Can employee engagement be attained through psychological detachment and job crafting: the mediating role of spirituality and intrinsic motivation

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Abstract

Purpose – The present study is to develop an additional perspective on when and why psychological detachment and job crafting behaviors in predicting employee engagement through spirituality and intrinsic motivation. It was hypothesized that spiritual employees are better able to detach themselves from work and craft their job according to their preference and abilities, which would inculcate experience and make them intrinsically motivated and thereby leading to employee engagement.

Design/methodology/approach – The sample comprised 408 employees, who are employed in different organizations across India. To test the hypotheses, the author conducted structural equation modeling on SPSS AMOS 22.

Findings – The results highlight the partial mediating role of spirituality in the association of psychological detachment with intrinsic motivation as well as between job crafting and intrinsic motivation. The results highlight the fully mediating role of intrinsic motivation in the association of psychological detachment with employee engagement as well as between job crafting and employee engagement.

Practical implications – This study has depicted that spiritual employee who are psychologically detached and have proactive job crafting behavior can achieve higher intrinsic motivation and more engaged.

Originality/value – On the basis of the broaden and build theory, self-determination theory (SDT) and the recovery process (i.e. the effort-recovery model), this paper demonstrates that spirituality plays the role of predictor that drives psychological detachment and encourages job crafting, which has the ability to intrinsically motivate the employee and are able to more engaged in work.

Keywords Psychological detachment, Job crafting, Spirituality, Intrinsic motivation, Employee engagement

Paper type Research paper

Introduction

Employees display their engagement at work by showing commitment, taking initiative, as well as by performing their duties diligently; the dedication of employees is referred to as employee engagement that acts as an effective medium for enhancing proficiency, engrossment, and vigor at work (Ghosh et al., 2020). Researchers and managers have given attention to this concept because it is believed that engaged employees play a huge role in augmenting the efficacy of an organization (Weiss and zachr, 2022). In spite of this fact, organizations are incessantly grappling with issues related to engaging of employees at workplace (Shrotiya et al., 2021). Studies have shown that the engagement levels have increased only 13% among the global working population since 2000. Previously, a study on daily dairy in the Western context has linked psychological detachment with employee engagement (Berdicchia et al., 2021; Sonentag and Kühnel, 2016). Studies have observed that full-time employees of Western country like Germany demonstrate better engagement at work and higher emotional detachment mainly during the morning hours. Research by Sharma and Kumra (2020) reported that work behavior is directly influenced by culture and
shared values. Chang et al. (2021) found that the socio-cultural characteristics of a nation influence the rational as well as emotional state of an individual, which in turn impacts psychological detachment and employee engagement pattern. Further, in the West setting, the facets of a nation influence an individual’s perception about job crafting and spirituality, while also intrinsically stimulating the person and act as prospective determinant of employee engagement (e.g. Devendhiran and Wesley, 2017; Ghazzawi et al., 2021; Hunsaker and Jeong, 2020; Iqbal et al., 2020; Margaretha et al., 2021; Sharma and Kumra, 2020). The culture of a country in association with spirituality gets exhibited in the behavior and standpoints of employees. Uniqueness of a nation lies in the racial and ethnic boundary, which are influenced by the collectivism-individualism dimensions of culture (Brossoie et al., 2022). Culture proposes all-inclusive viewpoint of society by embracing faith, knowledge, tradition, principles, ethics, virtuosity and other customs abided by the people of that country or region. Culture is developed a specific group of people in the form of rules and shared norms that other individuals need to abide by, which in turn affects their life (Chand and Chatterjee, 2020). Culture is a collective mind-frame that segregates a group of individuals from others, but also builds social relations using the shared values (Hofstede, 1980). Hofstede’s (1991) depicted that the dimensions of culture related to individualism and collectivism show complexity of values, which plays a vital role in developing the relation of self with others; and this in turn assist in building social relationships at workplace, home and society (Nehra and Rangnekar, 2019). In India, collectivistic culture forms the basis of social relations, wherein individuals develop association based on mutual dependence, trustworthiness, deference, commitment, duty and compliance, as well as prioritize group activity instead of individual activity (Triandis, 1995). Societies following collectivistic culture are capable of recurrently developing interpersonal associations and social job resources by denigrating themselves (Hofstede, 2001). Social job resources act as enablers that play a vital role in building relations with supervisor, subordinates and peers, which result in effective restructuring of job task (i.e. job crafting), offer self-sufficiency, instigate growth (Bickerton et al., 2014), as well as reduce undesirable impact of encumbering demands and encourage psychological indifference (Bakker and Demerouti, 2007). Moreover, job resources boost employee engagement by inducing restrain for job tasks that might lead to development of profound relation with self-directed motivation (intrinsic motivation), and this in turn results in building confidence over one’s abilities and skills (Bakker and de Vries, 2021). Hobfoll’s (1989) reported that collectivistic nature of society is more dominant in feminine cultures (India context) then masculine cultures (Western context). On the contrary, the Western context is based on individualism that highlights individual’s concern about self-reliance, discretion, autonomy and personal goals, which separates an individual from others. Furthermore, social relationships depend on autonomy in the Western culture (Morling et al., 2002). Studies conducted in Lebanon, Italy, Germany, Japan, Romania and South Korea have shown that psychological detachment, job crafting, spirituality and intrinsic motivation act as the main determining factors of employee engagement (Bipp et al., 2019; Ghazzawi et al., 2021). These determining factors can differ worldwide depending on the traits of individual, organizational, and cultural norms, values and practices (Debnath et al., 2022). Therefore, in this study, the objective is to transcend the shortcoming by examining the suggested association among psychological detachment, job crafting, intrinsic motivation, spirituality and employee engagement in the Indian organizational context.

The concept of psychological detachment as proposed by Etzion et al. (1998, p. 579) implies “individual’s sense of being away from work situations”. Psychological detachment refers as individual to not thinking or working about any related problems, issues and tasks associated with job after the working hours are over (Karabinski et al., 2021). Furthermore, job crafting is also considered as proactive change behavior because it encourages modification of various boundaries (such as physical, emotional, cognitive, relational or temporal) associated
with jobs (Boehnlein and Baum, 2020; Rastogi and Chaudhary, 2018). Further, job crafting makes individuals feel higher control over job tasks, which probably leads to intrinsic motivation, and this in turn encourages employees engagement and to feel more convicted toward their proficiencies and competence (Hussein and Amiruddin, 2020; Park, 2012).

Several studies have demonstrated that psychological detachment and job crafting influences organizational and individual outcomes (e.g. Ghazzawi et al., 2021; Hunsaker and Jeong, 2020; Sharma and Kumra, 2020; Iqbal et al., 2020), but there is need to examine the role of psychological detachment and job crafting on employee engagement through unexplored potential determinants such as spirituality and intrinsic motivation (Devendhiran and Wesley, 2017; Margaretha et al., 2021). Ghazzawi et al. (2021) studied nurses in Lebanon and observed that employees who are emotionally stable and artistic are capable of efficiently crafting their job. In a study on China by Hunsaker and Jeong (2020), they found that spiritual leaders play a vital role in enhancing employee engagement and organizational commitment among employees working in manufacturing organizations. Sharma and Kumra (2020) conducted a study among employees of IT (Information technology) sector in India and found that spirituality and organizational justice act as predictors of employee engagement. Studies conducted in the context of Indonesia have reported that workplace spirituality positively impacts employee work engagement. Both Iqbal et al. (2020) and Margaretha et al. (2021) have similar findings; the former studied government hospital nurses in Indonesia and the later examined the lecturers working in public and private sector universities of Indonesia. Most studies conducted in Lebanon, China, Germany, Japan and India have focused on employees belonging to the healthcare, manufacturing organizations, educational institutions and IT sector (Information technology) to understand the role of emotional stability, spiritual leaders, job crafting, organizational commitment, psychological detachment and employee creativity (Ghazzawi et al., 2021; Gori et al., 2021; Oprea et al., 2019). However, these studies have not explored the potential of personality trait (i.e. spirituality and intrinsic motivation) by considering it as explanatory variable for scrutinizing employee engagement in the context of Indian food processing organizations. Further, on the basis of the NSDC Report (2017–2022) (National Skill Development Corporation) and the study by Khati and Kim (2020), the above-mentioned studies stress on determining the potential factors that influence employee engagement in the Indian food processing sector. According to Invest India Report (2020), employees’ psychological and physiological nature is persuasively impacted by organizational environment, work culture, social and safety issues, etc., of Indian food processing organizations, which further affect employee engagement. However, this influence varies reasonably from others sectors such as Indian information technology sector, Lebanon healthcare sector, Indonesia Education sector, China manufacturing sector. Consequently, there is possibility of individual attributes, organizational characteristics, and national cultural norms, values and practices to influence multicultural team, work culture and work environment, which in turn further influence the nature of job crafting, psychological detachment and employee engagement (Debnath et al., 2022). Thus, the present study will contribute through the examination of prospective mechanism that affects psychological detachment and job crafting in relation to employee engagement, wherein spirituality and intrinsic motivation sequentially mediate the relation; and this association is studied with respect to the effort recovery model (Meijman and Mulder, 1998), self-determination theory (Deci and Ryan, 1985) and “broaden-and-build” theory (Fredrickson, 1998) in the Indian food processing organizations.

