# EFFECTS OF WORKPLACE SPIRITUALITY ON THE EMPLOYEE PRODUCTIVITY

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## CHAPTER 1

## INTRODUCTION

Workplace spirituality is a state or experience that can provide individuals with direction or meaning, or provide feelings of understanding, support, inner wholeness or connectedness (Smith and Rayment, 2007). According to Ashmos and Duchon (2000), it is the conditions for community, meaning at work, inner life, blocks to Spirituality, personal responsibility, positive connection with other individuals, contemplation, work unit community, positive work unit values, organizational values, individual and organisation.

It is a recognition that employees have an inner life which nourishes and is nourished by meaningful work, taking place in the context of a community (Ashmos and Duchon, 2000). Mitroff and Denton (1999) indicates that employees of spiritual organizations have basic beliefs and values in the workplace.

Meaningful work, sense of community, alignment between organizational and individual values, sense of contribution to the community, and inner life are fi ve dimensions of the workplace spirituality.
Meaningful work refers to sense of enjoyment of work, comprises items related to the sense of joy and pleasure at work (Milliman et al., 2003), (Ashmos and Duchon, 2000). Sense of community refers to team spirit, mutual care between members, sense of community and sense of common purpose (Milliman et al. 2003). Alignment between organizational and individual values, refers to the congruence between organizational values and the individual value and inner life of individuals (Milliman et al., 2003; Ashmos and Duchon, 2000). Sense of contribution to the community refers to aggregates items meaning that work done by the individual is congruent with his/her personal life values and is helpful for the community (Rego Cunha, 2008). Likewise, opportunities for inner life, includes descriptors concerning the way the organization respects the spirituality and spiritual values of the individual (Ashmos and Duchon, 2000).

## CHAPTER TWO

## LITERATURE REVIEW

Biswakarma (2018) has done a primary data survey on impact of workplace spirituality on employee productivity in napalese hospitality organizations using literature arguments with the objective that workplace spirituality has to do with the employee search for meaningful work, the employee sense of being connected to others and feeling of competences.

Suryana (2015) has done a primary data survey on Effect of a Spirituality Workplace on Organizational Commitment and Job Satisfaction using linear regression method with the objective this study indicate that the Spirituality workplace has a positive and significant influence job satisfaction.

Fanggidae (2019) has done a secondary data survey on The effect of WPS and employees performance using Quantitative approach and sample with the objective that the test results show that the workplace spirituality variable positively and significantly influences employee performance.

Latiff (2021) has done a primary data survey on The effect of workplace spirituality on employees performance using personal interview and survey with the objective that organizations can provide employees with a spiritual work environment which can help them harness spirituality by encouraging employees to engage with their inner self, develop a sense of community and find a sense of purpose while performing work-related activities.

Bhardwaj (2020) has done a primary data survey in Search Of Spiritual Workplaces: An Empirical Evidence Of Workplace Spirituality And Employee Performance In The Indian I.T Industry using Hypothesis, Population and sampling, and demographic questioning with the objective that this study is an attempt to extend knowledge in the already existing literature of workplace spirituality. The study was conducted to examine the effect of workplace spirituality on employee performance in I.T sector companies.

Evalyna (2020) did a secondary data research on the effect of workplace spirituality organization commitment and teacher performance using exogenous variable as workplace spirituality and mediating variable as organizational commitment with objective to find the relation between these two variables.

Mishra (2022) did a secondary data research on the relation between workplace spirituality and commitment in power companies in India using sampling method and structural equation modeling for investigating the linkage between meaningful life and job satisfaction.

Mukherjee (2011) did a primary research on the impact of spirituality on job performance using questionnaires and surveys with the objective to find the positive influence job satisfaction on job performance.

Marasabessy (2020) did a secondary data research on the effect of work satisfaction and work spirituality on performance through organizational commitments by using the structural equation modeling to show how spirituality can enhance organization commitment.

Al-Hadrawi (2021) did a secondary data research on workplace spirituality, self-empowerment and efficiency by using correlation between inner life and self-empowerment with an objective to find the degree of sense belonging in employees when spirituality is practiced in the organization.

