Designing the model of spirituality in the organization with the approach of moral climate and social behavior in education and upbringing using the structural equations technique

Fatemeh Niknam Fadafan, Naziasadat Nasseri*

Department of Educational Sciences, Mashhad Branch, Islamic Azad University, Mashhad, Iran

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Abstract

In the present day, we are observing many contests within organizations, particularly educational ones. These competitions are causing a great deal of tension for the employees of these organizations. Organizational spirituality has had a notable impact on the morale and social interactions of employees who are under pressure and can be an effective means of coping with this pressure. Integrating spirituality into an organization's structure can imbue work with a sense of purpose, and employees who prioritize their inner values tend to approach their work with diligence and ethics. This study aimed to assess and analyze the impact of spirituality within work environments on social behavior in Iran's education sector, with a particular focus on the mediating role of organizational moral climate. The research was conducted with a statistical population of 270 education workers, from whom 159 individuals were chosen randomly using Morgan's table. To gather data, three standardized questionnaires were utilized: Milliman et al.'s [21] "spirituality in the workplace" questionnaire consisting of 13 questions, Duffy et al.'s [7] "social behavior" questionnaire with 14 questions, and Cullen, Victor and Bronson's [5] "ethical climate" questionnaire comprising of 18 questions. All questions were rated on a five-point Likert scale that ranged from "very little" to "very much." After ensuring the questionnaire's validity and reliability through face validity and Cronbach's alpha, research hypotheses were analyzed and evaluated using SMART PLS software. The analysis demonstrated that spirituality within the work environment has a positive and significant influence on an organization's moral climate and social behavior. Moreover, it was revealed that the moral climate fully mediates the effect of organizational spirituality on social behavior.

Keywords: spirituality in the organization, ethical climate, social behavior
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1 Introduction

The academic and professional management literature has given significant consideration to comprehending the influence of organizational citizenship behavior (OCB), which refers to the voluntary actions exhibited by employees beyond their assigned tasks, on enhancing an organization's performance in positive ways [33]. OCB fosters a positive attitude among employees and equips them with the necessary skills to be flexible and contribute towards achieving the organization's goals under varied environmental circumstances. Thus, employees' loyalty and commitment are

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*Corresponding author
Email addresses: niknam_f@yahoo.com (Fatemeh Niknam Fadafan), dr.naseri@mail.com (Naziasadat Nasseri)

deemed crucial factors that ensure an organization's health and longevity in a competitive and ever-changing setting [20]. When an organization treats its employees fairly, it generally leads to a higher level of commitment and good citizenship behavior from the employees. On the other hand, individuals who feel that they have been treated unjustly are more likely to leave the organization or exhibit low levels of commitment. In some cases, they may even resort to abnormal behaviors such as seeking revenge [17]. Therefore, comprehending how individuals perceive justice within their organization and how they react to perceived fairness or unfairness is crucial for understanding organizational behavior. Nowadays, analyzing the behavior of organizations, particularly in educational settings, requires attention to ethics and moral values [27]. The moral atmosphere of an organization, which is formed by the collection of various moral values exhibited within it, is the external symbol that represents the organization. Religious and moral attitudes are the key drivers of people's behavior, so it is expected that individuals' perception of the organization's moral principles will significantly influence their responses and actions within the organization. The ethical climate refers to employees' formal and informal perceptions of the organization's processes, activities, and policies. The perceived work climate is associated with various outcomes such as job satisfaction, organizational justice, organizational commitment, job involvement, organizational citizenship behavior, work environment, and job performance [28]. The ethical climate represents an organization's characteristics and is a variable that has the potential to transform or enhance work conditions. It encompasses the procedures, practices, and policies of an organization, which are governed by ethical consensus. Various factors contribute to the creation of an ethical atmosphere within an organization, such as its social-cultural environment, psychological atmosphere, organizational history, ethical codes and standards, ethics training programs, as well as management and communication methods [18].

In organizations where a positive moral atmosphere exists, employees find it easier to perceive and actualize justice in their behavior, including citizenship behavior that goes beyond their assigned roles and responsibilities. While laws and regulations are essential for ensuring the implementation and enforcement of ethical standards, morality serves as the guiding principle that underpins these laws. Ethics has a broader scope than law and is more influential in fostering moral obligations at a deeper level than professional relationships. Therefore, converting professional ethics into laws and regulations can be detrimental. Unfortunately, modern educational organizations are not focused on promoting citizenship behavior, which is seldom observed among employees who may willingly or unwillingly avoid such behavior [25].

