

Workplace Spirituality and Job Outcomes - Explicating the Relationship in Higher Education in Delhi-NCR

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Introduction

Management research now includes spirituality as a subject of study. Academy of Management (AoM), established the Journal of Management, Spirituality and Religion (JMSR) interest group in 1999 to acknowledge significance of spirituality in enterprises. Currently, the significance of workplace spirituality is increasing among both academics and corporates. An unpredictable work environment, marked by frequent layoffs & restructuring and advent of new technologies has been the driving force for the increasing adoption of workplace spirituality. Discouraged personnel are seeking spiritual remedies for the ensuing tensions and stress. Confronted with fear, social isolation, and ongoing turbulent transformations, employees are engaged in a personal quest for a more profound understanding of life. For it is work where they devote a substantial portion of their time.

The present study explores the nexus between individual workplace spirituality and organizational commitment, job satisfaction and burnout in higher education sector in Delhi-NCR. Spirituality at work presents a unique weltanschauung to various service & manufacturing sectors because of the ubiquitous nature of this phenomenon. The higher education particularly possesses a distinctive edge over other industries due to the nature of the stakeholders involved. Students represent the future generation & those responsible for shaping them, need to be nurtured & given value. Non probabilistic sampling was applied & data was collected from 215 faculty members working in government & private universities in Delhi-NCR. Co-relation & linear regression techniques were applied to study the nexus & impact of independent variable on the dependent variables. SPSS (v.27) was used for the analysis. This study aims to address the lacunas in research exploring this relationship.

LITERATURE REVIEW

This research review explores workplace spirituality, individual spirituality, organizational commitment, job satisfaction, and burnout concepts, providing a concise overview of these concepts.

Workplace Spirituality

There is a growing recognition of the importance of conceptualizing workplace spirituality at various levels. Workplace spirituality can be examined from different perspectives, including the individual, organizational, and interactive viewpoints. Workplace spirituality involves integrating personal spiritual beliefs and values into the professional environment. This perspective posits that an individual's spiritual beliefs can influence how employees behave and how they interpret and respond to work-related situations. Organizational spirituality pertains to how employees perceive the spiritual values present within a given organization. From an interactive perspective, workplace spirituality is the result of the interplay between an individual's personal spirituality and the spiritual values upheld by the organization. The present study examines workplace spirituality from the individual level perspective. Workplace spirituality has become a significant area of research that has attracted the interest of both scholars and practitioners in recent years. This concept explores how individuals strive for meaningful work, establish deep connections with others and the world, and incorporate their personal values into their careers. Research indicates that cultivating a spiritual atmosphere in the workplace can result in increased job satisfaction, improved work performance, decreased burnout, and heightened organizational commitment. Giacalone and Jurkiewicz(2003) delved into the concept of workplace spirituality, viewing it not as a religious encounter, but rather as a framework for organizational values that promote personal fulfillment and ethical conduct. They contend that by addressing the spiritual needs of employees, organizations create a conducive atmosphere that allows

individuals to fully express themselves at work, resulting in enhanced authenticity and ethical behavior. Neal(2005) played a crucial role in shaping the concept of workplace spirituality through her thorough reviews and practical research. She characterizes it as a movement that promotes business organizations to prioritize the holistic well-being of their employees, emphasizing compassion and mindfulness. Neal highlights the significance of harmonizing personal values with organizational objectives, fostering a sense of belonging and purpose among employees. Pruzan(2006) research explored the spiritual foundation of corporate leadership. The author explores the significant influence of spiritual contemplation on leadership strategies and decision-making procedures in organizational settings. Pruzan(2006) argued that leadership rooted in spirituality can foster ethical and responsible business practices, ultimately contributing to long-term success. Central to the concept of workplace spirituality is the understanding that employees are driven by more than just financial considerations. Their work behavior and attitudes are also influenced by profound spiritual needs. The needs can be grouped into three main categories: meaningful work, a sense of community, and alignment with organizational values. Each of these categories corresponds with the fundamental human requirements for purpose, connection, and ethics.

Individual Spirituality at work

Individual Spirituality at work pertains to the concept of workplace spirituality on an individual level. According to Kinjerski and Skrypnek(2006), Spirit at work is described as a unique state that encompasses various dimensions, including physical, affective, cognitive, interpersonal, spiritual, and mystical aspects. The typical experience is often described as including:

1. A physical sensation associated with a heightened state of arousal or energy.
2. Positive affect is often described as a deep sense of well-being and joy.
3. Cognitive features encompassing a sense of authenticity and an awareness of
4. The importance of aligning one's values and beliefs with their work, and the belief that their work serves a greater purpose.
5. The interpersonal dimension is marked by a strong sense of connection to others and a shared purpose.
6. A spiritual presence is often described as a profound connection to something beyond oneself, such as a higher power, the Universe, nature, or humanity.
7. A mystical dimension is described as having a sense of perfection, transcendence, living in the moment, and experiences that are awe-inspiring, mysterious, or sacred.