Theoretical framework
Psychological detachment is defined as “individual’s sense of being away from work situations” Etzion et al. (1998, p. 579). It focuses on the resurgence from work stress and
attenuate psychosomatic disorder (Sonnentag and Fritz, 2007; Sonnentag et al., 2010). Employees who are psychologically detached experience less emotional fatigue, breakdown and stress related to their work (Sonnentag, 2012). Notably, Deci and Ryan (1985) found self-determination theory of three basic innate and human psychological needs (autonomy, competence and relatedness) is necessary for optimal human functioning. In line with the self-determination theory (Deci and Ryan, 2000), it can be stated that intrinsic motivation of employees has vital influence of their engagement at work because it encourages affinity, develops proficiency and inspires self-sufficiency, which gives employees the freedom of choosing their tasks as well as the timeline and procedure behind its completion; and this further enhances employee engagement levels. The existing literature has probably not given much importance to the role of intrinsic motivation in the relationship between psychological detachment and employee engagement, which is a fundamental lapse because intrinsic motivation has a potential role in encouraging employee engagement (Ghosh et al., 2020). Therefore, the proposed relationships find answer to the role of intrinsic motivation in the way psychological detachment promotes employee engagement.

Studies have found that spirituality is a way of connecting with nature and all living beings, which helps in the enhancement of employee’s performance, thereby resulting in the escalation of organizational outcomes (e.g. Beekun and Westerman, 2012; Duchon and Plowman, 2005). The concept of spirituality has witnessed multifaceted construct because at individual level it implies to express spiritual selves (affective and cognitive experiences) that deals in spiritual link to the workplace and job tasks (Garcia-Zamor, 2003), whereas at the organizational level, it focuses on the employee’s group behavior and attitude linked with spiritual connection and organizational culture (Kolodinsky et al., 2008). There is empirical evidence of linking job performance with intrinsic motivation via spirituality (Moon et al., 2020). The self-determination theory (Deci and Ryan, 1985) has stated that psychologically detached employee are intrinsically motivated, which help them in performing well at work as well as be positive and satisfied, thereby leading to individual well-being by enabling their capability, sovereignty and relatedness (Deci and Ryan, 2000). Conspicuously, it has been observed that the existing research does not focus on the role of spirituality in the relation between psychological detachment and intrinsic motivation. Moreover, spirituality increases intrinsic motivation, which in turn contributes toward employee engagement. The study aims at developing theory and validating the new perspective of the relation between psychological detachment and employee engagement, wherein spirituality and intrinsic motivation mediate the association in the Indian context. The proposed relationships find answer to the role of psychological detachment from work through spirituality by intrinsically motivating them, which will enable them to show better engagement at work.

Wrzesniewski and Dutton (2001) proposed the concept of job crafting, wherein they implied that individuals must be initiated from within to rationally craft their work role for the fulfillment of their necessities, preferences and potential. Moreover, job crafting makes individuals feel higher control over job tasks, which probably leads to intrinsic motivation, and this in turn encourages employees to feel more convicted toward their proficiencies and competence (Park, 2012). Job crafting provides opportunity of enjoying meaningfulness at work by sharing same ideas and values with co-workers, building competence in their tasks as well as developing connection with others, and choosing activities that promote positive self-disclosure (Thomas and Tymon, 1994). The perception of meaningfulness at work along with synchronization with their values and ideals probably expedites employee engagement (e.g. Bakker and Demerouti, 2008; Saks, 2011; Lee and Song, 2021). Hence, from the above discussion, it can be proposed that the relationship between job crafting and employee engagement is mediated by intrinsic motivation.

We propose that the alteration of relational and tasks boundaries with respect to necessities, choices and proficiencies of an individual is enhanced by the support
of spirituality. On the basis of the “broaden-and-build” theory (Fredrickson, 1998), it can be argued that spirituality cultivates positive emotions that enhances reasoning abilities behind understanding relations and ideas that ultimately helps in shaping task boundaries either intellectually or physically (Silvia, 2008). Moreover, spirituality on personal grounds is affirmatively associated with willpower, self-evaluation, and capability of assessing unfavorable circumstances and controls one’s emotions (Liu and Robertson, 2011). Therefore, employee experiencing high spirituality has the ability of psychologically amending, acclimatizing and gratifying with the work environment through crafting of their tasks at work (Boudrias et al., 2011; Karatepe and Olugbade, 2009). In addition, the association of spirituality with employee’s work, values and practices gives meaningfulness to their work (Milliman et al., 2003; Mitroff and Denton, 1999). With positive self-evaluation, spirituality brings meaning and purpose in life irrespective of material benefits (Roof, 2015). Therefore, spirituality helps in fulfilling the purpose of life and makes work meaningful, which provides happiness, brings gratification and implements values at work, thereby intrinsically motivating the individuals. In the existing literature, as per our knowledge, there is probably no study that has examined the role of spirituality in the relationship between job crafting and intrinsic motivation. It puts forth a gap in the literature, as spirituality has vital contribution toward intrinsically motivating any individual. Therefore, it is imperative to include spirituality in the job crafting-intrinsic motivation process. The study tries to unfold the above mechanism and acquire understanding by overtly trying to find response to the following research objectives:

1. First, the study will examine the mediating role of intrinsic motivation in the relationship between psychological detachment and employee engagement.

2. Second, the study tries to scrutinize the mediating role of spirituality in the relationship between psychological detachment and intrinsic motivation.

3. Third, the study will examine the mediating role of intrinsic motivation in the relationship between job crafting and employee engagement.

4. Fourth, the study tries to develop a new understanding through inclusion of spirituality in the relationship between job crafting and intrinsic motivation.

