



<https://jas.ui.ac.ir/?lang=en>

Journal of Applied Sociology

E-ISSN: 2322-343X

Vol. 32, Issue 2, No.82, Summer 2021, pp. 29-48

Received: 31.12.2019 Accepted: 28.09.2020

Research Paper

The Impact of Spirituality in the Workplace on Organization Identity with the Mediating Role of Organizational Health and Deviant Behavior

Hadi Teimouri 

Associate Professor, Department of Management, University of Isfahan, Isfahan, Iran
h.teimouri@ase.ui.ac.ir

Ali Safari

Associate Professor, Department of Management, University of Isfahan, Isfahan, Iran
a.safari@ase.ui.ac.ir

Afshin Jahanbazi Goujani

PhD. Department of Management, Faculty of Administrative Sciences and Economics, University of Isfahan, Isfahan, Iran
afshinjahanbazi@yahoo.com

Zahra Babaahmadi Milani

MA. Department of Management, Faculty of Administrative Sciences and Economics, University of Isfahan, Isfahan, Iran
z.ahmadi2001@gmail.com

Introduction:

The globalization and growth of employee demand for rich and nurturing work environments have led employees to seek more than just economic rewards in their jobs. The rapid growth of the concept of spirituality in the workplace and its applications in improving performance, effectiveness, dissemination of culture, and its impact on the development of strategies for the organization have become so important that spirituality in the workplace today is gradually penetrating many environments. Various dimensions of spirituality in the workplace have been examined. The organizational identity is formed in the form of a spirit that governs the workflow and how members think and feel about the organization. Having an organizational identity makes each person prefer the interests of his organization to their fleeting interests and invest in spirituality in his work and consider the success of the organization as his success. Having an organizational identity makes each person do not look at his work environment only as a workplace. Organizational identity is considered a competitive strategy. Thus, it is very important to pay attention to this issue. This study aimed to investigate the effect of spirituality in the workplace on the organizational identity with the mediating role of deviant behaviors and organizational health.

Materials and Methods:

This research was applied, descriptive survey, and correlational in terms of the purpose, nature, and method. The statistical population consisted of managers and experts of Isfahan Province Gas Company. Out of 1532 managers and experts of this company, 243 were selected using the stratified random sampling method appropriate to the sample size. The method of data collection was a researcher-made questionnaire. Cronbach's alpha was used to evaluate the reliability of the questionnaire. The reliability of all criteria was higher than 0.6; therefore, the reliability of the questionnaire was confirmed. Content and structure validations (confirmatory factor analysis) were used to evaluate the validity of the questionnaire. Data analysis was

performed using PSS24 and Amos24 software through structural equation modeling.

Discussion of Results and Conclusions:

The findings of the hypotheses showed that the model had a good fit. The results of testing the hypotheses showed that spirituality in the workplace had a significant and positive effect on organizational identity and organizational health. Spirituality in the workplace had a significant and inverse effect on deviant behavior. Based on the results of the research, if there is an emphasis on spirituality in the organization, organizational identity is strengthened. According to this result, if the organization is moving in a direction that the spirituality of the employees will increase,

* Corresponding author

Teimouri, H., Safari, A., Jahanbazi Goujani, A., Babaahmadi Milani, Z. (2021). The impact of spirituality in the workplace on organization identity with the mediating role of organizational health and deviant behavior. *Journal of Applied Sociology*, 32(2), 29-48.



employees will be less inclined to exhibit deviant behaviors. With the growth of spirituality in employees, there will be a barrier in them to show incorrect behaviors and act as a controlling factor. Deviant behaviors and organizational health also had a significant effect on organizational identity. Based on the results of the present study, if there was an emphasis on spirituality in the organization, organizational identity was strengthened. The mediating role of deviant behaviors regarding the effect of spirituality in the workplace on organizational identity was approved. But, the mediating role of organizational health regarding the effect of spirituality in the workplace on organizational identity was not approved.

Keywords: Spirituality in the workplace, Organizational Identity, Organizational Health, Deviant Behavior.

