

AN EMPIRICAL ASSESSMENT OF WORKPLACE SPIRITUALITY AND ITS OUTCOMES

Rupa Rathee*, Pallavi Rajain**

Abstract Workplace spirituality cannot simply be defined as a combination of two words “Workplace” and “Spirituality” as work and spirituality seem to be mutually exclusive domains. Previous literature suggested that several variables are used to indicate the impact of spirituality at workplace. Therefore, owing to the accumulating evidence regarding the benefits of workplace spirituality for organizations as well as their stakeholders, the authors undertook a study to find the factors influencing workplace spirituality and their impact on spirituality outcomes for employees in Multi-National Companies (MNCs) in National Capital Region (NCR) in India. The sample included Delhi, Gurgaon, Noida, and Haryana with a sample size of 185 using convenience and judgmental sampling. First, the data was analyzed using exploratory factor analysis (EFA) to check the validity and reliability of the measuring instrument. Five factors were identified using, EFA, i.e., inner life, meaning and purpose, spirituality and religion, spiritual learning, and spirituality outcomes. Further, confirmatory factor analysis was used to test the discriminant and convergent validity of the scale along with the goodness of fit. The measurement model indicated goodness of fit. In accordance with the examination conducted already, this investigation strengthened the contention that Indian employees who have quality connections in work, significant assignments to perform, and adjust their qualities and authoritative qualities will probably have better outcomes.

Keywords: Workplace, Spirituality, Employees, Meaning, Inner Life

INTRODUCTION

Spirituality has been defined in various modes. Latin origin of the word “spirit”, “*spire*”, means to breathe. Basically, spirit can be said to be what inhabits us when we are breathing and alive; it is the life force. All these include the belief in a power controlling the whole world that is greater than oneself, a feeling of connectedness with this power and with all living things; and knowing the meaning and purpose of life; and the development of personal values and aspirations. *Spirituality is customarily thought of as one’s personal tracking of the divine and is not bound to be seriously intended towards any particular religious tradition.* The existence of different “spiritual paths” is valued by many hopefuls, giving importance to finding one’s own individual path to spirituality and recognizing God totally. It describes the inner-self which includes the intellectual and physical self, separate from the body. It is the quality of recollecting the intangible, of being spiritual, life-affirming force in all human beings and self (Fairholm, 1997). Spirituality expresses itself in the form

of spiritual values (i.e. humility, honest communication, ethical influence, trust, and integrity) and spiritual behaviour (expressing care, honest communication, humility, engaging in spiritual practice, etc.).

Workplace Spirituality is the way of being, believing (values and morality), behaving (rituals and practices), and relating (community and relationships) as to work in connection with an ultimate value or purpose (God or Other). It is a culture that recognizes that employees have both a spirit and a mind, seek to connect with other employees, and have desire to find purpose and meaning in their work and to be a part of community. It is reported that there can be alienation from oneself, reduction in the productivity and employee frustration due to lack of purpose or meaning of work (Naylor *et al.*, 1996). Moore (1992) discovered that vocational work aides in making more prominent contribution to the working environment. Along these lines, authors suggest that meaningfulness one acquires from work is critical for spiritual advancement at the working environment.

* Assistant Professor, Department of Management Studies, Deenbandhu Chhotu Ram University of Science and Technology, Haryana, India. Email: ruparathee@gmail.com

** Research Scholar, Department of Management Studies, Deenbandhu Chhotu Ram University of Science and Technology, Haryana, India. Email: pallavirajain@gmail.com

REVIEW OF LITERATURE

Spirituality at Workplace

Mitroff and Denton (1999) performed a quantitative research concerning spirituality in workplace, which concluded that the only way in which spirituality can be managed is by clear and complete separation from work. The authors also found that religion, science, and art had to be separated from each other to develop into more mature forms. Later, Moore (2008) suggested that spirituality is another characteristic of individual difference. The author discussed that a whole new stream of research was needed to be developed to understand its effects if evidence is to be found that supports spirituality as an attribute of individual differences. Further, Bosch (2009) presented the various concepts of spiritual praxis in research to determine their relevance, effectiveness, and necessity to the workplace environment. These include the aspects of mindful mediation, mindfulness, detachment, compassion, and love. These aspects were explored in terms of views of managers' attitudes and perception; as well as in terms of their subjective assessments of care, stress, and morality without that environment. Marques *et al.* (2010) showed workplace spirituality in a stage and time where organizational instability and corporate greed ran rampant; analyzed workshop dialogues for greater awareness of workplace practices that are valuable for the nourishment of the spirit; developed a clearer comprehension of work and its deeper significance; showed a greater reflection of career goals and paths, greater sense of personal responsibility and integrity; and higher engagement and self-reflection.