The contributions of the study are as follows: First, as relatively little is known about potential predictors of employee engagement in food processing organization in Indian context (Sharma and Kumra, 2020; Shrotryia et al., 2021), the study intends to significantly contribute to the overlooked spirituality and intrinsic motivation literature by proposing the psychological detachment and job crafting factors to predict employee engagement. No study to date has attempted to examine the multi-model factors that have investigated the psychological detachment and job crafting as an antecedent of employee engagement through spirituality and intrinsic motivation. Second, we highlight a new mechanism, i.e. spirituality and intrinsic motivation, by demonstrating that the psychological detachment and job crafting behaviors of spiritually and intrinsically motivated employees is likely to make them more engaged with their jobs. Third, the study does it by providing empirically and conceptually examined processes leading to employee engagement among Indian food processing organizations employees. Fourth, the study adopts multi-theoretical approach by applying the self-determination theory (Deci and Ryan, 1985), effort-recovery model (Meijman and Mulder, 1998) and broaden-build theory (Fredrickson, 1998) for scrutinizing the proposed relationship in the Indian organizational context. In the prior studies, the above-mentioned theories have been applied in diverse situations across countries, but in this study, the three theories have been integrated in a single model. Fifth, the proposed model investigates the relationship using data from food processing organizations in India, and thereby offers
advance insights on psychological detachment, job crafting, spirituality, intrinsic motivation and employee engagement pattern specifically to food processing organizations in India. As Indian food processing organizations is comparatively diverse from others sectors such as information technology sector, healthcare and manufacturing sector (Nehra, 2018; Nehra and Rangnekar, 2021, 2022). Further, according to NSDC Report (2017–2022) (National Skill Development Corporation), Invest India Report (2020), and the study by Khati and Kim (2020) reported that employees' psychological and physiological nature is persuasively impacted by organizational environment, work culture, social and safety issues, etc., of Indian food processing organizations, which further affect employee engagement. However, this influence varies reasonably from others sectors such as Indian information technology sector, Lebanon healthcare sector, Indonesia Education sector, China manufacturing sector (Berdicchia et al., 2021; Weiss and Zacher, 2022). Consequently, there is possibility of individual attributes, organizational characteristics, and national cultural norms, values and practices to influence multicultural team, work culture and work environment, which in turn further influence the nature of job crafting, psychological detachment and employee engagement (Debnath et al., 2022). Consequently, the result of the research is to unfurl the above mechanism and develop a new understanding how proposed model have pattern among Indian food processing employees.

Hypotheses development

The mediating role of intrinsic motivation and spirituality between psychological detachment and employee engagement

Meijman and Mulder (1998) found effort-recovery model suggest that the employees under work stress may not be able to recover on daily basis, which can affect their mental, physical and psychophysiological health. There are four mechanisms through which intrinsic motivation can reduce employee's inability to recover from work stress on daily basis as well as can increase employee engagement. First mechanism is that employees who are intrinsically motivated demonstrate positive emotions under the influence of unique hormones (e.g. dopamine and serotonin) that help in reducing stress and provides "brain pleasure reward system" (Esch and Stefano, 2004; Hu and Kaplan, 2015). In addition, Fredrickson (2001) in his broaden-and-build theory has stated that positive emotions help in developing thought-action repertoires, which enhance opportunities for employees to recuperate their losses at work (i.e. psychological detachment). Hence, it can be stated that intrinsic motivation helps employees to recover at a faster pace and support psychological detachment. Being able to recover from strain and stabilize, these employees feel satisfied and can overcome fatigue and psychosomatic problems that arise from work stress (Steed et al., 2021). It also augments positivity and may influence employee engagement levels (Fritz et al., 2010). Second mechanism is that intrinsic motivation helps an individual to collaborate, coordinate and exchange ideas for increasing meaningfulness of work as well as bring uniqueness at work tasks (Amabile and Pratt, 2016). Employees who are intrinsically motivated voluntarily perform tasks and enjoy intrinsic fulfillment and gratification (Cerasoli et al., 2014; Van Den Broeck et al., 2016), which further influences employee engagement. Third mechanism is based on capitalization theory (Langston, 1994), which highlights that sharing of positive events by intrinsically motivated employees leads to positive outcomes, i.e. they are more adaptable, adjusting and show satisfactory behavior toward the environment. It is observed that 60 to 80% of the intrinsically motivated employees share positive events daily (Gosnell and Gable, 2013). Therefore, intrinsically motivated employees play a crucial role in reducing in adequate recovery during workday return. Eventually, employee engagement depends on the ability of employees to be psychologically detached by being intrinsically motivated (through better employee recovery rate). Therefore, it can be hypothesized that
H1a. Psychological detachment is positively related to intrinsic motivation.

H1b. Psychological detachment is positively related to employee engagement.

H1c. Intrinsic motivation is positively related to employee engagement.

H1d. Intrinsic motivation mediates the relationship between psychological detachment and employee engagement.

We also argue that spirituality helps psychological detached employee to experience enhanced individual well-being, less burnout and reduced psychosomatic problems and this intrinsically motivate those employees. There are four mechanisms through which employees can handle work stress have been discussed below. First, it can be argued that employees who are spiritually high can proficiently distribute emotional, cognitive and socio-emotional resources, which enable them to recover from work stress (i.e. psychological detachment) (van Hooff et al., 2018). Second, employee spirituality helps in developing an effective coping mechanism that diminishes serious mental, physical and psychophysiological health issues, and experience life satisfaction which gives them higher levels of compassion, gratitude, optimism and hope (Moon et al., 2020). Third, spirituality has positive association with self-awareness and evaluation that helps in realizing true meaning of life and its purpose beyond any material benefits (Roof, 2015). Thus, it brings enjoyment, interest and values at work that ultimately motivates an employee intrinsically. Fourth, spirituality intrinsically motivates employees by linking their experiences, practices and beliefs with sacredness helps them to be flexible as well as enable them to have control over the surrounding (Bickerton and Miner, 2021). Therefore, it can be presumed that psychological detachment through spirituality plays a crucial role in intrinsically motivating an employee. The foundation of intrinsic motivation lies in the belief that psychological detachment leads to intrinsic motivation when it comes via spirituality (through ability to restore resources). Therefore, it can be hypothesized that

H2a. Psychological detachment is positively related to spirituality.

H2b. Spirituality is positively related to intrinsic motivation.

H2c. Spirituality mediates the relationship between psychological detachment and intrinsic motivation.

The mediating role of intrinsic motivation and spirituality between job crafting and employee engagement

Job crafting experiences can help in improving employee engagement by intrinsically motivating them. There are four mechanisms that can explain the role of job crafting related to improvement in employee engagement. First, employees with high intrinsic motivation have positive feelings and passion for work that enable them to creatively alter their interpersonal and job boundaries. Second, according to the self-determination theory (Deci and Ryan, 1985), intrinsically motivated employees feel their job is evocative, stimulating and fascinating; hence, they show better growth, as they take rational ingenuity and enjoys flexibility, which in turn affect employee engagement (see Nguyen et al., 2019; Salanova et al., 2005; Weibel et al., 2014). Third, intrinsically motivated employees work hard as they have high desire and they value and enjoy their work, which results in positive behavioral outcomes and facilitate positive allocation of resources for smooth completion of any task, thereby demonstrate better engagement at work (Masood et al., 2022). Fourth, according to social exchange theory, work culture and relationships depend on subjective cost–benefits analysis (Blau, 1964). However, we argue that intrinsic motivation better support cost-reward analysis (Bandura, 2001) because positive emotions of intrinsically motivated employees help them to bring positivity at work by sharing positive events (Langston, 1994). Thus, it is
possible that sharing positive events does not enhance risk (cost) of work stress rather it may facilitate positive response (reward) from others, which eventually leads to better interpersonal relationship and collective work culture (Gable and Reis, 2010; Vermooten et al., 2019). The supervisory support, good interpersonal relationship and positive work environment are highly significant job resources that play a vital role in predicting employee engagement. Thus, the foundation of employee engagement lies in the belief that job crafting leads to better employee engagement when it comes via intrinsic motivation. Hence, it can be hypothesized that,

\[ H3a. \] Job crafting is positively related to intrinsic motivation

\[ H3b. \] Job crafting is positively related to employee engagement

\[ H3c. \] Intrinsic motivation mediates the relationship between job crafting and employee engagement