Employees follow the rules and requirements set forth by laws, regulations, job descriptions, managers, and leaders. They do not engage in behaviors that are outside of their expected roles, which limits their ability to exhibit good citizenship within the organization. This kind of self-control and self-improvement is important for both individuals and organizations. The educational system plays a role in instilling this type of conscience in both individuals and organizations. Conversely, an organization's success hinges on the trust it has built with its environment and the predictability it provides to that environment. The organization's responsibility for the rights of all elements within its sphere of influence is also critical to its strategic success. When education staff fails to establish a proper atmosphere or behave appropriately, it can result in harm to individuals, the organization they work for, and society as a whole. If employees behave improperly and lack morals, it can lead to non-cooperation among colleagues, breaking the law, neglecting clients, and hostility within the organization. This behavior not only fails to address the needs of the organization and its environment but can also contribute to corruption and a loss of societal values. It is therefore important to evaluate and analyze the spiritual components of the organization with a focus on the moral and behavioral climate in education and training. From the analysis of educational organizations and published articles in the field, it appears that there has not yet been an evaluation or analysis of spirituality within educational organizations. There has also been little discussion on how the moral and behavioral climate can contribute to increased organizational spirituality, which is the unique innovation of this research. The researcher aims to answer the question of how workplace spirituality acts as a mediator between the moral atmosphere and deviant behavior among education workers.

2 Literature review

2.1 Spirituality in the organization

We are currently in a new and unprecedented era where the world is experiencing significant changes. Over the last 400 years, the Western world has made a clear distinction between the external and internal worlds, separating worldly activities from religious, spiritual, and mystical matters [30]. However, since the end of the last century, there has been a movement towards reunifying internal and external life. This integration has been proposed in various areas, including the business environment of organizations. The inclusion of ethics, truth, belief in a higher power, honesty, conscience, courage, forgiveness, trust, kindness, emotions, consideration for others, finding meaning

in work, solidarity with colleagues, encouraging teamwork, a sense of peace and harmony, altruism, and other similar concepts in research, management, and business actions indicate the emergence of a new paradigm. This paradigm is often referred to as the spirituality paradigm according to many researchers [4]. Spirituality can be defined as the desire to pursue ultimate and desirable goals and live in accordance with these goals [26]. According to Myers [22], spirituality in the workplace serves as an inspiring and motivating force that drives individuals to continuously seek purpose and meaning in their work life. This includes developing a deep and profound understanding of the value of work, life, the vastness of the universe, the natural environment, and one's belief system [4]. The concept of spirituality in the workplace encompasses efforts to identify and pursue a person's ultimate goal for their work life, while also establishing strong relationships with colleagues and others involved in their work. It involves finding compatibility or unity between a person's basic beliefs and the values of the organization they work for [33]. The fundamentals of workplace spirituality involve various principles. These include creativity, which involves consciously seeking new and innovative ideas. Communication is another essential tool that encourages teamwork and cooperation among colleagues. Respect is also crucial, as it encompasses respect for oneself, others, and the environment. This includes showing respect for people's privacy, differing opinions, philosophies, gender, lifestyle, abilities, beliefs, and personalities. Perspective is also important, which involves seeing beyond external appearances and drawing deeper meanings. Participation refers to taking responsibility for oneself and trusting others. Finally, energy plays a critical role in workplace spirituality, as people feel motivated and energized when they can freely express their thoughts and ideas. Energy refers to the level of respect individuals have for management, their peers, and themselves. When energy is negative, it can lead to heightened hostility and antagonism in work situations. Flexibility, or the ability to adapt to change, is also an important component [32]. The concept of workplace spirituality is typically viewed at three different levels: individual, group, and organizational.

1. One aspect of workplace spirituality is the concept of meaningful work, which involves employees feeling a deep sense of purpose and significance in their work. This dimension influences how individuals interact with their work on an internal level. Each person has their own motivations, desires, and interests that drive them to engage in activities that provide meaning not only to themselves but also to others.
2. Another dimension of workplace spirituality is the feeling of solidarity amongst employees at the group level. This involves a sense of connection and a deep feeling of unity amongst individuals working together. It encompasses the interactions between team members, mental communication, and the spiritual bond between employees within work groups.
3. The third dimension of workplace spirituality is the alignment of values at the organizational level. This involves employees feeling a strong sense of connection between their personal values and those of the organization's mission and values. Essentially, individuals believe that managers and employees within the organization share relevant values and a strong work ethic. They also expect the organization to prioritize employee welfare and foster a sense of unity among them [12].