Similarly, Long and Mills (2010) advocated the necessity of workplace spirituality for the prosperity of organizations as well as individuals working in them, a theory which was particularly supported in texts by Mitroff and Denton as well. Such texts may also express a form of pastoral power, which reaffirms a positive self-image due to cueing influence of language that is voiced in particular contexts for this purpose. Chin *et al.* (2011) integrated that an environment having both spiritual and emotional intelligence will be more conducive. Emotional intelligence can be defined as "the ability to understand, sense and effectively apply the power and acumen of emotions as a source of influence, connection, information and influence" (Cooper & Sawaf, 1997). On the other hand, spiritual intelligence is "the set of abilities that individuals use to embody, manifest and apply spiritual qualities, values and resources in ways that enhances their daily functioning and well-being" (Amram & Dryer, 2007). They display a united workforce which ultimately leads to increased productivity.

Importance of Spirituality for Organizations

Rust and Gabriels (2011) studied whether there existed a link between values of the employees and the values of

the company. Besides indicating a link, the results of the study also suggested that employees strive to combine spiritual values at work and consider themselves spiritual. Petchsawanga and Duchon (2012) reported two studies that examined expression of its employees' spiritual selves and how an establishment can encourage more productive work practices by implementing the same in the eastern countries.

One study showed that compared to people who did not regularly practice meditation, people who regularly practiced meditation scored higher on workplace spirituality. Second study reported a quasi-experimental study in which insight meditation was practiced by people. Sheng and Chen (2012) indicated that with the help of a framework which allows leaders to identify cumbersome spiritual growth in the workplace, there is a realization in the internal existence of spirituality and in-depth spiritual consciousness. Thus, the study of spiritual experiences of an individual allows managers to realize the potential of employees at various spiritual levels to direct the work attitude of employees.

Benefiel *et al.* (2014) explored the undisclosed assumptions and history as well as the state of empirical research and current theory regarding religion and spirituality at the workplace. They described the history of the endeavours to unify religion and spirituality at the workplace, with their emergence through the Faith at work movement and their foundational roots in the Protestant work ethic. Illes (2016) discovered that profound conventions put human presence into a more extensive setting and bolster the reconciliation of practices and good qualities into day-by-day life that can make a more meaningful and happier existence. The basic principles of Christianity and Hinduism were described in the search for correlations, meanings, and purposes between the cases. By taking advantage of the ageless shrewdness of the human legacy, people can interface with others in significant ways, beat religious, political, and social obstructions; and find better approaches for cooperating. Paul and Saha (2015) proposed how employees with personal disorders and other work-related problems were helped with various spiritual approaches that shape the modern organizations. Spiritual organizations are differentiated from other organizations on basis of these features – focus on toleration of employee expression, employee empowerment, trust and openness, and individual development.

All these are effective tools to make employees feel that they form an integral part of the institution. Bhatti *et al.* (2016) indicated that the findings are vital not only for where the research has been overseen (Pakistani Muslim organizations), but such socially responsible and spiritual doctrine also has global implication for all laws directed at truncating regulations about human rights and deviant behaviour in modern world. Positively, employees who displayed impeccable behaviour like honesty, being principled, hardworking, and loyal were spiritually stronger.

Khasawneh (2011) studied employees at Jordanian public universities and determined the level of spirituality in the workplace and observed that respondents perceived an overall moderate-to-high level of workplace spirituality in their work settings. They found no significant difference in perceptions of employees based on university affiliation, academic rank, experience, and gender. Hassan *et al.* (2016) concluded in their study that spirituality at workplace will enable workers to interact with others and let them immerse in their work, which comes up with the prosperity both for the organization and for the employees. It was also suggested that in 21st century organizations should enhance and compute workplace spirituality on a regular basis.

