Spirituality at Workplace on Employee Outcomes in Passenger Automobile Manufacturing Sector-Emprical Analysis

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Abstract: *Purpose*: The purpose of this research is to find out the impact of spirituality at workplace on Employee outcomes such as Job stress, Employee health, Retaliatory behaviors, innovative behavior and organizational citizenship behavior in a Passenger automobile manufacturing sector in Chennai.

Spirituality at workplace on employee outcomes: Automobile industry seeks higher levels of employee commitment, production and efficiency and also management cares for the employee at the workplace by industry needs the atmosphere of meaningfulness, on its inner life, sense of community.

Research Methods/Design/Approach: The objectives of the study are to identify the impact of spirituality at workplace on its employee outcomes in the passenger automobile sector in Chennai. We have used the primary data collection method to collect the data from employees as samples at Ford India, Hyundai Motors India, Mitsubishi, Renault Nissan Automotive India, and BMW India. The Statistical techniques used for this study are Correlation and regression analysis.

Findings: From this study it is found that majority of employees those who feel the experience the spirituality in workplace are more effectively attach to their work and experience the loyalty towards the organization.

Originality/Value: This paper fills the gap between passenger automobile industry and management literature, in which the studies of spirituality at the workplace have been scarce until now.

Paper: Research Paper

Keywords: Spirituality, Automobile Industry, Meaningfulness, Employee outcomes

INTRODUCTION

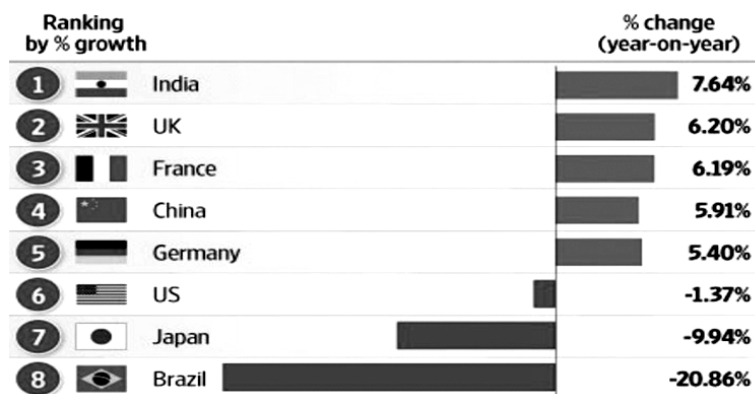## Spirituality At Workplace and Its Dimensions

Ashmos & Duchon, (2000) mentioned workplace spirituality as the recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community for measuring workplace spirituality they developed a scale and found factors at all the three levels namely individual, group and organizational level. The dimensions of spirituality at the workplace are inner life, meaningful work, Sense of community Orgnaizaitonal alignment. The inner life is that important dimension of workplace spirituality is inner life and workplaces plays the key role in employees by finding proper working conditions for expressing employees inner life. Meaningful work is about the employee who work freely with autonomy and independence so that they can develop the rational capabilities and its supports the moral development of employees he mentioned that in workplace one should be treated with humanity. Sense of community as partnership of free people committed to the care and nurturing of each other's mind , body, heart, and soul through participatory means community is about co-operation sharing , commitment,etc. Organization alignment to the extent it explained with structure, strategy and creating the culture in an organization for achievement of organizational values which helps employees and employer in the organization to remove hurdles and increases the individual performance and the organization as whole.

Workplace Spirituality And Employee Outcomes

In this study Employee outcomes such as Job stress, Employee health, Retaliatory behaviors, innovative behavior and organizational citizenship behavior has used as the dependent variable for identifying the impact of spirituality at workplace in passenger automobile industry in Chennai.

Pasenger Automobile Industry in India

The automobile industry in India is the fastest growing sector in India with huge production and set the record of 23.98 million vehicles in the year 2015-2016.Whereas the previous year growth of 2.56 percent in the year 2014-15.Indian automobile industry adds 7.1 percent in the overall gross domestic product (GDP). The passenger vehicle segment provides huge employment opportunities for people and helps to increase the standard of living and also it holds the 13 percent of market share.According to Society of Indian Automobile Manufacturers announced India is the 5th world largest passenger vechicle market by sales by bettering Brazil. china still they are largest automobile market.