Job crafting can be related to (via broaden-and-build approach) (Fredrickson, 1998) spirituality. Previous studies have empirically supported the fact that spirituality promotes positive emotions (Rogosch and Cicchetti, 2004). Moreover, Fredrickson (1998) proposed the “broaden-and-build” theory, which is based on the ability of effective allocation of different activities on both physical and rational grounds and this ability is guided by positive emotions. Positive emotions lead to the enhancement of physical, social and intellectual resources, which in turn expedites different capabilities such as attentiveness, reasoning and accomplishment, and it assists in getting higher thought-action repertoire. Thus, we argue that (1) spirituality exhibits positive emotion, (2) positive emotions enhance socio-physical resources and thought-action repertoire that can facilitate job crafting. There are probably three mechanisms that can provide explanation related to the way in which job crafting helps intrinsically motivated employees through spirituality. First, spirituality helps in building on personal resources that encompass intrapersonal-interpersonal dialectic, where intrapersonal resources can involve self-awareness, self-management, positive self-concept and positive emotions, and the interpersonal resources may include social skills, social sharing and social resources; of course, the intra-interpersonal elements possibly act as the driving force behind effective allocation of different tasks (Ryan and Deci, 2008). Second, spirituality involves the integrated attitudes, behavior and values that can intrinsically motivate employees and augment their expertise and interest. Third, spirituality is related to sharing power, relationship, trust and flexibility, which in turn motivates employees and ultimately helps them to be intrinsically motivated that enables them to use their full potential. Thus, it can be proposed that job crafting and intrinsic motivation is a collective process of intrapersonal-interpersonal resources that is commonly expedited via spirituality. Therefore, on the above premise, the study hypothesizes the following:

\[ H4a. \] Job crafting is positively related to spirituality.

\[ H4b. \] Spirituality mediates the relationship between job crafting and intrinsic motivation.

**Methodology**

**Sample and procedure**

The selected sample belongs to small- and medium-scale private sector food processing organizations of India. On the basis of calls of Debnath et al. (2022) and NSDC Report (2017–2022) (National Skill Development Corporation) stated that the challenges related to human resources, safety issues, work culture need to be answered, mainly in relation to Indian food processing organizations. Invest India Report (2020) and Khati and Kim (2020) reported that employees’ psychological and physiological nature is persuasively impacted
by organizational environment, work culture, social and safety issues, etc., of Indian food processing organizations, which further affect employee engagement. However, this influence varies reasonably from others sectors such as Indian information technology sector, Lebanon healthcare sector, Indonesia education sector, China manufacturing sector (Berdicchia et al., 2021; Weiss and Zacher, 2022). Importantly, a very few studies have explored the prospective determining factors for employee engagement in Indian food processing sector; hence, in our survey, we dealt mainly with organizations belonging to the food processing sector (Berdicchia et al., 2021; Weiss and Zacher, 2022). Further, Aggarwal (2021), Gupta et al. (2018, p. 18) and NSDC Report (2017–2022) also reported that the micro-scale private sector food processing organizations might not have the best HRM policies, because they are incessantly struggling with economic exploitation, incompetent management, unstructured infrastructure, financial crunch, and lack of technology adoption. Therefore, following the guidelines of MSME (Ministry of Micro, Small and Medium Enterprises, Government of India), organizations that have maximum investment of 10 crore and annual turnover up to INR 50 crore are considered as small organizations and organizations that have maximum investment of 50 crore and annual turnover up to INR 250 crore are considered as medium organizations. Moreover, there is no similarity in work culture, management competency, well-structured infrastructure, financial sound, technology advancement and human resource policies of the micro-scale private sector food processing organizations and the small- and medium-scale private sector food processing organizations regarding workplace flexibility because the latter organizations take into account individual need while developing the organization’s work culture (Luu, 2021; Lu et al., 2022; Pattnaik and Pattnaik, 2020). With respect to the addressable of individual need while framing HRM policies, the small- and medium-scale private sector food processing organizations have attracted attention of researchers instead of the micro-scale food processing organizations. Thus, for this study, small- and medium-size food processing organizations have been considered. To be part of the research survey conducted for this study, only seven small and two medium food processing organizations out of thirteen agreed. Respondents were assured about anonymity of their identity and were also explained the aim of the study. The questionnaire was developed in English considering fluency of English language among all respondents. The data was collected using purposive sampling technique, and for avoiding common method variance (Podsakoff et al., 2003), we gathered the data at three different points of time. The data was gathered from the same respondents thrice. First, the respondents answered the survey (employee engagement, intrinsic motivation and spirituality) regarding their demographic information; the second survey was on psychological detachment and it was scheduled six days after the first, which was followed by the last data collection on job crafting, and it took place after one week of the second. The survey was done in the paper-pencil format for which 487 questionnaires were distributed and instantly collected after completion. This study focused on 408 employees of the manufacturing and food processing sectors of India, excluding the remaining, as 61 had missing data and 18 had many responses, which left us with the response rate of 83.77%. The sample size of the study was enough as it needs to be ten times more than the number of observations recorded (Hair et al., 2010). Moreover, we considered 36 items for the study; hence, around 360 responses were needed and we gathered 408 responses. Out of 408, 325 (79.65%) were males and 83 (20.34%) were females working in 192 (47.05%) small and 216 (52.94%) medium sector organizations. The respondents were from different hierarchical levels: 129 were from the senior level management (31.61%), 235 were from the middle-level management (57.59%) and 129 were from the junior level management (31.61%). The respondents belonged to different age groups, i.e. 277 (67.88%) were between 21–25 and 26–30 age, 78 (19.11%) between 31–35 and 36–40 age, followed by 30 (7.35%) between
41–45 years, and 23 (5.63%) above 45 years. Considering the religiosity of respondents, we found that 375 (91.91%) had faith in religion, and 33 (8.08%) were non-religious.

**Measures**

**Spirituality:** In 2015, Pandya developed the spirituality scale for evaluation of individual spirituality, wherein ten items were used for developing the scale (e.g. “I am concerned about those who will come after me in life”) with Cronbach $\alpha = 0.94$. The respondents were asked to rate their responses on spirituality as per the five-point scale, wherein 1 means strongly disagree and 5 means strongly agree.

**Job crafting:** Job crafting was measured using the scale developed by Tims et al. (2012). Job crafting has been assessed from the perspective of job resources using ten items (e.g. “I try to develop my capabilities”) with Cronbach $\alpha$ of 0.93. The respondents were asked to rate the items on a five-point scale (1 = never, 5 = often).

**Psychological detachment:** To assess psychological detachment, a four-item scale with Cronbach $\alpha$ value of 0.90 (Sonnenstag and Fritz, 2007) was used. One of the items was “I do not think about work at all” and the respondents were directed to rate the items as per a five-point scale (1 = I do not agree at all, 5 = fully agree).

**Intrinsic motivation:** The six-item scale (Warr et al., 1979) with Cronbach $\alpha$ of 0.90 was used to measure intrinsic motivation. One of the items constituted of “I feel a sense of personal satisfaction when I do this job well.” The respondents were directed to rate the items as per a five-point scale (1 = strongly agree 5 = strongly disagree).

**Employee engagement:** In order to measure employee’s engagement, we used six items from Utrecht Work Engagement Scale with Cronbach $\alpha$ of 0.89 (UWES; Schaufeli et al., 2006), adapted in line with study by Phuangthuean et al. (2018) and Soane et al. (2012). One of the items constituted of “Time flies when I am working” and the respondents were directed to rate the items as per a five-point scale (1 = strongly agree 5 = strongly disagree).

**Control variables:** We coded demographics to avoid confounding relationships: gender as 1 (male) and 2 (female) and age (years) as 1 (21–25), 2 (26–30), 3 (31–35), 4 (36–40), 5 (41–45), and 6 (above 45) and hierarchy was coded as 1 (junior), 2 (middle), 3 (senior) and organization (types) as 1 (private) and 2 (public) and religiosity was coded as 1 (religious) and 2 (non-religious).

**Data analyses**

The data was analyzed using SPSS AMOS 22, wherein confirmatory factor analyses (CFA) were conducted for validating fitness of the scales developed to measure job crafting, psychological detachment, intrinsic motivation and emotional stability in the context of Indian culture.

