Factors Impacting Workplace Spirituality of Indian MNC's employees – An Empirical Analysis

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Abstract: *Previous research has proved it that spirituality at workplace and employee performance, job satisfaction, motivation is significantly impacting each other. The current study aims to analyze the factors responsible for spirituality of workplace for Indian MNC's employees residing in India. It's a pilot study conducted using primary data using 5-point Likert scale. 89 Indian MNC's employees' respondents were analyzed using factor analysis. Factors like 'Engaging work', 'Disconnected', 'Purpose', 'Prosperity', 'Selfless Service', 'Co-worker-relation' were identified factors which impacts the spirituality amongst Indian MNC's employees. Using multiple regression, a model to estimate spirituality amongst Indian MNC's employees has been proposed. 'Engaging work', 'Purpose', 'Prosperity', 'Co-worker Relation' significantly impacts the spirituality of Indian MNC's employees. This study can be further carried on as mixed research or with a greater number of samples from different industries.*

Keywords: *Spirituality, workplace, Prosperity, MNC's, Disconnected, Purpose, Selfless Service, Co-worker, relation.*

1. INTRODUCTION:

During the most recent time's lot of attention and focus on the organizational culture that embraces the workplace spirituality and its adoption in the organization values was a topic of discussion. Few arguments on the surge in the interest is from societal trends and demoralizing effects on workers of large-scale organizational changes, such as – downsizing employees, financial scams, money laundry, tax avoidance, sexual harassment cases, unethical behaviours. Organizations that are viewed as rational systems are considering making room for the spiritual dimension, a dimension that has less to do with rules and order and more to do with meaning, purpose, and a sense of community (Ashmos & Duchon, 2000). Increasingly, the better-educated, new generations of workers are insisting that their spirituality be welcomed in the workplace just as their Intelligence is (Smith, 2002). These workers' actions are no longer motivated by low-level needs; they are looking for a higher order of self-fulfilment needs. Therefore, the organizations need to have an environment that cultivates the growth of human spirit in order to prosper. Developing a spiritual workplace culture is demonstrated through collaborative practices and collective unity to create harmony in achieving the mission and vision of an organization.

In essence, when one attains a meaningful job, it makes it easier to acquire the skills and develop necessary traits to improve his or her work (Wrzesniewski & Dutton, 2001). DeKlerk (2005) suggested that when employees feel their work is meaningful, they strive harder to attain higher level performance, which leads to self-satisfaction, job satisfaction, and psychological well-being (Liang et al., 2017). Furthermore, it is the organization's duty to provide many incentives for employee self-management towards a balanced approach to workplace and personal life (Marques, 2007). Several studies show an interconnection between workplace spirituality, job satisfaction, employee engagement, and job performance (Crawford, LePine, & Rich, 2010; Duchon & Plowman, 2005; Petchsawang & Duchon, 2012).

Organizations that develop and cultivate a spiritual workplace stress the importance of Engaging work; build prosperity at work and purposeful work-life. In total, the spiritual outlook at an employee level can be seen as caring for others, intrinsically driven to come to work. Feels rewarded through a fulfilled work & social life, and an accomplished objective of life, rather just not limited to the financial benefits.

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Finally, to assess the effects of the 2020 COVID-19 pandemic on humanity, community, and organizations. Though it's still early to know on the long-term impacts of pandemic on any age group, the 2020 Deloitte Global Millennial Survey reveals younger generations whose resilience and determination will surely shape the world that emerges.

2. LITERATURE REVIEW:

From command and control or fear-based approaches to trust and empowerment (Conger and Kanungo, 1988), from simplicity to complexity (Lewin, 1992), from transactional leadership to transformational leadership (House and Shamir, 1993), and from closed systems to complex adaptive systems (Dooley, 1997). These changes in management include a shift from an economic focus to a balance of profits, quality of life, spirituality, and social responsibility concerns (Walsh, Weber, and Margolis, 2003; DeFoore and Renesch, 1995), a shift from self-centeredness to interconnectedness (Capra, 1993), a shift from self-interest to service and stewardship (Block, 1993; Neck and Milliman, 1994), and a change from materialistic to a spiritual orientation (Fox, 1994; Neal, 1997, DeFoore and Renesch, 1995). The novel developments and innovations in the new spiritual dimension embodies employees' search for simplicity, meaning, self-expression, and Interconnectedness to something higher (Marques, Dhiman, and King, 2007). This paper will contribute to the spirituality at work by contributing its benefits for employees and its relationship with organizational performance. Howard (2002) argues the "explosion of interest in spirituality as a new dimension of Management probably the most significant trend in management since the 1950s." (p. 230).Wagner-Marsh and Conley (1999) suggested that there has been "an organizational fourth wave", referring to an aftermath of Toffler's (1980) technological third wave and they called this "the spiritually based firm" (p.292).This paper establishes the great benefits on both sides; employees and organization, by bringing spirituality into daily work. Like Engaged employees, Purposeful life, Prosperity at work, connectedness like and conversely caveats of not adopting spirituality at work, like Disconnected is explained in this paper.

