

Research on the Relationship between Workplace Spirituality and Employees' Innovative Behavior from the Perspective of Affective Events Theory

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ABSTRACT: Based on the affective events theory and China's cultural context, this study explored the influence mechanism of workplace spirituality on employees' innovative behaviors and the role of affective commitment and empowering leadership behavior. The results show that: (1) workplace spirituality can positively predict employees' innovative behavior; (2) affective commitment plays a partial mediating role in the relationship between workplace spirituality and employees' innovative behaviors; (3) empowering leadership behavior not only positively moderates the relationship between workplace spirituality and affective commitment, but also further moderates the indirect effect of workplace spirituality on employees' innovative behaviors through affective commitment. The results of this study are helpful to enrich the influence mechanism of workplace spirituality on employees' innovation behavior, and can effectively guide enterprises' innovation management practice, improve innovation performance and maintain competitive advantage.

KEY WORD: workplace spirituality; affective commitment; empowering leadership behavior; employee innovative behavior

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I. INTRODUCTION

The advent of the era of knowledge economy intensifies the competition among enterprises, and innovation-oriented enterprises that can motivate employees to constantly change the status quo tend to maintain good adaptability and development in the tide of new economic development (Ruoyong Zhang, Guangjian Liu, & Xinmei Liu, 2018). Therefore, how to play the role of employees' knowledge, skills and learning potential in value creation, and how to motivate employees to actively participate in innovative activities have become the focus of enterprises.

With the improvement of people's material living standard, traditional material incentives such as high salary, high welfare and high salary can no longer fundamentally motivate employees' enthusiasm and creativity. Employees gradually began to seek spiritual satisfaction, eager to have a job that can experience the meaning of work, their own value and worthy of dedication to express a complete self (Minghui Wang, Lingling Guo, & Liluo Fang, 2009). Feiya Li (2018) pointed out that most public institutions in China lay stress on the material incentive to employees while ignoring the spiritual incentive. In the future, the exploration of various incentive mechanisms such as employees' dreams and spirits could be strengthened. Therefore, the workplace spiritual life of employees has begun to receive extensive attention, and more and more scholars focus on the workplace spirituality, and are committed to combining with the practice of enterprise management.

Employees can seek for meaning in a spiritual workplace, build strong relationships with colleagues, and maintain a high level of consistency with organizational values (Fagley & Adler, 2012). The study found that different perceptions of the workplace environment would lead to different work performance of employees (Amabile, Conti, & Coon et al., 1996). When employees feel closely connected with the organization and find meaning in their work, they will show more extra-role performance (Dyne & Dienesch, 1994). With the deepening of the study, scholars began to pay attention to the influence of workplace spirituality on individual behavior, and attempted to reveal the intermediate process of the influence.

Existing literature mainly studies innovation behavior from the perspective of individual characteristics, leadership, organizational culture and atmosphere, but there is still a large space to explore the mechanism of its influence on innovation behavior from the perspective of individuals (Yanfei Wang, Lixuan Wang, & Yu Zhu, 2019), and existing studies ignore the influence of the spiritual level on employees' innovation behavior. When employees feel a loss of self-worth, interconnectedness and Shared goals in the workplace, innovation is hindered (Afsar, Badir, & Kiani, 2016). At the same time, a mental workplace environment can stimulate employees' creativity, improve productivity and organizational performance

(Marques,Dhiman,&King,2005).Therefore, it is necessary to further expand the research on workplace spirituality and employee innovation behavior.

Jihui Wang (2017) studied the mediating role of individual affective commitment in the cross-hierarchy research from group workplace spirituality to individual innovation behavior,but ignore the Chinese pay more attention to the feelings of local situations, and it is of more value to study the workplace spirituality as an individual's inner experience and cognition and the employee's innovation behavior as an individual's behavior.According to the affective events theory, employees' experience of work events in the workplace triggers their emotional state, which in turn affects their work attitude and behavior (Weiss&Cropanzano,1996).Employees with high affective commitment have a strong sense of organizational identity, are willing to work actively, show a high willingness to innovate, and can effectively predict innovation behavior (Carneil, Cohen-meitar,&Elizur,2007).Therefore, based on the affective events theory, this study explores whether the influence mechanism of affective commitment mediating workplace spirituality and employee innovation behavior is equally applicable at the individual level.

