Abstract—Paper explores the consequences of workplace spirituality, organizational emotional ownership and job satisfaction among IT (Information Technology) professionals of India. This study was designed with the objective to study workplace spirituality, organizational emotional ownership and job satisfaction as predictors to cope up with job stress. A sample of 100 project managers (i.e. IT professionals) from the different organizations, namely: Cognizant, Infosys and HCL was collected. Survey method was used for the study. The analysis of the data had been done by employing the techniques of Pearson’s product moment coefficient of correlation and step-wise multiple regression. Analysis of the data reveals that workplace spirituality, organizational emotional ownership and job satisfaction are negatively correlated with job stress. We have also found that workplace spirituality emerged as the strongest predictor to cope up with job stress.

Keywords—Workplace spirituality, organizational emotional ownership and job satisfaction and Job stress.

I. INTRODUCTION

STRESS is an inevitable and unavoidable component of life due to increasing complexities and competitiveness in living standards. In the fast changing world of today, no individual is free from stress and no profession is stress free. Everyone experiences stress, whether it is within the family, business, organization, study, work, or any other social or economical activity. Thus, stress has become the core concern in the life of everyone. Every individual is subjected to stress either knowingly or unknowingly [1]. Job stress has been defined in terms of misfit between a person’s skills and abilities and demands on the job and a misfit in terms of a person’s needs supplied by the job environment which poses a threat to an individual. In other words, it assumes that human behaviour is a function of person-environment (PE Fit Theory), and that a person’s vocational satisfaction, stability and achievements depend on the congruence or fit between person’s personality and the environment in which the person works [2]-[3].

In work situation higher degree of fit predict positive work outcome [4]-[5]. According to Clark-Murphy, 2010 the person-environment approach suggest that for optimum productivity individual should be compatible with the environment[6].

The work environment include individual’s expectations and perceptions regarding workload, control over ones work, tangible and intrinsic rewards of work, the relationship and sense of community among co-workers, perception of fairness in the workplace and role of personal and organizational values[2]. If the fit between an individual and his environment is incompatible, the result is stress. Similarly the lack of fit between demands placed on individual and their ability to meet those demands can result in stress. The occupational stress meant negative environmental factors or stressors (e.g. work load, role conflict, ambiguity, poor working conditions associated with a particular job[7]. It was also found that role overload, role conflict and strenuous working conditions are the strongest predictors of work stress [8].

In today’s competitive world, the workplace is becoming more and more demanding and thus, employees need to deal with highly stressful situations. The forces of globalization have substantially changed the nature and operation of the market place. The only imperative in such cases is to generate more money and indirectly demanding more work resulting increase in the stress levels of the employees, leaving employees dissatisfied with their work as they even cannot maintain the work-life balance. Moreover, the problems of values and ethics in the organization are increasing and values are also demeaning day by day. The findings of the various studies suggests that spirituality and emotional ownership plays a significant role in influencing the judgment, emotional and motivational qualities and decision-making in that frame of reference based on a connection with a transcendent and ultimate reality which is likely to be a source of solace, guidance, and inspiration to leader's ethical and critical decision-making [9]-[10].
A. PROPOSED MODEL

According to the model, all the above mentioned factors i.e. workplace spirituality, organizational emotional ownership and job satisfaction help in moderating the amount of stress in an organization. Workplace spirituality helps to maintain a balance between an individual's personal values and the organization's practiced values and self-management – the need to solve our own problems through greater empowerment and creativity. Today's productive and profitable workplaces require organizational cultures that integrate humanistic core values with core business policies, decisions, functions, and behaviours, cultures that support the physical, mental, and spiritual well-being of its employees.

II. REVIEW OF LITERATURE

Csiernik and Adams examined the impact of stress on spirituality and of spirituality on ameliorating workplace stress. They found that Spirituality has historically been seen as an inner source of strength especially when dealing with uncertainty and chaos in one's personal life and contributes to wellness. It also helps in ameliorating workplace stress[11].

Walt proposed that a spiritual individual possess personality traits such as a positive self-esteem, internal locus of control, coping effectively with stress, high levels of tolerance, as well as emotional intelligence. Thus a spiritual person will have greater ability to cope with stress[9].

The spiritual practices help to lower down stress in organizations. Spirituality drives the decision making values of people and helps them to efficiently connect with people in organizations [12].

Nasina & Doris gave four dimensions of workplace spirituality - team's sense of community, alignment between organizational and individual values, sense of contribution to society and enjoyment at work. These help in lowering down stress within the organization[13].

People with a greater sense of spirituality perceive their own organizations as being healthier and improved. Spiritually based organization leads to organizational outcomes such as increased organizational performance and organizational commitment eventually leading to other organizational outcome like job satisfaction and reduced job stress [14].