2.2 Moral atmosphere

Atmosphere is a system-wide variable that strives to bring individuals, groups, and subsystems within an organization closer together and integrate them [24]. Due to the increasing complexity of organizations and the rise in unethical and illegal behavior in workplaces, managers and leaders are now focusing on creating and strengthening an ethical environment. The term "ethical climate" refers to the overall perception of the organization regarding ethical behaviors associated with work activities or aspects. Meanwhile, "moral climate" centers on the feeling among employees and managers about whether they are doing the right things [13]. An organization's ethical climate encompasses employees' psychological perception of ethical policies and approaches governing the organization and its departments. All definitions of ethical climate share a common point, which is the perception of what constitutes ethical behavior and why such behavior is deemed right [23]. Cullen, Victor and Bronson [5] have defined ethical climate based on two criteria: ethical considerations (such as benevolence, selfishness, and moral principles) and the focus of analysis (individual, organizational, and social). Ethical criteria are taken into account in an organization's decision-making processes. Meanwhile, the focus of the analysis pertains to those who contemplate moral issues. At the individual level, moral implications are considered from the perspective of the individual, while at the organizational level, they are evaluated in relation to social groups. Finally, at the social level, ethical implications beyond the organization and group are examined. When these two criteria are combined, they create a type of moral climate, as shown in Table 1 [9].

Table 1: Ethical climate waves [9].

Center of analysis			
Social	**Organizational**	**Personal**	**Ethical criteria**
Efficiency	Organizational benefit	Personal benefit	Selfishness
Social Responsibility	team interest	Friendship	Benevolence
Professional rules and regulations	Organizational rules and procedures	Individual ethics	Ethics fundamental

This research emphasizes several dimensions of an organization's ethical climate, as highlighted by Elçi and Alpkan [11]. These include:

- Care and attention: In organizations where a moral atmosphere is prevalent, employees prioritize the growth and development of goodness. The primary concern of employees is what is best for others.

- Rules and regulations: This dimension emphasizes that employees are expected to prioritize rules and regulations above all other considerations. Decisions should be evaluated based on whether or not they conform to established rules.

- Adherence to rules: This dimension underscores the importance of following rules. Successful employees are those who comply with policies and communicated programs without exception.

The following are additional dimensions of an organization's ethical climate, as described by Elçi and Alpkan [11]:

- Instrumental: In organizations that prioritize a moral atmosphere, individuals are primarily interested in the organization's best interests. Actions that are contrary to the organization's interests are considered non-standard or inappropriate.

- Efficiency: This dimension emphasizes that the most effective method is always the correct approach. Employees are expected to strive for efficiency in their work above all else.

- Independence: In organizations where a moral atmosphere prevails, individuals are encouraged to decide for themselves what is right and wrong based on their personal and moral beliefs. Employees are guided by their individual moral principles.

2.3 Organizational spirituality and moral atmosphere

Workplace spirituality involves a profound sense of purpose and meaning in one's work. It influences the way employees interact with their work on an internal level, and every individual has their own internal motivations, desires, and interests that drive them to engage in activities that provide purpose not only to themselves but also to others. Additionally, workplace spirituality entails a strong alignment between the personal values of employees and the mission and values of the organization they work for. This means that individuals believe that managers and employees within the organization share relevant values and a strong work ethic. Furthermore, they expect the organization to prioritize employee welfare and foster a sense of unity among them. As ethical behavior is a crucial matter in organizations, management plays a vital role in promoting it. Nowadays, businesses are increasingly mindful of ethical concerns and endeavor to elevate ethical standards within their operations. The ethical climate prevailing within an organization considerably impacts the ethical conduct of employees in the workplace [10].

Experts suggest that the ideal moral atmosphere within an organization encompasses various factors, but honesty and trust are particularly crucial elements. The presence of workplace spirituality promotes honesty and trust amongst all members of the organization. Spirituality fosters a sense of connection with others and personal accomplishment, leading to the emergence of personal development in the work and life environment. This results in an increase in moral virtues at the organizational level.

Unethical behavior in organizations has emerged as a significant societal issue, prompting activists and researchers to prioritize ethical conduct and activities within businesses. People are concerned about inappropriate actions by organizations and managers regarding the ethics of employee behavior. According to Luis Daniel [19], there appears to be a growing interest in spirituality as a foundation for moral values and norms within organizations. Research indicates that individuals with spiritual beliefs tend to exhibit greater respect for moral values and strive to create more benefits for their organization [19]. As such, the first hypothesis of this study is formulated as follows:

H1: Spirituality in the work environment has an effect on the moral atmosphere of the organization in education and training.

2.4 Spirituality in the work environment and social behavior

The concept of spirituality in the workplace and organizations refers to a particular sense of motivation that inspires individuals to perform tasks with precision. The introverted spirituality approach regards spirituality as an internal awareness that arises from within each person and transcends programmed values and beliefs. While this view emphasizes the individual's inner experience, it also encompasses the feeling of an internal connection between an individual, their work, and others. Consequently, this approach incorporates a sense of solidarity and connection between individuals and others as part of spirituality.

One of the factors contributing to organizational behavior is a lack of internal connection between individuals and their colleagues and supervisors, resulting in a lack of solidarity among them. This can be attributed to ineffective communication between employees and management. Spirituality within an organization is directly linked to effective communication between these parties. Employees who have a sense of spirituality tend to communicate better, thereby enhancing overall communication throughout the organization. Furthermore, workplace spirituality fosters respect among employees, which deters negative social behaviors such as gossiping, belittling, or character assassination [8].

