Moderating Role of Job Autonomy and Work Place Spirituality between Organizational Based Self-Esteem and Organizational Learning Culture

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Research Highlights

In this study impact of organizational based sel-esteem has been explained on organizational learning culture. Workplace spirituality and job autonomy have also been incorporated as two moderators. A model is proposed to scientifically explore the moderating effect of these two variables between organizational based self-esteem and organizational learning culture. PROCESS MACRO 3 executed in SPSS and linear regression analysis are employed to calculate the results whereas, data is collected from employees of private security companies operating in Pakistan. Main reason for selecting private security companies of Pakistan as prime sector for this study is ever increasing and vital role of these companies in overall security apparatus of Pakistan and minimal research in this industry which is disproportionate to its actual importance.

This study proposed five hypotheses and results indicate that organizational based sel-esteem has positive and significant impact on organizational learning culture. Similarly, Workplace Spirituality and job autonomy are also found to have positive and significant impact on organizational learning culture. No moderation is established by work place spirituality between organizational based sel-esteem and organizational learning culture, whereas job autonomy figured out as moderator with significant results.

Research Objectives

In this study organizational based sel-esteem has been treated as a key factor that is likely to impact organizational learning culture, whereas in the past stuch studies could not be traced.Hence, main objective of this study is to explore a link between organizational based self esteem and organizational learning culture. To further substantiate the findings; process through which effect is taking place is also explored (Hayes, 2018). In a recent study conducted by Kokkinos and Voulgaridou (2018) it is found that people high in organizational based self-esteem along high degree of intrinsic motivation are more likely to display a positive response to strategies related to learning whereas, direct link is not found. This study has assumed significance practically and theoretically both as it attempts to develop an integrated model of organizational based sel esteem that may provided essentially required insights into the phenomenon after specifying associations with other variables also (Yang, 2015).
Methodology

Self-administered questionnaire is utilized to collect data in this study while making use of convenience sampling technique which enabled the researcher to collect maximum data from respondents in minimum span of time. Acquisition of information on various factors of interest from employees working in private security organizations was main purpose of collecting the data with a view to predict variance in organizational based self-esteem (Sekaran, 2003). Confirmatory factor analyses is utilized to determine model consistency for necessary testing of theory. To ascertain this consistency relevent fit statistics are kept in view (Matsunaga, 2010).

Results

Confirmatory Factor Analysis revealed acceptable fit while making use of various fit indices. Similarly, all factors loadings ranged from 0.56 to 0.9, hence considered acceptable. OBSE is found to have positive and significant impact on OLC ($\beta = 0.526, p < .000$). This finding support H1 of this study. Workplace Spirituality and job autonomy also exhibited positive and significant influence on OLC with results as ($\beta = 0.317, p < .000$) and ($\beta = 0.507, p < .000$) respectively. Therefore, H 2 and H 3 of study stand supported.

Last two hypotheses regarding moderating effects are tested with the help of model 1 in PROCESS MACROS 3 (Hayes, 2017). It is found that work place spirituality does not moderate the relationship between organizational based sel-esteem and organizational learning culture ($p > .05$) and zero between both limits of confidence interval (LLCI = - .06, ULCI = 0.32). Hence, H 4 of the study is rejected. Whereas, job autonomy has significant moderating effect between between organizational based sel-esteem and organizational learning culture ($p<.05$) and zero is also not found between both limits of confidence interval (LLCI = 0 .0031, ULCI = 0.2453). Hence, H 5 of the study is accepted.
Findings

The results specify that all employees of organization hold unique importance and this feeling of being given value give rise to motivation and other positive attitudes. In this research workplace spirituality did not figure out as moderator in the relationship between OBSE and OLC and reason may lie in provocative nature of the construct. Moreover, people edgy about inclusion of this variable in business domain moreover, there also is need to set certain specific parameters in debates pertaining spirituality to reach at some logical viewpoint. From the viewpoint of learning culture, workplace spirituality surfaces as a prime indicator of performance which so far is not explored in literature. In this study a learning culture is specified as new context for workplace spirituality and job autonomy while creating new meanings for work and life.

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