inner integrity, and fosters commitment (Utami et al., 2021: 509). WS emphasizes the need to align individual goals with organizational values, fostering employee identification with the organization. As Ashforth and Mael (1989) defined, OI refers to employees' perception of unity with their organization. Employees who strongly identify with their organizations tend to support them more, make decisions that align with their goals, and want to be part of their mission (Kolodinsky et al., 2008: 467). OI indicators: solidarity, supportive attitudes/behaviors, perception of shared unique qualities. In an organizational setting, individuals exhibit varying levels of identification with the organization. Suppose an individual's beliefs and values do not align with the organization's. In that case, they may experience tension within themselves and with the organization (Polat, 2009: 14). Within the scope of these evaluations in the literature, it is assumed that WS will affect OI and that OBSE will mediate in this effect. Within the scope of the research, studies in the literature on the concepts of WS, OI, and OBSE will be examined, respectively. Then, the research findings expected to contribute to the literature will be mentioned, and suggestions for the sector will be made. The fact that workplace spirituality is a current concept and the limited number of studies on the subject in the national literature reveals the importance of the study. At the same time, the research will make a modest contribution to the literature.

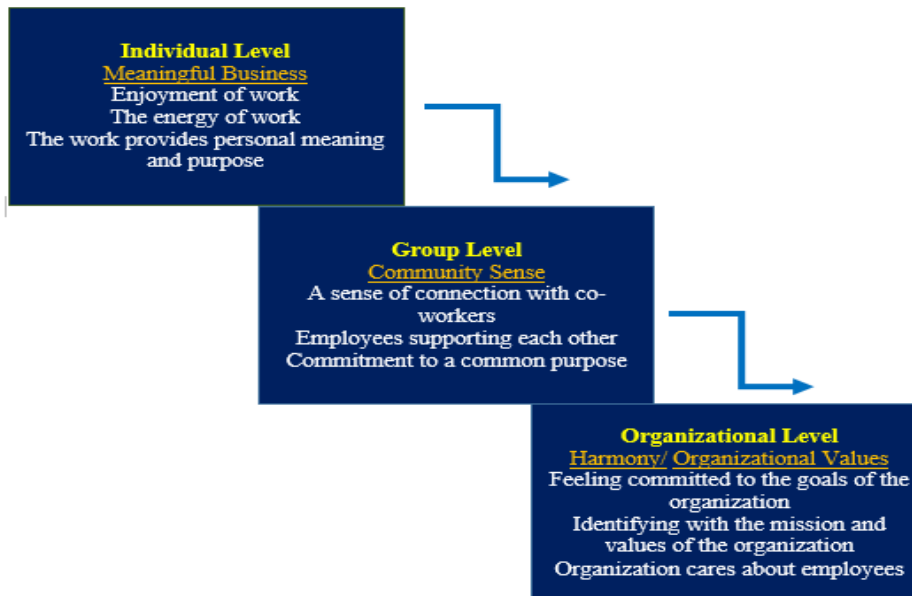
## **2. LITERATURE REVIEW**

### **2.1. Workplace Spirituality (WS)**

Recent research on organizational behavior has found that WS is vital in fostering employee commitment and cooperation. This idea centers on meaningful work, happiness, satisfaction, and inspiration. Scholars have made distinctions between spirituality, organizational spirituality, and WS. According to Mitroff and Denton (1999), spirituality involves connecting to oneself, others, and the universe and utilizing individual abilities and capacities to solve problems and reach goals. On the other hand, organizational spirituality is linked to work engagement, organizational identity, job-reward satisfaction, and overall organizational satisfaction, while personal spirituality pertains to internal and external influences. By providing individuals with a deeper understanding of concepts, spirituality enables them to understand their experiences better (Milliman et al., 2003: 441). Utami et al. (2021) define WS as the experience of spiritual well-being in a professional environment. Various aspects of the organization, such as the organizational environment, culture, leadership, and practices, demonstrate this. WS involves the personal growth of employees through meaningful work in a communal setting, according to Ashmos and Duchon's (2000) research (Bantha and Nayak, 2021: 2). On the other hand, Pawar (2009) describes WS as a sense of purpose, community, and transcendent experiences felt by employees (Belwalkar et al., 2018: 413). Personal spirituality is concerned with an individual's values in the workplace, while organizational spirituality reflects how an individual perceives spiritual values within the organization. This concept relates to aligning personal values with the surrounding environment, creating a sense of harmony (Kolodinsky et al., 2008: 467). According to Giacalone and Jurkiewicz (2003), WS is a corporate culture that fosters transcendence, fulfillment, and connection with others, resulting in a sense of joy (Gotsi and Kotezi, 2008: 577).

The interactive table created by Milliman et al. in 2003 examined WS at group, individual, and organizational levels. The table provides a comprehensive and insightful analysis of this phenomenon, which has gained increasing attention recently. This study enhances comprehension of spirituality's role in the workplace and its effects on individuals, groups, and organizations. By exploring the different levels of WS, Milliman et al. (2003) shed light on the complex dynamics of this phenomenon, highlighting its potential benefits and challenges. This research is a valuable resource for those interested in a holistic and meaningful approach to work (Milliman et al., 2003: 428):

Figure 1: Milliman et al. (2003) dimensions of workplace spirituality



According to Daniel (2010: 443) and Belwalkar et al. (2018: 413-414), WS consists of three essential elements: inner life, meaningful work, and a sense of community.