Empowering leadership behavior focuses on the impact of leadership empowerment on employees' cognition, attitude and behavior (Lulu Song,Yongren Liu,2014).Existing studies lack to explore the moderating effect of leadership factors on individual cognition and emotional process. Therefore, this study included empowering leadership behavior as the moderating variable to explore whether it constitutes the boundary condition in the influencing path between workplace spirituality and employee innovation behavior.In addition, employee innovation behavior is influenced by the interaction of individual factors and situational factors (Zhengang Zhang,Chuanpeng Yu,&Yujian Li,2016), so it is necessary to comprehensively view employee innovation behavior through the interaction of individual factors (workplace spirituality) and situational factors (empowering leadership behavior).The deficiencies of the above studies leave room for further research on the mechanism of the relationship between the two.

In conclusion, based on the affective events theory, this study introduces affective commitment as a mediator variable and empowering leadership behavior as a moderator variable, to explore the impact of workplace spirituality on employees' innovation behavior.The research results are helpful to stimulate employees' innovation behaviors, improve the innovation performance of enterprises and obtain sustainable competitive advantages.

II. THEORY AND HYPOTHESES

2.1 Workplace Spirituality and Employee Innovation Behavior

Ashmos&Duchon (2000) believed that workplace spirituality occurs in the context of a group and can support meaningful work, and it cultivates an internal self-cognition, including three dimensions of meaningful work, group belonging and consistency with organizational values (Milliman,Czaplewskt.&Ferguson,2003) .

According to Amabile's creativity model, employee innovation consists of three parts: innovation skills, work skills and intrinsic motivation (Yan Yao,2018).First of all, employees who perceive themselves as highworkplace spirituality tend to invest more time and energy in learning new knowledge (Riasudeen&Prabavathy,2011), treat problems more comprehensively and strictly, and seek new solutions (Gilson&Shalley,2004), accumulate work experience, and improve innovation and work skills.Secondly, the key to workplace spirituality lies in self-transcendence. The desire for self-transcendence makes it difficult for employees to "behave in a proper way" and "follow the rules", thus enhancing the intrinsic motivation for employees to spontaneously produce innovative behaviors for organizational development.They hope to fully realize and express themselves by giving play to their potential and value and make innovative contributions to the long-term development of the organization (Jianglin Ke,Juan Wang,&Liquan Fan,2015).Therefore, the "self-transcendence" of workplace spirituality will stimulate their innovation consciousness and ability, generate stronger creativity and more innovative ideas, and thus make innovative behaviors that are beneficial to the development of the organization outside the role.In addition, due to the difficulty of innovation, employees often encounter setbacks and failures in the innovation process, so they need spiritual support as a strong backing.Employees with higher workplace spirituality are more likely to experience the support of leaders and colleagues (Xerri&Brunetto,2013), thus reinforcing innovative ideas and practices.Based on the above analysis, the following hypotheses are proposed in this study:

Hypothesis 1: Workplace spirituality has a significant positive impact on employees' innovation behavior.

2.2 Mediating Effect of Affective Commitment

According to the affective events theory, stable work environment features trigger positive or negative work events, and employees' experience of work events triggers their affective reactions (Weiss&Cropanzano,1996).Studies show that employees with high affective commitment to create a good working environment for its origin (Yafei Song, Zhan Shi, & Shulun Feng, 2014), when the group provides rich in spirit of the workplace environment, employees to experience the meaningful, good team work and their own

organization approved by the beliefs and values can be considered a positive work, good workplace experience allows employees' affective commitment has a positive impact to the organization (Xiao Li, Liangtie Dai, 2009).

Affective response also indirectly affects employee attitudes and behaviors by influencing employee attitudes (such as organizational commitment) (Weiss&Cropanzano,1996).Research shows that organizational commitment, especially affective commitment, can effectively predict employees' innovation behavior (Xerri&Brunetto,2013).To be specific, employees with high affective commitment have a strong desire to develop together with the organization, conscientiously perform their job duties and take the initiative to undertake tasks other than performance, and show high loyalty to the organization (Eisenberger, Fasolo,& Davis-Lamastro,1990).Therefore, in the context where the organization strongly advocates innovation, employees with high affective commitment will show innovative behaviors consistent with the organization's goals to promote the implementation of organizational policies, be willing to help and support their colleagues, and achieve a high level of sense of accomplishment and satisfaction (Xerri&Brunetto,2013).At the same time, employees with high organizational commitment tend to actively seek innovative ways to think and solve problems in work (Yafei Song,Zhan Shi,&Shulun Feng,2014).