Factors Influencing Workplace Spirituality

Earlier, Fernando (2005) conducted an empirical study on self-actualizing workplace spirituality which indicated that self-actualizing spirituality at workplace can be felt exclusive of religious practice and theory. Nonetheless, in the workplace spirituality literature in the West, the relationship between the religion and spirituality is a complicated one and because of confusion surrounding the distinction between spirituality and religion, there are several arguments against the practice of workplace spirituality based on religion. Pawar (2009) explored that there was significant relationship between work attitudes and workplace spirituality. The outcomes of the research provided only marginal support for the interactive effect model, which conjectured that the effect of workplace spirituality aspects on work attitudes will be moderated by individual spirituality.

Albuquerque *et al.* (2014) studied the influence of three factors, i.e. sense of community, meaningful work, and inner life, which are related to workplace spirituality along with their influence on objective and perceived organizational performance in two primary healthcare settings, namely, family health units and health centres. Fachrunnisa (2014) found that government officers required are to communicate effectively with the community regarding the programme so that there is an improvement in performance of government employees in the organization and influence spiritual wellbeing. Aravamudhan and Krishnaveni (2014) found that it would not work anymore for companies that engaged the employees through mind, intellect, and pay. Organizational performance can be improved if its employees are treated as a part of its community and emotionally engaged to the purpose of the company which results in motivation and loyalty as well. Daniel (2015) found that for the two nations contemplated, inward life and feeling of network were observed to be immaterial. Notwithstanding, important work was observed to be significantly and negatively correlated with work stress for Mexico and the US. Results suggested that in both countries, less stress was perceived when employees conducted meaningful activities. The study

also sought to understand the relationship among workplace spirituality and work stress.

Bhunja and Das (2012) probed workplace spirituality and the motivational influences for earnings management from its perspectives. They concluded that organizational spirituality and spiritual awakening are diverse. The authors in their study also substantiated that a negative association exists between earnings management and workplace spirituality. Nasurdin *et al.* (2013) explored that moderating effect of gender on the relationship between workplace spirituality and individual outcomes and showed the impact of workplace spirituality on employee's individual outcomes. The author showed the environment in which employees can express, develop, and implement their ideas and develop spirituality among employees. Hassan *et al.* (2016) explored that relationship between work satisfaction and workplace spirituality dimensions by taking trust as a mediator. The influence on job satisfaction because of workplace spirituality was mediated by trust which had significantly positive relationship workplace spirituality. Because of the existence of a positive impact of workplace spirituality on job satisfaction through the involvement of trust, providing the employees better ways in which to interact and communicate further improving communication and making them good at their trust, honesty, and integrity.

Chand (2012) reflected that job satisfaction and organizational emotional ownership were predictors in coping up with job stress. Job stress had negative relationship with job satisfaction and organizational emotional ownership. It was also confirmed that workplace spirituality was an important predictor in coping up with stress at job. Singh and Chopra (2016) identified the relationship among grit, work engagement, and workplace spirituality. Enhanced work performance by nourishing the spirit of employees at work is the part of concept of spirituality. The author showed the importance of personality variables and environmental variables in promoting employee well-being and job performance. Sorakraikitkul and Siengthai (2014) studied the existence of partial mediation by knowledge-sharing behaviours in the relationship between workplace spirituality and organizational learning culture which is positive. An investigation was also made into workplace spirituality and knowledge-sharing behaviours enabled by organizational learning culture. In one of the studies, it has been suggested that it is false to assume that workplace spirituality dimensions are strongly affected by all traits of organizational culture (Alas & Mousa, 2016). In one another investigation, it has been noted that only sense of community and meaningful work had relationship with organizational commitment approaches (Mousa & Alas, 2016). Zsolnai and Illes (2017) studied the relationship between creativity in business context and spirituality. The authors presented instances of spiritual-based creative business models. It was

found that a deep sense of connectedness and spirituality were required to increase care and creativity in business.