Bora (2022) did a secondary data research on the impact of workplace spirituality on perceived institutionalization and perceived performance using Anova test and the Pearson correlation test with objective to find the employee who can practice spiritual applications required by their beliefs are able to feel a higher degree of commitment towards their institutions.

wardana (2022) did a secondary data research on the workplace spirituality on employee performance mediated by organizational commitment using sampling method and questionnaire with objective to find the time when transformational leadership implemented perfectly, work performance will also be getting better.
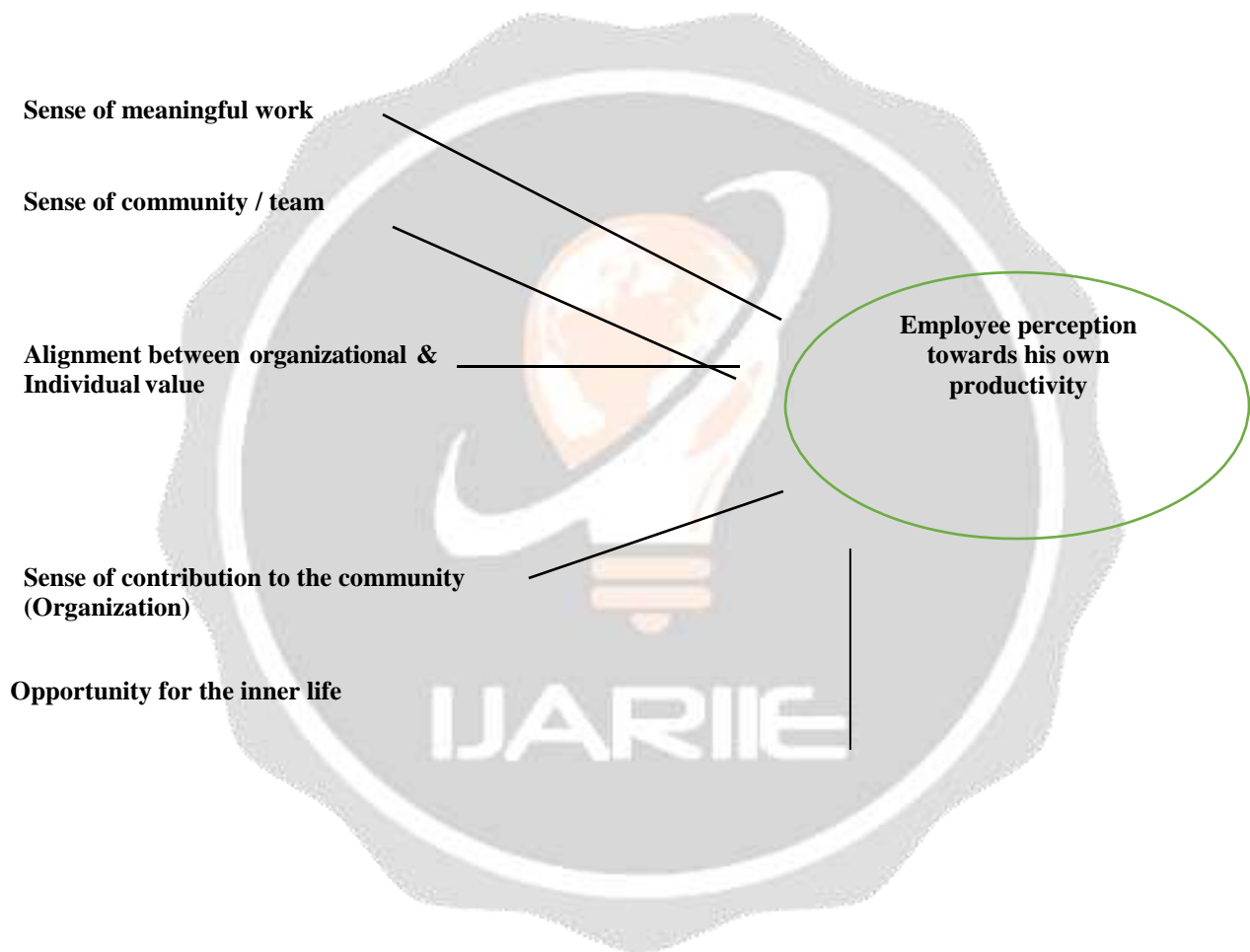
Amin (2020) did a secondary data research on optimize the workplace spirituality and employee l oyalty to achieve operational excellence using structural equation modelling technique and confirmatory factor analysis with objective to find the workplace spirituality could be implemented and also become a maintained and sustainable program, the company and employees will always feel optimistic to achieve revenue continuously and they can support the achievement of long term benefits.