Workplace spirituality plays a crucial role in building trust between employees and supervisors. When there is trust among colleagues, they are less likely to engage in humiliating behavior toward each other. Moreover, criticism is expressed constructively rather than destructively. Humiliation and unconstructive criticism are examples of negative social behaviors that can be reduced by cultivating trust [29]. Spirituality refers to an internal guidance system that directs individuals toward human and divine objectives. It liberates a person from the constraints of self-centeredness, transforming them into a justice-seeking and righteousness-oriented individual. In terms of selecting methods for achieving these goals, spirituality ensures that individuals do not waste their resources or trivialize them. When such a view is present among employees, colleagues and supervisors are less likely to intentionally obstruct each other's goals or communication attempts [1].

One of the dimensions of workplace spirituality pertains to a sense of camaraderie amongst all employees and departments within an organization. This generates a profound connection with others, leading to increased interactions between individuals and a stronger mental bond. In such an environment, negative behaviors such as humiliation, teasing, withholding information, spreading rumors, competing for positions, and insulting others tend to decrease. Based on this premise, the second research hypothesis can be formulated as follows:

H2: Spirituality in the work environment has an effect on social behavior in education and upbringing.

2.5 Moral Atmosphere and social behavior

The ethical climate within organizations serves as a critical source of information for employees seeking guidance on what actions are considered "right" or ethical in the workplace. The perceived moral climate helps determine ethical issues and establishes criteria for understanding, evaluating, and resolving such matters. Typically, the ethical work climate present within an organization is assessed by examining the ethical choices made by its employees. The ethical environment influences employee attitudes, and a suitable moral atmosphere can help prevent negative and aggressive behaviors from manifesting in the organizational culture. Creating a moral work environment eliminates the occurrence of deviant behaviors, conflicts, bullying, and negative emotions among employees. A crucial aspect of establishing an ethical atmosphere within the workplace is the commitment of senior managers to ethical principles. To prevent social erosion between individuals and management, it is vital to cultivate a culture of altruism, kindness, cooperation, empathy, and tolerance [3]. The conflict between colleagues and managers is one of the primary factors contributing to negative social behavior. By fostering an ethical organizational climate that deters destructive conflict at all levels, conscious and deliberate efforts to undermine others' goals can be avoided [29]. Based on this, the third research hypothesis can be formulated as follows:

H3: Moral climate has an effect on social behavior in education.

2.6 The mediating role of moral atmosphere in the effect of

Managers have long been concerned about the prevalence of negative behavior within organizations. In many companies, violence, bullying, aggression, character assassination, conflict, and other inappropriate social behaviors

are all too common [8]. Luis Daniel's study [19] found that a lack of spirituality is one of the primary causes of violent behavior in the workplace. Additionally, Deconinck's research (2013) cites a deficient moral atmosphere across different levels of the organization as another factor contributing to the existence of violent and negative behavior in the workplace [6]. Experts have recognized inappropriate social behavior as a form of unethical conduct. The presence of spirituality within the work environment serves to minimize destructive behaviors. By fostering a collaborative and supportive atmosphere rather than a competitive one, managers can reduce employee stress levels and promote solidarity and harmony among employees. Clear communication of the organization's mission and vision, as well as soliciting input from employees regarding its values and prioritizing their mental health and well-being, can further increase acceptance of the organization's goals and values, ultimately leading to the establishment of an ethical workplace culture.

As a result, managers should prioritize the spiritual well-being of their employees and strive to establish a dynamic and motivating organizational culture. By taking such measures, it is hoped that employees will experience high job satisfaction, perform their duties within the organization with enthusiasm, and engage in more organizational citizenship behaviors while refraining from destructive behaviors like bullying and antisocial conduct [15]. Therefore, the fourth research hypothesis can be formulated as follows:

H4: Spirituality in the work environment with a moral atmosphere has an effect on social behavior in education.