**Results**

**Validation of the job crafting, psychological detachment, spirituality, intrinsic motivation and employee engagement**

To confirm the appropriateness of the scales for measuring job crafting, psychological detachment, intrinsic motivation, spirituality and employee engagement in a new culture, the sample of the study was gathered from the organizations operating in India.

On the final sample of 408, a series of CFA was carried out for examining the uniqueness of the constructs through validation of variables in the Indian setting. To establish convergent validity, composite reliability of the variable must be above average variance extracted (AVE), i.e. it must be above 0.50 (Hair et al., 2013). Further, for substantiation of discriminant validity, the values of AVE must be higher than the maximum shared variance (MSV) and
average shared variance (ASV). The result obtained showed that all values fulfilled the necessary directives of discriminate and convergent validity (Table 1). Furthermore, this study demonstrated the model fit indices of five-factor model in comparison to one, two, three and four factor models (Anderson and Gerbing, 1988) (Table 3). The fitness of the five-factor model was evident from $\chi^2$ of 1208.034, df = 469, CMIN/DF = 2.576, GFI = 0.85, CFI = 0.93, IFI = 0.93, RMSEA = 0.06 (Table 2). Further, the fitness of the five-factor model across medium sector was evident from the values obtained, i.e. $\chi^2 = 362.617$, df = 220, CMIN/DF = 1.648, GFI = 0.88, CFI = 0.95, IFI = 0.95, RMSEA = 0.05; and the fitness of the five-factor model across small sector was evident in $\chi^2 = 350.865$, df = 220, CMIN/DF = 1.595, GFI = 0.87, CFI = 0.96, IFI = 0.97, RMSEA = 0.05 (Table 3). The CFA results of the hypothesized model validated the fitness of the model. Podsakoff et al. (2012) suggested that the self-reported measures may lead to common-method bias; hence, the Harman’s single

<table>
<thead>
<tr>
<th>Construct</th>
<th>Indicators</th>
<th>AVE</th>
<th>MSV</th>
<th>ASV</th>
<th>Cronbach’s $\alpha$/CR</th>
<th>Factor loading</th>
<th>$t$-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychological detachment</td>
<td>PD1</td>
<td>0.72</td>
<td>0.10</td>
<td>0.06</td>
<td>0.905/0.912</td>
<td>0.808</td>
<td>10.126***</td>
</tr>
<tr>
<td></td>
<td>PD2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.929</td>
<td>10.126***</td>
</tr>
<tr>
<td></td>
<td>PD3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.757</td>
<td>15.488***</td>
</tr>
<tr>
<td></td>
<td>PD4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.900</td>
<td>09.856***</td>
</tr>
<tr>
<td>Job crafting</td>
<td>JC1</td>
<td>0.58</td>
<td>0.21</td>
<td>0.09</td>
<td>0.932/0.931</td>
<td>0.726</td>
<td>15.783***</td>
</tr>
<tr>
<td></td>
<td>JC2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.883</td>
<td>18.811***</td>
</tr>
<tr>
<td></td>
<td>JC3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.609</td>
<td>12.338***</td>
</tr>
<tr>
<td></td>
<td>JC4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.876</td>
<td>18.729***</td>
</tr>
<tr>
<td></td>
<td>JC5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.730</td>
<td>15.734***</td>
</tr>
<tr>
<td></td>
<td>JC6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.837</td>
<td>21.486***</td>
</tr>
<tr>
<td></td>
<td>JC7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.823</td>
<td>18.074***</td>
</tr>
<tr>
<td></td>
<td>JC8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.739</td>
<td>19.164***</td>
</tr>
<tr>
<td></td>
<td>JC9</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.562</td>
<td>13.364***</td>
</tr>
<tr>
<td></td>
<td>JC10</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.788</td>
<td>13.132***</td>
</tr>
<tr>
<td>Spirituality</td>
<td>S1</td>
<td>0.63</td>
<td>0.21</td>
<td>0.07</td>
<td>0.940/0.943</td>
<td>0.676</td>
<td>13.724***</td>
</tr>
<tr>
<td></td>
<td>S2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.811</td>
<td>15.690***</td>
</tr>
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<td></td>
<td>S3</td>
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<td></td>
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<td></td>
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<td>15.937***</td>
</tr>
<tr>
<td></td>
<td>S4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.841</td>
<td>16.296***</td>
</tr>
<tr>
<td></td>
<td>S5</td>
<td></td>
<td></td>
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<td></td>
<td>0.749</td>
<td>14.303***</td>
</tr>
<tr>
<td></td>
<td>S6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.792</td>
<td>16.296***</td>
</tr>
<tr>
<td></td>
<td>S7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.821</td>
<td>15.877***</td>
</tr>
<tr>
<td></td>
<td>S8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.817</td>
<td>20.940***</td>
</tr>
<tr>
<td></td>
<td>S9</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.844</td>
<td>16.353***</td>
</tr>
<tr>
<td></td>
<td>S10</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.714</td>
<td>15.242***</td>
</tr>
<tr>
<td>Intrinsic motivation</td>
<td>IM1</td>
<td>0.61</td>
<td>0.02</td>
<td>0.01</td>
<td>0.898/0.901</td>
<td>0.665</td>
<td>10.857***</td>
</tr>
<tr>
<td></td>
<td>IM2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.723</td>
<td>10.491***</td>
</tr>
<tr>
<td></td>
<td>IM3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.923</td>
<td>13.255***</td>
</tr>
<tr>
<td></td>
<td>IM4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.851</td>
<td>14.333***</td>
</tr>
<tr>
<td></td>
<td>IM5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.881</td>
<td>13.007***</td>
</tr>
<tr>
<td></td>
<td>IM6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.583</td>
<td>12.006***</td>
</tr>
<tr>
<td>Employee engagement</td>
<td>EE1</td>
<td>0.70</td>
<td>0.08</td>
<td>0.04</td>
<td>0.895/0.919</td>
<td>0.752</td>
<td>11.018***</td>
</tr>
<tr>
<td></td>
<td>EE2</td>
<td></td>
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<td></td>
<td>0.884</td>
<td>11.129***</td>
</tr>
<tr>
<td></td>
<td>EE3</td>
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<td>0.858</td>
<td>11.290***</td>
</tr>
<tr>
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<td>0.749</td>
<td>14.815***</td>
</tr>
<tr>
<td></td>
<td>EE5</td>
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<td></td>
<td></td>
<td>0.915</td>
<td>11.705***</td>
</tr>
</tbody>
</table>

**Note(s):** AVE = average variance extracted; CR = composite reliability; MSV = maximum shared variance; ASV = average shared variance; PD = psychological detachment; JC = job crafting; EE = employee engagement; IM = Intrinsic motivation. *** $p$-value < 0.001

Table 1. Overall validity and reliability indices of constructs
factor test was applied in this study. For conducting this test, every item was loaded on one factor by applying principle component analysis, and the outcome factors were fixed as single. The result obtained from the application of the un-rotated factor solutions depicted that one factor with variance of 28.37% showed absence of the common method variance because it was much below the minimum threshold limit, i.e. 50% (Podsakoff et al., 2003). All variables demonstrated reliability values above 0.70 (Nunnally, 1978).

Model testing

For analyzing the direct and indirect impact, the structural equation modeling was employed. The results depicted that psychological detachment and job crafting determine adequate variance in spirituality ($R^2 = 0.239$) and in intrinsic motivation ($R^2 = 0.118$). Further, spirituality explained 11.3% ($R^2 = 0.020$) of the variance related to intrinsic motivation. The direct effects (H2a–H4a) were investigated through the direct structural model that evaluated the impact of psychological detachment and job crafting on intrinsic motivation without considering the mediation role of spirituality. The results demonstrated that psychological detachment ($\beta = 0.23, p < 0.001$) and job crafting ($\beta = 0.45, p < 0.001$) have positive association with spirituality. Moreover, the study empirically confirmed that spirituality predicts intrinsic motivation ($\beta = 0.11, p < 0.05$). Further, the direct effects (H1a–H3a) excluding the mediating role of intrinsic motivation were investigated for evaluating the impact of psychological detachment and job crafting on employee engagement. The results demonstrated that psychological detachment ($\beta = 0.28, p < 0.001$) and job crafting ($\beta = 0.26, p < 0.001$) have positive association with intrinsic motivation. Moreover, the study empirically confirmed that intrinsic motivation predicts employee engagement ($\beta = 0.09, p < 0.05$).