Mousa (2022) did a secondary data research on the impact of workplace spirituality on employee performance: evidence from Abu Dhabi University by using the aim of this paper is to argue that workplace spirituality may have

an impact on enhancing the performance of employees with objective to find the presence of workplace spirituality is connected to high employee performance.

Riaz (2021) did a secondary data research on the impact of workplace spirituality on employee attitudes and engagement by using simple random technique was used for temple selection with the objectivesto find the workplace spirituality is properly implemented can be beneficial in the long run for the organisation as it will increase productivity, reduce turnover and increase overall profitability.

## CONCEPTUAL FRAMEWORK

**Sense of meaningful work**

**Sense of community / team**

**Employee perception towards his own productivity**

**Alignment between organizational & Individual value**

**Sense of contribution to the community (Organization)**

**Opportunity for the inner life**

**RESEARCH HYPOTHESIS**

H1: There is a positive impact of sense of meaningful work and employee productivity

H2: There is a positive impact of sense of community and employee productivity.

H3: There is a positive impact of alignment between organizational and individual values and employee productivity.

H4: There is a positive impact of sense of contribution to the community and employee productivity.

H5: There is a positive impact of opportunities for the inner life and employee productivity.

**CHAPTER THREE**
**RESEARCH METHODLOGY**

We circulated the questionnaires to various employees working in different organizations by circulating the Google form. Sample size of questionnaire will be nearly 150. Sample size will be taken between the time period of 9th march 2023 to 12th march 2023 from corporate employees in various states of India. Our questionnaire's aim will be to know the employee's perception on workplace spiritualty and how does it affect their productivity. Once we have collected the data through questionnaires, we will further analyze it using SPSS software.

**SAMPLING PLAN**

The study will have a non-probability sampling technique, specifically a convenience sampling method. This type of method will be used to collect data from the corporate employees.

The survey will be administered using a online platform and data will be collected through Google forms. We will use primary data for our research.

# CHAPTER FOUR

## ANALYSIS AND INTERPRETETION

### Correlations

| | | what do you feel about your productivity ? | do you feel emotionally distant from people you work with? | do you feel included in the social aspect of your work? | do you set opportunity for your inner life at your work place? | which of the following as highest mean value? |
|---|---|---|---|---|---|---|
| what do you feel about your productivity? | Pearson Correlation | 1 | .170 | .326** | .288** | .093 |
| | Sig. (2-tailed) | | .071 | .000 | .002 | .327 |
| | N | 114 | 114 | 114 | 114 | 114 |
| do you feel emotionally distant from people you work with? | Pearson Correlation | .170 | 1 | .230* | .240* | -.073 |
| | Sig. (2-tailed) | .071 | | .014 | .010 | .440 |
| | N | 114 | 114 | 114 | 114 | 114 |
| do you feel included in the social aspect of your work? | Pearson Correlation | .326** | .230* | 1 | .424** | .071 |
| | Sig. (2-tailed) | .000 | .014 | | .000 | .456 |
| | N | 114 | 114 | 114 | 114 | 114 |
| do you set opportunity for your inner life at your work place? | Pearson Correlation | .288** | .240* | .424** | 1 | .185* |
| | Sig. (2-tailed) | .002 | .010 | .000 | | .049 |
| | N | 114 | 114 | 114 | 114 | 114 |
| which of the following as highest mean value? | Pearson Correlation | .093 | -.073 | .071 | .185* | 1 |
| | Sig. (2-tailed) | .327 | .440 | .456 | .049 | |
| | N | 114 | 114 | 114 | 114 | 114 |

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).