Workplace Spirituality Outcomes

Workplace spirituality has several outcomes as found from the studies by previous authors. Firstly, Rego, and Cunha (2007) studied the impact of five workplace spirituality dimensions (opportunities for inner life, enjoyment at work, sense of contribution to society, alignment with organizational values, and team's sense of community) on continuance, normative, and affective commitment. Their findings suggested that when people feel less instrumentally committed, experience a sense of loyalty/obligation towards the organization, they feel more affectively attached and experience workplace spirituality. Later, Sukanya and Riasudeen (2014) researched the concept of workplace spirituality and leadership effectiveness from the perspective of employees. They presented a conceptual model focused on assimilating the influence of workplace spirituality on the employees to assess effectiveness of leaders. They proposed that if employees recognize spirituality at work, have a prosperous inner life, find meaning at work, have caring co-workers within the corporate organization, and a satisfactory work unit, then it will have an effect on leadership effectiveness.

Petchsawanga and Duchon (2009) indicated the transcendence, mindfulness, meaningful work, and compassion in Asian context. The author determined the connection of work outcomes to spirituality which included job performance, effective leadership, learning, organizational commitment, and job satisfaction. Wainaina *et al.* (2014) have concluded that a sense of loyalty or obligation to the organization was experienced by people when they were in an organization that implemented workplace spirituality. People experienced and felt more affectively linked to their organizations. The authors also found that when work was meaningful, there was greater commitment among employees and they were less likely to quit. Daniel (2010) undertook a research to garner team effectiveness with the help of workplace spirituality by using a theoretical model. It was found that when spirituality was perceived at work by team members, some important attributes such as respect, creativity and trust could be found inside the organization and have an influence on team effectiveness, which encompasses team performance, team conflict, and team member satisfaction. Geigle (2012) has given a literature review on workplace spirituality empirical research. According to the author, literature provides the evidence of a flourishing body of knowledge related to spirituality at work. The quantitative study on this topic is concerned with a small but growing subset of this

knowledge. The analysis documented the facts concerning measuring and defining demographics, implementation, effect on attitudes; and impact of workplace spirituality on job performance, satisfaction, and commitment.

Gupta (2012) integrated that to address productivity and motivation issues businesses are using spirituality as a tool, rather than as a scaffold to bring about a cultural change in business thinking and behaviour or operationally efficacious and feasible in transforming the organizational culture. McCuddy and Pirie (2007) also reported that the participants in their study had reported prayer activities increased productivity and employee morale while decreasing overall employee turnover. Another outcome of the current research was that the coefficient of spirituality was larger than religiosity, which indicated that better spiritual condition impacts employees to show better performance in comparison to only performing tasks as a ritual.

Jhaharia (2015) invested employees for achieving success and improving their performance what actual need to perform them so that they meet to the capacity to perform that job to meet their expectations and spirituality create environment so that they help peacefully and understand peers and subordinates. Shah and Sachdev (2014) indicated that physical aspects of an organization depicted those values by which employee-related outcomes were influenced. These aspects included for example the organization's symbols, logos, and organizational elements characterized as "practice of Fair Governance" and "HR Effectiveness". Further, employees perceived the highest levels of holistic engagement when there was perfect "alignment" between the intent of an organization to honour values and its corresponding actions.

RESEARCH OBJECTIVES

- To explore the factors influencing workplace spirituality.
- To study the impact of workplace spirituality on outputs of employees.

METHODOLOGY

Design of Survey Instrument

The questionnaire items for factors affecting workplace spirituality and its outcomes were developed from exploratory discussions with experts and from the inferences obtained through the review of the subject. The scale included 25 statements adapted from Pawar (2009), Daniel (2010), and Petchsawanga and Duchon (2012). All statements were measured on 5-point Likert scale and ranged from strongly disagree to strongly agree.

Sampling Design

Sampling area included MNCs of Delhi, Gurgaon, Noida, and Haryana. In the research, non-probability sampling technique was applied. Judgmental sampling was used for sample selection. Out of the 200 surveys questionnaires administered, 185 were received from employees of MNCs with a rate of response being 92.5%. Most of the respondents were males (68.6%). Majority of the respondents were unmarried (53.5%) and postgraduates (45.9%).