References:

- Abernethy, M. A., Bouwens, J., & Kroos, P. (2017) Organization identity and earnings manipulation. *Accounting, Organizations and Society*, 58, 1-14.
- Afsar, B., & Badir, Y. (2017) Workplace spirituality, perceived organizational support, and innovative work behavior: the mediating effects of person-organization fit. *Journal of Workplace Learning*, 29 (2), 95-109.
- Amponsah-Tawiah, K., & Mensah, J. (2016) Occupational health and safety and organizational commitment: evidence from the Ghanaian mining industry. *Safety and Health at Work*, 7 (3), 225-230.
- Amrollahi Biuki, N., Sarvari, M., & Taghizadeh, A. R. (2018) Explaining the moderating role of freedom of expression in relation between the phenomenon of organizational dissent and organizational identity. *Quarterly Journal of Management of Governmental Organizations*, 6 (1), 143-155 (in Persian).
- Aryati, A. S., Sudiro, A., Hadiwidjaja, D., & Noermijati, N. (2018) The influence of ethical leadership to deviant workplace behavior mediated by ethical climate and organizational commitment. *International Journal of Law and Management*, 60 (2), 233-249.
- Ashmos, D. P., & Duchon, D. (2000) Spirituality at work: A conceptualization and measure. *Journal of Management Inquiry*, 9 (2), 134-145.
- Balmer, J. M. (2017) The corporate identity, total corporate communications, stakeholders' attributed identities, identifications, and behaviors continuum. *European Journal of Marketing*, 51 (9-10), 1472-1502.
- Bennett, R. J., & Robinson, S. L. (2000) Development of a measure of workplace deviance. *Journal of Applied Psychology*, 85 (3), 349.
- Berdibayeva, S., Garber, A., Ivanov, D., Satybaldina, N., Smatova, K., & Yelubayeva, M. (2016) Identity crisis resolution among psychological correction of deviant behavior of adolescents. *Procedia-Social and Behavioral Sciences*, 217, 977-983.
- Berkelaar, B. L., & Buzzanell, P. M. (2015) Bait and switch or double-edged sword? the (sometimes) failed promises of calling. *Human Relations*, 68 (1), 157-178.
- Bowling, N. A., & Gruys, M. L. (2010) Overlooked issues in the conceptualization and measurement of counterproductive work behavior. *Human Resource Management Review*, 20 (1), 54-61.
- Bullinger, B. (2017) Companies on the runway: Fashion companies' multimodal presentation of their organizational identity in job advertisements. In Markus A. (Ed.) (2017) *Multimodality, Meaning, and Institutions*, Emerald Publishing Limited. 145-177.
- Chen, C. T., & King, B. (2018) Shaping the organizational citizenship behavior or workplace deviance: key determining factors in the hospitality workforce. *Journal of Hospitality and Tourism Management*, 35, 1-8.
- Cheney, G. (1983) The rhetoric of identification and the study of organizational communication. *Quarterly Journal of Speech*, 69 (2), 143-158.
- Christian, J. S., & Ellis, A. P. (2014) The crucial role of turnover intentions in transforming moral disengagement into deviant behavior at work. *Journal of Business Ethics*, 119 (2), 193-208.
- Colbert, A. E., Mount, M. K., Harter, J. K., Witt, L. A., & Barrick, M. R. (2004) Interactive effects of personality and perceptions of the work situation on workplace deviance. *Journal of Applied Psychology*, 89 (4), 599-609.
- Fanggida, E., Rolland, E., Suryana, Y., & Efendi, N. (2016) Effect of a spirituality workplace on organizational commitment and job satisfaction. (Study on the lecturer of private universities in the kupang city-indonesia). *Procedia-Social and Behavioral Sciences*, 219, 639-646.
- Flint, D. J., Signori, P., & Golicic, S. L. (2018) Corporate identity congruence: a meanings-based analysis. *Journal of Business Research*, 86, 68-82.
- Frandsen, S. (2017) The silver bullet of branding: fantasies and practices of organizational identity work in organizational identity change process. *Scandinavian Journal of Management*, 33 (4), 222-234.
- Gatling, A., Kim, J., & Milliman, J. (2016) The relationship between workplace spirituality and hospitality supervisors' work attitudes: a self-determination theory perspective. *International Journal of Contemporary Hospitality Management*, 28 (3), 471-489.
- Gazica, M. W., & Spector, P. E. (2015) A comparison of individuals with unanswered callings to those with no calling at all. *Journal of Vocational Behavior*, 91, 1-10.
- Ghasemzadeh Alishahi, A., Rabiei, M., & Kazemzadeh Beytali, M. (2015) The relationship of individual accountability with job stress and work deviant behavior among nurses. *Journal of Clinical Nursing and Midwifery*, 4 (1), 27-38 (in Persian).
- Golparvar, M., Vaseghi, G., & Mosahebi, M. R. (2010) The moderating role of conflict with supervisor and coworkers and conflict management styles in relation between stress and exhaustion with deviant behaviors. *Journal of Modern Industrial/Organization Psychology*, 1 (5), 59-73.
- Hemmati Nodoust Guilani, M., Hasanzadeh, M. S., & Monzavi, F. (2015) Investigating the relationship between workplace spirituality and organization-based self-esteem. *Organizational Behavior Studies Quarterly*, 4 (1), 51-74 (in Persian).
- Hoy, W. K., & Feldman, J. A. (1987) Organizational health: The concept and its measure. *Journal of Research and Development in Education*, 20 (4), 30-37.
- Jannah, S. M., & Santoso, C. B. (2017) The impact of workplace spirituality on organizational citizenship

