Relationship between Workplace Spirituality and Job Satisfaction

Mr. Subhadeep Mukherjee[1], Dr. Seema S. Singha[2]

[1]*PhD-Research Scholar, Centre for Management Studies, Dibrugarh University.*
[2]*Professor, Department of Commerce, Dibrugarh University.*

Abstract

Today's global economic changes like reformation, globalization, divergence, competition, rationalizing, and re-engineering of the societal structure have directed to a decision for the organizational visionaries that the present business structural arrangements and its policies are no longer suitable at the organizational level in this 21st century. The employees within the organisation have become more frustrated, isolated and unable to deal with the patchy nature of their job and life within the structures which have been provided previously to the employees as a key source of the meaning of their job, but nowadays they measured as less important.

To attain meaning in life for the employees, it is essential for the organizations to announce and incorporate a new concept in the business world i.e. Workplace Spirituality. The problems related to the employees who are facing by today's modern organisation are stress-related health issues, absenteeism, exploitation, violence and corruption. These organizational characteristics related to work issues are situated where the working environment is not spiritual.

The present study is unique in its type. As the earlier researches are mainly based on the western context which may vary within the Indian context. The present research varies in term of its outcomes from the previous studies by making an in-depth evaluation about the relationship of workplace spirituality with job satisfaction.

Keywords: Workplace Spirituality, Job Satisfaction, Employees, Organisation, Spiritual.

Prologue

Spirituality is regarded as something beyond the scope of those who are immersed in worldly matters, busy with the struggles of everyday life. In fact, however, spirituality is the cause of the earth. It is nothing more than an awareness of loneliness in the universe. The traditional conception of spirituality is a general concept of many views. In general, it involves some feelings of belonging to something greater than ourselves, and constantly searching for meaning in life, as it is, the universal cosmic evidence about something that touches us all. *(Balachandran, Raja & Nair, 2008)*

In the nineteenth century, spirituality was often distinct from religion and became deeper according to self-evidence and

psychological growth. The 'spiritual' phase is now usually used in the context in which the term "religion" is properly known. At present, spirituality generates inner peace and forms the basis of blessing. Meditation and other similar practices can help professional feed their inner life and charisma. Today, organizations suffer business losses, tense relationships with some customers, employees leave, late contracts, list of problems threatens to become overwhelming. These factors leave moral and isolated employees. Then, spirituality in action became a tool to overcome work problems. In recent years, spirituality has been identified as an important area of research in the academic world, to develop a more fundamental meaning of the workplace.

Spirituality emphases on the values, motivation, ethics, leadership and balance between work and life and other important elements of the organization. Spirituality is the area in which the organization gives attention to practice, and sometimes it is that we perform many acts of conscience with priority. Spirituality has to do with the process and the daily encounter with others and at the same time the pivotal point of being alien, friends, collective, individual, satanic and divinely. Spirituality can be thought of in three main angles. They-i.) Relate spirituality with the founding of the religion. ii.) Self-awareness or self-realization by an individual or group that may or may not be in line with an institution or religious institution. iii.) Ethical concepts are linked to ethics and values. Spirituality is essentially the nucleus of the internal and social values of an ethical organization. *(Mukherjee, S., et.al. 2016)*

Debra and William Miller (2005) stated that the increasing interest in spirituality in the workplace is due to the general evolution of the consciousness we experience as human beings.

The increasing interest in spirituality in the workplace is due to the general development of our consciousness as human beings. Today, managers, executives, entrepreneurs, and entrepreneurs have to perform many tasks within the estimated time and deal with intense competition within the internal and external environment of the organization, they have to experience a conflict between individual goals and the organization's objectives in the business environment is constantly changing. If a manager wants to work efficiently and successfully with minimal stress with happiness and harmony with family, society and the environment in general, they need to practice spirituality in the organizational workplace.

Workplace Spirituality speaks of maintaining an angle with its delicious spiritual essence, which is of course complex. It also shows our ambition to find a certain essence, desire or purpose in our lives, which illuminates a set of real values in the workplace. Workplace Spirituality means spiritual culture, which identifies that employees have certain purpose and spirit within the workplace. They try to find a sense of meaning and purpose in their work and also want to communicate with other employees and be part of the community.

According to *Neal* (1997). Workplace Spirituality "can refer to the ways in which organizations are organized to support the spiritual growth of employees."

Giacalone, R.A., & Jurkiewicz, C.L (2010), defined the Workplace Spirituality as follows: "a framework of organizational values that have been demonstrated in a culture that enhances the employee's experience of transcendence through the work process and facilitates their sense of being connected in a way that offers feelings of mercy and joy". At the beginning of the decade of 1903 and the results of the "Hawthorne" studies, great attention in job satisfaction was found in the workplace. Job satisfaction came to light in 1935, when '*R. Hoppock*' stated that Job satisfaction is increasingly recognized as an important indicator of psychological well-being related to performance. It has a long and popular history of incorporation in psychological research especially in research related to stress work.

Anitha, (2011) has linked job satisfaction with the internal feelings of employees. Job satisfaction is also determined as a family attitude towards individual work, and the difference between the number of bonuses received by the staff and the amount they think they should receive. *Hackman & Odham, (1975),* has refers to job satisfaction to the degree of employee satisfaction and happiness in their work. Job satisfaction can be defined as the intensity with which the employee has encouraging feelings about their job or the work environment within the organization. Refers to a particular position or emotional state of mind that an employee can obtain from their work or aspects of the job or the work environment.