This definition provides a solid foundation for comprehending Individual Spirituality at work (ISAW). This definition stands out because it encompasses the dimensions explored by previous researchers and also takes into account the spiritual aspects of work. Certain researchers have focused solely on the secular aspects of work, disregarding the spiritual dimensions that also exist. Many scholars have raised inquiries about the distinctiveness of workplace spirituality when compared to other concepts found in the organizational behavior literature. In order for the field of workplace spirituality to uphold its credibility as a distinct discipline, it is imperative for researchers and management professionals to engage in thorough discussions regarding the spiritual elements involved, rather than dismissing them.

Organizational Commitment

The three-component model of commitment, developed by Meyer and Allen, has garnered significant attention from scholars in the field of organizational studies and is increasingly being embraced as a valid framework.

- a) Affective commitment pertains to the emotional connection, sense of belonging, and active engagement of employees with the business. It has been strongly and detrimentally linked to absenteeism, turnover intention, and reduced performance.
- b) Continuance commitment is the type of commitment that arises from the costs an employee links to leaving the organization. There is a negative relationship between continuing commitment and supervisor rating for possible promotion and overall job performance.

Normative commitment refers to the emotional connection that employee has with an organization, driven by a sense of ethical obligation and the belief that it is morally correct to be committed to the organization.

Dedication is a crucial element in every prosperous organization, but it holds particular significance in service-oriented organizations. This is due to the inherent challenge of closely monitoring staff performance in service firms. However, even minor variations in performance can significantly impact client views.

Job satisfaction

Job satisfaction has been the subject of intense scrutiny in organizational research, with multitudes of studies conducted. Job satisfaction refers to the degree to which an individual experiences favourable or negative feelings towards the inherent and/or external elements of their job.

Research has shown that job happiness is a reliable indicator of various outcomes, including job performance, contextual performance, reduced likelihood of job searching, physical and mental well-being of employees, and overall life satisfaction. Furthermore, it is linked to a greater frequency of corporate citizenship behaviors and heightened organizational commitment. Reduced levels of job satisfaction have been correlated with issues such as employee turnover and absenteeism. Understanding the relationship between workplace spirituality and job satisfaction is crucial for comprehending the potential impact of workplace spirituality on workplace dynamics.

Burnout

Freudenberger (1974) is credited with first identifying burnout and described it as a state of fatigue or frustration resulting from excessive demands in the workplace. Maslach(1982) tripartite delineation of burnout is commonly employed for the purpose of conducting research. It encompasses emotional weariness, which is defined by feelings of fatigue and the perception that one's emotional resources have been depleted. b) Depersonalization: characterized by the objectification of clients, displaying cynicism and emotional indifference towards co-workers, clients and the organization. c) Diminished personal accomplishment refers to a feeling of decreased job competence and successful achievement in work or dealings with others. Empirical data indicates that burnout can lead to a range of adverse consequences. Individually, burnout can lead to a range of adverse physical and mental health issues, as well as the decline of marital, familial, and social connections. At the organizational level, it can lead to reduced organizational commitment, diminished work satisfaction, increased turnover, and higher rates of absenteeism. Burnout is a psychological syndrome that occurs as a result of chronic interpersonal stressors in the workplace. It is characterized by feelings of exhaustion, cynicism, and reduced professional efficacy. Burnout is prevalent in occupations that involve intense interactions with people. The study of burnout is important for understanding its impact on individual health, organizational effectiveness, and societal well-being. Leiter & Maslach(1988) focused on the relationship between job demands, employee resources, and burnout. Their research led to interventions aimed at improving employee engagement and reducing workplace stress. Burnout arises from a mismatch between the individual and various aspects of the job environment & requires individual coping strategies, organizational changes, and societal values(Leiter,1989).

Research Design

A cross-sectional survey design was adopted in this study. Convenient sampling method was employed to collect data from permanent faculty members working in different government and private universities in India. Different disciplines such as management, engineering, nursing, education & law were included for diverse perspectives across different domains. A total of 350 questionnaires were distributed and 235 were received back. A response rate of 67.1% was received. After verification, 20 questionnaires were rejected due to missing data. Thus, finally 215 questionnaires were found appropriate for further analysis. Table 1 presents demographic data of the respondents. The sample of HEI respondents consisted of (42.3%) males and (31.1%) females (N=215). The average age of the HEI respondents was 29.4 years.