- According to Miller and Ewest (2010), the inner life element refers to an employee's journey of questioning their existence and striving to fit into a larger context. Fostering an inner life allows individuals to showcase their true selves, express their personality traits, and find meaning in their work. Duchon and Plowman (2005) advocate for creating an environment that supports employees in defining their inner lives, as it can significantly enhance the importance of the workplace.
- Meaningful work goes beyond being just a job that pays the bills. Miller and Ewest (2010) noted that having a spiritual calling with special meaning and purpose can lead to employees feeling fulfilled and aligned with their goals. This, in turn, contributes to a greater understanding of meaning in the workplace.
- The concept of community within a workplace reflects the interconnectedness employees feel with one another. It's based on the belief that there is a relationship between the inner selves of individuals and their colleagues, and this connection extends to all living beings. To cultivate a strong sense of connectedness in the workplace, shared values and a common purpose can be powerful tools.

Research indicates that incorporating spirituality into organizational culture can yield numerous benefits for individuals and the organization. These benefits include heightened commitment to organizational goals, increased trust and honesty, improved courtesy and fairness, greater creativity, enhanced productivity and performance, and reduced absenteeism. Employees who work in spiritually oriented environments may experience greater personal satisfaction, joy, and peace, as well as increased job success and creativity. Ragar et al. (2012) conducted a study in Iran and found that WS positively impacted organizational citizenship behavior (Belwalkar et al., 2018: 414). Studies have demonstrated that integrating spirituality in the workplace can enhance personal well-being and organizational productivity. (Bantha and Nayak, 2021: 2). Person-organization fit refers to the degree of harmony between an employee's values and the organizational culture, and is one way to measure its impact. Experts in this field have emphasized that a strong alignment between employee and business values can improve business outcomes. Kolodinsky et al. (2008) found that organizational spirituality is positively correlated with work engagement, OI, and reward satisfaction and negatively correlated with organizational frustration (Kolodinsky et al., 2008: 467-475). Research by Milliman et al. (2003) suggests that WS is linked to work attitude variables including organizational commitment, intention to leave, job satisfaction, job commitment, and organization-based self-esteem (Milliman et al., 2003: 441).

## 2.2. Organization-Based Self-Esteem (OBSE)

Self-esteem and self-concept are two distinct but related concepts often used interchangeably. While self-esteem refers to how an individual evaluates their worth and behavior, self-concept encompasses a broader range of factors, including emotional assessments, awareness of their abilities, sense of achievement, and perception of recognition and value based on feedback from others. In a business or academic setting, it is essential to have a clear understanding of these concepts as they can significantly impact an individual's personal and professional development. One's self-esteem level can dramatically impact interactions with others and overall productivity within an organization (Beheshtifar and Hashemi-Nasab, 2012: 55). Suggests that maintaining a high level of self-esteem is crucial for employee satisfaction and positive behavior. OBSE is an individual's belief in their worth and capabilities as a member of the organization. It differs from general self-esteem (Bowling et al. 2010: 601). OBSE refers to an individual's confidence in their ability to meet their organization's needs through their role. Those with elevated organizational-based self-esteem perceive themselves as skilled and content in their previous organizational positions. They recognize their worth as valuable members who meaningfully contribute to the organization.

Consequently, individuals with high OBSE view themselves as significant, productive, and beneficial assets to their workplace (Pierce et al. 1989: 625). OBSE pertains to how individuals perceive their worth and value within their work environment. As defined by Fan (2008), it captures an individual's sense of self as a member of their organization (Fan, 2008: 5). Pierce et al. (2007) further elaborated that it encompasses how individuals view their significance within the workplace (Beheshtifar and Hashemi-Nasab, 2012: 55). Job responsibilities and organizational encounters shape this mindset, ultimately influencing the attitudes and actions of employees. OBSE measures an individual's perception of their competence, significance, and value as a member of their organization. (Kanten et al., 2017: 369).

Self-consistency theory states that individuals strive to maintain a consistent level of self-esteem. Those with high self-esteem typically engage in behaviors that reinforce positive self-perceptions. In contrast, those with low self-esteem tend to engage in behaviors that will strengthen negative self-perceptions. In a professional setting, individuals with high self-esteem can uphold their positive self-image by cultivating positive work attitudes. In contrast, those with low self-esteem may develop negative work attitudes to maintain their negative self-perceptions (Bowling et al., 2010, p. 604). Studies have shown that individuals with a strong sense of self-worth associated with their organization tend to experience greater overall well-being. This includes a greater sense of purpose and fulfillment, lower levels of depression, and higher levels of life satisfaction and happiness.

