

Workplace Spirituality: An empirical investigation of spiritual perspective of banking executives in Jaipur

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Abstract: *The key aim with which the current study has been conducted is, the growing impact of spirituality on the management practitioners. The growth of economic welfare of the countries has resulted in a growing competition among the organizations. The managers strive to bring the best policies that serve as a competitive advantage for the firm. The practice of workplace spirituality has been gaining a huge amount of limelight in the organizations of developing countries. The dimensions of this practice are being used to formulate a positive work conduct. Therefore, the current research has been conducted as an attempt to investigate the perspective of banking employees about spiritual phase and understand their behavior in the organization. This research revolves around the aspects that formulate workplace spirituality. In order to understand the perspective of employees, a planned questionnaire was designed and circulated among various employees of a leading private bank in Jaipur city. The gathered results were scrutinized by taking assistance of statistical tool. Through the results it was found that demographic factors of an individual do not significantly impact the perspective of employees about the practice of workplace spirituality. The respondents felt positive about the practice of workplace spirituality as shown in the graphical table. It was noted that a spiritual workforce tends to reap better profit in the firm and makes the work environment positive.*

Key Words: *Workplace Spirituality, Employee Perspective, Shared Attachment, Shared Value, Meaning of Work.*

1. INTRODUCTION

The term spirituality is a process of self development in order to attain inner happiness, gain peace within self and achieve a feeling of fulfillment. Spirituality in the self helps to connect the dots of management policies and conduct work that assists in finding meaning from work which would contribute in the economical gain. A spiritual soul means an energized person working for the organization with positive work attitude that helps in developing constructive work environment that aids smooth conduct of work. In the economic transformation that is happening currently, it is extremely necessary for the entrepreneurs to maintain an attitude that is spiritual so as to deal with critical business scenarios effectively and convert them into successful outcomes.

Linking the spiritual souls to a workplace can be described as emerging need of the hour so as to manage the raising levels of stress that creates out of the tough nature of job in the corporate. It is a path that enlightens the sense of contentment in the employees of the organization. It generates values so as to link the individual's goals to that of the organization. The true potential of a person can only be judged if they find a meaning in the tasks they are performing for the organization. The practice of workplace spirituality recognizes the work of employees and treats them as the most vital part of the organization. The interconnection of the employees with each other and with the company is only possible if a person is spiritual and has a positive mindset towards the work culture. The generation of unanimity and spirit of working within teams so as to achieve the targets together is the key contribution of process of inducing workplace spirituality. A highest potential that an individual possess can be realized through this technique that would make the interactions in the organization possible.

There are various benefits that workplace spirituality yields for the employees, the organization and the society. It not only creates a sense of belonging to the people in the organization but also helps in creating a loyal workforce that is trust worthy. It is a factor of competitive advantage for the organizations because of the developed base line of the firms and improvised self confidence of the employees to stand still with the organization even to deal with the situation of crisis. It further leads to an augmented organizational performance by making an integration of all three perspectives that collectively originate workplace spirituality. These three perspectives consist of human resource, philosophical and interpersonal perspective. Integration of spirituality with the perspective of human resource is concerned with well being of employees of the company and making improvements in the quality of work life that is being provided to them. The philosophical integration suggests that the purpose for which the employees are associated with the organization should not only be materialistic, rather it should give their personal and the professional life some kind of meaning. Materialistic things fade with passage of time, but the true attainment lies in finding the purpose of contribution that people make in

achieving success of the organization. Lastly, the perspective of interpersonal deals with the connection that people at the workplace share with each other. The spiritual souls of the company have feeling of empathy and understand the pain of their team members. Therefore, every person stands strong in support of their colleague and genuinely cares for them in time of need. Workplace spirituality as a concept of management is a tool that assists the organizational growth by directing an ethical path that leads to the betterment of individuals working with along with developing the community in which the firm is operational.

2. REVIEW OF LITERATURE:

Iyer and Deshmukh (2018), through their research noticed that the stress of the role and the performance pressure is the major cause of dissatisfaction among the nursing staff of medical line in Indian healthcare industry. This dissatisfaction among the staff leads to an ever growing employee turnover rate which decreases the overall performance of the industry. The research helped in understanding that the increasing employee turnover rate is the most critical issue that the organizations are facing in the developing economy. Therefore, a practically tested model of spirituality was suggested by the researchers so as to reduce the dissatisfaction among the employees that would help in reduced tendency to leave the organization. The results of this research highlighted that vagueness about job role, the satisfaction from the work performed in the firm and the spiritual factors are all interconnected. A spiritual workforce will understand the meaning of their role in the company that can help in yielding satisfaction from the job.