Ranking by % growth			% change (year-on-year)
1		India	7.64%
2		UK	6.20%
3		France	6.19%
4		China	5.91%
5		Germany	5.40%
6		US	-1.37%
7		Japan	-9.94%
8		Brazil	-20.86%

Source: SIAM, Automobile Industries , SEP 2016.

The automobile industry facing the huge problem related to employees which leads to affecting the production not only that but also it affects the employees entirely.For example in India for the past 15 years there is increasing the problems related to employees such as in 2005 Honda faced the problems in their factory in Gurgaon such as against differentiation in wage rates,and consequently they are facing the problems of labour strikes in 2006, 2009, 2010 and 2016. Hyundai motors India in 2010 faced huge loss of Rs. 65 crore in Chennai plant for reinstatement of employees who sacked by the Hyundai motors management in the year 2009.Majaority of the indian automobile sector facing problems related to employees.This study helps to identify the impact of the spirituality on employees outcomes at workplace.

BRIEF REVIEW OF LITERATURE

This research discusses the impact of spirituality at workplace on employee outcomes such as Job stress, Employee health, Retaliatory behaviors, innovative behavior and organizational citizenship behavior.

Ashmos & Duchon (2000) mentioned major transformation on organization referred to the spirituality movement and it viewed as rational systems for spiritual dimension. In many organization humanistic approach is the key for analyzing the spirituality dimension.These humanistic psychology origins in mid-20th century. Humanistic psychology drive towards the concept of self-actualization which means the way of realizing one's creativity and capabilities by expressing it.

Duchon & Plowman, (2005) explained about the inner life is that important dimension of workplace spirituality is inner life and workplaces plays the key role in employees by finding proper working conditions for expressing employees inner life.Inner life has two important constructs in the context of organizational behavior one is individual identity and social identity.

Morse & Weiss, (1955) conducted survey to explore the meaning of work. In his research he found most surveyed men are satisfied with their work other that earning at the workplace. Naylor, Willimon, & Osterberg, (1996) Workplace communities grounded for the equality and justice and creates the foundation of the workplace communities is full about the personal relationships.

Ashmos & Duchon, (2000) they noted alignment is about the welfare of its employees and community by individuals believe employer and employees in an organization have their strong conscience and appropriate values.

Jena & Pradhan, (2014) workplace spirituality has to be explore adding more findings in manufacturing industries of Indian context will potentially helps to understand the relationship in different organization . This research adopted for better understanding the relationship with employee outcomes through the workplace spirituality dimensions such as inner life, meaningful work, sense of community , and alignment with organizational values.

Unsworth & parker (2003) states the important changes in an organization only happens when there is proper use of human resource and with their innovation they bring changes which it leads to the attainment of the desired results in an organization.Van de ven,1986, states innovation as an ideas where individuals can develop modify it to achieve the organizational goals.

Janssen (2004) Individual innovative behavior states in occur in three stages namely while idea generator, promotions, and realization applying the knowledge through ideas for the benefit of themselves as well as for the organization.

Overell (2008) stated that meaningful activity of an individual can experience with the citizenship behavior in an organization individuals will have proper direction to achieve the organizational results. Employees in an organization has to involve them in finding out the meaningful activity to their lives.Chappel 1994 states when individual in an organization ready to sense the feeling of community by sharing values of the organization by involving him with the organization through courtesy. Courtesy can control the issues relating to the organization.

RESEARCH METHODOLOGY

In this study Middle level managers has chosen in automobile manufacturing industry in chennai taken as sample. sample size taken 170.In this study we used structured questionnaire with 5 point scale contains demographic factors and the rest contains questions related to workplace spirituality and impact on the employee outcomes. SPSS 14.00 was used to analyze ANOVA and Chisquare.