Survey Period

The data was collected over a period of 2 months from 10 April 2017 to 15 June 2017.

Assessment of Reliability

In order to assess the reliability, Cronbach's alpha which is used to measure internal consistency of the items was applied. In the current research, all alpha coefficients ranged

from .69 (close to required value of 0.70) to .88 indicating good consistency among the items of each construct as shown in Table 1. One construct that had reliability of .65 was dropped from the list.

Exploratory Factor Analysis

Sample adequacy for Kaiser-Meyer-Olkin is 0.928 which is above the minimum requirement of 0.6 (Kaiser & Rice, 1974) and significant value for Bartlett's test of sphericity is 0, which is below the maximum requirement of 0.05. It implies that the sample is adequate for factor analysis.

Exploratory Factor Analysis was applied using Principal Component Analysis with Varimax rotation. Elimination of items which had factor loadings lower than 0.5 was done (Hair *et al.*, 1995). Next, five factors which comprised of 23 items, all having eigenvalues of one and above were extracted and the resultant values are displayed in Table 2. Each of the factors of the instrument proposed were able to explain total variance of 63.9% (exceeded 60%), which suggested the appropriateness of the procedure.

Table 1: Results of Exploratory Factor Analysis

Factor	Statements	Loading	TVE	Cronbach's alpha
Spirituality outcomes	Spirituality increases the level of satisfaction of employees	.740	14.215	.836
	You can work longer after meditation	.611		
	You think you are personally responsible for your job and work	.596		
	Spirituality at work brings the best out of you	.593		
	Workplace spirituality helps to develop the personality of an individual	.579		
	Spirituality can make you more focused and confident	.575		
Inner life	Workplace should be on theme of tolerance and patience	.709	13.608	.885
	Spirituality can develop leadership quality in people	.653		
	Workplace spirituality helps people to improve their performance	.587		
	Organizations should incorporate spirituality at workplace	.575		
	Inner life (values, spiritual health) affects your work	.548		
	You are able to take a stand on your decisions	.533		
	Spirituality can boost morale of people	.530		
Meaning and purpose	One should find strength in faith or spiritual beliefs	.685	13.279	.828
	You share your thoughts with other people	.655		
	One should seek meaning and purpose in the workplace	.628		
	Self-motivation influences workplace spirituality	.560		
	You feel connected to a higher power	.529		
Spirituality and religion	Importance of spirituality in your life	.836	8.645	.718
	Spirituality is understood different from religion	.651		
	Importance of religion in your life	.543		
Spiritual Learning	Employees use their salary to fund spiritual learning	.757	7.810	.697
	Organizations should arrange spiritual learning programmes like meditation or yoga	.528		

Source: Survey by authors

Naming of Factors

The results showed that the 23 variables converged into five factors. The examined factors which influence the spirituality at the workplace include:

- **Spirituality Outcomes** – The analysis has revealed that respondents have considered this factor to be the most important factor with the highest explained variance. Six out of 23 statements load significantly on this factor. This includes increase the level of satisfaction, work longer after meditation personally, responsible to your job, work spirituality at work brings best out of you, develop the personality of an individual, and spirituality can make you more focused and confident.
- **Inner Life** - The analysis has revealed that respondents have considered this factor to be the second most important factor. Seven out of 23 statements load significantly on this factor. These include theme of tolerance and patience, develop leadership quality, help people to improve their performance, incorporate spirituality at workplace, inner life (values and spiritual health) affecting your work, take a stand on your decision, and boost morale of people.
- **Meaning and Purpose** – The analysis has revealed that respondents have considered this factor to be the third most important factor. Five out of 23 statements load significantly on this factor. This includes strength in faith or spiritual, your thoughts with other people, seeking meaning and purpose in the workplace, self-motivation influence workplace spirituality, and feeling connected to a higher power.
- **Spirituality and Religion** – The analysis has revealed that respondents have considered this factor to be the fourth most important factor. Three out of 23 statements load significantly on this factor. This includes spirituality is important in your life, understood different from religion, religion is important in your life.
- **Spiritual Learning** – The analysis has revealed that respondents have considered this factor to be the sixth most important factor. Three out of 43 statements load significantly on this factor. This includes use their salary to fund spiritual learning and arranged some meditation or yoga.

