

Impact of Spirituality in Workplace on Employees' Performance: A case of Bajaj Finserv in Varanasi City

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Abstract

Since the start of the twenty-first century, there has been a greater emphasis on spirituality and spiritual phenomena in both western and eastern society. This emphasis has recently transferred to contemporary organisational and academic levels, emphasising the role of spirituality in the growth and effectiveness of an individual's work and, by extension, the entire workplace, market, economy, and society at large. This study's aim is to investigate the connection between workplace spirituality and employee performances, as well as the impact that workplace spirituality has on employees' performance. The paper proposes a theoretical model showing the links between three elements of workplace spirituality (Alignment between organizational and individual values, sense of contribution to the community and meaningful work) and employees' performance. A sample of 123 employees from Bajaj Finserv organizations of Varanasi branch was collected using 5-point likert scale for the study with convenience sampling method. Multiple regressions used to test the hypotheses. The study found that there exist a positive correlation between workplace spirituality and employees performance in the organisation and workplace spirituality positively predict employees performance in the organization. This indicates that spirituality gives workers a feeling of direction and meaning at work; from an interpersonal standpoint, spirituality fosters a feeling of community and interconnectedness among workers. This indicates that workplace spirituality is crucial to an employee's ability to be effective and satisfied.

Keywords: Spirituality, Workplace Spirituality, Employees' Performance

Introduction

A concept that is still being developed is workplace spirituality. Spirituality is acknowledged as one of the four fundamental aspects of human existence (body, mind, heart, and spirit) (Fry, 2003). Marques, (2007) claimed that spirituality is about a particular emotion that de-

defines how one views themselves in relation to other people and the universe. Rupa (2019) Spirituality manifests as spiritual ideals (such as humility, openness, moral leadership, trust, and integrity) and spiritual behaviours (such as showing compassion, being humble, practising spirituality, etc.). Modern civilizations' desire for purpose, values, transcendence, hope, and togetherness has adopted the term "spirituality" as its "brand identity." (Carrette & King, 2005). Along with all this Tombaugh et al. (2011) have also argued that spirituality as the effect of individual spirituality on employees' prevailing attitudes, activities, conditioning, and relations. Ashmos and Duchon (2000) defines "A workplace can be deemed spiritual when it acknowledges that workers have an inner actuality that feeds and is fed by meaningful work that takes place in the environment of community." Sengupta (2010) argues that psychological force known as spirituality that fosters a positive outlook and attitude toward oneself and others. (Bandsuch & Cavanagh, 2010) have proposed that integration of spirituality at work and aiding employees in seeing the connection between their work and spiritual life are also described as three crucial dimensions by the workplace communities, rituals, and beliefs. Additionally, several levels of research have been done on spirituality at work, (Kolodinsky et al., 2008) -Three types of spirituality exist: an individual's personal spirituality, an organization's spiritual climate or culture, and the interaction between these two levels. Giacalone and Jurkiewicz (2003) noted Workplace Spirituality as set of organisational principles that are demonstrated in the workplace culture and support workers' experiences of transcendence via their work, fostering their sense of connection to others in a way that makes them feel whole and joyful.

Review of Literature

As per findings of (Mitroff & Denton, 1999) Spiritual organisations enable individuals to exercise stronger values and ethical views in the workplace and encourage them to demonstrate greater creativity and flexibility at work. (T & Plowman, 2005) gave concept of workplace spirituality which is based on three main constructs; Inner life, meaningful job, and community involvement.

Jurkiewicz and Giacalone (2004) Highly spiritual individual are likely to be more highly motivated to make a difference, more devoted to the company, and more adaptable toward organisational change," according to research. Hassan et al. (2016) found that spirituality at work interact employees will help with one another and become fully engaged in their work which will lead to prosperity for both the company and the employees.

Additionally, it was advised that firms in the twenty- first century regularly assess and improve workplace spirituality. Milliman et al. (1999)

supports that employee' satisfaction is high and staff turnover is low in a company that is considered spiritual. These considerations complement the study's findings, which show that job satisfaction and workplace spirituality are positively associated. (Mousa & Alas, 2016) investigated that only a sense of community and fulfilling work (factors of workplace spirituality) have been found to be associated with organisational commitment strategies. (Mirvis, 1997; Milliman et al., 2003) who argues that workplace spirituality brings an employee's spirit into alignment with the duties and responsibilities assigned to them, increasing their dedication to the organisation they work for and their sense of fulfilment at work.