Spirituality

The word 'Spirituality' came from the root of the Latin word known as "Spiritus", which means breathe the winds of life. The term "Spiritus" was defined in the 'Merriam-Webster Dictionary' as "An animating or vital principle held to give life to physical organisms". This shows that the soul is the vital energy that lies in us when we live and realize. According to *Benner (1991),* the concept of spirituality was said to be a kind of individual experience, which was inherently complex and difficult to explain in detail. Spirituality surrounds the path of an individual's life and expands their sense of inner consciousness to the existing universe through the ability of inner cognition. It also encloses reality or truth and integrity and facilitates the service of your self-awareness and harmony in the living world.

It is generally believed that we, as human beings, consist of the body, mind, emotions, and spirit, and the interaction between spiritual years, emotions, psychic ability and learning ability are all deeply intertwined (Howard, 2002), The root feeling of being connected with someone's self-satisfaction is compared to the whole universe. There are an en-number of definitions and viewpoints of spirituality that offer an impression from the literature.

The term 'spirituality' has different viewpoint by different people as it is tough to understand and for that more studies are required to conceptualize the term 'spirituality'.

Interpretation of some researcher on the meaning of spirituality

SL. No.	Meaning of Spirituality	Source
1.	"The individual expression of the ultimate matter".	R. A. Emmons,

		(2000)
2.	"Which involves final and personal facts".	P. T. P. Wong, (1998)
3.	"How people in this world live purposefully in the final response to the deeper realities of the universe".	Bregman, L., & Thierman, S. (1995)
4.	"Response to the deep and secretive human desire for self-divine existence and submission, a longing to find our destination".	Benner, D.G. (1989)
5.	"A unique and personal experience despite its positive association with certain forms of religiosity that did not depend on any particular form or appearance".	Shafranske, E.P., & Gorsuch, R.L. (1984)

The above meanings of spirituality provides a clear picture that even though most authors and researchers agree on some of the major components of spirituality but it might be interpreted in a different way by different individuals. At the moment, it seems appropriate to define the meaning clearly about the term 'spirituality'.

Most of the researchers it has been noted from Table 1.1 that agreed that spirituality refers to find purpose and meaning beyond the self in life. The inner experience of living events through thoughts, emotional proficiencies, and behavioural appearance, as well as a communication to the higher-self. They also talked about the basic sense of self-association with others and the whole universe.

Spirituality Vs. Religion

After referring to research articles on spirituality and religion. Spirituality does not imply any unwanted relationship with any particular religious traditional practices but it is basically based on individual core values and traditional philosophies. According to Mitroff I. and Denton E. (1999), participants considered that the topic of religion to be largely inappropriate in the workplace. In addition, spirituality is focused on the internal, and religion is external.

'Spirituality', also refers to self-belief and experiencing the higher force or the goal away from the limits of our limited existence. 'Spirituality' includes the recognition of a transcendent purpose; self-awareness as something more than materialistic nature; and indebtedness of the self-impact on the lives and also the well-being of others. According to *Tisdell (2001)* religion is an organized religious group that has written code for regulatory behaviour.

Mitroff (2003) said that religion basically divides humanity through faith and affirms the prescribed structure, excluding individuals with different beliefs, while 'spirituality' is inclusive, accepting and flexible in nature. In a study conducted by *Mitroff I. & Denton E. (1999)* nearly 60 % of the participants had a very positive view towards the concept of 'Spirituality' and negative views about 'Religion'. They also concluded that religion is seen as prejudiced and divisive on the other side spirituality is regarded as universal and wide-ranging.

Concept of Workplace Spirituality

The word 'Spirituality' reminds us of God, divinity, religious practices, beliefs, mysticism, and so forth at the same time.

However, workplace spirituality doesn't refer to any kind of organized religious practices, it transcends the boundaries of any religion, social class, caste or community, but it is rooted by the teachings and values of various religions. Workplace Spirituality is not about resolving conflicts or change in work environment, but it gives emphasis on the unity of purpose and guidance within the workplace.

Workplace Spirituality means the effective use of spiritual values and principles to the real organizational setting. The core concept of workplace spirituality was drawn back from the early 20th century and, according to the records, appeared as a popular movement with people looking to the live outside by their faith or spiritual values in the workplace. However, the term 'workplace spirituality' did not find many applications in commercial literature until the beginning of the 21st century.

The term 'workplace spirituality' was officially published and released in the Business Week, June 5th, 2005. The title of the published article "Companies hit the road less travelled: Can spirituality enlighten the bottom line?" Before that, William Miller also wrote an article entitled, "How do we put our spiritual values to Work", which was published in 'New Traditions of Business: Spirit and Leadership' in the era of 21st Century and it is edited by *John Rensch (1992)*, San Francisco.