After presenting the theoretical concepts in the research section, a conceptual model was developed to form the basis of the hypotheses, as illustrated in Figure 1.
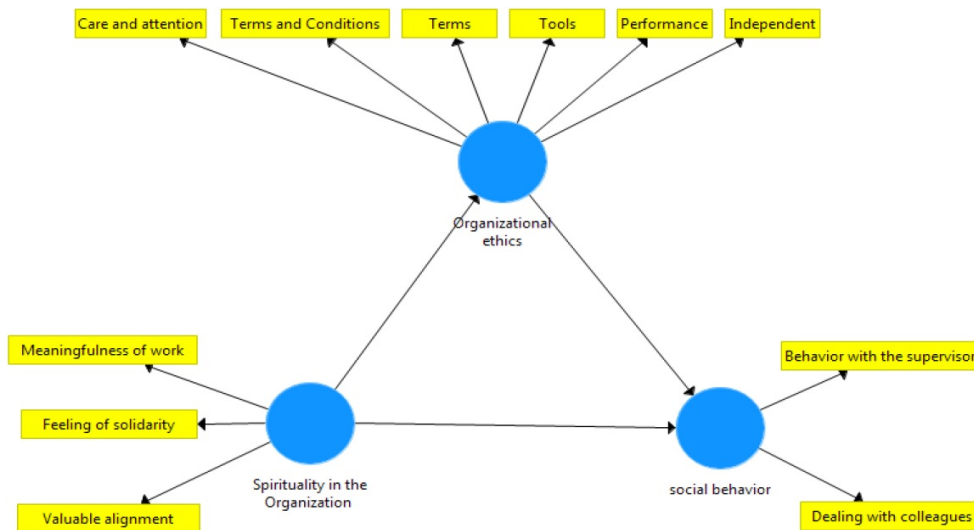

Figure 1: Conceptual model of research

3 Methodology

The current research employed an applied purpose and a quantitative-descriptive information-gathering strategy to investigate the impact of workplace spirituality on social behavior. The mediating role of an organization's ethical climate was also considered in this study, which was conducted over a 3-month period in 2022. The statistical population for this research consisted of 270 education workers, from which a random sample size of 159 individuals was selected based on Morgan's table. Three standard questionnaires were used to collect information: Milliman et al.'s [21] workplace spirituality questionnaire, consisting of 13 questions; Duffy et al.'s [7] social behavior questionnaire, comprising 14 questions; and Cullen, Victor and Bronson's [5] ethical climate questionnaire, consisting of 18 questions.

All questions were evaluated using a five-point Likert scale, ranging from "very little" to "very much". To assess the validity of the questionnaire, the face validity and construct validity methods were employed through the use of structural equation modeling. The reliability of the questionnaire was determined using Cronbach's alpha method, which yielded an alpha value of 94% for the workplace spirituality questionnaire, 88% for the organization's moral climate questionnaire, and 96% for the social behavior questionnaire, indicating their high levels of reliability. Table 2 shows Cronbach's alpha coefficients for the research variables. The Cronbach's alpha coefficient is utilized to gauge

the internal coherence of attitudes, judgments, and criteria within a questionnaire. This approach serves as one of the methods for determining the questionnaire's reliability, with its outcome serving as a fundamental criterion for confirming its suitability. The computation of Cronbach's alpha is outlined in Equation (3.1):

$$\alpha = \frac{k}{k-1}\left(1 - \frac{\sum s_i^2}{s_t^2}\right)$$
(3.1)

where $\sum s_i^2, k$, and s_t^2 represent the total variance of questions, number of questions, and variance of the subjects' raw scores, respectively.

Table 2: Reliability evaluation of questionnaire questions

Research variables	Components	Number of questions	Cronbach's alpha coefficients
Spirituality in the workplace	The meaningfulness of the work	4	0.9
	A sense of solidarity	5	0.84
	Alignment with the organization's values	4	0.88
Organizational ethical climate	Care and attentiveness	3	0.77
	Terms and Conditions	3	0.73
	Regulations	3	0.76
	Tools	3	0.75
	Efficiency	3	0.77
	Independence	3	0.76
social behavior	Behavior with supervisor	7	0.94
	Behavior with colleagues	7	0.92

The KMO and Bartlett indices are used to determine if the sample size is appropriate. The KMO index evaluates how small the partial correlation between variables is, and it determines whether the variance of research variables is affected by common variance in underlying factors. The index ranges from zero to one, and a value close to one indicates that the sample size is suitable for factor analysis. Conversely, if the value is not close to one, the results of factor analysis will not be ideal for the data. Ideally, the KMO index should be above 0.7, but values between 0.5 and 0.7 may be acceptable with caution:

$$KMO = \frac{\sum_{i \neq j}^{n} \sum^{n} r_{ij}^2}{\sum_{i \neq j}^{n} \sum^{n} r_{ij}^2 + \sum_{i \neq j}^{n} \sum^{n} a_{ij}^2}$$
(3.2)

Based on the test results, the KMO value was 0.862, indicating that the sample size is adequate for factor analysis. In order to conduct factor analysis, the primary data used is the correlation matrix between variables, as determined by Bartlett's test. This test checks whether the correlation matrix is mathematically identical or not. If it is identical, it is unsuitable for identifying the structure or factor model. Bartlett's sphericity test is another name for this test because it measures sphericity. The significance value of Bartlett's test is less than 0.05, specifically 0.000, indicating that factor analysis may be a useful tool for analyzing your data.

4 Results

In this section, the relationship and research hypotheses were assessed and examined based on the conceptual model that was presented.