Sharma and Sharma (2018), have a similar reporting in their research article and believe that spirituality has received a huge amount of attention around the world because it helps the organization in dealing with the issues like stress, dissatisfaction and conflict among the employees of the firm. According to this study, there are many positive consequences for the organization if they induce spiritual factors in management techniques. The situation of burnout is the most common consequence in the competitive business scenario and needs to be dealt with utmost care. Therefore, it is suggested through the research that the most beneficial option for the management practitioners is to formulate a positive work attitude by giving meaning to the work of the employees and helping them in connecting to the workplace. In view of the authors of study, workplace spirituality is a support system to the company that helps in predicting the behavior of the employees and understanding their expectations from the workplace. Workplace spirituality as a part of management policy supports the development of employees of the firm that leads to an overall growth of the company. In a research study that has been conducted by **Garg, (2017)** with an objective to understand how workplace spirituality links to the well being of the employees in the Indian firms, it was seen that there is a positive link between both the concepts. The author reports that workplace spirituality and employees' commitment and well being go hand in hand which means more the organization that works spirituality, more will the employee be loyal to the work culture. The study is which workplace spirituality was an independent variable and well being of employees in multiple MNCs was dependent variable, it was noted that commitment, satisfaction and work life balance of employee together lead to their well being. It was also found through the study that spiritual dimensions play a vital role in the well being of the employees working in any organization. Hence, inducing spiritual initiatives in the organization policies has become a necessity for the firms to retain the employees for a longer time period.

In the views of **Pradhan and Jena (2016)**, the key focus of the organization in the current business era is to seek a committed workforce that is emotionally involved with the company. The authors through their research work have formulated a thought that emotional intelligence serve as a mediating factor between the spiritual practices of the organization and the commitment of employees. The main objective for this research study was to understand the use of spiritual dimensions in the company so as to increase its potential along with contributing in the development of the potential of the employees as well. It is believed by various researchers that the companies in developing countries like India need an innovative technique so that the employees stick to the firm for a longer tenure and the dimensions of spirituality can serve as one such technique.

Subramaniam and Panchanatham (2013), analyzed about the spirituality in the public sector banks operative in Indian economy. The study has examined the association of spiritual dimensions with that of the values of individuals. The strong human values are supported if the organizational culture is spiritual, thus leading to a sense of understanding among the employees. The response from the employee that were focused in the study helped in understanding that a spiritual employee supports the organizational policies. The positivity in the work environment of such organization results in reduced deviant behavior and increased support from the workers. A spiritual organization helps in formulating an environment of peace and productivity by reducing the chances of conflict.

3. RESEARCH OBJECTIVES:

The research study has been conducted on the basis of following objectives:-

- To learn about the concept of workplace spirituality in the context of Indian organizations.

- To gain an insight about the level to which the employees that are working for private organization, connected to it through dimensions of spirituality.
- To understand the perspective of banking employees about the practice of workplace spirituality.

4. HYPOTHESIS:

H₀: Demographic factors of individuals have no significant impact on their perspective about different dimensions of workplace spirituality.

5. METHODOLOGY:

A total of 150 questionnaires were distributed among the employees of a leading private sector bank in Jaipur city. Out of the 138 questionnaire that were returned, 130 duly filled responses were considered for the research study. The level of practice of workplace spirituality was counted on the basis of 23 items of a pre-defined scale that was developed by Ashmos and Duchon (2000). The scale has six factors that form the dimension to understand meaningfulness of work. It further consists of nine factors that collectively help in understanding sense of community of an individual. Lastly, the dimension of aligning individual values with work values considers eight factors. The factors were defined in statement so as to understand about the response on each one of the. A 5 point Likert scale technique starting from always to never was used to understand the perspective of employees on each of the factor. A reliability test was conducted on the collected data. The hypothesis of the study was tested with the help of Kruskal Wallis test that was applied through SPSS software.

6. DATA ANALYSIS:

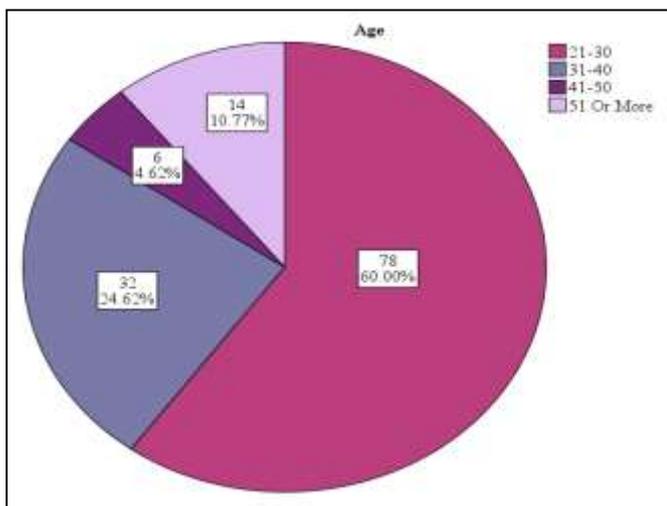
Demographic Data

The below given is a tabular and graphical representation of the demographic factor of the respondents of the study:-