In addition, affective may be an important intermediary factor for organizational context and creativity (Yan Huang,Yong Huang,&Jisheng Peng,2018). Studies have shown that workplace spirituality affects behaviors by influencing employees' attitudes, among which affective commitment plays an intermediary role (Geh,2010).According to the affective events theory, work events are not only the direct cause of inducing employees' affective reactions, but also indirectly affect employees' behaviors through affective reactions, that is, affective reactions play an intermediary role in influencing work behaviors by work events (Xiaojun Zhan,2015).To be specific, Employees who perceive high levels of workplace spirituality believe that meaningful work, good team relationship and recognized organizational values are provided by or occurred in the organization, forming a sense of dependence and loyalty to the organization and willing to contribute to the organization.Furthermore, the sense of ownership of employees with high affective commitment encourages them to incorporate innovative behaviors outside their roles into their own work and help the organization achieve its goals.Based on the above analysis, the following hypotheses are proposed in this study:

Hypothesis 2: Affective commitment plays a mediating role between workplace spirituality and employees' innovative behaviors.

2.3 Moderating Effect of Empowering Leadership Behavior

As a hot topic in the field of leadership theory, empowering leadership behavior mainly refers to the process in which leaders enhance employees' intrinsic motivation and work initiative by granting employees power, providing guidance and support for employees, and promoting employees' participation in decision-making (Thomas&Velthouse,1990).Empowering leadership behavior emphasizes more on timely information communication and sharing between leaders and employees, encouraging employees to participate in decision-making, providing support and help for their work, guiding their personal career development, exploring their potential and improving their abilities (Lulu Song,Yongren Liu,2014).

Self-determination theory emphasizes the active role of the self in the process of motivation, which means that an individual makes a free choice of his own behavior on the basis of full understanding of his own needs and environmental information (Wei Li,Jixia Mei,2018).Hui Wang et al.(2008) think empowering leadership behavior can stimulate the intrinsic motivation of employees and achieve a win-win situation for both employees and the organization.High-level empowering leadership behavior can create a harmonious and encouraging atmosphere within the organization, make employees feel more support of organizational resources and leadership care, and thus generate a sense of meaningful and valuable work, get along well with leaders and colleagues, and recognize the organization.Furthermore, the intrinsic motivation of employees can be strengthened, work autonomy and organizational loyalty can be enhanced, organizational goals can be regarded as their own goals and they can strive to achieve them, and affective commitment to the organization can be enhanced.Based on the above analysis, the following hypotheses are proposed in this study:

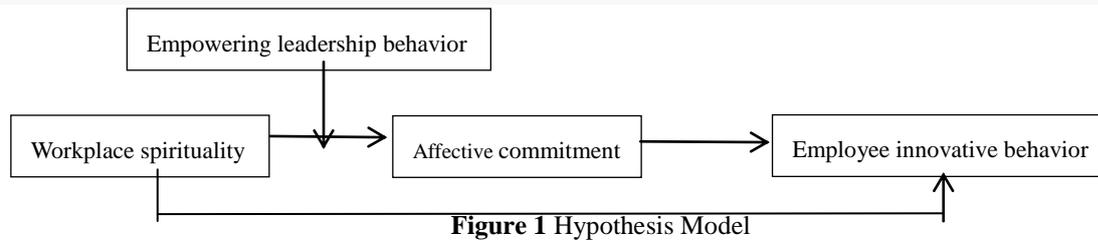
Hypothesis 3: Empowering leadership behavior positively regulates the relationship between workplace spirituality and affective commitment. Specifically, the positive promotion effect of workplace spirituality on affective commitment will be enhanced with the improvement of empowering leadership behavior.