Milliman et al. (2003) found that there exist positive correlation between spirituality and favourable employee job outcomes, including organisational commitment, a person's intention to leave their job, intrinsic work satisfaction, involvement in their work, and organization-based self-esteem. Campbell offers the following three characteristics as a definition of work performance: the first characteristic is a behavior rather than results; the second characteristic only includes acts that are pertinent to organisational goals; and the third characteristic is multidimensional. (Osman-Gani Hashim, & Ismail, 2013) discovered a strong correlation between spirituality and employee. The significant factors that were found to influence employee commitment, intention to quit, self-esteem, intrinsic job happiness, and employee involvement were a sense of community and meaningful work, (Milliman, Ferguson, Trickett, & Condemi, 1999).

Duchon and Plowman (2005) discovered a favourable and substantial correlation between workplace spirituality and work unit performance in an exploratory investigation of six work units within a large health-care system. Nasurdin et al. (2013) investigated the impact of workplace spirituality on employees' individual results was examined, as well as the moderating role that gender plays in the relationship between workplace spirituality and individual outcomes. Jhajharia (2015) also reported that employees must accomplish the tasks that are actually required of them in order to succeed and improve their performance. This will enable them to meet expectations and create a calm workplace where they can work with others and recognize their peers and superiors.

As per James et al. (2010) Workplace spirituality should be effectively handled because, if it is, working with individuals to modify their behaviour in the workplace will be possible. In such a way that employees' performance can be improved if they are able to control their habits through workplace spirituality.

Kinjerski and Skrypnek (2006) highlighted that Institution that promoted workplace spirituality have increased employee satisfaction and de-

creased turnover in firms, which has led to lower hiring costs and improved growth.

Dimensions of Workplace Spirituality

The sense of purpose one develops via employment is essential for spiritual growth in the workplace. Researchers have attempted in the past to determine the scale dimensions of workplace spirituality using several elements. Three fundamental aspects of workplace spirituality are “meaningful work, community, and congruence with the organization’s ideals (Milliman, Czaplewski, & Ferguson, 2003)”. Anyone, regardless of religion, can engage in spirituality, which indicates an internal search for fulfillment and meaning as well as a sense of community (Krishna Kumar & Neck, 2002).

Meaningful Work

It is predicated on the idea that inner drive and motivation connected to work make the employees to come to work every day with joy and great energy which brings greater meaning to people’s lives. The close ties that exist between meaningful work and job embeddedness demonstrated how deeper People are more likely to remain committed to their jobs if they have significance in their jobs (Rajappan, Nair, Priyadarshini M., & Sivakumar, 2017).

Sense of Community

This component is a strong sense of community or a sense of society expressed in relation to other people, which briefly means each employees connects with each other (Neal & Bennet, 2000). It speaks to the “fellowship component” and a sense of community among staff members engaged in teamwork or a group setting where they have complete freedom of expression and kind, understanding, and helpful co-workers (Bharadwaj, S & Jamal, 2020).

Alignment with Organisational Values

This factor takes into account how people interact with more general organisational objectives. The alignment of values, which happens when a person perceives a significant correlation or alignment between their own values and the organization’s beliefs, mission, and purpose, is another aspect of spirituality (Mitroff & Denton, 2012). Alignment with organisational values means working in an organization with a sense of ethics and integrity.

Employees’ Performance

The measuring of employee performance was done using a three-item composite. Items were drawn from “Employee Performance at Workplace:

Conceptual Model and Empirical Validation” survey (Pradhan & Jena, 2017). The task performance scale looked at how effectively job holders carry out their given tasks. The contextual performance construct include elements of a person’s performance that support and enhance the psychological climate and social network climate, which allow technical job completion. Adjusting to and comprehending change in the workplace are covered by the adaptive performance scale. All the items about employee performance are evaluated with five points Likert scale as in the workplace spirituality scale.

Significance of the Study

Individual nowadays are more driven than ever to have significant experiences in both their personal and professional lives. Experts are acknowledging the importance of spiritual consciousness for the fusion of personal and professional goals. The existence of various workplace spirituality-related variables can aid employees in being more tolerant and patient with the workplace, which will lead to less stress and strong devotion to both their work and the organisation will lead to improved performance of employees. The purpose of this study is to better understand the value of workplace spirituality and how it affects performance of employees in the organisation.

Objectives

1. To explore the relationship between workplace spirituality and employees’ performance.
2. To analyse the impact of workplace spirituality on employees’ performance.

Hypotheses:

To determine the connection between workplace spirituality and employees’ performance, hypotheses were proposed based on the literature reviewed.

H₁: There is a positive impact of Meaningful Work on employees’ performance.

H₂: There is a positive impact of Sense of Community on employees’ performance.

H₃: There is positive impact of alignment with Organisational Values on employees’ performance.