The study used Pearson's coefficient of correlation ® to study the correlation between the study variables. Based on the correlation table provided, we can see the following:

- There is a weak positive correlation (r = .170, p = .071) between how the individual feels about their productivity and feeling emotionally distant from people they work with.
- There is a moderate positive correlation (r = .326, p = .000) between feeling included in the social aspect of work and how the individual feels about their productivity.
- There is a weak positive correlation (r = .240, p = .010) between feeling emotionally distant from people they work with and feeling included in the social aspect of work.
- There is a moderate positive correlation (r = .424, p = .000) between setting opportunities for the inner life at work and feeling included in the social aspect of work.
- There is a moderate positive correlation (r = .288, p = .002) between setting opportunities for the inner life at work and how the individual feels about their productivity.
- There is a weak positive correlation (r = .185, p = .049) between setting opportunities for the inner life at work and the highest mean value.

Based on the correlation coefficients, the highest correlation values are observed between feeling included in the social aspect of work and both how the individual feels about their productivity and setting opportunities for the inner life at work.

# REGRESSION MODEL SUMMARY

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .586[a] | .343 | .313 | .70658 |

a. Predictors: (Constant), which of the following as highest mean value?, how the sense of meaningfull work can effect your productivity?, do you feel emotionally distant from people you work with?, do you set opportunity for your inner life at your work place?, do you feel included in the social aspect of your work?

The regression model summary provided includes the following information:

- R: This is the correlation coefficient between the predicted values and the actual values. In this case, the value of R is 0.586, indicating a moderate positive correlation between the predictor variables and the outcome variable.

- R Square: This is the coefficient of determination, which represents the proportion of the variance in the outcome variable that can be explained by the predictor variables. In this case, R Square is 0.343, indicating that the predictor variables account for 34.3% of the variance in the outcome variable.

- Adjusted R Square: This is a modified version of R Square that takes into account the number of predictor variables and adjusts for the degrees of freedom. In this case, the adjusted R Square is 0.313, which is slightly lower than the R Square value.

- Std. Error of the Estimate: This is the standard deviation of the residuals, which represents the average distance between the predicted values and the actual values. In this case, the value of the standard error is 0.70658, which indicates that the predicted values are, on average, approximately 0.7 units away from the actual values.

## ANOVA Table

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 28.151 | 5 | 5.630 | 11.277 | .000[b] |
| | Residual | 53.919 | 108 | .499 | | |
| | Total | 82.070 | 113 | | | |

a. Dependent Variable: what do you feel about your productivity?
b. Predictors: (Constant), which of the following as highest mean value?, how the sense of meaningfull work can effect your productivity?, do you feel emotionally distant from people you work with?, do you set opportunity for your inner life at your work place?, do you feel included in the social aspect of your work?

In this ANOVA table, the regression model explains a significant amount of variance in the outcome variable, with an F-value of 11.277 and a p-value of 0.000. This suggests that at least some of the predictor variables are significantly related to productivity. However, there is still a substantial amount of unexplained variation, as indicated by the relatively high sum of squares for the residual and the small effect size (R-square). Further analysis, such as examining the significance of individual predictor variables or exploring nonlinear relationships, may be warranted to better understand the relationship between these factors and productivity.

## COEFFICIENT TABLE

**Coefficients[a]**

| Model | | Unstandardized Coefficients B | Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | 1.181 | .401 | | 2.946 | .004 |
| | how the sense of meaningfull work can effect your productivity? | .415 | .072 | .487 | 5.756 | .000 |
| | do you feel emotionally distant from people you work with? | .092 | .068 | .111 | 1.357 | .178 |
| | do you set opportunity for your inner life at your work place? | .061 | .074 | .074 | .820 | .414 |
| | do you feel included in the social aspect of your work? | .093 | .088 | .095 | 1.052 | .295 |
| | which of the following as highest mean value? | .032 | .054 | .047 | .591 | .555 |

a. Dependent Variable: what do you feel about your productivity?

The coefficient table shows the unstandardized coefficients, standardized coefficients (beta values), t-values, and p-values for each predictor variable in the regression model.

The intercept coefficient is 1.181, which represents the predicted value of the dependent variable when all predictor variables are equal to zero.

The coefficient for "how the sense of meaningful work can affect your productivity?" is 0.415, indicating that for every one-unit increase in this predictor variable, the dependent variable is predicted to increase by 0.415 units. This predictor variable has a significant effect on the dependent variable with a p-value of 0.000.