Combined with hypothesis 2 and Hypothesis 3, this study hypothesizes that empowering leadership behavior moderates the mediating effect of affective commitment between workplace spirituality and employee innovative behavior, and constitutes a moderated mediating effect.Specifically, when empowering leadership behavior is low, workplace spirituality has less positive impact on affective commitment and less positive impact on employees' innovation behavior through affective commitment.On the contrary, when empowering leadership behavior is high, workplace spirituality has a greater positive impact on affective commitment and a stronger

positive impact on employees' innovation behavior through affective commitment. Based on the above analysis, the following hypotheses are proposed in this study:

Hypothesis 4: Empowering leadership behavior positively regulates the indirect effect of workplace spirituality on employees' innovation behaviors through affective commitment. Specifically, with the improvement of empowering leadership behavior, workplace spirituality has a stronger mediating effect on employees' innovation behaviors through affective commitment.

To sum up, the theoretical model of this study is shown in Figure 1. Among them, workplace spirituality, empowering leadership behavior, affective commitment and employee innovation behavior were all studied at the individual level.



III. METHOD

3.1 Sample

The data in this study were obtained through questionnaire survey, and the samples were mainly from Guangdong, Jiangsu, Shanghai, Henan, Anhui and other places. A total of 521 questionnaires were recovered, of which 492 were valid and the effective questionnaire recovery rate was 94.43%. Among the 492 valid questionnaires, according to the demographic variables of the respondents, male and female accounted for 40.0% and 60.0% respectively according to gender. By age, 2.0% were under 20 years old, 63.4% were between 20 and 29 years old, 25.6% were between 30 and 39 years old, 5.5% were between 40 and 49 years old, and 3.5% were between 50 and above. According to educational background, technical secondary school and below accounted for 7.9%, junior college accounted for 24.0%, bachelor's degree accounted for 50.8%, master's degree and above accounted for 17.3%; In terms of years of work, 20.3% are for those less than 1 year, 33.9% for those 1-3 years, 22.4% for those 3-5 years, 14.4% for those 5-10 years and 8.9% for those over 10 years. According to job level, 40.7% are grassroots employees, 38.6% are general managers, and 20.7% are senior managers.

3.2 Measures

In order to ensure the reliability and validity of the questionnaire, the scales used in the study are all mature scales at home and abroad, and the scales are all self-rated by employees to obtain data. In addition to the control variables, they were scored on a five-point scale, from 1 representing "totally disagree" to 5 representing "completely agree".

1. Workplace spirituality. Milliman et al. (2003) prepared the 21-item scale of workplace spirituality. Typical questions include: "I can experience fun at work" and "I can experience fun at work". The internal consistency reliability (coefficient) of the scale was 0.923.

2. Empowering leadership behavior. The 24-item scale of empowering leadership behavior compiled by Wang Hui et al. (2008) was adopted. Typical questions include: "My supervisor is very concerned about my personal growth and career planning" and "My supervisor often provides me with training and learning opportunities. The internal consistency reliability (coefficient) of the scale was 0.934.

3. Affective commitment. Using the 18-item scale of organizational commitment developed by Allen and Meyer (1990), which includes three dimensions of sustained commitment, affective commitment and normative commitment, this study selected 6 items of affective commitment for measurement. Typical questions include "I really take things personally at the organization" and "I'd love to stay and work for the organization." The internal consistency reliability (coefficient) of the scale is 0.770.

4. Employee innovative behavior. The 6-item scale of employee innovation behavior developed by Scott and Bruce (1994) was adopted. Typical questions include: "At work, I try to use new techniques and methods" and "I come up with creative ideas or ideas." The internal consistency reliability (coefficient) of the scale is 0.785.

5. Control variables. According to previous studies, gender, age, education, working year and job level may have an impact on employees' innovation behavior. This study selected these demographic variables as control variables.

IV. RESULTS

4.1 Validated Factor Analysis

In this study, Amos17.0 was used to conduct confirmatory factor analysis for workplace spirituality, affective commitment, employee innovation behavior and empowering leadership behavior, so as to evaluate the discriminant validity. Results As shown in Table 1, the fitting indexes of the modified four-factor measurement model ($\chi^2=2404.253$, $df=1418$, $\chi^2/df=1.696$, $CFI=0.921$, $TLI=0.911$, $RMSEA=0.038$) were significantly better than other models, and all the data were in line with the judgment criteria, which indicated that the core variables in this study had good discriminant validity.