The relationship of organizational stress with job satisfaction and job performance was analysed. They studied literature concerning stress and satisfaction to determine relation between these two organizational dimensions. They found that reduced stress leads to increased job performance and increased job satisfaction [15].

The concept of organizational emotional ownership is a new concept and actually originated from ownership in case of family owned businesses. Bjornberg and Nicholson stated that emotional ownership is very important for success of family owned business. Emotional Ownership enables family businesses to continue their ventures over the generations with passion and love. The instinct of ownership is fundamental in man’s nature. In a healthy growing family it is normal for the children to have a sense of ‘owning their family and what it possesses’.

The various experiences of job either lead to pleasure or pain[16]. People continuously face challenges in personal and professional life. Challenges without solution or answers generally cause extreme pain. Pleasure at the workplace leads to emotional ownership. Emotional ownership makes an employee more committed towards his work and leads to more job satisfaction and in turn reduces the job stress.

Kher found that attractive remuneration packages and perks are vital to retain employees but it may not necessarily motivate them to give their best to the company if there is no sense of "emotional ownership" towards the organization. Leader plays an important role in increasing emotional ownership. If leader is a sweet talker, employee feels they are wanted by the organization, then more emotional ownership. Emotional ownership makes the employee more satisfied and reduces his stress levels [10].

Keeping in view the above facts, the following objectives were defined:

- To study workplace spirituality, organizational emotional ownership and job satisfaction as predictors to cope up with job stress.
- To study the correlation between workplace spirituality, organizational emotional ownership, job satisfaction and job stress.

HYPOTHESES:-Based on the review related literature the following hypotheses were tested:

- Organizational Emotional ownership, workplace spirituality and job satisfaction jointly emerged as predictors in coping with job stress.
- Workplace spirituality significantly emerged as predictor in coping with job stress.
- Organizational Emotional ownership, workplace spirituality and job satisfaction were negatively correlated with job stress.

III. RESEARCH METHODOLOGY

The design of this study was exploratory as well as descriptive in nature. Exploratory designs are used for exploring new ideas and facts which are to get insights and understanding. Descriptive research design was also used in the study to get detailed and in-depth knowledge of every aspect of problem.
A. Sample

One hundred project managers were selected from the organizations namely Cognizant, Infosys and HCL from different cities Of India namely Pune, Chandigarh and Delhi. They were selected through purposive sampling. The mean age of the sample was 33.9 years which ranges from 25 to 50 years. Out of this sample there were 78 males and 22 females. Out of this 73 were married and 27 were single.

B. Tools

- Self developed tool was used for Organizational Emotional Ownership.
- Job satisfaction; Minnesota satisfaction questionnaire (Weiss, Dawis, England & Lofquist, 1967).
- Self developed tool was used for Job stress.
- Workplace spiritual values scale (Kolodinsky, 2004).

The questionnaire of Organizational Emotional Ownership consists of 10 questions. These items have been taken from Manik Kher’s book but certain modifications have been made keeping in view the requirements of the study. Two test- retest reliability studies showed coefficients to be 0.87 and 0.82. Subjects were instructed to rate themselves using a five point likert scale as with strongly disagree (coded 1) and strongly agree (coded 5).

The standardized questionnaire for job satisfaction; minnesota satisfaction questionnaire (Weiss, Dawis, England & Lofquist, 1967) was used.

The job stress questionnaire consists of 10 items. Some of the items were taken from Beech stress factor questionnaire by Beech but certain modifications have been made keeping in view the requirements of the study. The items relate to all relevant components related to job stress. All the items in the questionnaire were true keyed. The scoring was done on five point Likert’s scale. Test retest was used for checking reliability where reliability came out to be 0.72. The tool measures the personality aspects of strength of coping skills, perception of life events, strain in jobs faced by individuals. Subjects were instructed to rate themselves using a five point likert scale as with strongly disagree (coded 1) and strongly agree (coded 5).

The standardized questionnaire for workplace spirituality – workplace spiritual values scale (Kolodinsky et al., 2004:28) was used. Each question is rated on five point Likert’s scale. Test retest was used for checking reliability where reliability came out to be 0.72. The tool measures the personality aspects of strength of coping skills, perception of life events, strain in jobs faced by individuals. Subjects were instructed to rate themselves using a five point likert scale as with strongly disagree (coded 1) and strongly agree (coded 5).