Table 3 1.2 Definitions of 'Workplace Spirituality' that appear in peer-reviewed research papers

Definition of Workplace Spirituality	Sources
"Workplace Spirituality is defined as acknowledging that employees have an inner life that nourishes themselves with meaningful work occurring in the context of society."	**Ashmos, D. P., and Duchon, D. (2000)**
"Workplace Spirituality means sharing, enriching, caring, respecting, appreciating, connecting and communicating the talents and energies of employees in purposeful, goal-oriented behaviour that allows them to belong, create, personally verify, and achieve your common destiny."	**Adams, D. W. and Csiernik R. (2001)**
"Workplace Spirituality can indicate an individual's attempts to living better in the workplace. Or it also may indicate the ways in which organizational structure are organized to support the spiritual growth of employees."	**Neal, J. A. (1997)**
"A state of the situation being characterized as an engaging in work perceived as a higher goal and in line with the personal values of the individual, through a spiritual connection to something greater than themselves, through the sense of community and inner-connectedness and by unifying the experience of transcendental divinity."	**Kinjerski, V. and Skrypnek, B. J. (2006)**

'Workplace Spirituality' has established an important consideration in the well-known literature of business management. In the present scenario, two formerly separated domains 'spirituality' and 'work' have been linked ever more (Wheatley, 2002). Though,

it is true, that the area of study for workplace spirituality has faced many challenges because as the academic research in business management always focused experiential, measured and practical behaviours.

Recently, the opportunity and quality features in the area for research on 'workplace spirituality' have been continuously developed, not only in terms of definition or measurement but also for leadership applications and organizational performance. Critical views by the various researchers on workplace spirituality have indicated the exploitation and misuse by the organizations, as there is a rapid increase of interest towards the domain of 'workplace spirituality'.

Various forms of concepts have been proposed in 'Workplace Spirituality', but there is a deficiency of universally accepted definitions. (Kolodinsky, R. W., et al. 2008; Gotsis, G. and Kortezi, Z., 2008). Even though the word "Workplace Spirituality" has been used in many types of research and literature to describe the singularity itself by using more than a few different terms: 'Workplace Spirituality', Workplace Spirituality, Organisational Spirituality, Spirituality at Work and Spirituality in Business (Gotsis, G. & Kortezi, Z., 2008; Brown, R. 2003).

The present study focused on to understand the level of perceived 'workplace spirituality' among the executive employees and its relationship with job satisfaction at Selected organisation. Therefore, for the purpose of the study, an operational definition has been considered as the logical definition of workplace spirituality.

Operational Definition of Workplace Spirituality

'Workplace Spirituality is a state of mind within the workplace, where employees experience the sense of connectivity on the basis of, trust, love and existence, which allows them to deliver meaningful and goal-oriented work to the organisation.'

Dimensions of Workplace Spirituality

While looking for the universally recognized definition of 'Workplace Spirituality', it has been found that no such concrete definition has been establishing in this theme. Many author's and researchers have discussed it and they continuously highlighting various dimensions of their study which gives a pathway to understand the concept of workplace spirituality in a wider context. Some of the repeatedly and commonly used dimension used by the author's and researcher.

Overview of various dimensions of workplace spirituality mentioned by some of the researchers and authors

Researchers / Authors'	Inner-self	Completeness	Meaningful Work	Organization Values	Connectedness	Meaningful Work	Higher Purpose	Spiritual Growth	Enjoyment at Work	Engaging Work
Pawar, B. S. (2009)	✓			✓	✓					
Ashmos, D. P., and Duchon, D (2000)	✓		✓		✓					
Neal, J. A. (1997)								✓		

Giacalone R. A. and Jurkiewicz, C.L (2003)		✓				✓				✓
Kolodinsky et al. (2008)		✓			✓					✓	
Sheep, M. L. (2006)	✓	✓					✓	✓			
Kinjerski, V. and Skrypnek, B.J. (2006)				✓	✓			✓			
Gotsis, G. and Kortezi, Z. (2008)		✓			✓	✓				✓	
Smith, J. A. and Rayment, J. J (2007)			✓						✓		
Adams, D. W. and Csiernik R (2001)											✓
Cavanagh, S. J., and Hazen, M. A. (2008)								✓			

Source: Literature Review.

From the above refered dimensions , it can be seen that **Pawar, B. S. (2009)** had suggested the three noticeable dimension in this literature are Inner life, Organizational Values, and Connectedness. On the other side **Ashmos, D. P., and Duchon, D (2000)** had conceptualized and measured workplace spirituality in the three levels are Inner-Life, Meaning of Work and Connectedness. Similarly, **Gotsis, G. and Kortezi, Z. (2008)** had also tried to understand the theme by highlighting the four major key dimensions that are Completeness, Connectedness, Organizational Values, and Enjoyment at Work. Lastly, **Giacalone R. A. and Jurkiewicz, C.L (2003)** has observed in their study that completeness, connectedness among the employees and by engaging in work give a clear dimension for understanding the theme of 'Workplace Spirituality'. By observing all the above dimension it can be assumed that there is no such concrete dimension that can be stated fixed for measuring workplace spirituality.

Operational Dimensions of Workplace Spirituality

By understanding various dimensions of 'Workplace Spirituality', some key operational dimensions are formed which reflect the understanding of 'workplace spirituality' by its operational dimension. An operational definition has been given for the dimensions in this context for the purpose of the study.