The coefficients for "do you feel emotionally distant from people you work with?", "do you set opportunity for your inner life at your workplace?", "do you feel included in the social aspect of your work?", and "which of the following has the highest mean value?" are 0.092, 0.061, 0.093, and 0.032, respectively. None of these predictor variables have a significant effect on the dependent variable, as their p-values are greater than 0.05.

Overall, the regression model explains 34.3% of the variance in dependent variable, and the ANOVA table shows that the regression model is significant ($p < 0.05$).

## CHAPTER FIVE

### FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

In this chapter the findings, conclusions drawn on the research questions and recommendations forwarded are presented.

### FINDINGS

The total sample size was 150 and the same numbers of questionnaires were distributed for the corporate employees of India. Out of which, 118 questionnaires were completed and retained.

The regression model summary provided includes the following information:

R: This is the correlation coefficient between the predicted values and the actual values. In this case, the value of R is 0.586, indicating a moderate positive correlation between the predictor variables and the outcome variable .R Square: This is the coefficient of determination, which represents the proportion of the variance in the outcome variable that can be explained by the predictor variables. In this case, R Square is 0.343, indicating that the predictor variables account for 34.3% of the variance in the outcome variable. Adjusted R Square: This is a modified version of R Square that takes into account the number of predictor variables and adjusts for the degrees of freedom. In this case, the adjusted R Square is 0.313, which is slightly lower than the R Square value. Std. Error of the Estimate: This is the standard deviation of the residuals, which represents the average distance between the predicted values and the actual values. In this case, the value of the standard error is 0.70658, which indicates that the predicted values are, on average, approximately 0.7 units away from the actual values.

The coefficient table shows the unstandardized coefficients, standardized coefficients (beta values), t-values, and p-values for each predictor variable in the regression model.
The intercept coefficient is 1.181, which represents the predicted value of the dependent variable when all predictor variables are equal to zero.
The coefficient for "how the sense of meaningful work can affect your productivity?" is 0.415, indicating that for every one-unit increase in this predictor variable, the dependent variable is predicted to increase by 0.415 units. This predictor variable has a significant effect on the dependent variable with a p-value of 0.000.

## CONCLUSION

Based on the correlation analysis, the study found several significant correlations between the variables. The strongest correlations were observed between feeling included in the social aspect of work and both how the individual feels about their productivity and setting opportunities for the inner life at work. The study also found weak positive correlations between feeling emotionally distant from people they work with and feeling included in the social aspect of work, as well as between how the individual feels about their productivity and feeling emotionally distant from people they work with. Additionally, there was a moderate positive correlation between setting opportunities for the inner life at work and both feeling included in the social aspect of work and how the individual feels about their productivity. Overall, the study suggests that creating a sense of community and social connectedness at work, as well as providing opportunities for employees' inner life, may positively impact productivity and overall well-being in the workplace.

The ANOVA table suggests that the regression model used in the study is statistically significant in explaining a significant amount of variance in the outcome variable, which is productivity. However, there is still a considerable amount of unexplained variation, as indicated by the relatively high sum of squares for the residual and the small effect size (R-square). Further analysis, such as examining the significance of individual predictor variables or exploring nonlinear relationships, may be necessary to gain a better understanding of the relationship between these factors and productivity. In summary, while the model explains some of the variability in productivity, additional research is needed to fully understand the factors that influence it.

## RECOMMENDATIONS

Based on the finding and conclusion of the study, the following recommendations were forwarded.

Firstly, organizations should focus on creating a sense of community and social connectedness at work, as well as providing opportunities for employees' inner life, in order to promote productivity and well-being in the workplace. This can be achieved through team-building activities, social events, and other initiatives that promote a sense of belonging and purpose.

Secondly, further research is needed to explore the significance of individual predictor variables and potential nonlinear relationships that may exist. This could include examining the effects of other variables that were not included in the current study, such as job satisfaction, job demands, and individual differences in personality or

work style.

Finally, it may be useful for organizations to conduct regular surveys or assessments of employee well-being and productivity, in order to track changes over time and identify areas for improvement. This can help to ensure that interventions are effective and tailored to the specific needs of the workforce.

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