IV. RESULTS AND DISCUSSIONS

A. Pearson Correlation

** Correlation is significant at 0.01 level of significance

<table>
<thead>
<tr>
<th>CORRELATION</th>
<th>OEO</th>
<th>WS</th>
<th>JS</th>
<th>STRESS</th>
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</thead>
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<td>.831**</td>
<td>-.845**</td>
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<tr>
<td>WS</td>
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<tr>
<td>STRESS</td>
<td>-.845**</td>
<td>-.847**</td>
<td>-.693**</td>
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</tr>
</tbody>
</table>

OEO = Organizational Emotional Ownership  
WS = Workplace Spirituality  
JS = Job Satisfaction  
STRESS = Job Stress

It is evident from the table I that the workplace spirituality is negatively correlated with job stress (r= -.847; p<0.01) where r is degree of correlation and p signifies level of significance. The negative relation signifies that with increase in workplace spirituality, the job stress will decrease. Our study coincides with the work of Csiernik and Adams[11], who examined the impact of stress on spirituality and of spirituality, on ameliorating workplace stress and found a negative relation between stress and spirituality. It is also evident from the table that Organizational Emotional Ownership is negatively correlated with job stress (r= -.845; p<0.01) where r is degree of correlation and p signifies level of significance. The negative relationship signifies that employees who are emotionally attached with the organization are having less stress. In other words the employees who were more emotionally attached with the organization give their best to the organization. The sense of ownership increases loyalty and job security of employee which in turn creates a feeling of attachment towards the organization. This helps the employees in coping stress. Our
study coincides with that of Ed Rigsbee [16] who found a negative relation between sense of ownership and stress level in organization. He said that various experiences of job either lead to pleasure or pain. People continuously face challenges in personal and professional life. Challenges without solution or answers generally cause extreme pain. Pleasure at the workplace leads to emotional ownership.

Job Satisfaction is negatively correlated with job stress (r = - .693; p < 0.01). It means that employees who were more satisfied with their organization are less stressed. The ability to cope with stress and meeting the challenges of this competitive business environment can be enhanced by increasing job satisfaction. These results coincide with those of Sullivan and Bhagat [15] who established a relationship between job performance, job stress and job satisfaction. They found that job stress is negatively related to job satisfaction.

B. STEPWISE MULTIPLE REGRESSION ANALYSIS

It is clear from table II that the measure of the correlation (R) between the observed value and the predicted value is 84.7% for Workplace Spirituality and 86.1% respectively for Workplace Spirituality and Organizational Emotional Ownership. Independent variables together explain 71.8 percent of the variance (R square) for Workplace Spirituality and 74.2 percent of the variance (R square) for Organizational Emotional Ownership and Workplace Spirituality. These values suggest that Workplace Spirituality is more significant predictor for coping stress.

| TABLE II |
| ORGANIZATIONAL PREDICTORS: WORKPLACE SPIRITUALITY, ORGANIZATIONAL EMOTIONAL OWNERSHIP AND JOB SATISFACTION FOR RESPONDENTS AS PREDICTORS OF JOB STRESS |

Predictors of job stress

Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
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<td>1</td>
<td>.847*</td>
<td>.718</td>
<td>.715</td>
<td>.4842</td>
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<tr>
<td>2</td>
<td>.861b</td>
<td>.742</td>
<td>.737</td>
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</table>

Model Summary of ANOVA

<table>
<thead>
<tr>
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<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
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</thead>
<tbody>
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<td>1</td>
<td>59.044</td>
<td>251.616</td>
<td>.000a</td>
</tr>
<tr>
<td>Residual</td>
<td>23.231</td>
<td>99</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>82.275</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2 Regression</td>
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<td>2</td>
<td>30.515</td>
<td>140.764</td>
<td>.000b</td>
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<tr>
<td>Residual</td>
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<td>98</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>82.275</td>
<td>100</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

On the basis of the entire study done we can say that management in many ways is not just a science but sheer art of instilling spirituality and sense of ownership in people to give their best to the work activities in order to gain satisfaction and be less stressed. The biblical message “Do unto others as you would have them do unto you” is the guiding principle of this art and if people follow this principle, the organizations would be better, making one’s life easier. In other words, this study concludes that spirituality, organizational emotional ownership and job satisfaction have negative relationship with job stress and we have also found workplace spirituality as major predictor to cope up with job stress. These predictors in the context of workplace should not be neglected as they help in moderating and reducing work stress.

VI. IMPLICATIONS

If employees will be provided incentives, fringe benefits, sense of belongingness, trust, better career opportunities, opportunity for growth, freedom of self expression then they will be more satisfied with their jobs and will be more attached to their organizations emotionally. This will help in increasing organizational emotional ownership. The sense of ownership and satisfaction within the employees will help in increasing commitment towards work and reducing stress levels within the employees. Similarly spirituality at organizational level helps to understand the problems at societal level covering managerial and executive issues and...
lead to lesser amount of conflicts and more commitment towards the work. Thus all these factors i.e. organizational emotional ownership, workplace spirituality and job satisfaction helps in coping stress within the organization thus in turn leading to increased organizational performance.

REFERENCES

[1] Nayak, Jayashree(2008), Factors Influencing Stress And Coping Strategies Among The Degree College Teachers Of Dharwad City, Karnataka, Department Of Family Resource Management, College Of Rural Home Science, University Of Agricultural Sciences, Dharwad.