Operational Dimensions of Workplace Spirituality and its Definition

Operational Dimensions	Operational Definition
Sense of Holiness	Being kind-hearted towards the employees and other stakeholders of the organisation, which enhances the feelings of joy within the workplace.
Connectivity	Employees are connected and interdependent on each other mutually, and each of them contributes to the end result of working together.
Interpersonal Relationship	Interpersonal relationship is a strong, deep or close relationship between the employees of the organization, which may vary within a period, may be short or permanent. This type of relationship can be based on normal work interactions or another type of social commitment that helps them to establish a relationship between them and can work as a team to

|	achieve the organization's goal.
Trust	It is a psychological agreement about being able to rely on each other and maintain the transparency of the organization and its stakeholders.
Existence	It is a feeling developed through social interaction between employees or other participants in the organization by their commitment to work and involvement.
Completeness	Positive moral attitude about progress and desire to work towards the overall organisational goal.
Priceless	All employees and other stakeholders are the key assets of the organization for its own values, talent and creativity. So each of them is very much valuable assets in term of the workplace.

Objectives of the Study: The objectives of the study are arranged as under:

1. To find out whether any relationship exists between workplace spirituality and job satisfaction.
2. To assess the level of Job Satisfaction of the executive employees

Research Hypothesis: The present study has tested the hypotheses mentioned below:

- **Ho1-**There is no significant relationship between workplace spirituality and job satisfaction.
- **Ha1-**There is a significant relationship between workplace spirituality and job satisfaction.

Conceptual Framework: This study proposes an initial conceptual framework that examines the relationship between workplace spirituality and job satisfaction. as mentioned in Figure 1:
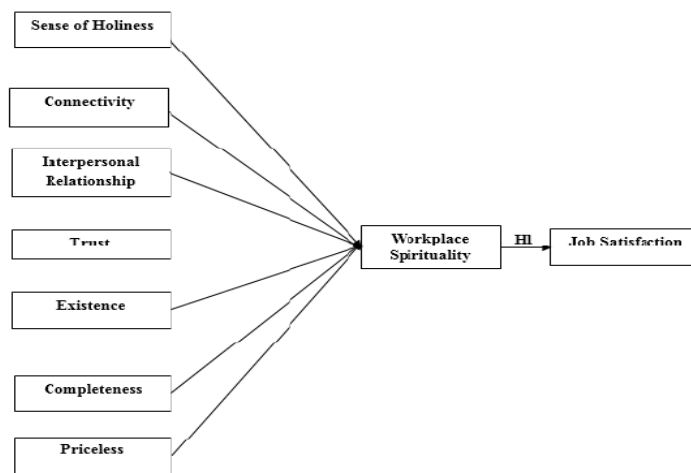
Figure 1.Conceptual Framework

Design and Methodology of the Study

The present study has explored the area of workplace spirituality with a focus on

Indian Context. It was descriptive in nature based on the survey method. The aim of the study was to understand the relationship between workplace spirituality and job satisfaction and it also tries to assess the

level of Job Satisfaction of the executive employees from the selected organisation.

The universe of the Study and Sample Selection Criteria:

- **Target Institution:** This study has been confined to a Petroleum Company of Assam in India
- **Sample Selection:** The sample units for the study are the individual employees (Executives) which are classified into 12 grades.
- **Sampling Method:** To determine the sample size, sample calculator has been used. The items required for the calculation of the sample size are mentioned below:
- **Population Size:** 1159 numbers of permanent executive employees (From Grade A to Grade I & Add. Grade B, C & D) as on 21.03.2017.
- **Margin of Error**: ± 5 % is taken as standard error.
- **Confidence Level**: 90%
- **Source**: Raosoft, Inc. (2004), www.raosoft.com/samplesize.htm.

Sample Size

The calculation of the sample size in the software is based on the following formulae mentioned below:

$$n = {}^{N\,X}/[(N-1)\,E^2 + X]$$

$$X = Z\,(^c/100)^2 r\,(100-r)$$

$$E = Sqrt\,{}^{[(N-n)\,X}/n\,(N-1)]$$

*Note: **n**- Sample Size, **N**- Population Size, **r**- Fraction of Responses, **Z(c/100)**-critical Value, **c** - Confidence Level. (Saadatain, 2012)*

Therefore, the total number of **sample size** was **220**, as per the calculation parameters are given above for this proposed study.

Data Collection

Data and information for the study have been collected from both primary and secondary sources. In order to get an insight view of the scenario, both primary and secondary data has provided a good deal of information on the existing scenario and particularly the specific to workplace spirituality and Job Satisfaction.

- **Primary data** was collected by the feedback of the employees during the survey through the '**Random Sampling Technique**'. A structured questionnaire was administered to the selected sample employees from seventy five (75) departments of 'Selected organisation'. It also contains the covering letter explaining the purpose of the response from the selected respondents.

- **Secondary data** was collected from various sources such as books, journals, reports, and other published sources.

- **Research Approach**: The field study was conducted to study the workplace spirituality and also examine the relationship between workplace spirituality and job satisfaction. The primary data was collected through a structured questionnaire. A total number of **220** questionnaires were distributed among the executive employees of selected organisation, and the responses were collected accordingly, during the period of July to August 2018.

- **Measuring Instrument**: Workplace Spirituality was measured by using the '

Organizational Spiritual Values Scale (OSVS) which was developed by Kolodinsky et al. (2004) and the Human Spirituality Scale (HSS) developed by Wheat (1991), which assesses individual perceptions of the spiritual values showed by their organisation. The workplace spirituality scale was constructed with 20 items which were scored through 5 point Likert scale ranging from 1 (Strongly Agree) to 5 (Strongly Disagree).