Research Methodology

Examining work unit spirituality and investigating any connections to job performance were the main objectives of this descriptive study. In

this study convenient sampling method is used with a closed data collection model. Sales professionals of Bajaj Finserv Varanasi branch has been used for data collection. Internet based Questionnaires were distributed amongst 140 respondents who are sales professionals and familiar with organizational culture. After removing the invalid and partial responses from the received sample, only 123 responses were kept. The measurement technique of all variables in this study Workplace Spirituality (meaningful work, sense of community and alignment with values) and employees' performance used a 1-5 Likert Scale. The scale from 1 to 5 represents; strongly disagree to strongly agree. The study shown in the form of model makes the claim that the three constructs of workplace spirituality introduces and increase the chance of employee performance.



Figure 1: Conceptual Model of the Study

Data Analysis and Interpretation

Demographic profile

Demographic profiles of 123 respondents are given below in Table 1. The data is examined based on gender, age groups, educational qualification and experience in current organisation.

Table 1: Demographic profile of respondents

		Frequency (N)	Percentage (%)
Gender	Male	102	82.9
	Female	21	17.1
Age	20-30	78	63.4
	30-40	30	24.4
	40-50	12	9.8
	50-60	3	2.4

Education qualification	Bachelor	75	61
	Masters	45	36.6
	Other	3	2.4
Experience	0-5 years	81	65.9
	6-10 years	27	22
	10-20 years	15	12.1

Source: Authors’ compilation

From the Table 1 it is found that 82.9% of the respondents are male and 17.1% are female respondents which mean more male respondents filled the questionnaire. The majority of respondents fall in category of 20-30 year age group i.e. 63.4% followed by 30-40 year age group with 24.4% and respondents above 40years are only 12%. The maximum respondents are graduates with 61% followed by post graduates with 36.6% and other degree holders with 2.4 %. Most of the respondents were middle level managers with 85.9% followed by lower-level managers with 14.1%. Finding revealed that 65.9% of respondents are in range of 0-5 years of experience and then 6-10years with 22% and only 12.1% of respondents were between 10-20 years of experience.

Table 2: Descriptive Statistics of workplace spirituality and employees performance

Items	N	Mean	Std. Deviation
MW	123	4.1077	.88711
SC	123	4.1260	.94488
AOV	123	4.1463	1.07391
EP	123	4.3171	.95270

Source: Authors’ own SPSS output

(MW= Meaningful work, SC= Sense of Community, AOV= Alignment with organisational value, EP= Employees Performance)

Sense of meaningful work, has the highest mean value of 4.11 (SD=0.887), within the dimensions of the workplace spirituality. It indicates that the respondents agreed on meaningfulness of their work, they enjoy their job and feel joy to do their work. In the same way, the sense of community/ team, has the mean value is 4.12(SD=0.945). It indicates that respondents feel that, they are the integral part of the organization as a family, and their group fosters the development of a sense of community by providing

support and caring for one another. Likewise, sense of contribution to the community, has the mean value of 4.14 (SD=1.073), It demonstrates that the responder acknowledged that their employment is both supportive of the community and consistent with their personal ideals. The respondents concur that work is related to what they value in life, they see a link between work and the greater good of their community, and they feel helpful to society as a whole when they are at work.

The result shows that, there is a moderate level (m=4.31, SD=0.952) of employees' performance in Bajaj Finserv organisation. The respondents slightly agree that everyone is busy at work and that the quality of the job is a top concern for them. The work group in the organisation is very productive and efficient in getting the most out of the resources the organisation made available.

Reliability

Reliability is the measure of internal consistency of the constructs in the study. A construct is reliable if the Alpha (α) is greater than .70 (Hair et.al. 2013). Construct reliability was assessed using Cronbach's Alpha. The result revealed that the Meaningful Work scale with four items ($\alpha=.832$), Sense of Community with 5 items ($\alpha=.905$), and Alignment with organisational values ($\alpha=.909$) were found reliable. Similarly, Employees Performance with 17 items was also found reliable ($\alpha=.980$). Reliability results are summarized in table 1.

Table 3: Reliability Statistics

Constructs	Number of items.	Cronbach Alpha (α)
Meaningful Work	4	.832
Sense of Community	5	.905
Alignment with organisational values	3	.909
Employees Performance	17	.980

Table 4: Correlation matrix among variables

	MW	SC	AOV	EP
MW	1			
SC	.884**	1		
AOV	.756**	.796**	1	
EP	.786**	.809**	.875**	1

** . Correlation is significant at the 0.01 level (2-tailed). (Authors' own SPSS output)

In the initial stage, the relationship between workplace spirituality and employees' performance was investigated. To achieve this, a correlation analysis was employed in table 3 employees' performance is positively related with the three dimensions of the workplace spirituality. Sense of community/team has a positive strong relationship ($r=0.809$, $p=0.001$), alignment between organizational and individual values has a high positive relationship; ($r=0.875$, $p=0.001$), meaningful work has a high positive relationship; ($r=0.786$, $p=0.001$), with employee performance at 1% level of significance level. Alignment of values has the highest relationship with the performance of employees among the dimension of the workplace spirituality. It is followed by sense of contribution to community, and then the meaningful work. This supports the study's prediction that workplace spirituality and worker success are probably related to one another.