Table 1: Demographic profile of the respondents (N=215)

As shown in Table 1, majority participants were male (n = 124, 42.3%), while 91 participants (31.1%) were females. Age distribution in the sample consisted of the largest as between 31-40 years (n = 93, 31.7%), followed by 41-50 years (n = 55, 18.8%), 20-30 years (n = 40, 13.7%), 51-60 years(n=24, 8.2%). The smallest age group was more than 60 years (n =

3, 1.0%). Educational qualification of maximum respondents were Ph.D (n=98, 33.4%) & Post Graduates (n=98,33.4%). Rest were graduates (n=15,5.1%),diploma holders(n=1,0.3%) & others(n=3, 1.0%). Income distribution of respondents was between 5-10 lacs(n=96,32.8%),Less than 5 lacs (n=42,14.3%), 10-15 lacs(n=41,14.0%),15-20 lacs(n=20,6.8%),more than 20 lacs (n=16,5.5%). Sample was approx. equally represented by government institutions (n= 106, 36.2%) & private institutions (n= 109, 37.2%). Respondents from academic professionals were higher (n=169, 57.2%) than administration(n=46, 15.7%). The sample comprised of maximum respondents with an experience between 10-15 years(n=51,17.4%), followed by experience between 2-5 years(n=47, 16.0%), 5-10 years(n=45,15.4%),more than 20 years(n=31,10.6%),15-20 years(n=15,5.1%).Minimum experience holders were with less than 2 years(n=26, 8.9%).

Gender		
	N	%
Male	124	42.3%
Female	91	31.1%

Age		
	N	%
20-30 years	40	13.7%
31-40 years	93	31.7%
41-50 years	55	18.8%
51-60	24	8.2%
More than 60 years	3	1.0%

Education		
	N	%
Diploma	1	0.3%
Graduate	15	5.1%
Post Graduate	98	33.4%
Ph.D	98	33.4%
Others	3	1.0%
Income		
	N	%
Less than 5 lacs	42	14.3%
5-10 lacs	96	32.8%
10-15 lacs	41	14.0%
15-20 lacs	20	6.8%

More than 20 lacs	16	5.5%
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Designation		
	N	%
Assistant Professor	112	38.2%
Associate Professor	19	6.5%
Head of Department	19	6.5%
Professor	19	6.5%
Junior Management	19	6.5%
Middle Management	19	6.5%
Senior Management	8	2.7%

Institution		
	N	%
Public Universities	106	36.20%
Private Universities	109	37.2%

Experience		
	N	%
Less than 2 years	26	8.9%
2-5 years	47	16.0%
5-10 years	45	15.4%
10-15 years	51	17.4%
15-20 years	15	5.1%
More than 20 years	31	10.6%

Scales & Measurement

18 item individual spirituality at work (ISAW) scale based on Kinjerski and Skrpynek's(2006). Table 2 gives details of the instrument used. Individuals responded to the items on a 5-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). EFA was conducted using Principal Components Analysis (PCA) with Varimax rotation and Kaiser Normalization. It is always advisable in a new environmental context. A 0.50 loading was used as a criterion value for inclusion, the factor analysis revealed five distinct factors having Eigen values greater than 1.0. CFA was conducted to check reliability & validity. The reliability of the scale was excellent (0.95).

Table 3 presents scales of measurement for the other constructs. Organizational Commitment was measured using Meyer & Allen(1991) scale on a 5-point Likert scale, ranging from (1)Strongly Disagree (5) to Strongly Agree. Job Satisfaction was measured using shorter version 17 item Minnesota Satisfaction Questionnaire (MSQ) ranging from Very Dissatisfied (1) to Very Satisfied (5). Personal Accomplishment subscale items of Burnout were reverse coded from Never (1) to Daily (5).

Table 2**Individual Spirituality at work scale**

Dimensions	No. of items	Cronbach Alpha
Engaging Work(EW)	7	0.81
Sense of community(SoC)	3	0.85
Spiritual Connection(SpC)	3	0.90
Mystical Experience(ME)	5	0.75
Total	18	0.95

Table 3: Other Constructs

Constructs	Scale	Items
Organizational Commitment	Meyer & Allen(1991)	9
Job satisfaction	Short version(MSQ)	17
Burnout	Maslach Burnout inventory(1986)	10

Results & Discussion

Data was analysed using the SPSS (v 27.0). Pearson product moment correlation determined the relationship between the independent variable of individual spirituality at work and dependent variables of organizational commitment, job satisfaction and burnout. Positive correlation was found between individual spirituality at work and organizational commitment ($r = 0.47$), job satisfaction ($r = 0.50$) and a negative correlation with burnout ($r = -0.40$). Bivariate correlations of the constructs are shown in Table 4.