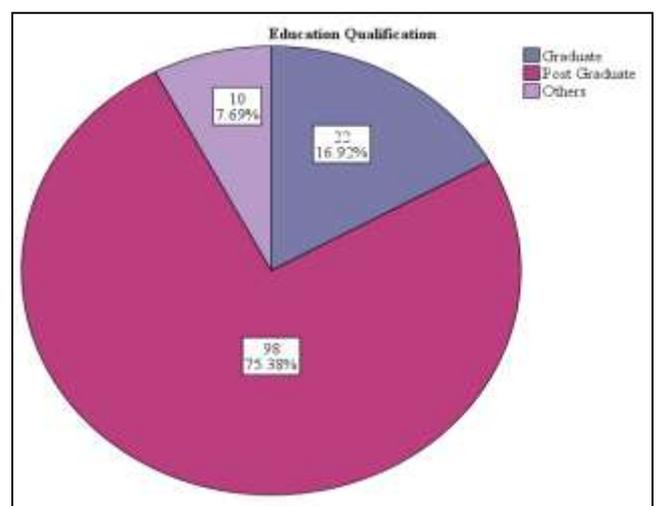
Table 1: Demographic Profile

| Variable | Description | Number of Respondents | Percentage (%) |
|-------------------------|---------------|-----------------------|----------------|
| Age | 21-30 | 78 | 60.0 |
| | 31-40 | 32 | 24.6 |
| | 41-50 | 6 | 4.6 |
| | 51 & Above | 14 | 10.8 |
| Education Qualification | Graduate | 22 | 16.90 |
| | Post Graduate | 98 | 75.40 |
| | Others | 10 | 7.70 |

Graph 1: Age



Graph 2: Education Qualification



Most of the respondents of this study are from the millennial generation that means are from the age group of 21-31. The perspective of a good number of respondents from the higher age group that is 51 and above has also been considered to ascertain the views about the practice of workplace spirituality in the organization. Through the table it can be noted that maximum of the respondents are post graduates. A few respondents are professionally qualified being chartered accountants and company secretaries.

Descriptive Analysis

The graphical as well as the statistical analysis of the gathered data has been done with a use of statistical software SPSS. Below given is the tabular representation of percentage of responses on each of the statement under different dimensions of workplace spirituality.

Table 2: Perspective of Individuals on Dimensions of Workplace Spirituality (in %)

| Dimension | Statements | Always | Often | Sometimes | Rarely | Never |
|-------------------------------------|------------|--------|-------|-----------|--------|-------|
| Meaningfulness of Work | S1 | 53.8 | 26.2 | 14.6 | 3.8 | 1.5 |
| | S2 | 61.5 | 23.8 | 11.5 | 2.3 | 0.8 |
| | S3 | 48.5 | 30 | 17.7 | 3.8 | 0 |
| | S4 | 56.2 | 25.4 | 13.1 | 2.3 | 3.1 |
| | S5 | 45.4 | 27.7 | 21.5 | 4.6 | 0.8 |
| | S6 | 52.3 | 33.1 | 11.5 | 2.3 | 0.8 |
| Sense of Community | S7 | 64.6 | 19.2 | 8.5 | 6.2 | 1.5 |
| | S8 | 59.2 | 25.4 | 11.5 | 3.1 | 0.8 |
| | S9 | 46.9 | 29.2 | 17.7 | 3.1 | 3.1 |
| | S10 | 46.2 | 31.5 | 17.7 | 2.3 | 2.3 |
| | S11 | 52.3 | 28.5 | 13.1 | 3.8 | 2.3 |
| | S12 | 48.5 | 33.8 | 10.8 | 3.8 | 3.1 |
| | S13 | 59.2 | 26.2 | 13.1 | 0.8 | 0.8 |
| | S14 | 49.2 | 27.7 | 17.7 | 3.8 | 1.5 |
| Aligning Individual and Work Values | S15 | 54.6 | 29.2 | 12.3 | 2.3 | 1.5 |
| | S16 | 63.8 | 23.1 | 8.5 | 4.6 | 0 |
| | S17 | 35.4 | 35.4 | 18.5 | 5.4 | 5.4 |
| | S18 | 57.7 | 23.1 | 14.6 | 2.3 | 2.3 |
| | S19 | 46.9 | 33.8 | 13.8 | 3.8 | 1.5 |
| | S20 | 59.2 | 20.8 | 15.4 | 3.8 | 0.8 |
| | S21 | 53.1 | 23.1 | 14.6 | 4.6 | 4.6 |
| | S22 | 50.8 | 27.7 | 17.7 | 3.1 | 0.8 |
| | S23 | 41.5 | 31.5 | 18.5 | 3.8 | 4.6 |