Additionally, Pierce and Gardner (2004) delved into the connection between organizational self-esteem and management in their research. According to Pierce and Gardner's (2004) study, organizational self-esteem can reduce the harmful effects of work stress. This finding is also supported by Rotich (2016: 118). Korman (1970) posited that organizational factors can influence an individual's OBSE. This type of self-esteem reflects an individual's self-efficacy, social learning experiences, self-evaluation, and the importance they place on themselves based on their interactions with others. Consequently, organizations, their environments, and their actors are judged based on the self-evaluations cultivated within them (Fan, 2008: 5). According to Pierce and Gardner (2004), OBSE is positively correlated with job performance, job satisfaction, organizational citizenship, and satisfaction. Beheshtifar and Hashemi-Nasab (2012) also noted this correlation.

According to research by Bowling et al. (2010), employees who view themselves positively about their organization tend to experience higher levels of job satisfaction, emotional commitment, work commitment, and organizational citizenship behavior and perform better in their jobs. The study found that low self-esteem is linked to higher turnover intention. Moreover, Bowling et al. (2010) discovered that those with low organizational-based self-esteem are more likely to experience depression and physical symptoms and have a higher turnover intention. Organizational-based self-esteem refers to an employee's evaluation of their worth, fit, and personal virtue within their organization. Scholars such as Korman (1970-1976) and Brockner (1988) have argued that self-esteem plays a crucial role in how employees interpret their job performance (Beheshtifar and Hashemi-Nasab, 2012: 55).

Numerous studies have been conducted by various researchers, including Pierce et al. (1989), Carson et al. (1998), Bowden (2002), Gardner and Pierce (2001), and Van Dyne and Pierce (2004), to explore the relationship between OBSE and workplace satisfaction. Bowden (2002), Gardner and Pierce (2001), and Van Dyne and Pierce (2004) also delved into the concept of OI and its connection with OBSE. In addition, Steahle-Mood (1998) examined how OBSE affects adaptation to organizational change, while Tang and Ibrahim (1998) investigated the correlation between OBSE and helpfulness and harmony in organizational citizenship behaviors. Furthermore, Pierce et al. (1989), Phillips and Hall (2001), Tang et al. (200), and Van Dyne and Pierce (2004) found a positive relationship between OBSE and organizational commitment (Oguebe & Edosomwan, 2021: 59). Studies have demonstrated a strong correlation between self-esteem related to one's workplace and favorable job consequences, including job contentment, efficiency, and company loyalty. According to Pierce et al. (1989), employees with high OBSE tend to display behaviors that their employers highly value. Bankola and Ajagun (2014) further discovered that emotionally committed employees with high OBSE are more likely to remain with the organization (Bankola

and Ajagun, 2014: 32). According to Drake's research in 2011, there is a direct connection between spirituality in the workplace and an individual's self-esteem within the organization (Drake, 2011: 48). Additionally, studies by Bowden (2002) and Kark and Shamir (2002) have shown a positive correlation between OI and OBSE (Moryani, 2019: 11).

### 2.3. Organizational Identification (OI)

Identification is a concept that can be interpreted differently by each individual. Generally, it pertains to a feeling of affiliation, allegiance, or shared attributes (Lee, 1971: 214). Per Katz and Kahn (1978) and Staw (1984), identification involves being indirectly involved in successful situations beyond one's control and participating in activities that may have personal consequences but benefit the greater good. According to Ashforth and Mael (1989), OI is an individual's self-perception of belonging to a group and sharing its future (Mael and Ashforth, 1992: 104-105). According to Patchen's (1970) definition, OI refers to a feeling of unity, attitudinal and behavioral support, and shared characteristics among members of an organization (Riketta, 2005:360). OI occurs when an individual feels a deep connection with the organization, perceiving it as an extension of themselves. The link is based on mutual values and goals held by the person and the company. Specifically, value-based identification arises when an individual's values and goals align with the organization's (Reade, 2001:1270).

Social identification theory explains that several factors can influence people's identification with an organization. According to social identity theory, an individual's sense of self is influenced by their group status (Bartels, 2007: 174). This theory emphasizes the significance of organizational membership in forming a person's social and self-identity. It is based on two key assumptions: firstly, individuals strive to boost their self-esteem; secondly, people utilize social comparison to navigate their surroundings and determine their position within the organization. Social identity theory highlights the importance of positively comparing with other groups and focusing on what distinguishes one's organization from others (Reade, 2001: 1271). OI refers to the extent to which an individual's values are aligned with those of the organization they work for. This involves feeling a sense of belonging and identifying oneself as a member of the organization. Social identity theory posits that an individual's self-concept is shaped by their membership in various social groups (Riketta, 2005: 360). Individuals who strongly identify with their organization exhibit behaviors and attitudes that support it and recognize its members' unique qualities. However, there may be cases where an individual's beliefs and values conflict with the organization's, leading to personal discomfort and conflict (Polat, 2009: 14).