Findings & Discussion

In the first step, dimensions of Workplace spirituality were regressed with employees' performance. Here, the researcher observed the coefficient table in order to see the significant relationship between dimensions of workplace spirituality and employees' performance. The results of regression analysis are summarized in Table 4.

The regression analyses shown that the workplace spirituality dimensions (MW, SC and AOV) positively predictive employee performance ($R^2 = 0.807$, $p<0.01$). The sense of meaningful work (MW) ($\beta = .189$, $p<0.01$), alignment between organizational and individual values (AOV) ($\beta = 0.537$, $p<0.01$) sense of contribution to the community (SC) ($\beta = .173$, $p<0.01$) has positive impact on employees' performance. The Alignment of values is the highest among the dimension of workplace spirituality, followed by meaningful work.

Results of Hypothesis Testing

H₁: There is a positive impact of sense of Meaningful Work on Employee performance.

The regression analysis shows that there is an impact of sense of meaningful work on employee performance ($b=0.189$, $t=2.010$, $p<0.01$). Hence, H1 is accepted.

H₂: There is a positive impact of Sense of Community on Employee Performance.

The regression analysis shows that there is an impact of sense of community on employee performance ($b=0.173$, $t=1.810$, $p<0.01$). Hence, H2 is accepted.

H₃: There is a positive impact of Alignment with Organisational Values

on Employee Performance.

The regression analysis shows that there is an impact of sense of community on employee performance ($b=0.537$, $t=8.945$, $p<0.01$). Hence, H3 is accepted.

Table 5: Impact of workplace spirituality and employees' performance

Hypothesis	Regression weights	Beta coefficient	R ²	p-value	F	t-value	Hypothesis supported
H1	MW EP	.189	.807	.000	166.067	2.010	Yes
H2	SC EP	.173				1.810	Yes
H3	AOV EP	.537				8.945	Yes

a. Dependent Variable: EP b. Predictors: (Constant), AOV, MW, SC

All the three factors of workplace spirituality affect employee performance in an organisation. It's possible that the nature of the work done at the company necessitates having these three elements i.e. meaningful work, sense of community and alignment with organisational values of workplace spirituality available to inspire employees to deliver the desired performance. Employee performance is significantly impacted by spirituality, as having a healthy spiritual life will help an individual perform better at work. The result of this study suggests that, there is a high positive relationship of the workplace spirituality and performance in Bajaj Finserv organization. This research help to demonstrate empirically how workers' perceptions of workplace spirituality influence both personal and organisational performance. According to this research, employee performance is favourably correlated with workplace spirituality. This study suggests that dimensions of workplace spirituality positively predict employees' performance. Alignment with organisational values is the major predictor among the dimensions followed by sense of contribution to the community, and sense of meaningful work. Findings in this study reveal that there is significant relationship between workplace spirituality and performance as well as spirituality significantly affects employees' performance.

In terms of implications for managements' policy and practise, the findings of this study have shown that workplace spirituality has a significant impact on workers' performance. This demonstrates that the employees in the financing organisation get benefitted from diverse types of workplace spirituality activities. So, this study offers guiding principles for the focused application of workplace spirituality in various intra-organizational

working environments. This outcome ought to motivate those in charge to implement workplace spirituality-encouraging initiatives in their businesses to boost workers' productivity. When spirituality is introduced and practised at work, it can significantly improve workers' mental health. This improves employees' performance, job involvement, job satisfaction, a sense of community, and decreases turnover intentions (Izak,2012; Hong,2012 & Sukoroto, 2020).

Conclusion and Suggestions

In summary, workplace spirituality favourably predicts employee performance in an organisation and there is a positive connection between workplace spirituality and performance of the employees. Workplace spirituality is significant for every organisation and not just one particular industry. In order to ensure that people perform to their highest potential, firms must continually concentrate on workplace spirituality. Employees who work in an environment that values spirituality and is surrounded by supportive colleagues will be more innovative, have higher levels of job satisfaction, which will enable them to collaborate effectively in teams, and be more dedicated to the organisation. The presence of various workplace spirituality factors will encourage employees to be more understanding and patient with the workplace, which will reduce stress and increase dedication to both their work and the organisation.

Future study is advised in order to analyse additional confirmation of the data collection procedures in various work settings with a larger sample because of less sample size this research finding cannot be generalized to other communities. This study only provides a general understanding of the topic; further research is still required to provide a thorough understanding. Future researcher can use longitudinal study and also identify other factors of workplace spirituality with performance of employees.

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