- behavior: the roles of organizational identification and perceived organizational supports. *Asia Pacific of Advanced Business and Social Studies*, 3 (2), 13-20.
- Javadipour, M., & Parsajoo, A. (2015) The relationship between employee empowerment and organizational health of the general directorate of sports and youth of hamadan province. *Bi-Quarterly Journal of Human Resource Management in Sports* 3 (1), 146-149.
- Kalantari, M. R., & Khalili, R. N. (2018) The relationship between spirituality in workplace, organizational commitment and professional ethics among girl's senior high school teachers. *Iranian Journal of Psychiatry and Behavioral Sciences*, 12 (2), e62356.
- Kamrani Mahni, M., & Kamrani Mahni, M. (2016) *Investigating the relationship between spirituality in the workplace and deviant behaviors of employees in airports in kerman province*. The Second International Conference on Management Cohesion and Development Economics, Tehran, Osve University (in Persian).
- Karami, A., & Salimian, M. (2018) Organizational independence pattern of central bank of the islamic republic of iran based on organizational health. *Postmodern Openings/Deschideri Postmoderne*, 9 (2), 88-100.
- Khorasani Toroghi, H., Rahimnia, F., Gholamreza Malekzadeh, Gh., & Mortazavi, S. (2018) Relationship between abusive leadership style and deviant behavior (Case Study: Sport and youth organizations of northern khorasan). *Human Resource Management in Sport Journal*, 5 (1), 133-146 (in Persian).
- Kurt, Y., Yamin, M., Sinkovics, N., & Sinkovics, R. R. (2016) Spirituality as an antecedent of trust and network commitment: the case of anatolian tigers. *European Management Journal*, 34 (6), 686-700.
- Lok, P., Rhodes, J., & Westwood, B. (2011) The mediating role of organizational subcultures in health care organizations. *Journal of Health Organization and Management*, 25 (5), 506-525.
- Lyngdoh, T., Liu, A. H., & Sridhar, G. (2018) Applying positive psychology to selling behaviors: a moderated-mediation analysis integrating subjective well-being, coping and organizational identity. *Journal of Business Research*, 92, 142-153.
- Mehta, T. G., Atkins, M. S., & Frazier, S. L. (2013) The organizational health of urban elementary schools: school health and teacher functioning. *School Mental Health*, 5 (3), 144-154.
- Mesmer-Magnus, J. R., Asencio, R., Seely, P. W., & DeChurch, L. A. (2018) How organizational identity affects team functioning: the identity instrumentality hypothesis. *Journal of Management*, 44 (4), 1530-1550.
- Milliman, J., Czaplewski, A. J., & Ferguson, J. (2003) Workplace spirituality and employee work attitudes: an exploratory empirical assessment. *Journal of Organizational Change Management*, 16 (4), 426-447.
- Milliman, J., Gatling, A., & Kim, J. S. (2018) The effect of workplace spirituality on hospitality employee engagement, intention to stay, and service delivery. *Journal of Hospitality and Tourism Management*, 35, 56-65.
- Momenpor, N., Hasani, M., & Qasemzade, A. (2017) The moderating role of organizational identity concerning psycho-structural capital and citizenship and deviant behaviors of employees of the general directorate of education in alborz province. *Organizational Culture Management*, 16 (1), 219-236 (in Persian).
- Naemi, M., & Naemi, Z. (2016) *Investigating the effect of spirituality in the workplace and organizational identity on job innovation of teachers in girls' vocational schools in mashhad*. Second World Conference on Scientific Research in Management, Accounting, Law and Social Sciences. Shiraz (in Persian).
- Nair, N., & Bhatnagar, D. (2011) Understanding workplace deviant behavior in nonprofit organizations: toward an integrative conceptual framework. *Nonprofit Management and Leadership Journal*, 21 (3), 289-309.
- Nasr Isfahani, A., Farokhi, M., & Amiri, Z. (2015) The effect of islamic spirituality on organizational citizenship behavior and determining the mediating role of organizational identity (Case Study: High school sports teachers in isfahan). *Sports management studies journal*, 8 (38), 181-200 (in Persian).
- Neubert, M. J., & Halbesleben, K. (2015) Called to commitment: an examination of relationships between spiritual calling, job satisfaction, and organizational commitment. *Journal of Business Ethics*, 132 (4), 859-872.
- O'Connor, P. J., Stone, S., Walker, B. R., & Jackson, C. J. (2017) Deviant behavior in constrained environments: sensation-seeking predicts workplace deviance in shallow learners. *Personality and Individual Differences*, 108, 20-25.
- Parsch, J. H., & Baughman, M. S. (2010) Towards healthy organizations: The use of organization development in academic libraries. *The Journal of Academic Librarianship*, 36 (1), 3-19.
- Razi, S., Akbai, M., Shakiba, H., & Marzban, S. (2015) Relation between organizational health and spirituality with organizational entrepreneurship. *Journal of Ethics in Science and Technology*, 10 (2), 109-118 (in Persian).
- Rezapouraghdam, H., Alipour, H., & Darvishmotevali, M. (2018) Employee workplace spirituality and pro-environmental behavior in the hotel industry. *Journal of Sustainable Tourism*, 26 (5), 740-758.
- Salarzei, H., Aramesh, H., & Mohammadi, M. (2010) Organizational spirituality and its impact on consumption model of employees in governmental organizations in iran (Case study). *International Journal of Business and Management*, 6 (1), 137-144.
- Schumacker, R. E., & Lomax, R. G. (2012) *A beginner's guide to structural equation modeling*. Routledge.
- Shamsuddin, E., Alamdari, A., Porhemmat, M., & Nejati, M. (2018) Investigating the relationship between organizational citizenship behavior and organizational health of the staff of yasouj university of medical sciences. *Journal of Fundamental and Applied Sciences*, 10 (1), 495-503.
- Shoss, M. K., Jundt, D. K., Kobler, A., & Reynolds, C. (2016) Doing bad to feel better? an investigation of within-and between-person perceptions of counterproductive work behavior as a coping tactic. *Journal of Business Ethics*, 137 (3), 571-587.
- Singh, A., & Jha, S. (2018) Scale development of organizational health construct. *Global Business Review Journal*, 19 (2), 357-375.