It is common for individuals to associate themselves with high-status groups and organizations to enhance their self-perception. The size of the group is also a crucial element in this process. Brewer's 12research suggests that people strive to balance inclusion in a social group and individual uniqueness (Knippenberg and Schie, 2000: 138). Several studies by Bhattacharya et al. (1995), Dutton et al. (1994), Smidts et al. (2001), Mael and Ashforth (1992), and Hall et al. (1970) have highlighted external prestige, the ability to stand out in the organization, communication with the organization, and the employee's perception of the organization's identity as crucial factors in OI (Bartels, 2007: 174). According to 12research, OI is a critical factor that affects individuals, groups, and organizations. When employees identify with their organization, their actions align with its objectives, leading to higher retention rates and improved collaboration among colleagues (Edwards, 2005: 207). Additionally, identification fosters positive outcomes such as employee satisfaction, a sense of belonging, work processes, and social organization (Mael and Tetrick, 1992: 813). Studies have shown that identifying with an organization leads to improved 12research12ce, increased organizational citizenship behaviors, and lower turnover intentions (Kreiner and Asforth, 2004: 2).

The degree of psychological attachment an individual feels towards their workplace is known as OI. Research shows that employees with a strong sense of organizational identity have higher job satisfaction, better job 12research12ce (both within and beyond their assigned responsibilities), and more positive relationships with their peers. Furthermore, such individuals are also less likely to harbor intentions of leaving their current employment (Cheung and Law, 2008: 213). In their study, Knippenberg and Schie (2000) found a significant positive correlation between OI and individual identification with workgroup, job satisfaction, job participation, and job motivation. Based on their findings, it was concluded that a notable negative correlation exists between turnover intention and OI. According to Ashforth and Mael's 12research, OI refers to the process through which individuals derive a sense of identity from belonging to an organization. This results in attitudes and actions that align with the organization's values. When individuals feel a sense of belonging to an organization, it can positively impact the organization's 12research12ce. Employees who adopt the organization's perspective and act in its best interests are likely to feel more comfortable in work. Furthermore, employees with OI tend to have higher levels of job satisfaction. However, this identification may also result in a greater likelihood of employees staying with the organization and contributing to its success (Knippenberg and Schie, 2000: 137-143).

Extensive 12research shows that establishing a sense of belonging and attachment to the organization relies on employees feeling a profound connection to their work. WS, which involves being in sync with organizational values, deriving meaning from work, and bonding with colleagues, can favor OI. When employees feel their values align with the organization, they become more confident in fulfilling organizational roles. This confidence stems from a sense of coherence between the

organization’s values and its own. Furthermore, an individual’s self-esteem based on their affiliation with an organization serves as a 13research between corporate spirituality and identification.

### 3. RESEARCH METHOD

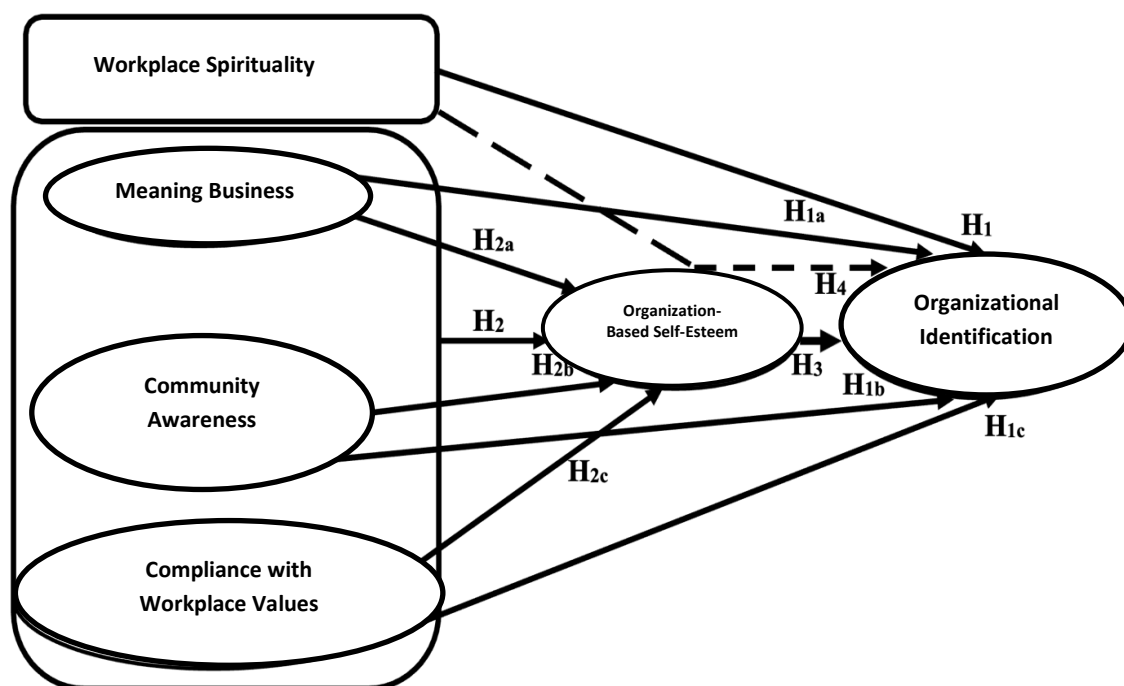
#### 3.1. Purpose and Approach

This study investigates the relationship between public sector employee spirituality levels and their organizational affiliation and how their self-respect for the organization impacts this association. The study examines the relationship between WS, OBSE, and OI. The research used a questionnaire to obtain data, utilizing three scales to measure WS, OBSE, and OI. Participants rated their level of agreement using a five-point Likert scale. The independent variable was WS, the mediating variable was OBSE, and the dependent variable was OI. The 13research hypotheses were validated through exploratory and confirmatory factor analysis and hierarchical regression analysis.

