

A Study on the impact of workplace spirituality on Job Involvement among Private Sector Employees in India

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Abstract—Workplace spirituality has grabbed the attention of many firms as a more valuable research area. The potential for research in this area is huge as more researchers are actively contributing towards this topic. The purpose of this research is to analyze the impact of dimensions of workplace spirituality on job involvement. Quantitative approach has been taken for this research. A random survey was floated and analysis has been done on the responses obtained. It has been found that meaningful work dimension of workplace spirituality has a significant impact on job involvement.

Keywords: workplace spirituality, meaningful work, compassion, mindfulness, transcendence, job involvement, quantitative approach

I. INTRODUCTION

Employees are no longer just the means of physical effort required for an organization. They are whole person with heart and soul [1]. With increasing trends of reengineering and downsizing many firms recognize that their employees are their biggest differentiator in terms of competition [2] Employee centric approaches have been continuously taken up by many organizations in the recent past. The employees in turn analyze whether their purpose and values in life is inclined with the work they do. Workplace has become personal for many as they spend most of their time besides family at work. With increasing nuclear family setup and ignorant neighborhood workplace has become an important place for formation of community and togetherness. People also seek self- realization and to understand the purpose of life. Realization of self helps to manage change from inside-out which can be used to bring changes in the organization as well. This also helps to achieve organizational goals [3].

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All these attributes can be explained through spirituality at workplace. Workplace spirituality helps the organizations in three different phases such as society, organization itself and the employee as an individual [4]. Personal check on values can be attributed to individual's spirituality but whereas the assessment of organizational values matching with personal values can be attributed to workplace spirituality [5]. There has also been works on relation between spirituality at workplace and ethical business activities in the organization [6]. There has been a work done that suggest that workplace spirituality can benefit the organization in terms of enhanced creativity among employees, build trust and honesty, guide in personal fulfilment, encourage commitment and improve organizational performance [7]. Besides these positive influences critics have also come up with benchmarks for spiritual practices so that it does not create an environment of divisiveness, distrust and accusations of preferential treatment [8].

A lot of work has been done in the domain of association between workplace spirituality and work attitude of employees [9] [10]. This paper looks at the relationship of workplace spirituality from the dimensions of compassion, mindfulness, transcendence and meaningful work and to find out if there is an association or relation with Job Involvement.

A. Workplace Spirituality

Workplace spirituality is a value framework found in a culture that encourages transcendence through the process followed at work, improving their feeling of connectedness with others in such a manner that gives out a sense of completeness and joy [6]. A trust worthy relationship is expected between management and worker and it is a key to high performance. An employer and an employee enter into a social-psychological contract [2] Hence spirituality at workplace is a crucial factor companies are glued upon to attract and retain similar spiritual

valued people. People today want to experience their holistic life at workplace and freedom to express their spiritual interest. There were several dimensions suggested for workplace spirituality. Another research proposed sense of connection with self, others and workplace as the means of measure of workplace spirituality [11]. Meanwhile one more research suggested sense of inner life, meaningful work and community as the means of measure of workplace spirituality [12]. Another research [10] used organizational norms, innerself, connectedness and personal fulfilment as means of measure of workplace spirituality. Liu and Robertson [13] proposed interconnection with a higher power, with human beings, with nature and all living things as means of measure of workplace spirituality. Petchsawanga and Duchon [14] identified four dimensions such as compassion, meaningful work, mindfulness and transcendence for workplace spirituality. This paper is entirely based on the four dimension scale of Petchsawanga and Duchon [14] and Job Involvement.

1) Compassion

Compassion is a feeling developed for others in terms of care, sympathy, support and to understand their suffering to provide a solution or relief. It is developing awareness and desire to do good for others. [14]

2) Mindfulness

Mindfulness is a state of being conscious of happenings around us and to be aware at all times. A mindful person is free from distractions and is a person who lives in the present and does not wander about past or future predicaments. [14]

3) Meaningful work

Meaningful work is a sense of feeling that the person is working on something that is inclined with what he or she wants to achieve in life. Meaningful work gives the person a sense of joy, happiness and excitement. It is a means of expressing one's own inner self at work. [14]

4) Transcendence

Transcendence explains a sense of connection with higher power that gives him or her experiences of joy or bliss at work. Transcendence is a spiritual term and not a religious term that includes connectedness to God [14]

B. Job Involvement

Job Involvement can be expressed as the extent to which the job atmosphere and job condition is central to the one's life interest i.e. degree to which it satisfies the person's significant needs in his or her life [15]. On similar grounds another definition of Job Involvement by Lawler and Hall [16] is the extent to which an individual senses his or her job atmosphere and condition central to his life and provides him with an opportunity to fend for his important needs. One more perspective given by Lodahl and Kejner [17] of Job Involvement as the exhibition or mirroring of a person's own self- image.