Job Satisfaction was measured by using the scale of Minnesota Satisfaction Questionnaire which was developed by Weiss, Dawis, England & Lofquist, (1967). The scale was constructed with 20 items which were scored through 5 point Likert scale ranging from 1 (Extremely Satisfied) to 5 (Extremely Dissatisfied). The items have been modified according to the need of the study.

Data Analysis

The present study has 2(two) set of the variable for its analysis and the statistical tool which is used for the analysis are mentioned below:

Variable and Scale Identification

VARIABLES	
Workplace Spirituality *(Independent Variable)*	Organisational Spiritual Values Scale (Kolodinsky *et al.*, 2004) The Human Spirituality Scale (Wheat, 1991)
Job-Satisfaction *(Dependent Variable)*	Minnesota Satisfaction Questionnaire (Weiss, Dawis, England & Lofquist, 1967)

The primary data have been tabulated and analyzed by using statistical tools like Percentage, Tables, Diagrams, Graphs, Reliability Test, Mean, Standard Deviation, Spearmen Correlation and Regression Analysis and the software used for the analysis was IBM-SPSS (25).

Demographic Representation

The demographic representation for this study, shows the presentation of Age, Gender, Marital Status, Educational Level, Nature of Job, Employment Status, and Service Length of the selected respondents are as mentioned below:

Table 1.1.The Demographic Representation of the Executives of Selected organisation

Age *(Year Wise)*	Description	Participants	Percentage (%)
	25-35	71	32.3
	36-45	82	37.3
	46-55	51	23.2
	56 & above	16	7.3
Gender	Male	190	86.4
	Female	30	13.6
	Others	-	-
Marital Status	Married	160	72.7
	Unmarried	60	27.3
Education Level	Graduate	109	49.5

	Post Graduate	68	30.9
	Technical	28	12.7
	Professional	7	3.2
	Doctorate	8	3.6
Nature of Job	Administrative	153	69.5
	Technical	67	30.5
Service Length	Less than 5 years	57	25.9
	Less than 10 years but more than 5 years.	85	38.6
	Less than 15 years but more than 10 years.	49	22.3
	Less than 30 years but more than 15 years.	20	9.1
	More than 30 years	9	4.1

Source: Survey, **N** = 220 respondents.

Reliability and Validity

To understand the reliability of the measurement scale for 'Workplace Spirituality and Job Satisfaction', the Cronbach's alpha test (*Cronbach, & Meehl, 1955*) [1] has been used by running the test in SPSS 20 and the result obtained by the test overall alpha value is as shown in the Table - 1.2:

Table 1.2.Measurement for Reliability Statistics of Workplace Spirituality (WS) and Job Satisfaction (JS)

Variables	Cronbach's Alpha	No of Items
Workplace Spirituality	0.914	20
Job Satisfaction	0.923	20

Source: Survey, **N** = 220 respondents.

The alpha coefficient for the twenty (20) elements for workplace spirituality is **0.914** and for job satisfaction is **0.923**, therefore, it suggests that the elements of the measurement scale have a relatively high internal consistency, which is why the scale is considered to measure workplace spirituality and job satisfaction are reliable and the questionnaire is accepted.

Relationship between Workplace Spirituality and Job Satisfaction

To understand the overall relationship between Workplace Spirituality and Job Satisfaction, simple linear regression has been used to test the hypothesis,

H1-There is no significant relationship between workplace spirituality and Job satisfaction.

By considering Workplace Spirituality (WS) as the independent variable and Job Satisfaction (JS) as the dependent variable with the mean values of the respondents of the items regression analysis has been executed and the results were obtained accordingly as mentioned in the table no 1.3.

Table 1.3.Regression Model Summary of Workplace Spirituality and Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.675[a]	**.455**	.453	.38038	.455	182.275	1	218	**.000**
a. Predictors: (Constant), Workplace Spirituality (WS)									
b. Dependent Variable: Job Satisfaction (JS)									
Source: Survey, **N** = 220 Respondents.									

Illustration: From the above Table- 1.3 it has been observed that Workplace Spirituality having a statistically significant relationship with Job Satisfaction. As the R^2 value is used for analysing the actual percentage of variation between the Independent (*Workplace Spirituality*) and Dependent variables (*Job Satisfaction*) and also explains how the Independent variable affects the Dependent Variable.

In the above-mentioned Table-1.3, the model summary shows that the value of R^2 is **0.455**. It means that **45.50** % of the total variation is measured in the dependent variable i.e. 'job satisfaction' which can be explained by the independent variable i.e. 'workplace spirituality'.

In the regression analysis, the model summary provides a complete understanding and information from the results obtained about the regression line and gives a clear picture about the ability to understand the identity of the overall total variance of the dependent variable i.e. 'Job Satisfaction' and it is also proportional explained within its limitations.

As the value of iiR^2 for this model is low $ii(< 0.5)$ but it has been observed that many researchers when they are collecting data which is associated with human behaviour the iiR^2 value in the regression model summary may arrive low, but this kind of low value doesn't mean that the model is not fit for the study. By this low value of iiR^2, a prominent interpretation can be derived from the model summary output *(Minitab Blog Editor, 2013)*.

Since this has been focused on the relationship between workplace spirituality and job satisfaction, which is basically based on the psychological understanding of the respondents, the value of the iiR^2 will be low.