#### 3.2. Research Model and Hypotheses

Below is the model established to test the effects between variables within the scope of the research.

Figure 2: Research Model



The study has developed hypotheses concerning WS, OI, and OBSE:

- H<sub>1</sub>: WS has a significant positive effect on OI.
- H<sub>1a</sub>: The vital work dimension of WS affects OI positively and significantly.
- H<sub>1b</sub>: The community awareness dimension of WS positively and substantially affects OI.
- H<sub>1c</sub>: The size of WS compliance with workplace values significantly positively affects OI.
- H<sub>2</sub>: WS has a significant positive effect on OBSE.
- H<sub>2a</sub>: The meaningful work dimension of WS has a significant positive impact on OBSE.
- H<sub>2b</sub>: The community awareness dimension of WS significantly positively affects OBSE.
- H<sub>2c</sub>: The size of WS compliance with workplace values significantly positively affects OBSE.
- H<sub>3</sub>: OBSE affects OI positively and significantly.
- H<sub>4</sub>: OBSE has a mediating role in the impact of WS on OI.

#### 3.3. Scope and Sample of the Research

This study investigates the relationships among WS, OI, and OBSE. The research was conducted among administrative staff working at public universities in Turkey, focusing on Çanakkale Onsekiz Mart University in Çanakkale. The research team used convenience sampling to collect data, which entails selecting the most available and accessible subjects until the desired

sample size is achieved (Gürbüz and Şahin, 2018: 132). This approach was chosen to save on time and costs. In total, 206 administrative staff were included in the study out of 220 questionnaires received, representing a response rate of 93.63%.

### 3.4. Scales of Research

The questionnaire used three scales to measure the OBSE mediating effect on the correlation between WS and OI. The participants could indicate their level of agreement with given statements using a five-point Likert-type rating system. The questionnaire was expertly crafted using proven and dependable scales, previously adapted for use in Turkish by reputable researchers. Notably, the WS scale used in the questionnaire was initially developed by Milliman et al. (2003) and later translated into Turkish by Bekiş (2013). The scale consists of 21 statements (meaningful work, community awareness, and compliance with workplace values) in 3 dimensions. The OBSE scale was taken from the study of Kanten and Arda (2019), which made its validity and reliability analysis based on the studies of Pierce, Gardner, Cumming, and Dunham (1989). The scale consists of 10 single-dimension statements. The OI scale was taken from the survey of Mael and Ashforth (1992) and translated into Turkish by Polat (2009). The scale consists of one dimension and six statements. The questionnaire form included six demographic questions. The study tested the structural validity and reliability levels of all scales.

## 4. FINDINGS AND DISCUSSION

### 4.1. Demographic Findings

Of the 206 administrative personnel who participated in the research, 26.7% of the administrative personnel were civil servants, 19.4% were computer operators, 7.3% were permanent workers, 5.3% were data preparation/access control operators, 5.3%, 3% were technicians, 3.9% were branch managers, 3.6% were faculty secretary, 3.4% were chiefs, and 1.9% had the titles of communication specialists. 8.6% of the administrative personnel are in the Head of the Administrative Financial Department of Affairs, 8.6% in the IT Department, 8.6% in the Student Affairs Department, 7.4% in the Graduate Education Institute, 7.4% of them work in the Rectorate, 6.1% in the Faculty of Engineering, 5.5% in the Faculty of Political Sciences, 4.9% in the Department of Construction and Technical Affairs, and 4.3% in the Library. Considering the total working time of the employees, 9.5% of them are 0-5 years, 30.2% are 6-10 years, 22.2% are 11-15 years, 15.9% are 16-20 years and it is seen that 22.2% of them have a working period of 21 years or more.

**Table 1: Demographic Findings**

Gender	Participant Number (%)	Age	Participant Number (%)	Experience	Participant Number (%)	Education Level	Participant Number (%)
Women	(57.8%) 119 Participant	Less than 20	(0.5%) 1 Participant	Less than 5 years of experience	8.7% 18 Participant	Elementary Education	0.5% 1 Participant
Male	(40.3%) 83 Participant	Between 20-29	(6.8%) 14 Participant	6-10 years experience	27.7% 58 Participant	Secondary Education	1.5% 4 Participant
Lost Data	(1.9%) 4 Participant	Between 30-39	44.7% 93 Participant	11-15 years experience	20.4% 41 Participant	High school	7.3% 14 Participant
Total	100%	Between 40-49	36,4% 74 Participant	16-20 years experience	14.6% 31 Participant	Associate degree	18% 37 Participant
		50 and above	10.2% 21 Participant	With over 21 years of experience	20.4% 41 Participant	Licence	53.9% 111 Participant
		Lost Data	1.5% 4 Participant	Lost Data	8.3% 16 Participant	Postgraduate	16.5% 33 Participant
		Total	100%	Total	100%	Doktorate	0.5% 1 Participant
						Lost Data	1.9% 4 Participant
						Total	100%