In comparison to the direct effects model, it is observed that the data showed better fitness for the full mediation model ($\chi^2/df = 1.990$, GFI = 0.968, CFI = 0.918, and RMSEA = 0.05) and partial mediation model ($\chi^2/df = 2.464$, GFI = 0.939, CFI = 0.970, and RMSEA = 0.06) (Table 4). Figure 1 has demonstrated that psychological detachment directly impacts intrinsic motivation ($\beta = 0.28, p < 0.001$) and indirectly impacts spirituality (indirect effect = 0.388 (0.23 * 0.11)) (Table 5). Thus, the effect of psychological detachment on intrinsic motivation became statistically significant after taking into account spirituality as the

<table>
<thead>
<tr>
<th>Models</th>
<th>$\chi^2/df$</th>
<th>$\chi^2$</th>
<th>df</th>
<th>RMSEA</th>
<th>CFI</th>
<th>GFI</th>
<th>IFI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Five-factor model</td>
<td>2.576</td>
<td>1208.034</td>
<td>469</td>
<td>0.06</td>
<td>0.93</td>
<td>0.85</td>
<td>0.93</td>
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<tr>
<td>Four-factor model</td>
<td>2.774</td>
<td>1486.732</td>
<td>536</td>
<td>0.06</td>
<td>0.92</td>
<td>0.83</td>
<td>0.92</td>
</tr>
<tr>
<td>Three-factor model</td>
<td>3.321</td>
<td>1793.370</td>
<td>540</td>
<td>0.07</td>
<td>0.89</td>
<td>0.80</td>
<td>0.90</td>
</tr>
<tr>
<td>Two-factor model</td>
<td>4.226</td>
<td>2302.918</td>
<td>545</td>
<td>0.08</td>
<td>0.85</td>
<td>0.75</td>
<td>0.86</td>
</tr>
<tr>
<td>One-factor model</td>
<td>4.506</td>
<td>2334.203</td>
<td>518</td>
<td>0.09</td>
<td>0.86</td>
<td>0.74</td>
<td>0.85</td>
</tr>
</tbody>
</table>

**Note(s):** $n = 408$; aHypothesized model

<table>
<thead>
<tr>
<th>Models</th>
<th>$\chi^2/df$</th>
<th>$\chi^2$</th>
<th>df</th>
<th>RMSEA</th>
<th>CFI</th>
<th>GFI</th>
<th>IFI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Five-factor model</td>
<td>1.648</td>
<td>362.617</td>
<td>518</td>
<td>0.09</td>
<td>0.83</td>
<td>0.69</td>
<td>0.83</td>
</tr>
<tr>
<td>One-factor model</td>
<td>2.333</td>
<td>467.736</td>
<td>518</td>
<td>0.09</td>
<td>0.83</td>
<td>0.69</td>
<td>0.83</td>
</tr>
</tbody>
</table>

**Note(s):** Small sector $n = 192$; Medium sector $n = 216$; aHypothesized model

Table 2. Multi level effect of study variables in small and medium sector
mediator in the model indicating partial mediation. Furthermore, the application of Sobel test confirmed the partial mediation of spirituality in the association of psychological detachment with intrinsic motivation ($z = 1.95, p < 0.05$). However, psychological detachment was not found to influence employee engagement directly ($\beta = -0.02, p > 0.05$) but indirectly through intrinsic motivation {indirect effect $= 0.007 (0.28*0.95)$} (Table 5). Thus, the effect of psychological detachment on employee engagement became highly important upon considering the mediating role of intrinsic motivation, which indicated full mediation. Further, the application of Sobel test confirmed the full mediation of spirituality between psychological detachment and employee engagement ($z = 1.91, p < 0.01$). Figure 1 also demonstrated that job crafting directly impact intrinsic motivation ($\beta = 0.25, p < 0.001$) and indirectly through spirituality {indirect effect $= 0.839 (0.45*0.11)$} (Table 5). Thus, the effect of job crafting on intrinsic motivation became statistically significant upon considering spirituality as the mediator, which showed partial mediation. Further, the application of Sobel test confirmed the partial mediation of spirituality in the association of job crafting with

### Table 4. Model-fit-summary-of-structural-models

<table>
<thead>
<tr>
<th></th>
<th>$\chi^2$</th>
<th>df</th>
<th>$\chi^2$/df</th>
<th>CFI</th>
<th>GFI</th>
<th>AGFI</th>
<th>RMSEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct effect model</td>
<td>1024</td>
<td>343</td>
<td>2.518</td>
<td>0.947</td>
<td>0.889</td>
<td>0.857</td>
<td>0.06</td>
</tr>
<tr>
<td>Partial effect model</td>
<td>209</td>
<td>85</td>
<td>2.464</td>
<td>0.970</td>
<td>0.939</td>
<td>0.902</td>
<td>0.06</td>
</tr>
<tr>
<td>Full effect model</td>
<td>479</td>
<td>241</td>
<td>1.990</td>
<td>0.968</td>
<td>0.918</td>
<td>0.890</td>
<td>0.04</td>
</tr>
</tbody>
</table>

Note(s): $*** p$-value < 0.001

### Table 5. Results of mediation analysis predicting intrinsic motivation-employee engagement

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Direct effect</th>
<th>Indirect effect</th>
<th>95% confidence Interval ($Z$)</th>
<th>Sobel test</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>PD $\rightarrow$ IM</td>
<td>0.280$**$</td>
<td>0.539$***$</td>
<td>$-0.022$ to $-0.049$</td>
<td>1.9546$*$</td>
<td>Partial mediation</td>
</tr>
<tr>
<td>PD $\rightarrow$ EE</td>
<td>0.001(ns)</td>
<td>0.007$***$</td>
<td>$0.011$ to $0.086$</td>
<td>1.9114$**$</td>
<td>Full mediation</td>
</tr>
<tr>
<td>JC $\rightarrow$ IM</td>
<td>0.262$***$</td>
<td>0.839$***$</td>
<td>$-0.058$ to $0.048$</td>
<td>2.0884$*$</td>
<td>Partial mediation</td>
</tr>
<tr>
<td>JC $\rightarrow$ EE</td>
<td>0.018(ns)</td>
<td>0.008$***$</td>
<td>$0.010$ to $0.082$</td>
<td>1.8851$***$</td>
<td>Full mediation</td>
</tr>
</tbody>
</table>

Note(s): PD = psychological detachment; JC = job crafting; SP = spirituality; IM = intrinsic motivation; EE = employee engagement

$p < 0.05$, $** p < 0.01$, $*** p < 0.001$, $ns$ = not significant
intrinsic motivation ($\beta = 2.08$, $p < 0.05$). However, job crafting was not found to influence employee engagement directly ($\beta = 0.02$, $p > 0.05$) but indirectly through intrinsic motivation (indirect effect $= 0.008 (0.26*0.95)$) (Table 5). Therefore, the effect of job crafting on employee engagement became highly important upon considering the mediating role of intrinsic motivation, and the result obtained showed full mediation. Further, the application of Sobel test confirmed the full mediation of spirituality between job crafting and employee engagement ($z = 1.88$, $p < 0.001$).