4.1 Convergent validity

The second standard used to adjust the measurement models in the PLS method is known as convergent validity. To evaluate convergent validity, Fornell and Larcker [14] introduced the AVE (average variance extracted) criterion which should ideally have a value of 0.5 or more to be considered acceptable. The test was performed using Equation (4.1):

$$AVE = \frac{\sum \lambda_i^2}{\sum \lambda_i^2 + \sum_i var(\varepsilon_i)}$$
(4.1)

According to Table 3, the AVE value for all variables is greater than 0.5, indicating that the research measurement model has satisfactory convergent validity.

Table 3: The mean value of extracted variance

Variable	Average Variance Extracted (AVE)
Organizational spirituality	0.54
Organizational ethical climate	0.70
Social behavior	0.57

4.2 Divergent validity

To assess the accuracy of the model, Fornell and Larcker [14] method was utilized. This method determines that the research model has divergent validity if the figures in the primary dimension are higher than their original values. Equation (4.2) is employed to establish the validity of divergence:

$$CR = \frac{\left(\sum_{i=1}^{n} \lambda_i\right)^2}{\left(\sum_{i=1}^{n} \lambda_i\right)^2 + \left(\sum_{i=1}^{n} \delta_i\right)^2} \tag{4.2}$$

Table 4 displays the evaluation matrix for divergent validity. As seen in Table 4, the root value of the Average Variance Extracted (AVE) for variables within the main diagonal of the matrix is greater than the correlation value between those variables located in the lower and right-hand parts of the matrix. Thus, it can be concluded that the model's validity is reasonable.

Table 4: Matrix of divergent validity assessment by Fornell and Larcker method

	Organizational spirituality	Organizational ethical climate	Social behavior
Organizational spirituality	0.734		
Organizational ethical climate	0.435	0.836	
Social behavior	0.419	0.281	0.754

In this section, we will focus on the structural model, which examines only the hidden variables and their relationships. Unlike the measurement models, which consider other factors, the structural model looks solely at these hidden variables. Next, we'll take a closer look at the indicators associated with the structural model.

4.3 R Squares measure or R^2 or explained variance

R^2 is a statistical measure used to determine the impact of an exogenous variable on an endogenous variable. It is calculated solely for endogenous variables and provides insight into the strength of their relationship. According to Chin's [2] research, R^2 values of 0.19, 0.33, and 0.67 are commonly used as benchmarks for determining weak, medium, and strong relationships. These values are derived from Equation (4.3):

$$R^2 = \frac{ESS}{TSS} = \frac{TSS - RSS}{TSS} = 1 - \frac{RSS}{TSS} = 1 - \frac{\sum \hat{u}_i^2}{\sum (Y_t - \bar{Y})^2} \tag{4.3}$$

The adjusted coefficient of determination takes into account the impact of independent variables added to the regression line and the dispersion of new data points. It corrects the R^2 value accordingly. If there is little difference between R^2 and the adjusted R^2, it means that the independent variables added to the model have been correctly chosen. Equation (4.4) contains the formula for this coefficient:

$$Adjusted\ R^2 = 1 - \frac{(1 - R^2)(N - 1)}{N - p - 1} \tag{4.4}$$

Table 5 shows that the variables of organizational spirituality and social behavior have an explained variance higher than 0.33, suggesting that these independent variables can moderately explain changes in dependent variables. On the other hand, the organizational ethical climate has a value of 0.21, indicating a weak ability of the independent variable to explain changes in the dependent variable.

Table 5: Status of research variables based on the R^2 criterion

Studied variable	R^2	Status
Organizational spirituality	0.42	Moderate
Organizational ethical climate	0.21	Weak
Social behavior	0.43	Moderate

4.4 Test the quality of the whole model

Several studies in this field suggest that instead of using fit indices in covariance-based approaches, an index named GOF can be used. This index evaluates the quality of both structural and measurement models concurrently. To assess the overall model's fit, only one criterion is known as GOF is utilized, which is calculated using a formula. Wetzels [31] has identified three values for GOF: 0.01, 0.25, and 0.36, representing weak, moderate, and strong values, respectively. A GOF value of 0.509 indicates a strong fit for the overall model.

4.5 Hypotheses

Since the research hypotheses are all causal, it is crucial to examine the regression coefficients between the research variables and their statistical significance using structural equation modeling. Table 6 summarizes the results of these analyses, which confirm or reject the research hypotheses.