### 4.2. Factor Analysis and Findings on Reliability

The KMO test evaluates whether the variables obtained from a particular sample are appropriate for factor analysis. A KMO value of "0.60 and above" indicates that the model is suitable for factor analysis. In this study, the lowest KMO value for the variables was ".884," and the highest was ".942," suggesting that the sample is appropriate for factor analysis. Explained variance is the proportion of variance accounted for by each factor in factor analysis. In exploratory factor analysis, the cumulative variance explained by all components should be at least "30%" for unidimensional and "50%" for multidimensional scales. The variance rate of unidimensional variables was at least "70%" in this study, and the variance rate of WS was at least

"71.6%." (Gürbüz and Şahin, 2018: 319-320). Only one statement from the WS variable was excluded due to the low factor load. The original scale distributed the expressions, as the factor analysis results reflected. The researchers used the Lisrel 8.8 program for confirmatory factor analysis and calculated goodness of fit values for each scale. The results of the confirmatory factor analysis for the research rankings are presented in Table 3.

**Table 2: Summary Table for Exploratory Factor Analysis, Reliability Analysis, Explained Variance, and KMO Value**

<b>WS (remaining item): 20</b> KMO: .942 Variance Rate: 71.6%	<b>Cron. Alpha</b>  .962	<b>OI (remaining item): 6</b> KMO: .896 Variance Rate: 70%	<b>Cron. Alpha</b>  .914	<b>OBSE (remaining item): 10</b> KMO: ,884 Variance Rate: 72.5%	<b>Cron. Alpha</b>  .927
<b>Factor 1: Compliance with Workplace Values</b> Ratio of Variance Explained: %27.6	.938	Factor 1: OI		Factor 1: OBSE	
<b>Factor 2: Community Consciousness</b> Ratio of Variance Explained: 23%	.929				
<b>Factor 3: Significant Job Disclosed Variance</b> Rate: 20.9%	.877				

**Table 3: Goodness of Fit Values of the Scales as a result of Confirmatory Factor Analysis**

Variables	$\chi^2$	df.	$\chi^2/df.$ ≤ 5	GFI ≥.85	AGFI ≥.80	CFI ≥.90	NFI ≥.90	NNFI ≥.90	RMSEA ≤0.08
WS	176.09	84	2.09	0.90	0.85	0.99	0.98	0.98	0.073
OI	7.95	4	1.98	0.98	0.94	1.00	0.99	0.99	0.069
OBSE	3.28	2	1.64	0.99	0.95	1.00	1.00	0.99	0.056

It can be stated that the values reached as a result of the exploratory and confirmatory factor analyses in Table 2 and Table 3 are within acceptable value ranges.

### 4.3. Normality Analysis

The normal distribution is related to the distribution measures of the variable (Gürbüz and Şahin, 2018: 211). In order to use commonly used tests such as correlation, t-test, ANOVA, and ANCOVA, the data must have a normal distribution. The normal distribution of the studied variable is important in making unbiased parameter estimation. In this context, parametric test statistics are usually calculated based on a normal distribution. It can be stated that the two important factors of normality are skewness and kurtosis (Uysal and Kılıç, 2022: 222-223). Huck (2012) emphasized that skewness and kurtosis values should be between “-1” and “+1” for the data to show normal distribution (Özgür et al., 2015: 68). According to a common view, the value obtained by dividing the skewness and kurtosis values by their own standards error should be taken into account. The fact that this value is below “-3.29” and “+3.29” (this value is 2.58 for samples less than 200) indicates that the data is normally distributed (Gürbüz and Şahin, 2018: 214). In line with the evaluations in the literature, it can be stated that WS meets the normality condition of the total score obtained (skewness=.502; kurtosis=.046). It can be noted that the meaningful work dimension of WS meets the normality condition of the total score obtained (skewness=-.615; kurtosis=.056). It can be stated that the community awareness dimension of WS meets the normality condition of the total score obtained (skewness=.473; kurtosis=.117). It can be stated that the compliance of WS with workplace values meets the normality condition of the total score obtained (skewness=.447; kurtosis=.147). The total score obtained from the OBSE variable was observed to meet the normality condition (skewness=-.256; kurtosis=-.096). It can be stated that the total score obtained from the OI variable also meets the normality condition (skewness=.750; kurtosis=.413). According to the results of the normality analysis, the data show a normal distribution. In this framework, analyses will continue with parametric tests.



#### 4.4. Findings Related to Correlation Analysis

The study data underwent correlation analysis, with the levels of WS, OBSE tendencies, and OI among administrative personnel being evaluated for mean, standard deviation, and correlation values. These values are presented in Table 4.