The percentage of responses of the data reveals that workplace spirituality is a positive practice and is welcomed by a huge number of employees in the organization. It can be noted from the above table that almost half of respondents are optimistic about the practice of workplace spirituality. All the dimensions are always being used by the organization so as to create a positive work attitude.

Empirical Analysis

Reliability Test

Table 3: Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .946 | .947 | 23 |

The data that has been gathered for the study should be reliable and a good fit so as to test the hypothesis framed. The Cronbach standard value to consider the data as reliable is 0.7 and above. The table here shows a value of 0.946, thus the data that has been collected for the study is taken to be reliable.

H₀: Demographic factors of individuals have no significant impact on their perspective about different dimensions of workplace spirituality.

| Dimension | Statements | Chi-Square | df | Asymp. Sig. |
|-------------------------------------|------------|------------|----|-------------|
| Meaningfulness of Work | S1 | 2.256 | 3 | .521 |
| | S2 | .928 | 3 | .819 |
| | S3 | 2.949 | 3 | .400 |
| | S4 | 2.492 | 3 | .477 |
| | S5 | 2.855 | 3 | .415 |
| | S6 | 1.425 | 3 | .700 |
| Sense of Community | S7 | 2.471 | 3 | .481 |
| | S8 | 1.627 | 3 | .653 |
| | S9 | 2.757 | 3 | .431 |
| | S10 | 6.174 | 3 | .103 |
| | S11 | .650 | 3 | .885 |
| | S12 | 2.859 | 3 | .414 |
| | S13 | 2.351 | 3 | .503 |
| | S14 | 2.678 | 3 | .444 |
| Aligning Individual and Work Values | S15 | 3.491 | 3 | .322 |
| | S16 | 2.216 | 3 | .529 |
| | S17 | 2.576 | 3 | .462 |
| | S18 | 2.669 | 3 | .446 |
| | S19 | .462 | 3 | .927 |
| | S20 | 3.221 | 3 | .359 |
| | S21 | 2.828 | 3 | .419 |
| | S22 | .932 | 3 | .818 |
| | S23 | .161 | 3 | .984 |

The above table shows that the p-value is greater than 0.05 in all the cases Therefore, the null hypothesis of this study is accepted that Demographic factors of individuals have no significant impact on their perspective about different dimensions of workplace spirituality.

7. RESULTS & FINDING:

This study is based on the bank employees working in a private sector bank of Jaipur City. The random collection of data revealed a mix count of respondents from all the age groups. A percentage analysis of the gathered data highlighted a positive remark towards the dimensions of workplace spirituality. It has been noted through the graphical and tabular presentation of the data that the employees working in bank happily accept the presence of spiritual dimensions in the management practices of the organization.

Furthermore, the application of the empirical test on the data discloses that the perspective of different employees is indifferent to their demographic factors. Employees, irrespective of their age and the education qualification believe that the practice of workplace spirituality can serve as a factor contributing towards the competitive advantage of the firm. The impact of these dimensions positively co-relate to the other factors like growth of individuals that leads to the overall betterment of the company.

8. CONCLUSION:

The business environment has become dynamic and unpredictable all around the world. It has become increasingly crucial for the business managers to be inventive and follow the practices that can help the firm in growing after surviving the humungous amount of competition in the market. The concept of spiritual organization has been gaining fame in the recent business era because of its optimistic approach of dealing with human behavior. The factors under dimensions of workplace spirituality have a focus on all the three business aspects that is the individual aspect, the organizational aspect and the community aspect. It is believed that workplace spirituality contributes in the development of the employees of organization by providing a meaning to their work. It also aligns the value of organization to the individual values that helps in gaining trust of employees and receiving a better output from them. This results in growth of the firm that directs the growth of the community on the whole.

From the results of the graphical and the statistical tests that have been applied over the collected data for the study, it is marked that there is a constructive link between the management of employees in the organization and the practice of workplace spirituality. The demographics are not a matter of concern for the managers of the firm, as this practice is adopted by employees of every age group and employees with different education background equally. The small scale research helped in understanding about the perspective of individuals regarding the new term of spirituality and its association with the organization. Workplace spirituality comes out to be an undeniable and vital practice in the growing business economies for the betterment of the workforce, the organization and the community on the whole.

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