Table 6: Test of research hypotheses

Hypotheses	Variables		Coefficient	CR	Significance number	Result
	Independent	Dependent				
H1	Organizational spirituality $\rightarrow$	social behavior	0.207	2.96	7.641	Confirmed
H2	Organizational spirituality $\rightarrow$	Organizational ethical climate	0.463	2.40	4.787	Confirmed
H3	Organizational ethical climate $\rightarrow$	Social behavior	0.604	2.21	6.927	Confirmed
H4	Organizational ethical climate plays a mediating role in relation to the impact of organizational spirituality and social behavior		0.555	5.3	7.641	Confirmed

If the value of the important number is greater than 1.96%, it means that the hypothesis can be confirmed with a confidence level of 95%. The structural model presented in Figure 2 represents the final outcome.
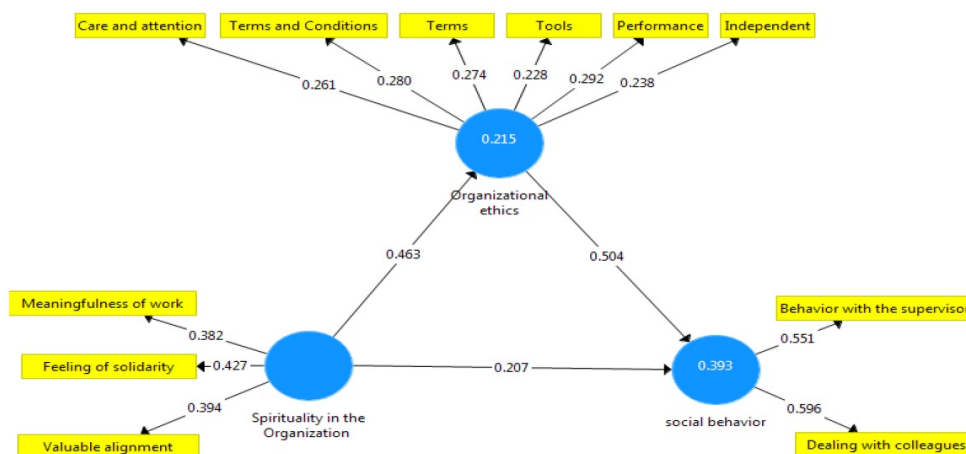

Figure 2: Significant coefficients of the conceptual model

Based on the information presented in Table 6 and Figure 2, it can be inferred that the first three hypotheses have been confirmed with the help of the path coefficients and critical value (CR). The data suggest that spirituality at work has a positive effect (0.27) on social behavior, whereas the moral climate of the organization has a greater positive

effect (0.504) and spirituality at work also has a positive effect (0.463) on the moral climate of the organization. If the mediating variable of the organization's moral climate is taken into account, the positive effect of spirituality at work on social behavior becomes 0.555 when considering the organization's moral climate as well. The data suggested that the impact of spirituality at work on social behavior is greater when considering the moral climate of the organization as a mediating variable, with a path coefficient value of 0.555, compared to the direct impact of spirituality at work on social behavior with a path coefficient value of 0.207. Therefore, it can be inferred that the ethical climate of the organization plays a mediating role in the effect of spirituality at work on social behavior.

5 Discussion and conclusion

Significant transformations are happening in the workplace, and the inclination toward spirituality is becoming a fundamental aspect of these changes. Establishing a sense of spirituality in the work environment can revolutionize the nature of work itself. Nowadays, individuals seek to find purpose and significance in their work, and they aspire to integrate their spiritual beliefs into their professional lives. By cultivating a spiritual atmosphere in the workplace, managers can not only enhance the productivity of their organization, but also attain inner peace and contentment, foster an ethical environment, and offer an environment where colleagues and all departments can perform their duties more effectively within this ethical context. The objective of this study was to examine the impact of spirituality in the workplace on social behavior while considering the mediating factor of moral climate. The initial hypothesis indicated a positive correlation between spirituality at work and social behavior. In other words, an increase in spirituality at work was linked to a rise in organizational behavior. The presence of spirituality at work led to psychological growth, fostered a sense of community among employees, encouraged an interest in others, and strengthened the organizational culture. The culture that emerges from a spiritual workplace promotes mutual respect between supervisors and employees, which results in a reduction in incidents of disrespect or humiliation towards one another.

Furthermore, the presence of spirituality in the workplace can discourage employees and managers from engaging in slanderous behavior or pursuing enmity due to their sense of communal belonging, which could negatively impact social interactions. The organizational culture that results from a spiritual workplace encourages mutual respect among colleagues, promotes positive attitudes toward each other's progress and growth, and discourages destructive competition. Ultimately, the aim of spirituality is to achieve closeness with God and attain perfection. When this goal is pursued, individuals are less likely to seek out superficial relationships or engage in behaviors that challenge others because such actions would impede their spiritual growth and hinder their path toward God. These findings align with the research conducted by Duffy et al. [8], Taylor [21], and Attafar et al. [1]. Based on these conclusions, it is recommended that education managers take steps to promote spirituality in the workplace.