Table 1.4.Regression Coefficients of Workplace Spirituality and Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	**.583**	.095		6.159	**.000**
	WS	**.708**	.052	.675	13.501	**.000**
a. Dependent Variable: Job Satisfaction (JS)						
Source: Survey, **N** = 220 Respondents						

Illustration: The level of significance or the p-value is used to test the hypothesis of the present study Ho1: There is no significant relationship between workplace spirituality and job satisfaction. As it can be observed that the level of significance (p-value) is lesser the 0.05 (p-value is .000), then the null hypothesis can be considered to be rejected.

It has also been observed that the p-value of the predictor is lesser than 0.05, it shows that predictor i.e. Workplace Spirituality has a significant contribution to the model and establishing a relationship with the dependent variable i.e. Job Satisfaction.

The results of the regression coefficients show the changes in the mean values of the dependent variable i.e. Job Satisfaction, based on the one unit of the predictor's value i.e. Workplace Spirituality in the model constant. The Coefficients and the value of significance (p-value) perform the whole thing together in the regression analysis to showcase the relationship of the model. The values of the Coefficients are basically used to establish a proper mathematical relationship between the independent variable i.e. Workplace Spirituality and the independent variables i.e. Job Satisfaction.

In the Table mentioned above highlights the positive of the value of the regression coefficients which indicates that there is a significant relationship between both the variables i.e independent & dependent if one is increasing automatically another will also increase. The results of the regression coefficient actually indicate the actual estimates of the standard population and it is also very true that a minimum number of variation is required to gather an unbiased estimate of the coefficient value which can depend on the level of significance (p-value). The final regression coefficients have indicated that workplace spirituality ($p < 0.05$, $\beta = .708$) has emerged to be the most statistically significant variable that has a relationship with Job Satisfaction.

Regression line:

Y= 0.583+0.708*X. where

Y= Dependent variable, **X**= Independent variable

Y = Job Satisfaction
X = Workplace Spirituality
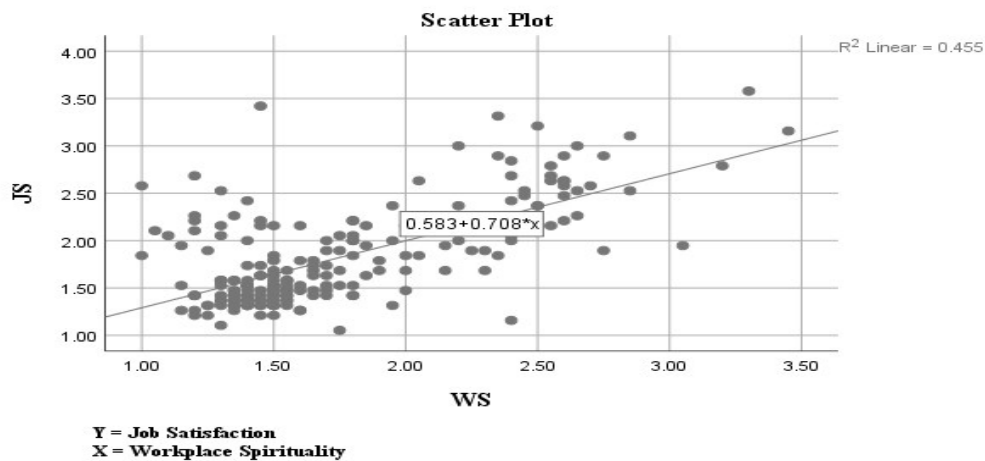
Diagram 1.1.*Scatter Plot of Workplace Spirituality (WS) and Job Satisfaction (JS)*

Illustration: To represent the statistical data the scatter plot diagram is used. In the observation of the graphical representation, it will contain a number of coordinates

which classified into two phases. In the 1ˢᵗ phase of the data it represents through iX coordinates i.e. Workplace Spirituality and in the 2ⁿᵈ phase, it denotes with Y coordinate i.e. Job Satisfaction. The point where both the coordinates are found and it is observed that the pattern of the plotted data in the graphical representation is shifting towards up-side, which indicates that there is a positive significant relationship between X and Y coordinates as the value of X coordinates increases the value of Y will also increase.

From the diagram-1.1 as mentioned above it has been observed that Job Satisfaction increases persistently compare to the predicted value i.e. Workplace Spirituality.

The above diagram-1.1 shows that the best fit line of regression scatter plot at Y= 0.583+0.708*x. for workplace spirituality (WS) at X-Axis and Job Satisfaction (JS) at Y-Axis.
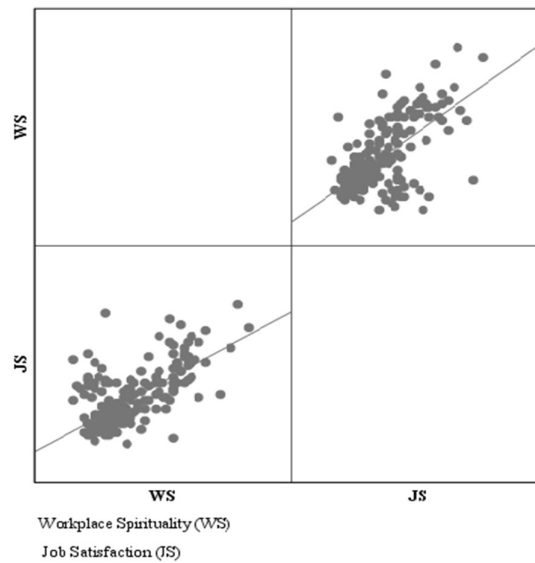
Diagram 1.2.*Matrix Scatter Plot of Workplace Spirituality (WS) and Job Satisfaction (JS)*

The above diagram-1.2 shows the matrix scatter plot between Workplace spirituality (WS) and Job Satisfaction (JS) vice-versa, which indicates the relationship among the variables with the consistent scatter plot.