Table1 Results of Validated Factor Analysis (N=492)

Model	χ^2	df	χ^2/df	CFI	TLI	RMSEA
Single-factor Model	3768.993	1539	2.449	0.821	0.814	0.054
Two-factors Model	3706.494	1538	2.41	0.826	0.819	0.054
Three-factors Model	3497.434	1536	2.277	0.842	0.836	0.051
Four-factors Model	2404.253	1418	1.696	0.921	0.911	0.038

Note: Single-factor model: workplace spirituality+empowering leadership behavior+affective commitment +employee innovation behavior;Two-factor model: workplace spirituality+empowering leadership behavior, affective commitment+employee innovation behavior;Three-factor model: workplace spirituality, empowering leadership behavior+affective commitment, employee innovation behavior;Four-factor model:workplace spirituality,empowering leadership behavior, affective commitment, and employee innovative behavior.

4.2 Common Method Deviation Test

In order to control common method deviation, Harman single factor method was used to test common method deviation in this study.The results showed that the first factor without rotation only accounted for 35.584% of the total variation, not more than 40%.Meanwhile, as shown in Table 1, the goodness of fit of the four-factor model is significantly better than that of other models (single-factor model, two-factor model and three-factor model), which indicates that there is no significant common method bias problem in the data of this study.

4.3 Correlation Analysis

In this study, SPSS17.0 was used for descriptive statistical analysis. The analysis results were shown in Table 2, and the mean value, standard deviation, correlation coefficient and internal consistency coefficient of the relevant variables were reported.According to the data in the table, the internal consistency coefficient of all variables is over 0.7, indicating a high reliability level.In addition, there is a significant positive correlation between workplace spirituality and employee innovation behavior ($r=0.722$, $P < 0.01$), which preliminarily proves that the main effect is established.Workplace spirituality has a significant positive correlation with affective commitment ($r=0.748$, $P < 0.01$), and affective commitment has a significant positive correlation with employee innovation behavior ($r=0.693$, $P < 0.01$), which provides preliminary support for further verifying the relationship between variables.

Table 2 Results of Correlation Analysis (N=492)

Variable	M	SD	1	2	3	4	5	6	7	8	9
1. Gender	1.600	0.490									
2. Age	2.450	0.779	-0.2**								
3. Education	2.770	0.825	0.088	-0.115*							
4. Working year	2.580	1.216	-0.315**	0.623**	-0.14**						
5. Joblevel	1.800	0.758	-0.149**	0.379**	0.019	0.52**					
6. Workplace spirituality	3.770	0.586	0.010	0.11*	0.094*	0.113*	0.218**	(0.923)			
7. Empowering leadership behavior	3.800	0.579	0.016	0.067	0.144**	0.050	0.172**	0.831**	(0.934)		
8. Affective commitment	3.719	0.662	-0.047	0.141**	0.059	0.199**	0.253**	0.748**	0.770**	(0.770)	
9. Employee innovative behavior	3.833	0.616	-0.003	0.103*	0.089*	0.104*	0.168**	0.722**	0.773**	0.693**	(0.785)

Note: The internal consistency coefficient is marked in brackets on the diagonal. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

4.4Hypothesis Test

In this study, the hypothesis proposed was verified by the hierarchical regression analysis method (AHP) adopted by SPSS17.0, and the analysis results are shown in Table 3.

Table 3 Results of Hierarchical Regression Analysis (N=492)

Variables	Affective commitment				Employee innovative behavior			
	Model1	Model2	Model3	Model4	Model5	Model6	Model7	Model8
Gender	0.014	-0.028	-0.021	-0.021	0.034	-0.005	0.024	0.005
Age	0.012	-0.019	-0.022	-0.025	0.043	0.014	0.035	0.020
Education	0.056	0.002	-0.022	-0.021	0.070*	0.020	0.033	0.019
Working year	0.056	0.055*	0.068**	0.068**	0.010	0.009	-0.026	-0.009
Joblevel	0.169***	0.040	0.036	0.036	0.114**	-0.004	0.004	-0.017
Workplace spirituality		0.823***	0.353***	0.351***		0.753***		0.482***
Affective commitment							0.646***	0.330***
Empowering leadership behavior			0.575***	0.603***				
Workplace spirituality*Empowering leadership behavior				0.044**				
R2	0.075	0.575	0.652	0.657	0.039	0.522	0.485	0.575
Δ R2		0.500	0.077	0.005		0.483	0.446	0.053
F	7.891***	109.326***	129.353***	115.480***	3.983**	88.330***	75.996***	93.706***

Note: The coefficients in the table are all non-standardized coefficients.*p<0.05, **p<0.01, ***p<0.001.