- Encouraging employees to develop and fortify a sense of significance and direction in their work

- Fostering amicable relationships in the workplace by instructing employees on effective interpersonal communication techniques

- Taking decisive measures against demeaning behavior, such as mockery or taunting between bosses and employees, to prevent unethical conduct

- Attempting to mitigate unprincipled conflicts and competition in the workplace by emphasizing religious beliefs and deterring antisocial behavior

- Developing strategies to instill a spirit of selflessness among employees in order to deter antisocial conduct.

The findings of the second hypothesis indicate that spirituality at work has an impact on the moral climate of the organization. This suggests that the presence of spirituality fosters an ethical environment within the organization. As the level of spirituality in the workplace rises, individuals become more inclined to adhere to ethical principles and uphold them. The existence of spirituality is also likely to promote honesty and trust, which are fundamental components of a moral organizational environment. Increased honesty among employees leads to more trustworthy relationships, which can further encourage the development of moral virtues, ultimately leading to a suitable moral atmosphere within the organization. These conclusions align with the research conducted by Edwina [10] and Luis Daniel [19]. Based on these insights, education managers are advised to consider the following recommendations:

- Drafting an ethical charter for the organization that reflects the principles of spirituality at work

- Ensuring practical compliance among managers with the ethical code to institutionalize it throughout the organization

- Encouraging employee participation in the development of the ethical code to promote adherence to ethical principles

- Establishing incentive and punishment mechanisms to enforce the ethical code of the organization

- Reevaluating laws and regulations to ensure alignment with spiritual values.

The third hypothesis of the study demonstrated that the ethical climate within an organization affects social behavior. The findings of this hypothesis suggest that the moral climate of an organization has a direct impact on social behavior, indicating that as the level of adherence to ethical principles increases within the organization, so does the level of social behavior among employees. An ethical environment in the workplace is designed to discourage unethical behavior, such as antisocial conduct. By fostering an ethical atmosphere, employees are more likely to develop and grow professionally.

As employees mature, behaviors that are considered unethical, such as destructive criticism, backbiting colleagues, rudeness, and insults, which contribute to friction among employees, tend to decrease. The growth and development of individuals can reduce incidents of disrespect towards others, minimize dysfunctional conflicts, discourage destructive behavior, and diminish non-constructive criticism, which is often at the root of antisocial conduct. These conclusions align with the research conducted by [16]. Based on these results, education managers are advised to consider the following recommendations:

- Striving to establish a culture that values ethical principles within the organization

- Reevaluating the ethical principles of the organization in light of employee and organizational values

- Establishing an ethical committee within the organization

- Swiftly addressing instances of moral misconduct among employees to deter unethical behavior.

The fourth hypothesis of the study revealed that the moral climate plays a mediating role in the relationship between spirituality at work and social behavior. The findings of this hypothesis indicate that for spirituality to have a greater impact on social behavior, it must be integrated into the ethical environment of the organization. As the level of spirituality at work increases, individuals become more committed to ethical principles, which can reduce incidents of unethical behavior within the organization. Spirituality in the workplace promotes the institutionalization of ethics throughout the entire organization. When employees find meaning in their work and strive towards achieving meaningful goals, behaviors such as jealousy, narrow-mindedness, hatred, and malice tend to decrease.

The absence of spirituality in individuals often serves as the root cause of unethical behavior. Conversely, the presence of spirituality can effectively reduce incidents of unethical conduct and foster a healthy moral climate within organizations, which can ultimately eliminate the roots of antisocial behavior. Today, employees are increasingly seeking work that is meaningful, fulfilling and promotes a balanced lifestyle. Consequently, organizations must accommodate highly skilled and motivated employees who desire work settings that embody these characteristics. Indeed, spirituality at work has been shown to enhance honesty, trust, and commitment among employees, thereby creating an ethical environment at the organizational level. Relationships between employees are formed on the basis of honesty and trust, and abrasive behaviors have no place in such relationships. These findings align with the research conducted by Duffy et al. [8] and Deconinck et al. [6]. Based on these conclusions, education managers are advised to consider the following recommendations:

- Broadening the implementation of spiritual practices within the organization

- Providing employees with courses on interpersonal communication to promote ethical conduct and proper communication skills

- Incorporating long-term plans to expand the ethical climate within the organization

- Identifying examples of both major and minor unethical behaviors that can lead to unethical conduct and documenting them within the organization

- Establishing an ethical vision for the organization as part of its developmental process

- Emphasizing spirituality throughout the organization at all levels to foster widespread adoption among employees

- Offering courses on ethics based on religious principles within the organization.

In conclusion, when comparing this study to other research in the field of social behavior, it can be noted that previous studies often viewed social behavior as an independent variable and focused primarily on its relationship with organizational behavior variables. However, in this study, social behavior was considered a dependent variable, and the impact of organizational variables - specifically spirituality at work and moral aspects - on social behavior was examined.

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