Table-1.5.ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.372	1	26.372	182.275	.000ᵇ
	Residual	31.541	218	.145		
	Total	57.914	219			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Workplace Spirituality						

Illustration: From the Table i1.5. It has been observed that the results of the ANOVA analysis show that the value of R^2 is statistically significant as the p-value is .000.

If the level of significance or the p-value (α Alpha) is near to 0.05 then the null hypothesis can be rejected. However, from the above-mentioned Table, it has been observed that the p-value is lesser than 0.05 on the basis of that the null hypothesis can be rejected.

From the above-stated analysis the research hypothesis can be concluded as mentioned below in the Table-1.5:

Research Hypothesis	
Ho1-There is no significant relationship between workplace spirituality and job satisfaction.	**Rejected**
Ha1-There is a significant relationship between workplace spirituality and job satisfaction.	**Accepted**

Level of Job Satisfaction among the Employees

To understand the level of Job Satisfaction among the employees of selected organisation, descriptive analysis with a percentage (%) and Mean value has been used for measuring the level of job satisfaction. The range has been considered for measuring the level of job satisfaction, if the mean is greater than 2.00 the level has been considered as 'High' or if it is between 1.50-2.00 then 'Medium' or if it is less than 1.50, then it has been considered as 'Low' and the results were obtained accordingly as mentioned below in Table-1.6:

Table 1.6.Descriptive Analysis to Measure the Level of Job Satisfaction

Code	Job Satisfaction	ESA	SA	NE	DSA	EDSA	Mean	Level of Satisfaction
JS1	Work Engagement	38.8 %	48.6 %	7.3 %	6.4 %	9 %	1.86	**Moderate**
JS2	Happiness in Job Execution	40.9 %	50.9 %	8.2 %	-	-	1.67	**Moderate**
JS3	Seeking new Job Opportunity	51.4 %	36.4 %	10.5 %	1.4 %	0.5 %	1.63	**Moderate**
JS4	Feeling as a Part of Business Organisation	47.3 %	40.0 %	11.4 %	0.9 %	0.5 %	1.67	**Moderate**
JS5	Treatment by supervisor and colleague	43.2 %	40.5 %	13.6 %	1.8 %	0.9 %	1.77	**Moderate**
JS6	Job Achievement	36.8 %	44.5 %	16.4 %	1.8 %	0.5 %	1.85	**Moderate**
JS7	Job based on Moral Sense	43.2 %	43.6 %	11.4 %	-	1.8 %	1.72	**Moderate**
JS8	Regular Employment	37.7 %	42.7 %	16.8 %	-	2.7 %	1.85	**Moderate**
JS9	Dealing Job Matters with	28.6 %	49.5 %	19.1 %	1.4 %	1.4 %	1.97	**Moderate**

	Colleague							
JS10	Communication for performing Job	43.6 %	41.4%	13.2 %	1.4 %	0.5 %	1.74	Moderate
JS11	Using abilities to perform job	50.5 %	38.6 %	10.5 %	-	0.5 %	1.61	Moderate
JS12	Pay at Job	44.5 %	37.7 %	14.5 %	1.4 %	1.8 %	1.78	Moderate
JS13	Organizational Policies	25.9 %	50.9 %	19.1 %	2.3%	1.8 %	2.03	High
JS14	Growth Opportunity	37.3 %	40.0 %	18.2 %	2.7 %	1.8 %	1.92	Moderate
JS15	Decision Making	35.5 %	38.6 %	19.5 %	5.5 %	0.9 %	1.98	Moderate
JS16	Working Condition	39.5 %	38.2 %	16.8 %	5.0 %	0.5 %	1.89	Moderate
JS17	Working Environment	38.6 %	40.9 %	16.8 %	3.2 %	0.5 %	1.86	Moderate
JS18	Job Appreciation	41.4 %	39.5 %	15.9 %	2.7 %	0.5 %	1.81	Moderate
JS19	Working Style within the Workplace	34.1 %	48.2 %	14.1 %	3.2 %	0.5 %	1.88	Moderate
JS20	Overall Satisfaction	35.5%	43.6%	17.7%	0.9%	2.3%	1.91	Moderate
Total Grand Mean of Job Satisfaction							1.82	Moderate

Note: - ESA: Extremely Satisfied, SA: Satisfied, NE: Neutral, DSA: Dissatisfied, EDSA: Extremely Dissatisfied.

Level of Job Satisfaction rated as High / Medium / Low

Operational Scale	
Interval	Level
Greater than 2.00	High
1.50-2.00	Moderate
Less than 1.50	Low

Based on the stated analysis the overall grand mean has been observed to understand the level of job satisfaction, where the overall mean value is 1.82 and the level of Job Satisfaction has been considered as Moderate.

It has also been observed that the level of job satisfaction also vary for different grades of employees as the grade is higher the level of satisfaction is more but in the lower level the work pressure is more for that reason the level of satisfaction is lower compare to the upper grade.

From the above analysis and results, it can be considered that there is significant

relationships do exist between workplace spirituality and job satisfaction. By these results it is clear that there is moderate-level job satisfaction among the employees of selected organisation.