Main effect test.Hypothesis 1 suggests that workplace spirituality is positively correlated with employees' innovation behavior.The results of Model 6 in Table 3 show that workplace spirituality has a significant positive impact on employees' innovation behavior ($\beta = 0.753$, $P<0.001$).Therefore, hypothesis 1 is supported.

Mediating effect test.Hypothesis 2 proposes that affective commitment plays a mediating role between workplace spirituality and employees' innovative behaviors.The results of Model 6 in Table 3 show that workplace spirituality has a significant positive impact on employees' innovation behavior ($\beta =0.753$, $P <0.001$);The results of Model 2 show that workplace spirituality has a significant positive effect on affective commitment ($\beta = 0.823$, $p<0.001$);The results of model 7 show that affective commitment has a significant positive effect on employees' innovation behavior ($\beta = 0.646$, $p<0.001$);The results of Model 8 show that, when affective commitment is added, the positive influence of workplace spirituality on employee innovation behavior increases from 0.753 ($p<0.001$) decreased to 0.482($p<0.001$).However, the positive effect of affective commitment on employees' innovation behavior was still significant ($\beta = 0.330$, $P<0.001$).Therefore, hypothesis 2 is supported on the relationship between workplace spirituality and employee innovation behavior of affective commitment intermediaries.

Moderating effect test.Hypothesis 3 suggests that empowering leadership behavior positively regulates the relationship between workplace spirituality and affective commitment.In order to test this hypothesis more accurately, the study adopted the proposal of Aiken and West (1994) to centralize related variables to reduce the effect of multicollinearity.The results of model 4 in Table 3 show that this positive regulatory effect is significant ($\beta = 0.044$, $P<0.01$).Therefore, hypothesis 3 is supported.

The mediated inspection being regulated.Hypothesis 4 proposes that empowering leadership behavior positively regulates workplace spirituality and indirectly influences employees' innovation behaviors through affective commitment.In this study, BOOTSTRAP analysis was conducted through the SPSS PROCESS macro program, with a sample size of 5000 and a confidence interval of 95%. The test results are shown in Table 4.When the empowering leadership behavior level is low, the indirect effect of workplace spirituality on employees'

innovation behavior through affective commitment is 0.0911 and the 95% confidence interval is [0.0486, 0.1493]. When the empowering leadership behavior level is high, the indirect effect of workplace spirituality on employee innovation behavior through affective commitment is 0.1400 and the 95% confidence interval is 0.0902 [0.2050]. The indirect effect of workplace spirituality on employees' innovation behavior through affective commitment is significant (confidence interval does not include 0) regardless of low or high level of empowering leadership behavior. At the same time, this study is obtained by the PROCESS operation can regulate the intermediary effect value of 0.0422, 95% confidence interval [0.0117, 0.0767], the range does not include the zero, indirect effect significantly. It indicates that empowering leadership behavior positively regulates the indirect influence of workplace spirituality on employees' innovation behaviors through affective commitment, and the higher the level of empowering leadership behavior, the stronger the mediating effect of affective commitment. Thus, hypothesis 4 is supported.

Table 4 Analysis of Moderated Intermediary Effect

Moderating variable	Indirect effect in different conditions				Moderated intermediary effect			
	Indirect effect	SD	Lower limit	Upper limit	Effect	SD	Lower limit	Upper limit
Low empowering leadership behavior	0.0911	0.0249	0.0486	0.1493	0.0422	0.0165	0.0117	0.0767
High empowering leadership behavior	0.1400	0.0290	0.0902	0.2050				

Note: The coefficients in the table are all non-standardized coefficients.