Sharma (2013) titled, "Workplace spirituality and managerial effectiveness among Indian managers" concluded that, the results from the Hypotheses 'Workplace spirituality has positive relationship with managerial effectiveness' divulge the fact that workplace spirituality can be recognized as a predictor of managerial effectiveness in a sample of Indian managers. Organizational leaders should try to inject spirituality in organizational vision, mission and policies in such a way that managers can realize true meaning in their jobs, experience community feeling and align their personal values with organizational values, which in turn will lead to better managerial performance.

Ruplai et al., (2014) said in their study "Facilitating workplace spirituality: lessons from Indian spiritual traditions "In this study we examined the aspect of facilitating workplace spirituality through wisdom from Indian spiritual traditions. The paper suggests that the Indian doctrine of *Karma Yoga, Loksangrah, Guna theory, Daivisampat and Pancha Kosha* can help in facilitating the five dimensions of workplace spirituality. This study is, therefore, a step towards filling the gap between eastern (Indian) and western views on spirituality.

Pardasanietal.,(2014), in her study topic "Facilitating workplace spirituality: lessons from Indian spiritual traditions" described that spiritual traditions of India have enormous wisdom to provide a wholesome spiritual foundation to the modern day management. It can also play a significant role in facilitating the dimensions of workplace spirituality as conceptualized by the western counterparts. The findings provided an integrated framework that suggests that doctrine of Karma Yoga, tradition of *Loksangrah, Guna theory, daivisampat* and Pancha Kosha model can help in facilitating the five dimensions of workplace spirituality specified in the study. The study proposes five dimensions of workplace spirituality, however which is not an exhaustive list.

Rabindra et al., (2017) mentioned in their study "Workplace Spirituality in Indian organizations: Construction of reliable and valid measurement scale" that Workplace Spirituality can be represented as four dimensions consisting of spiritual orientation, compassion, meaningful work and alignment of values. The instrument has developed a measure of workplace spirituality validated in Indian context.

Kerwar& Jaiswal (2018), the study was to signify the role and effect of spirituality on organizational performance. Businesses have become more obsessed with left-brain perspective such as (strategic development, recital organization, way of thinking, analytical thinking), human mind is very much typical work and has divided and made departmental work, like financial results, and profits is Left-brain viewpoint, that are considered to be too composed and mind numbingly cold. The descriptive study have proved correlation that organization spirituality impacts work/organizational performance .Angelica- Nicoleta Neculaesei (2019), in her study on "Spirituality- an Organization

Dimension" to find the relationship from individual Spiritualism to Organizational spirituality, revealed that, workplace spirituality increases job satisfaction, positive influence of work & attitude, positive influence of organization citizenship behaviour, stress reduction, increase performance & motivation at work.

Bhavaneswari et al., (2019), examined and showed their result that partially spiritual intelligence and emotional intelligence had a positive effect on the performance of the employee, and had a positive and significant impact on job satisfaction. The Researcher indicated that emotional intelligence in employees effect the increase or decrease in the performance of the IT sector. The coefficient of spiritual intelligence variables has significantly control with the direction of optimistic coefficient on employee performance. The results of the study indicate that the spiritual intelligence in IT employees affect the increase or decrease in the job performance of their work place.

Dr.R.Indradevi1(2020), in her topic "Workplace Spirituality: Successful Mantra for Modern Organization", in the objective to gain a better understanding of the direction in which this field of study is evolving and to gain a better understanding of the application of spirituality in the workplace and the role of HR in implementation. Through open discussion and open seminar by active participation of all members of the organization. Proposed Workplace Spirituality assists a person in recognizing their job's meaningfulness and purpose, fostering inner connection through cultivating long-lasting relationships with the workplace, and finally aligning individual values with organizational values. Off course, to implement a training program such as interpersonal communication training may be needed to support the performance of organizational spirit implementation.