Hence, the 2nd research question i.e., whether any relationship exists between workplace spirituality and job satisfaction was found to be true and was hence justified as there is a significant relationship exists between workplace spirituality and job satisfaction. In the 3rd research question i.e., whether the level of job satisfaction is moderate amongst the executive employees of selected organisation was also found to be moderate and was hence justified.

Suggestions for Managerial Implications:

The suggestions are put forward in order to develop workplace spirituality within the organisation which can enhance job satisfaction among the employees; these suggestions are as follows:

➢ As employees of the selected organisation has reported that they are overstressed sometimes. It can be suggested that 24×7 employee counselling for the enhancement of the motivation and faith within the workplace.

➢ Yoga or Meditation Events can be organized occasionally for the employees so that the performance threat can be reduced which is generated due to continuous work engagement

➢ Organisation must incorporate spirituality in every aspect of the work for enhancing the existing structure of the job performance in the present working environment, which can offer the various opportunities to the employees to find a place where they reflect their individual vision for the betterment of the organisation.

➢ Human Resource Policies (Welfare, Reward & Recognition) can also be adjusted on the basis of practising spirituality for the betterment of the employees where they can enhance their interpersonal relationship among each other by discussion and discourse in the organisation so that they feel the sense of existence by associating self with the organisational goal.

➢ Organisation should organise a different kind of workshop and training programmes for the employees for creating awareness and realising the benefits of practising workplace spirituality within the organisation.

➢ The organisation should highlight their practices of workplace spirituality in their annual publication their annual report as an outcome of the implication for the following spiritual principles within the workplace.

➢ They should provide certain weightage during the recruitment procedure of the top management towards their commitment of individual spiritual principles as if they are committed to their own approach, the individuals working in the lower level will follow them.

➢ Employees' of the selected organisation need to open-up themselves for enriching their spiritual resources so that they can incorporate their own spiritual practices like playing a soft instrumental sound or by sharing motivation quotes among each other within the workplace.

➢ Management should encourage the employees to organise and celebrates some group activities for enhancing the

team building and group cohesiveness. They should also allow them for enjoying various kind of organisational fest and to take part in or organizing various events at the workplace.

The stated above suggestions for the implication from the present study will generate a new form of understanding and concept regarding the awareness and practising of workplace spirituality within the premises of the selected organisation, which will be helpful for enhancing the job attitude followed by the high-performance initiatives by the employees.

Limitations of the Study

The main limitation of the study is that it is theoretical in nature. The purpose of the researcher is to perform empirical research to add validity to the results in the conceptualized area of workplace spirituality. Other limitations of the research are arising out of time constraints; funding and energy are available to the researcher. The results of this study are limited to 220 respondents from the selected organization and it was geographically limited to Assam, India only. Time was the main obstacle that faced the behaviour of the participants due to their busy schedule.

The researcher, therefore, sometimes uses technology to request responses from selected respondent's i.e. executive employees of selected organisation, the results are limited by the validity and reliability of the survey instrument used in the study and the time frame in which data was gathered. The findings of the study may not be generalized in a common ground.

Directions for Future Research

Literature in this study is with full of the conceptual understanding of the Practising of spirituality within the workplace in the organizational perspective which is basically based on western context.

First, this work can be extended through further studies on the theoretical review for the development and measurement of spiritual constructs based on the Indian cultural philosophy in the organizational context.

In addition, this relatively new constructs can be studied to learn how spirituality influences the work on the attitudes, behaviour and organizational performance of the employees, especially in the Indian context. Furthermore, the precedents of spirituality can be examined carefully by working to create and explore the vast Indian literature and its correlation to workplace spirituality based on Indian organisational perspectives.

In addition, as mentioned above, the scope of the investigation in the examination of the effectiveness of various interventions, such as organisational citizenship, spiritual leadership, organisational performance, organisational commitment and job attitude can help to improve the correct combination of the development and to achieve the organisational goals effectively.

This current study has directed and established a relationship between workplace spirituality and job satisfaction and also explored the employee's perception towards the practising of spirituality within the workplace, followed by measuring the level of Job Satisfaction among the employees of the selected organisation. This study will help in the positive administrative implications and forming a constructive

vision for future organisational development, as suggested above.

Also, scholars, researchers and academicians interested in the research of workplace spirituality can benefit by performing and investigating in the form of mixed methods study based on the Indian perspective for the organisational development.

Conclusion

The main aim of this study was to find the relationship between Workplace Spirituality and Job Satisfaction that resulted from the experience of the executive employees regarding the practising of workplace spirituality which gives rise to the job satisfaction among the employees within the organisation.

From the above-stated analysis, it can be concluded that there is a significant relationship between workplace spirituality and job satisfaction.

The study also concludes that executive employees do have the perception of workplace spirituality but the level of job satisfaction among the employees has been observed at the level of moderate.

It is expected that this study is going to play an important role by developing a new concept of an effective spiritual work environment with the satisfied employee's perception focused on their commitment towards the organizational goals, which will definitely enhance the productivity and the satisfaction level of the individuals within the organisation by maintaining trust, love and care among each other.

By this, it will help to build a transparent and positive cultural environment where employees will be driven to perform as per the benchmark of the target organisational goal which will also boost-up the level of job satisfaction of the individual within the organisation.

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