V. CONCLUSION AND DISCUSSION

5.1 Conclusion

This study draws the following conclusions: (1) Workplace spirituality has a significant positive impact on employees' innovation behavior; (2) Workplace spirituality affects employees' innovation behaviors through the partial mediating effect of affective commitment; (3) Empowering leadership behavior has a positive regulating effect on the relationship between workplace spirituality and affective commitment, that is, the higher the level of empowering leadership behavior, the greater the positive influence of workplace spirituality on affective commitment. (4) Empowering leadership behavior moderates the mediating effect of affective commitment between workplace spirituality and employee innovative behavior, and the higher the level of empowering leadership behavior, the stronger the mediating effect of affective commitment.

5.2 Theoretical Contributions

First of all, this study responds to scholars' Suggestions on considering the relationship between workplace spirituality and individual innovation behavior. On the basis of studying the relationship between workplace spirituality and proactive behavior, Xinling Li (2018) proposed to concretize the employee's proactive behavior and make a detailed study of the relationship between workplace spirituality and employee innovation behavior. After sorting out the influence effect of workplace spirituality, Jianglin Ke et al. (2015) found that previous studies mostly focused on traditional variables (such as job satisfaction and job performance) and pointed out that the relationship between workplace spirituality and innovation behavior could be further tested. The results of this study are helpful to expand related researches in the field of workplace spirituality.

Secondly, this study enriches the research on the internal mechanism of workplace spirituality motivating employees' innovation behavior. In the past, there were few studies on the relationship between workplace spirituality and innovation behavior, and a few of them adopted perspectives such as emotional cognition theory and human-environment matching theory (Jihui Wang, 2017). However, based on the local cultural background, this study discussed how workplace spirituality affects employees' innovation behavior through affective commitment from the perspective of affective events theory. This not only helps to better understand the intrinsic motivation mechanism of employee innovation behavior in the current Chinese context, but also provides a new theoretical perspective to explain how workplace spirituality affects employee innovation behavior.

Finally, this study verifies the moderating effect of leadership factors on individual cognition and emotion. The results of this study are helpful to understand the boundary conditions of employee innovation behavior, clarify that workplace spirituality can improve employee affective commitment and motivate employee innovation behavior in a better way under empowering leadership behavior, and provide theoretical guidance for innovation management practice of Chinese organizations.

5.3 Practical Implications

First, create a work environment full of spirit. The organization satisfies the spiritual needs of employees by constructing the corporate culture that is compatible with workplace spirituality, encouraging employees to participate in corporate training related to workplace spirituality, and establishing organizational values recognized by employees. To help employees realize the desire to surpass themselves and express themselves completely, to improve the spiritual realm and pursuit of their professional life, to make employees feel more sense of meaning and sense of mission in their work, so as to motivate employees to carry out innovation and practice spontaneously.

Secondly, comprehensively improve employees' affective commitment. While creating a good workplace spiritual environment, the organization needs to improve employees' affective commitment to the organization through a variety of incentive means. Through material rewards and spiritual encouragement, employees who work hard can be recognized in time to enhance their sense of belonging and satisfaction with the organization. Make employees more happy to work, care about the development of the organization with the attitude of ownership, and timely respond to the organization's call to promote innovation.

Finally, appropriate empowerment. Leaders fully trust employees, communicate work and information with them in a timely manner, grant them autonomy in their work and encourage them to participate in organizational development decisions. At the same time, it pays attention to the personal development of employees, provides guidance and help for their work, stimulates their potential according to their characteristics, and helps them solve their work problems and the meaning of life. Make employees get spiritual satisfaction, deepen the recognition and reliance on the organization, and produce positive action on innovation.

5.4 Limitations and Suggestions for Future Research

This study successfully explored the mediating mechanism and boundary conditions of workplace spirituality affecting employees' innovation behavior, but there are limitations, mainly has the following aspects: first, this study adopts self report of employees to get the data to test hypotheses model, in order to further reduce the same variance, future research could take the self-assessment and evaluation or the combination of lead - employees matching way of collecting data. Secondly, the cross-sectional study was adopted in this study to verify the model. In order to further determine the causal relationship between variables, longitudinal follow-up study could be adopted in future studies to enhance the objectivity of the research conclusions. Finally, this study measured workplace spirituality as a single-dimensional variable, and future studies can more carefully study the impact of the three dimensions of workplace spirituality on employees' innovation behavior. At the same time, as a western construct, workplace spirituality can be included in future studies with more situational factors with Chinese characteristics, so as to further investigate the scope of adaptability of workplace spirituality in Chinese context.

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