CHARTS & TABLES
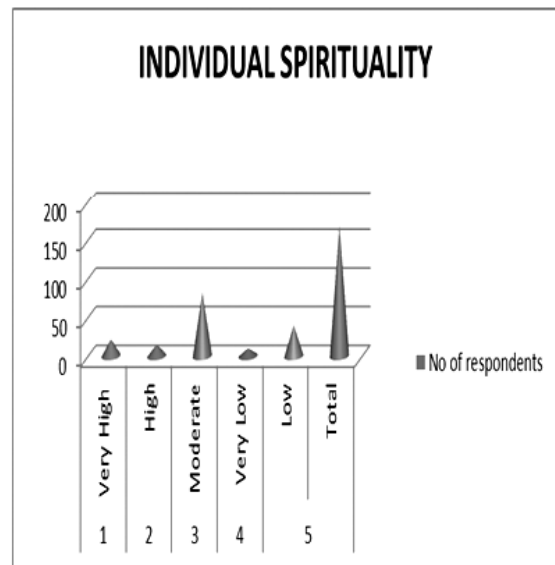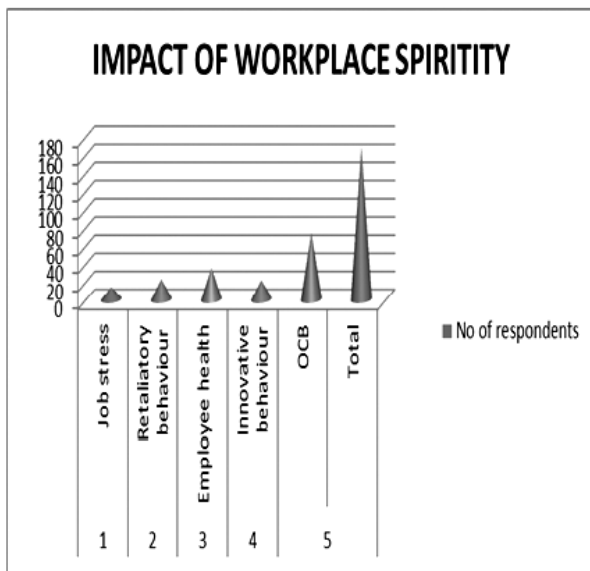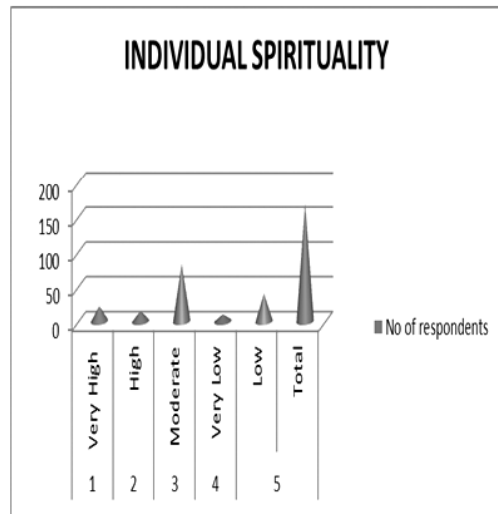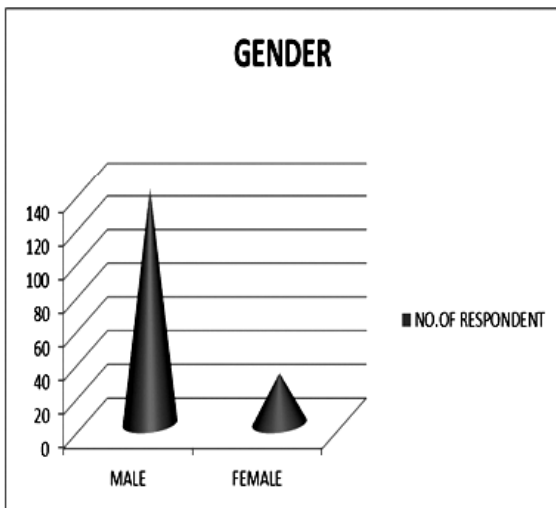
ANALYSIS

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	7.120[a]	1	.005		
Continuity Corrction[b]	6.227	1	.011		
Likelihood Ratio	11.697	1	.000		
Fisher's Exact Test				.004	.003
Linear-by-Linear Association	7.582	1	.005		
N of Valid Cases	167				

Inference

Since the calculated chi-square value is greater than the table value we reject the null hypothesis and we conclude that both the gender and Spirituality at workplace are not independent to each other at 5% level of significance.