Confirmatory Factor Analysis

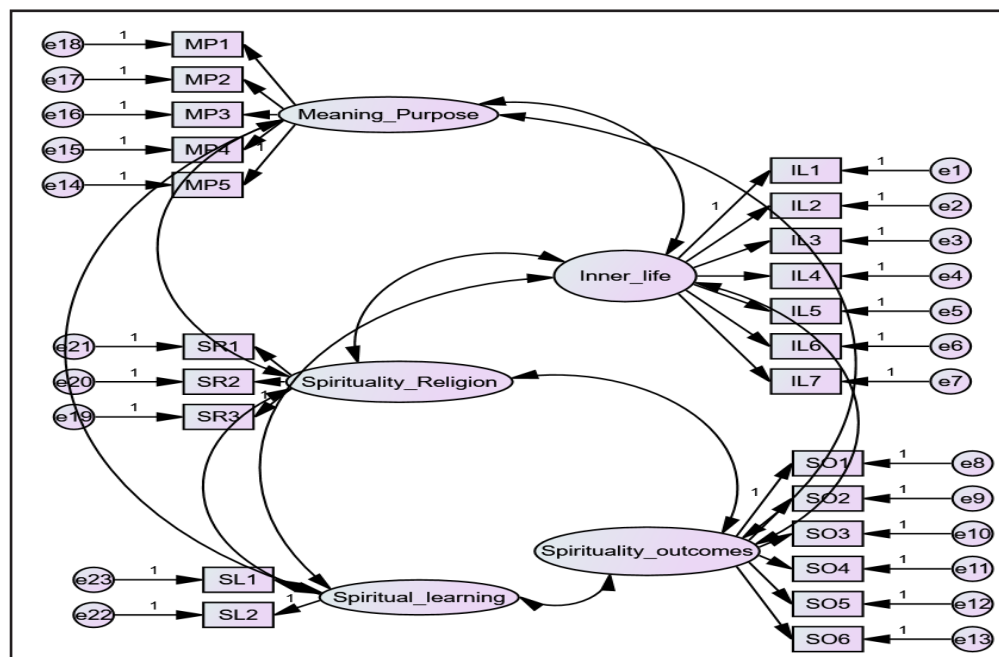


Fig. 1: Confirmatory Factor Analysis

First of all, confirmatory factor analysis (CFA) using AMOS 21 was undertaken, as a preliminary analysis for the evaluation of adequacy and dimensionality of the measurement items that connected to the corresponding latent variables concurrently (Anderson & Gerbing, 1988; Bollen, 1989). The five-factor model with 23 measures was freely allowed to correlate as shown in Fig. 1.

Measurement Model

The final measurement model presented a very good fit with the data (RMSEA = .06, CFI = .90, NFI = .82, GFI = .85; CMIN/df = 1.8, $p < .001$), as the values of CFI, NFI, and GFI reached the recommended cut-off criteria. The value of RMSEA was below the cut-off criteria of .08 (Bagozzi & Yi, 1988; Bentler & Bonett, 1980).

Structural Model

In the structural model, multiple items were summed and averaged into scales used to measure modelled constructs. Model fitting analysis was computed to determine path coefficients. Four variables (i.e., inner life, meaning and purpose, spirituality and religion, and spiritual learning) are the exogenous variables explaining one endogenous variable, i.e. spirituality outcomes. Overall, a good fit of the data was presented for the model according to the various indices (RMSEA = .06, CFI = 1, GFI = 1, NFI = 1, $p < .001$). The model can be explained through the equation $Y = \beta_0 + \beta_1 X_1 + e$. The model was significantly fit and tested positive. The model Spirituality Outcomes = $\beta_0 + \beta_1$ (Inner Life) + β_2 (Meaning and Purpose) + β_3 (Spirituality and Religion) + β_4 (Spiritual Learning) + e holds as suggested by the above test.