Discussion
The study has significantly contributed to the literature on psychological detachment, job crafting and intrinsic motivation by highlighting that psychologically detached employees with high spirituality are intrinsically motivated and are capable of crafting their job. Ultimately, higher intrinsic motivation of an employee increases their engagement at work. The study focuses on the role of psychological detachment and job crafting that aggravates the positive effects of spirituality on intrinsic motivation, which in turn leads to employee engagement. This study is probably the first and exceptional research on elucidating the relation of psychological detachment and job crafting with employee engagement through spirituality and intrinsic motivation, which is broadly grounded on the “broaden-and-build” theory (Fredrickson, 1998) and “effort-recovery model” (Meijman and Mulder, 1998), particularly in the Indian context. Specifically, the study highlighted the importance of spirituality by showing that employees high on spirituality are capable of emotionally detaching themselves from work and feel intrinsically motivated, which also encourage crafting of their work in accordance with their proficiencies and thereby feel more intrinsically motivated. Further, intrinsically motivated employee takes up tasks voluntarily for its own sake, and experiences inherent pleasure from such involvement, thereby influencing employee engagement levels.

We found that psychological detachment does not influence employee engagement directly, but indirectly via intrinsic motivation. The result obtained implies that psychologically detached employee being intrinsically motivated show higher engagement at work and express innate gratification and pleasure that positively impacts savoring and encourages satisfaction and optimism, which also leads to increased employee engagement. We argue that there is savoring mechanism that may explain the way in which intrinsic motivation reduces work stress and help in recovering from it, which in turn support employee engagement. Herein, savoring suggests “an individual’s ability to enlarge and control positive affect by attentively aiming on positive experiences as they occur; anticipating future positive events and reminding previous similar positive events” (Bryant, 1989, p. 782; Bryant and Veroff, 2007; Nehra and Rangnekar, 2017, p. 564). Research has reported that higher savoring tendency is more prevalent among intrinsically motivated individual (see Dattilo, 2016). The reason is that intrinsically motivated individuals share a positive event that intrigues positive emotions, which embodies intrinsic motivation as well as assist in building social and personal resources (Gable et al., 2004). With the application of savoring (Bryant, 2003) in our hypothesized model, we assume that intrinsically motivated individual having high savoring can easily adapt, which encourages satisfaction, trust and pro-social feeling that help one to be psychologically detached from work through development of social and personal resources (Kundi et al., 2021; Nehra and Rangnekar, 2018; van der Kaap-Deeder et al., 2021). Further, it can be argued that intrinsically motivated individual innately expresses contentment and enjoyment that is positively associated with savoring, which brings satisfaction and positivity; this further encourages employee engagement. Therefore, it can be stated that employee engagement is indirectly impacted by intrinsic motivation (Bakker and de Vries, 2021). Past research by Dattilo (2015) has
confirmed that individual motivated intrinsically feels contented upon being able to participate actively. Hence, it can be stated that intrinsic motivation mediated the psychological detachment-employee engagement process.

We also found that psychological detachment both directly and indirectly influences intrinsic motivation by analyzing their impact on spirituality. The result implies that spirituality also intrinsically motivates psychologically detached employee by restoring resources lost at work and intrinsically share power, have trust, inculcate flexibility and relatedness, which invigorate employees and ultimately foster intrinsic motivation. These results show partial similarity with the findings of a recent study in Japan, where the psychologically detached employees reported positive association with intrinsic motivation (Ghosh et al., 2020). The two possible explanation for this finding: first, in India, there is dominance of collectivistic culture and people believe in Guru–Shishya (Instructor–learner) legacy; wherein the subordinate thinks of his or her superior as a paternal figure, who gives importance to collective activity instead of individual achievement and thereby encourage co-operation at work (Pellegrini et al., 2010), and this helps to obtain, preserve and reinstate lost resources at work (Kitayama et al., 2000). Secondly, the findings are justifiable as India is a multi-ethnic and religiously pluralistic democracy in the globe (Verghese, 2008). Spiritual value associated with nation climate and culture gets manifested within employee’s behavior and attitudes (Kolodinsky et al., 2008; Shankar Pawar, 2008). Indians commonly exhibit higher spirituality that involves the integrated attitudes, behavior and values, which may intrinsically motivate the employees through calling and membership; and this in turn arouses a feeling of craftsmanship and interest. Further, spirituality helps in experiencing a sense of sharing power, trust, flexibility and relatedness, which energize employees and eventually garner intrinsic motivation so as to utilize their capacity and abilities. Moreover, they have the potential to decide upon the activity they are willing to perform, which ultimately escalates their engagement level. Various studies have supported the findings by indicating that during the period of economic hardship, the feeling of spirituality increases among people (Debnath et al., 2022; Kumar, 2016; World Values Survey, 2014). Research reported that when people are incessantly struggling with job uncertainties, economic exploitation, unemployment threat and financial crunch, which make them to have strong faith on God and thereby encourage spirituality (Debnath et al., 2022).

We found that job crafting does not influence employee engagement directly, but indirectly via intrinsic motivation. It implies that intrinsic motivation mediates the relation between job crafting and employee engagement because creativity helps intrinsically motivated employees in rationally altering their task boundaries through appropriate allocation of resources, which in turn increases contentment at work and further escalates employee engagement. Combining the rationales behind the self-determination theory (Deci and Ryan, 1985), social exchange theory and capitalization theory, it has been possible to completely explain the full mediating role of intrinsic motivation between job crafting and employee engagement. First, drawing on the self-determination theory (Deci and Ryan, 1985), we postulate that intrinsically motivated employees feel their job is evocative, stimulating and motivating, which make them to be creative while altering the relational and task boundaries. They have higher desire of working hard both cognitively and physically, as it gives them sense of value and contentment that leads to positive behavioral outcomes. Therefore, they effectively engage in job crafting through appropriate allocation of resources, which also escalates employee engagement. Second, considering the social exchange theory, we postulate that intrinsic motivation positively develops interpersonal relationship and collective work culture that involves subjective cost–benefits analysis (Blau, 1974), which in turn triggers employee engagement. The theory presents evidence about the perceived cost–benefits analysis that people do for scrutinizing interpersonal relationship. Our argument is that intrinsic motivation better support cost-reward analysis; as intrinsically
motivated employees have positive emotions, which encourages sharing of positive events (Langston, 1994). It is probable that sharing positive events is not related to risk rather it facilitates risk aversion through positive response (reward) from others that ultimately plays a vital role in developing interpersonal relationship and builds collective work culture (Gable and Reis, 2010). The enhanced interpersonal relationship and positive work environment are crucial personal and job resources that predict job crafting and employee engagement. This cognitive mechanism acts as a collective process of intrinsic motivation that is expedited through cognitive flexibility and subjective cost–benefits analysis in the Indian context (Saad and Ahmed, 2020). Therefore, this study adds to the previous literature by considering intrinsic motivation to be an integral part of individual personality domain (i.e. job crafting and employee engagement) in the Indian context while other studies have examined only the effect of employee individual spirituality, intrinsic motivation and job crafting on employee job performance.

We also found that the partial mediating role of spirituality in the relationship between job crafting and intrinsic motivation, which highlights the contribution of this study to the existing literature on cognitive resources. Further, the study implies that job crafting encourages intrinsic motivation through spirituality because spiritually motivated employees show more craftsmanship by proficiently using resources as per their abilities, which in turn help them in maintaining social harmony, dependence and compassion; and this further accelerates employee engagement. Earlier studies have reported that for a culturally complex and highly religious country like India, the attainment of spirituality is more essential for employees than material abundance (Sinha and Sinha, 1990). The study findings have shown that the sample with strong faith in religion constituted 92% of the total sample. Studies have reported that spirituality is inherently embodied in religion (Kardec, 2003a, p. 94; Schwalm et al., 2022; Ward and King, 2017). Further, spirituality brings positive emotions that enhance physical, social and intellectual resources as well as enable perception, attention and action ability; this leads to higher thought-action repertoire that can help in better crafting of their jobs. Second, on the basis of the conservation of resource model (COR model) (Hobfoll, 1989), spiritual individual tries to defend, sustain and attain numerous (tangible and intangible) personal resources. Subsequently, spiritual employees are dynamic and are able to allocate resources appropriately for achievement of targets because they can make rational decisions about resource usage by overcoming their emotions. Third, spirituality involves the integrated attitudes, behavior and values which may motivate employee intrinsically through social harmony, mutual sympathy and dependence; this gives rise to a sense of craftsmanship and interest as well as intrinsically motivates for proficient utilization of their abilities and capacity. This cognitive mechanism is a collective process of spirituality that is expedited through positive emotions in the Indian context. To the best of our knowledge, our research is the first attempt in both business and psychology literature that documents the impact of spirituality on cognitive resources and intrinsic motivation.