Employee Outcomes Anova

		Sum of Squares	df	Mean Square	F	Sig.
Job stress	Between Groups	13.514	1	13.514	16.208	.000
	Within Groups	9.631	169	.723		
	Total	107.145	170			
Retaliatory behaviour	Between Groups	4.067	1	7.067	6.877	.018
	Within Groups	79.591	169	.692		
	Total	83.658	170			
Innovative behaviour	Between Groups	.008	1	.008	.014	.908
	Within Groups	65.650	169	.581		
	Total	65.658	170			
OCB	Between Groups	40.899	1	42.899	74.536	.000
	Within Groups	58.391	169	.556		
	Total	99.290	170			
Employee health	Between Groups	18.689	1	13.689	10.874	.001
	Within Groups	152.872	169	1.375		
	Total	124.561	170			

Inference

The above table clearly shows the Importance given to the Spirituality has significance level with its employee outcomes.

Impact of Spirituality at Workplace —Anova

		Sum of Squares	df	Mean Square	F	Sig.
Inner life	Between Groups	5.429	1	3.529	14.968	.002
	Within Groups	258.870	169	2.251		
	Total	263.299	170			
Meaningful work	Between Groups	3.339	1	2.439	17.783	.002
	Within Groups	196.679	169	1.673		
	Total	200.019	170			
Sense of community	Between Groups	.429	1	.729	.487	.499
	Within Groups	100.870	169	.777		
	Total	101.299	170			
Alignment with organizational values	Between Groups	1.756	1	1.656	1.185	.350
	Within Groups	196.056	169	1.605		
	Total	197.812	170			

Inference

The above table shows that the impact of spirituality at workpalce.As a precautionary measure and to reduce turnover and absenteesm .

MAJOR FINDINGS

- From the above table we found that 82.35% of the respondents are male and 17.64% of respondents are female gender.

- It is found that the 66.7% of the population of the respondent feelling stress in their job.

- It is found that the 53% of the respondent has the awareness about meaningful work done by them at the workplace.

- It is identified that 62.9% of the respondents are facing the health related issues at workplace.

- It is found that 55% of the respondents complain about their superiors of not listening to their problems faced at workplace.

- It is found that 43 % of majority of the respondents are satisfied with their job with spirituality.

- It is also identified that 17.1% of the respondents agreed they do the retaliatory behavior at the workplace.

- It is found that nearly 37% of the respondents agreed that their innovative behavior has been appreciated by their top management

LIMITATIONS AND FURTHER SCOPE FOR RESEARCH

This study would help the Automobile industry to know the problem faced by the employees passenger automobile manufacturing in Chennai. so that this study helps the management to they can adopt proper action to solve the problem for the effectiveness of an orgnaizations. The study has certain limitations that it was restricted to Chennai city. The study is been confined to passenger vechicle automobile manufacturing in chennai; the research can be further extended to know the perception and effect of the same.

SUGGESTIONS AND CONCLUSION

- Management has to understand the needs and wants of the employees in an organization so that employee in an organization work effienctly by fulfilling the reasonable needs management can run the industy in smooth way.

- Majority of the employees in automobile industy they are facing the healh related issues due the unrest in their work management has to provide the engagement activities so that they feel relaxed and they can focus their work.

- Since majority of the respondents are feel that they are not part of the organization due to lack of their innovative behavior so the management has to take steps to bring out the new ideas and they should encourgage the employess for their innovative ideas.

- Though human resource plays the important role in automobile industry, management has to take actions regarding the developing the spirituality at the workplace

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