**Table 4: Values for Mean, Standard Deviation, and Correlation of Variables**

	Average	S.D.	1	2	3	4	5
WS	3.36	0.83	1				
The Meaningful Work Dimension of WS	3.51	0.87		1			
Community Consciousness Dimension of WS	3.42	0.95			1		
The Compliance Dimension of WS with Workplace Values	3.22	0.91				1	
OBSE	3.71	0.73	.779**	.601**	.758**	.737**	1
OI	3.52	0.89	.665**	.632**	.552**	.644**	.599**

**\*\*p<0.01**

When the correlation between variables surpasses 0.90, a multicollinearity issue occurs. However, bilateral correlations between dependent and independent variables do not lead to this issue. Upon analyzing Table 3, it was observed that all pairwise correlations were under 0.90. Therefore, it can be inferred that there is no multicollinearity problem in bilateral relations (Savcı and Aysan, 2016: 408). Conversely, Table 4 demonstrates high correlation values between the variables, suggesting a strong association between WS and OBSE.

#### 4.5. Findings Related to Hierarchical Regression Analysis

To investigate the relationships between variables and the proposed mediating effect in our research hypotheses, we employed Baron and Kenny's (1986) three-stage regression analysis. This method suggests that the independent variable affects both the dependent and mediator variables. This analysis allows us to examine the mediator variable's relationships. To establish mediation, three stages must occur: the independent variable affects the mediating variable, the independent variable affects the dependent variable, and the mediating variable affects the dependent variable. Partial mediation occurs when the effect of the independent variable on the dependent variable decreases upon adding the mediating variable to the model. Complete mediation occurs when the impact of the independent variable on the dependent variable disappears after including the mediating variable. We utilize the Sobel significance test to determine the indirect result of the independent variable on the dependent variable through the mediator variable. To assess the significance of the z value, we refer to the Sobel test as outlined by Baron and Kenny (1986: 1176-1177). Sobel tests were conducted to explore how WS affects OI while also considering the mediating impact of OBSE. Hierarchical regression analysis assessed the impact of WS, meaningful work, community awareness, compatibility with workplace values, OBSE, and OI. Table 5 presents the findings of the mediation test.

**Table 5: Hierarchical Regression Analysis Findings on the Mediation Role of OBSE in WS Effect on OI**

		OBSE	OI
<b>The Meaningful Work Dimension of WS</b>	Test: Meaningful Business ( $\beta$ )	.601	.632
	R <sup>2</sup>	.362	.399
	$\Delta R^2$	.359	.396
	Meaningfulness	.000	.000
	1. R=	.601	.632
	F=	115.630	135.397
<b>Community Consciousness Dimension of WS</b>	Test: Community Awareness ( $\beta$ )	.758	.552
	R <sup>2</sup>	.575	.305
	$\Delta R^2$	.573	.301
	Meaningfulness	.000	.000
	1. R=	.758	.552
	F=	275.758	89.344

<b>The Compliance Dimension of WS with Workplace Values</b>	Test: Alignment with	.737	.644
	Workplace Values ( $\beta$ )	.543	.415
	R <sup>2</sup>	.540	.413
	$\Delta R^2$	.000	.000
	Meaningfulness	.737	.644
	1. R= F=	242.100	144.943

The relationship between WS and OI was analyzed during the first stage of the mediation test. The study found that WS had a positive impact on OI. The coefficient of  $\beta=.665$  ( $p<0.001$ ) supported the H<sub>1a</sub> hypothesis. Additionally, it was found that the significant work dimension of WS positively affected OI, with a coefficient of  $\beta=.632$  ( $p<0.001$ ), supporting the H<sub>1a</sub> hypothesis. Moreover, the community awareness dimension of WS positively influenced OI, with a coefficient of  $\beta=.552$  ( $p<0.001$ ), supporting the H<sub>1b</sub> hypothesis. Lastly, the harmony with workplace values dimension of WS positively affected OI, with a coefficient of  $\beta=.644$  ( $p<0.001$ ), supporting the H<sub>1c</sub> hypothesis.

In the second stage of the mediation test, the researchers analyzed the relationship between WS and OBSE, with the latter serving as the mediating variable. The study found that WS positively and significantly impacts OBSE ( $\beta=.779$ ,  $p<0.001$ ), supporting H<sub>2</sub> hypothesis. Furthermore, the meaningful work dimension of WS positively and significantly affected OBSE, with a coefficient of  $\beta=.601$  ( $p<0.001$ ), thus supporting the H<sub>2a</sub> hypothesis. The community awareness dimension of WS also positively influenced OBSE, with a coefficient of  $\beta=.758$  ( $p<0.001$ ), which supported the H<sub>2b</sub> hypothesis. Lastly, the compliance with workplace values dimension of WS positively affected OBSE, with a coefficient of  $\beta=.737$  ( $p<0.001$ ), supporting the H<sub>2c</sub> hypothesis.