Theoretical implications
The study offers significant and specific implications for theory. First, it provides the empirical support to the extension of effort-recovery model (Meijman and Mulder, 2013), “broaden-and-build” theory (Fredrickson, 1998) and self-determination theory (SDT) (Deci and Ryan, 1985) and establishes personal resource capacity (i.e. positive emotions, sharing of positive events, self-esteem, optimism, self-efficacy and cognitive flexibility) as a determinant to employee engagement. Second, the present study is the first attempt to provide empirical support for the direct association of psychological detachment with job crafting, the association indirectly impacts intrinsic motivation, wherein spirituality plays the role of mediator. Further, the study provides empirically supports the above theorization by
observing that psychological detachment and job crafting is not directly influenced by employee engagement, but indirectly via intrinsic motivation, which also significantly impacts employee engagement. Third, the findings bring to unfold the above mechanism and acquire advance understanding about hidden cognitive mechanisms (i.e. positive emotions is inherently embodied in spirituality and intrinsic motivation), which actually translate personal resource capacity to employee engagement. Fourth, the study carries additional significance as it for the first time provides validation for psychological detachment (Sonnentag and Fritz, 2007), job crafting (Tims et al., 2012), spirituality (Pandya, 2015), employee engagement (Schaufeli et al., 2006) and intrinsic motivation (Warr et al., 1979) in the Indian context of a food processing organizations.

It can be concluded that this study contributes to the theoretical literature on employee engagement by depicting employee spirituality as the primary reason behind employees’ cognitive mechanisms. Our findings are consistent with the results of the study by Moon et al. (2020), which highlighted the positive relation of job crafting with intrinsic motivation in South Korea. The study by Bipp et al. (2019) has also shown consistency with our study, as it demonstrated that personal resources have positive relation with psychological detachment and job crafting in Germany. Most studies conducted in Lebanon, Italy, Indonesia, Germany, New Zealand, Japan, Romania and others focus only on the relationship between job crafting, psychological detachment, employee creativity, emotional stability, employee engagement and intrinsic motivation (Ghazzawi et al., 2021; Gaudiino and Di Stefano, 2021; Gori et al., 2021; Iqbal et al., 2020; Margaretha et al., 2021; Oprea et al., 2019; Sharma and Kumra, 2020). However, none of the studies have explored the role of without exploring personality trait (i.e. spirituality) as explanatory variable. These determining factors can differ worldwide depending on the traits of individual, organizational, and cultural norms, values and practices (Debnath et al., 2022). Our study has been able to overcome the drawback through scrutinization of the proposed model in the Indian food processing organizational context and made significant contribution by establishing psychological detachment and job crafting as a predictor; as well as by elucidating spirituality as the psychological reason behind intrinsic motivation of professionals, which encourages employee engagement in a country with exceptional socio-cultural context.

Practical implications
The results obtained put forth varied implications related to food processing organization, primarily those experiencing high employee turnover with regard to occupational security and health hazards. This study exclusively presents that employee engagement is associated with psychological detachment and job crafting; however, spirituality and intrinsic motivation in the workplace are able to augment employee’s engagement that is demonstrated in the form of positive emotions. Spirituality also escalates negativity at work and leads to betterment of mental health as well as self-transcendence, which encourages development of one’s own self for being able to be part of a unified world. It results in reinforcing better mental health condition and sustaining intrinsic motivation. Spirituality at work is appreciated by HR managers as it inspires safe expiration of emotion and idea as well as improves employee engagement on social, supportive and constructive front. Thus, human resource managers can enhance workplace spirituality by accentuating (1) discrepancy between religion and spirituality, (2) role plays of involvement for managing employee’s spiritual path, (3) teamwork as along with contribution toward organizational culture and values and (4) discussion regarding the model for developing spirituality among employees. It can be achieved by providing structured education and formal training on spirituality at the workplace (Honiball et al., 2014).
The study has found that spirituality enhances competency of employees; hence, HR professional must look for employees who are spiritual in nature as well as competent at work because spirituality plays a huge role in augmenting engaged employee. Hence, our study suggests about conducting aptitude tests and combines those tests with spirituality measures while recruiting manpower. To analyze employees’ personality traits, both the aptitude tests and spirituality measure can be incorporated within their conventional assessments methods. Upon introducing proper index for evaluating spirituality, organizations will be able to recruit highly suitable employees. To increase proficiency of employees, training related to management of time can be organized for enabling employees to quickly complete their tasks, and thereby to get detached from work without much delay (Sonmentag, 2012). Hence, our study proposes that the ability of an employee to be psychologically detached can be augmented by practicing caring relationships (Steed et al., 2021), providing assistance in reconnecting with their core values, helping in upgrading or sustaining an existing social support network and self-worth or self-esteem (Nehra and Rangnekar, 2018), self-efficacy training (Gori et al., 2021), psychosocial resilience training programs (Ghosh et al., 2020) and hardiness training (Maddi, 2004). Psychologically detached employees can craft jobs for enhancing their proficiency at work, so building spiritual values help in developing corporate culture. To help employees to be detached from work, organizations may come up with policies that make 24/7 employee availability optional. Further, to reduce work stress by minimizing work association, organizations can encourage employees to take break from work by involving in leisure activities through self-meditation, indoor sports and small social gathering (Boekhorst et al., 2017).

The study observed the importance of spirituality in augmenting positivity among employees, which intrinsically motivate employees to involve in job crafting and be psychologically detached from work. This in turn reduces work stress and increase employee engagement. Hence, the study suggests recruitment of spiritual employees because they are intrinsically motivated; and therefore willingly performs tasks, feel gratified through involvement in other activities, and can craft their jobs while being psychologically detached through proficiently using resources. The positive consequences of employee’s spirituality are encouraging organizations to recruit spiritual employees, as they feel motivated and show proficiency at work. Spirituality increases self-worth and add meaningfulness to life, which stimulate employees to perform better, so organizations giving attention toward recruitment of spiritual employees are helping organizations to form distinct identity (Shachar et al., 2011).

Limitations and scope for future research
The limitations of the study will provide future directions of research. First, the study measures being self-reported there is possibility of common method bias, which can result in inflating the relation among variables (Podsakoff et al., 2003). The issue has been resolved by applying Harman’s single factor test, and it was found that there is no bias. Moreover, anonymity of respondents has been maintained during the survey for addressing social desirability bias. Second, to increase model applicability and generalize results, more studies need to be conducted on specific industries and different organizations (public–private sector). Third, there is high probability of reciprocity among the variables with respect to culture. So, research needs to be conducted for investigating the boundary conditions that impact the causal association among employee psychological detachment and job crafting → employee spirituality → intrinsic motivation → employee engagement at the individual or organizational level. Therefore, experimental as well as longitudinal studies can be conducted to establish causality that can even provide critical intuitions about the multifaceted dynamics present among the variables examined in this study. Fourth, though we observed
the influence of psychological detachment and job crafting on employee engagement, the psychological process could be better elucidated with the inclusion of a sequential mediator via spirituality and intrinsic motivation in the hypothesized model; these could be demographic variables that can be considered for future studies. Fifth, the heterogeneous sample has been used for better statistical analysis, but before generalizing the results, more research on specific industries and other organizations needs to be conducted for assessing the applicability of the model.

References


Further reading


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