- Tavakoli, M., & Sharatmadari, M. (2014) Investigating the impact of spirituality in the workplace and organizational commitment on job satisfaction of the staff of the representation of the supreme leader in universities. *Management in Islamic University*, 4 (1), 59-76 (in Persian).
- Valizade, S. (2016) *Investigating the relationship between genuine leadership and organizational health with job eagerness in yasouj secondary school teachers*. Master Thesis, Faculty of Educational Sciences and Psychology, University of Isfahan (in Persian).
- Vatankhah, S., & Raoofi, A. (2018) *Psychological entitlement, egoistic deprivation and deviant behavior among cabin crews: An attribution theory perspective*. Tourism Review.
- Vitell, S. J., King, R. A., Howie, K., Toti, J. F., Albert, L., Hidalgo, E. R., & Yacout, O. (2016) Spirituality, moral identity, and consumer ethics: a multi-cultural study. *Journal of Business Ethics*, 139 (1), 147-160.
- Zameni, F. (2015) Investigating the relationship between the development of ethical behavior by managers and the health of the organization. *Biological Moral*, 6 (20), 47-67 (in Persian).
- Zhang, R., Redfern, K., Newman, M. A., & Ferreira-Meyers, K. (2016) If you are emotionally intelligent: the effects of customer-related social stressors on counterproductive work behavior for front-line service employees. *International Journal of Selection and Assessment*, 24 (3), 260-271.
- Zhang, S. (2018) Workplace spirituality and unethical pro-organizational behavior: The mediating effect of job satisfaction. *Journal of Business Ethics*, 161 (3), 687-705.