RESULTS AND DISCUSSION

Factors Influencing Workplace Spirituality

The present research was carried out to identify the factors that influence workplace spirituality. After conducting exploratory factor analysis, it was found that 23 statements converged into five factors. These factors were named as spirituality outcomes, inner life, meaningful and purpose, spirituality and religion, and spiritual learning. Among these spirituality outcomes was the most important factor which explained the maximum amount of variance. Previous studies had also stressed on this dimension of workplace spirituality which included satisfaction, commitment, and performance (Petchsawang, 2009). Inner life was found to be the second most important factor. This dimension was also found significant by previous authors who found that the organization should respect an individual's values (Rego & Cunha, 2007; Albuquerque *et al.*, 2014). The third factor included meaning and purpose. This dimension was closely related to meaningful work which had been found in the studies by Petchsawang (2009), Sukanya and Riasudeen (2014), Albuquerque *et al.*, (2014). The fourth factor was spirituality and religion. This dimension was studied separately by previous authors who sought to find the differentiation between spirituality and religion. They studied whether employees understood spirituality as a concept different from or similar to religion (Fernando, 2005; Benefiel *et al.*, 2014). The last factor was spiritual learning. Previous studies suggested a relationship between workplace spirituality and organizational learning (Sorakraikitikul & Siengthai, 2014). These five factors were further subjected to CFA. The five-factor model with 23 measures was freely allowed to correlate. The final measurement model presented a very good fit with the data.

Impact of Workplace Spirituality

It was found that inner life as well as meaning and purpose had a significant impact on spirituality outcomes. The third dimension, spirituality, and religion had lower significance value whereas the last factor spiritual learning was not significant at all. Thus, it can be said that workplace spirituality is largely influenced by inner life as well as meaning and purpose of the employees. The effect of inner life on workplace spirituality outcomes is statistically significant (Standardized $\beta = .451$; $p < .01$). For the second construct, as well it was found that meaning and purpose at work also had a significant impact on spirituality outcomes (Standardized $\beta = .247$; $p < .01$). Next, spirituality and religion also had an impact on spirituality outcomes but it was significant at only 5% level of significance (Standardized $\beta = .136$; $p < .05$). Lastly, spirituality learning had an impact on workplace spirituality outcomes but it was not significant (Standardized $\beta = .051$).

CONCLUSION

The following inferences can be drawn from the research outcomes and above discussion. First, employees feel a deep sense of connection with other people and another people's work, which increases the level of satisfaction, performance, and personality development. Workplace spirituality at work brings out the best of employees. More involvement of employees in the organization indicates connection to a higher power. There is no involvement of the feeling of connection with God because this research is about spirituality, not religion. Employees form an understanding about spirituality that is different from religion. Spirituality gives meaning to employee's life; they feel that work has meaning for them beyond the material rewards. A sense of energy and joy is created at workplace by meaningful work. Alternatively, by acknowledging that a person's work helps him to express his/her inner self, meaningful work helps in answering the question of why one is in the workplace. The study broadly categorizes the factors affecting workplace spirituality into inner life, meaning and purpose, spiritual learning, and spirituality different from religion. It was found that these factors have an influence on spirituality outcomes which include satisfaction with their jobs, increased performance levels, self-confidence, and feeling of responsibility towards work. Predictable with the exploration directed in western nations, this investigation bolstered the contention that Indian employees who have quality connections in work, significant assignments to perform, and adjust their qualities and authoritative qualities will probably have better outcomes.

MANAGERIAL IMPLICATIONS

The after-effects of this investigation can give leaders in associations a few experiences that may alleviate sentiments of forlornness, sorrow at work. At the point when there is an absence of fellow companions and social contact in the work environment, sentiments of void, separation, aloofness from others, and passionate hardship are probably going to appear. While trying to relieve these sentiments, associations should be steadier to the spiritual development. Workshops and courses on workplace spirituality may be conducted to fulfil a critical requirement regarding re-educating both future as well as current business tycoons in their subtlety about the relationship of spirituality and work output. Second, organizations can plan some casual exercises that make workplace additionally fascinating and cheerful to advance work environment spirituality. These exercises are useful in creating feeling of work environment spirituality; for example, holding off-site preparing exercises and gatherings which may bring about making the workplace more important.

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