Table 4

		Org Commitment	Job satisfaction	Burnout
Individual Spirituality At Work	Pearson Correlation	.47**	.50**	-0.40**
	Sig. (1-tailed)	.000	.000	.000

Organizational commitment was regressed on the ISAW which accounted for 10% of the variance ($F=11.35$, $p < .05$) in organizational commitment. Examination of the beta weights indicated ISAW ($b = 0.232$, $p < 0.05$). Thus, ISAW can be viewed as predicting organizational commitment. Job satisfaction was regressed on the ISAW which accounted for 20% of

the variance ($F = 25.70$, $p < 0.05$) in job satisfaction. Examination of the beta weights indicated ISAW ($b = 0.261$, $p < 0.05$) Thus, ISAW can be viewed as predicting job satisfaction. Burnout was regressed on the ISA and results reveal that Individual Spirituality at Work accounted for 11% of the variance ($F = 26.03$, $p < 0.05$) in burnout. Examination of the beta weights indicated ISAW to be related to burnout, with the expected negative relationship ($b = -0.341$, $p < 0.05$) Thus, ISAW can be viewed as predicting burnout. Table 5 displays results of regression analysis.

Table 5: Regression Model Summary

Independent Variable	Dependent Variables	Beta Co-efficients	Sig	R ²	F	Sig
Individual Spirituality At Work	Organizational Commitment	0.232	0.001	0.12	11.35	< .05
	Job Satisfaction	0.261	0	0.22	25.7	< .05
	Burnout	-0.341	0.001	0.11	26.03	< .05

The correlation study revealed substantial positive associations between affective and normative commitment and individual spirituality at work. Although there was a negative correlation between the relationship and continued commitment, it was not statistically significant. The regression analysis demonstrated that ISAW (Individual Spirituality at Work) is significant predictor of organizational commitment. This finding is consistent with earlier research in the literature. Milliman et al. (2003), discovered notable correlations between organizational commitment and workplace spirituality. Trott(1996) found strong favorable relationships between spiritual wellbeing and organizational commitment. Nur(2003) revealed that organizations adhering to the 'Management by Values' approach exhibit higher levels of organizational commitment compared to those following the traditional management principles.

The regression analysis indicated that ISAW can be considered as predictor of job satisfaction. The correlation analysis revealed a statistically significant positive association between the intrinsic and extrinsic subscales of job satisfaction and ISAW. Prior studies in the field of spirituality mostly concentrated on internal job happiness. Milliman et al. found substantial correlations between intrinsic job happiness and workplace spirituality aspects, including meaningful work, alignment with organizational values, and sense of community. Nur(2003) discovered that firms that adhere to the 'Management by Values' approach result in higher levels of job satisfaction compared to those that follow traditional management concepts.

Regression analysis indicated that the ISAW variable may be considered as a predictor of burnout. The correlation analysis revealed a statistically significant inverse association between ISAW and all three subscales of burnout. The level of personal success was the highest, followed by moderate levels of emotional tiredness and low levels of depersonalization. Research suggests that individuals who experience burnout are frequently those who have a multitude of unmet demands, particularly those related to higher-order requirements. Pines & Aronson(2003) argue that the fundamental reason for burnout is our inherent desire to find purpose and significance in our lives, to feel that our actions are valuable, significant, and even heroic. Bulka(1984) contended that self-transcendence could potentially provide a solution to burnout. Golden et al.(2004) confirmed that spirituality had incremental relevance in predicting burnout, even after accounting for personality and work environment factors. Individual spirituality is regarded as crucial for managing stress and burnout.

CONCLUSION

The findings of this study indicate that the presence of spirituality in the workplace is associated with higher levels of organizational commitment and job satisfaction, while also being linked to lower levels of burnout among faculty members. Fraternity members in educational institutions can actively work towards enhancing their spiritual experience at work, leading to increased job satisfaction and reduced burnout. The findings of this study indicate that there is a positive correlation between organizational commitment, and job satisfaction. Hence, educational institutions can make use of this valuable information to enhance the efficiency of universities. Aware educational institutions prioritize the holistic

development of faculty members and foster a sense of community both within and beyond the academic setting. They prioritize relationship-centred care and base their decisions on these values, rather than focusing solely on profits. The structure of educational institutions should be designed to provide support for both employees and society. Incorporating spirituality into the fabric of organizations and education is a crucial undertaking. The integration of spirituality into the workplace has significant implications. It promotes a comprehensive comprehension of employee motivation and well-being, advocating for workplaces that prioritize both productivity and the nurturing of the human spirit. When an employee's spiritual values align with organizational practice, it has a positive impact on job satisfaction, organizational commitment and burnout. This, in turn, fosters ethical business practices and sustainable performance. As the field progresses, it is evident that the connection between an individual's spiritual fulfilment and their professional life is vital for personal well-being and organizational effectiveness. This area of study is crucial for individuals interested in the intersection of personal growth and career advancement. Understanding burnout is crucial for developing effective management and health policies to reduce work-related stress. By creating environments that promote employee well-being and recognizing the signs of burnout early, organizations can improve both employee health and organizational outcomes.

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