II. LITERATURE REVIEW

Altaf and Awan [18] carried out work on workplace spirituality and found out that workplace spirituality and job satisfaction are positively correlated. Milliman et al [9] has shown that workplace spirituality explains for 68% change in organizational commitment, 33% of change in work satisfaction, 50% of change in organizational self- esteem and a positive relation with job involvement. Pawar [10] has done a work on similar grounds on finding relation between workplace spirituality and work attitudes and has shown that workplace spirituality explains 23.5% change in job satisfaction, 33.4% change in job involvement and 48.3% change in organizational commitment. However all these studies have used various dimensions such as meaning in work, community at work, positive organizational purpose [10] or experience of personal purpose and meaning in one's work, community at work, and alignment of one's personal values with organizational values [9] for studying workplace spirituality. This work tries to find out whether there is a significant association between workplace spirituality and job involvement using the dimensions of workplace spirituality as suggested by [14].

III. METHODOLOGY

A. Sample

The study is quantitative in nature. A questionnaire containing demographic data and five point Likert Scale was circulated to private sector employees in India. Random sampling was used for this process and around 90 responses were collected for the study

B. Scales

Workplace spirituality of respondents was measured using Petchsawanga and Duchon scale [14]. This 22 item scale assesses workplace spirituality based on four factors such as Compassion, Mindfulness, Meaningful work and Transcendence using a five point Likert scale from 1 (Strongly disagree) to 5

(Strongly agree). Petchsawang and Duchon showed that the Cronbach's alpha for the entire scale is 0.85. The alpha coefficients for each dimensions are greater than 0.70 except for compassion which was 0.63. Hence there is good internal consistency to use this scale.

Kanungo [19] a 10-item scale was used to measure Job Involvement. Each item was measured using a five point Likert scale from 1 (Strongly disagree) to 5 (Strongly agree). Patterson and Driscoll [20] reported alpha coefficients of 0.81 and 0.85 for this scale which indicates that the scale can be used to measure Job Involvement. The demographic questions included are age, gender, number of years of work experience and type of industry.

C. Analysis

The analysis was done using SPSS 23.0 statistical package. A total of 90 responses were collected. The final sample consisted of 84.4% men and 15.6% women. The age group of the respondents were 17.8% of respondents fall under 18-24 years, 77.8% of respondents fall under 25-39 years and 4.4% respondents fall under 40-59 years of age.

Among the total respondents 37.8% had work experience of 1-3 years, 41.1% with 3-7 years, 4.4% with 7-10 years, 8.9% with above 10 years and 7.8% with less than one year work experiences. 35.6% of respondents were working in Information Technology, 23.3% in Manufacturing and Production, 7.8% in Accountancy, Banking and Finance, 7.8% in Sales, 5.6% in Marketing, Advertisement and Public relations and rest in other industries. Multiple regression analysis was done to understand the relationship between variables.

The following hypothesis were considered for the regression study

H1: There is significant relationship between compassion and job involvement

H2: There is significant relationship between mindfulness and job involvement

H3: There is significant relationship between meaningful work and job involvement

H4: There is significant relationship between transcendence and job involvement

The table below done in SPSS 23.0 shows the regression results of subscale score Compassion, Mindfulness, Meaningful work, transcendence and Job Involvement for the entire sample

TABLE I
REGRESSION R- VALUE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.616 ^a	.380	.350	5.78061
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TABLE II
ONE WAY ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1737.791	4	434.448	13.001	.000
Residual	2840.309	85	33.415		
Total	4578.100	89			

TABLE III
COEFFICIENTS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.132	6.523		-.173	.863
Compassion	.132	.334	.037	.395	.694
Mindfulness	.122	.144	.073	.846	.400
Transcendence	.194	.361	.066	.539	.591
Meaningfulwork	.948	.215	.549	4.408	.000

As the results indicate that meaningful work has p value <0.05 and hence reject null hypothesis. Hence this proves that H3 is true that there is a significant relationship between meaningful work and job involvement. But H1, H2 and H4 do not have sufficient p value to reject the null hypothesis (p-value>0.05) hence compassion, mindfulness and transcendence do not have significant relation with job involvement.

IV. DISCUSSION AND LIMITATION

The results of multiple regression shows that the meaningful work dimension has a significant relation with Job Involvement. Also the dimensions of workplace spirituality considered explain for 35% variance in Job Involvement which is consistent with [9] [10] studies. The same study can be carried out for a larger sample with more variables considered along with few

moderating variables to explain for the rest of the variance in Job Involvement.

V. CONCLUSION AND IMPLICATION

This study conducted on private sector employees in India shows that there is a significant relation between meaningful work dimension of workplace spirituality and Job Involvement. Hence it is the meaning the employee seek at work which is a part of their life goals and purpose that makes them more involved in work and the other dimensions such as compassion towards co-workers, transcendence with higher power at work and mindfulness at work do not have an impact on Job Involvement. This study will help the management to identify their workforce whether they find meaning and purpose in what they do so that they deliver their best for the organization.

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