**Table 6: Hierarchical Regression Analysis findings on the Mediation of OI by OBSE in the Effect of WS**

		<b>OBSE</b>	<b>OI</b>
<b>OBSE</b>	OBSE ( $\beta$ )		.599
	R <sup>2</sup>		.359
	$\Delta R^2$		.355
	Meaningfulness		.000
	R= .599		
	F=114.013		
	Test 1 WS ( $\beta$ )		.665
R <sup>2</sup>		.442	
$\Delta R^2$		.439	
Meaningfulness		.000	
1. R=.665			
F=161.531			
<b>WS</b>	Test 2 WS ( $\beta$ )	.779	
	R <sup>2</sup>	.607	
	$\Delta R^2$	.605	
	Meaningfulness	.000	
	2.R=.779		
	F=314.819		
	Test 3 WS* OBSE ( $\beta$ )		.268
R <sup>2</sup>		.459	
$\Delta R^2$		.453	
Meaningfulness		.013	
3.R=		.677	
F=		85.985	

The study examined the impact of OBSE on OI. It was found that OBSE positively and significantly affected OI at  $\beta=.599$  ( $p<0.001$ ), supporting hypothesis H<sub>3</sub>. The research then analyzed the combined effects of WS and OBSE on OI. The results showed that the effect of WS on OI remained significant but decreased at  $\beta=.268$  ( $p<0.05$ ) when analyzed alongside OBSE, which also had a significant effect at  $\beta=.206$  ( $p<0.05$ ). Therefore, it was concluded that OBSE mediated the relationship

between WS and OI, meeting the conditions suggested by Baron and Kenny (1986). The Sobel test was conducted to confirm the mediation effect, and the results are presented in Table 7.

**Table 7: The results of the Sobel test for the mediation effect of OBSE are displayed in a table with two rows and three columns**

<b>Sobel Test</b>	<b>Test statistic (z)</b>	<b>2.476</b>
	p-value	0.013

Based on the results of the Sobel test, it has been determined that WS has a limited impact on OI. This impact is further influenced by OBSE ( $z= 2.47$ ;  $p<0.001$ ), confirming our hypothesis  $H_4$ . As a precautionary measure, we also analyzed the VIF and Tolerance values of the variables in the model to identify any potential multicollinearity concerns. You can find further details on this in Table 8.

**Table 8: Results of Multilink Test**

<b>Variables</b>	<b>Tolerance value</b>	<b>VIF value</b>
Meaningful work	.450	2.221
Community awareness	.259	3.867
Alignment with workplace values	.294	3.401

Upon analyzing the VIF and tolerance values of the independent variables, it was determined that multicollinearity was not a concern. Each independent variable's VIF value was discovered to be less than 10, and the tolerance value was more significant than .10, as reported by Savcı and Aysan in 2016 (p. 408). Thus, it can be confidently stated that there was no evidence of multicollinearity.

## 5. CONCLUSION AND RECOMMENDATIONS

Individuals strive for meaning and social connection and often need assistance to achieve their goals. When an employee senses appreciation from their employer, takes pride in their work, and fosters relationships with their coworkers, it signifies the existence of spiritual wellness in the workplace. Such spirituality can yield a multitude of benefits for both the individual and the organization at large. Incorporating WS can result in favorable OI, mainly when an individual's core values are congruent with the company's. In this context, an individual's confidence in their skills and their conviction in their ability to make valuable contributions to the organization fosters a strong sense of self-esteem in the workplace. This perspective proposes that an employee's assessment of their job's importance and proficiency in performing it can result in a favorable outcome for assimilation within the organization. Consequently, this research seeks to explore the function of OBSE in mediating the correlation between WS and employee association with the organization.

According to research, employees who possess WS and self-esteem at the organizational level tend to identify more positively with their work environment. As a result, administrative personnel in public institutions who find their workplace meaningful spiritually and feel valued by their colleagues are more likely to form strong connections and share the same organizational values. These findings align with previous research conducted by Kolodinsky et al. (2008), which also discovered a positive correlation between organizational spirituality and identification. According to a study by Drake in (2011), a strong positive relationship exists between WS and OBSE. Our research supports the same conclusions, showing that WS has a noteworthy and beneficial effect on an individual's self-esteem within an organization. When an individual's values align with the values of their workplace, they tend to feel more secure in their abilities and beliefs. A workplace that prioritizes spirituality can make employees feel valued, a conclusion consistent with the findings of Milliman et al. (2003), who also identified a correlation between WS and OBSE. Additionally, our research demonstrated that employees with high levels of OBSE are more likely to feel a sense of belonging and identify with their organization, which, in turn, can lead to behaviors that align with the organization's values. According to Bowden's (2002) and Kark and Shamir's (2002) research, OI positively correlates with OBSE.

Additionally, OBSE is found to mediate the impact of WS on OI. These findings imply that employees who recognize the spiritual value in their organization are more likely to identify with it, closely linked to their OBSE. To enhance an employee's sense of OI, they should feel appreciated as a valuable member who can contribute with their skills and abilities while also feeling competent in their role and surroundings. Encouraging workplace values through community awareness, establishing a supportive and positive organizational atmosphere, and promoting employee-organization harmony can also strengthen the psychological bond between employees and their organizations. Public institutions should create a work environment that fosters employee happiness and enjoyment while promoting ethical values. Future research could investigate how WS affects job stress, employee creativity, social courage, and psychological capital.

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