Dr.Pushkar Dubey et al.,(2020, The results from their study "Effect of Workplace Spirituality on Leadership, Job Satisfaction and Organizational Citizenship Behaviour: An Analytical Study in Private Manufacturing Firms" predicted that mindfulness, transcendence and sense of community dimensions of workplace spirituality were found strongly connected to job satisfaction of employees which describes that organization should more emphasis to implement these dimensions to motivate and retain employees for a long term. The authors also found that mindfulness and sense of community indicated significant relation with leadership of employees which explains that the organizations should be more engaged in creating cultured environment consisting these dimensions for achieving outcome like effective leadership for sustainable growth of organizations. Finally, the author found that mindfulness, transcendence and sense of community was strongly predicted to organizational citizenship behaviour of employees which the organizations should more concentrate to apply these dimensions to inculcate sense of belongingness among employees in the organization.

This paper synthesis into 6 constructs both theoretically and empirically on workplace Spirituality, specifically targeting the sampling group on Indian employees. To describe further different perspectives on how spirituality benefits employees and supports organizational performance is explained in this paper based on the empirical research: a) Spirituality enhances employees' engaging work, well-being and quality of life; b)Spirituality provides employees a sense of purpose, prosperity and meaning at work; c) Spirituality Provides employees a sense of interconnectedness, caring for others and community, d) Divide of Spirituality shows negative connotation like Disengagement at work. The paper introduces potential advantages of bringing spirituality into the workplace; providing recommendations and suggestions for practitioners to incorporate spirituality positively inorganizations.

Through previous theoretical framework it has been proven that spirituality at workplace reduces stress, increases work performance, job satisfaction and motivation at workplace. Current study aims to analyse to identify factors impacting spirituality at workplace for an Indian Multi National Corporation (MNC's) employee residing In India.

3. METHOD: Sampling and Research Design

The paper follows a quantitative research technique to analyse the factors impacting workplace spirituality for Indian MNC's employees. To fulfil the objective of the study, primary data of Indian MNC's employees was collected through5-pointlikert scale questionnaire using convenience sampling. The response rate was 74% with final 89 respondents(Misbah Hassan A. B., 2016).The data was collected on various demographic variables like age, gender, qualification, experience level, family type, marital status, kind of employments, city and designation at workplace. Amongst the respondent 25% are female and 75% are male, 79% are married and 21% are unmarried. 8 % are diploma holder, 5% are doctorate, 22% are graduates, 37% are post graduate, 27% are masters and 1% is undergraduate. 69% 0f

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the respondents live in nuclear family and 31% lives with joint family. Various questions on spirituality in were framed in the questionnaire and respondents replied on the scale of 5 point Likert scale.

To identify the factors impacting spirituality of Indian MNC's employees, the questions of the questionnaire were converted into factors using factor analysis (K.Thakur, 2017). Kaiser-Meyer-Olkin Measure of Sampling Adequacy value is .78 which is more than 7. Hence, the sampling adequacy of the data is acceptable and suitable to run factor analysis(K.Thakur, 2017). Bartlett 's Test of sphericity was also checked at 0.05% significance level using SPSS software. The significance value is less than 0.05, hence we reject the null hypothesis and conclude that variables are related and it is suitable for factor analysis (Centre, 2021)

4. ANALYSIS :

Table 1 - KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.781
Bartlett's Test of Sphericity	Approx. Chi-Square	829.194
	Df	210
	Sig.	.000

Table 2 – Total Variance Explained

Total Variance Explained

| Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.954	28.350	28.350	5.954	28.350	28.350	3.235	15.406	15.406
2	2.601	12.385	40.735	2.601	12.385	40.735	2.690	12.810	28.217
3	2.132	10.153	50.887	2.132	10.153	50.887	2.408	11.465	39.682
4	1.353	6.441	57.328	1.353	6.441	57.328	2.397	11.415	51.097
5	1.208	5.750	63.078	1.208	5.750	63.078	1.905	9.072	60.169
6	1.047	4.983	68.062	1.047	4.983	68.062	1.657	7.893	68.062
7	.910	4.331	72.393						
8	.793	3.774	76.167						
9	.758	3.608	79.775						
10	.704	3.351	83.125						
11	.573	2.730	85.855						
12	.517	2.461	88.316						
13	.414	1.970	90.286						
14	.405	1.930	92.216						
15	.345	1.643	93.859						
16	.274	1.305	95.164						
17	.260	1.239	96.403						
18	.229	1.091	97.494						
19	.199	.948	98.442						
20	.174	.829	99.271						
21	.153	.729	100.000						

Extraction Method: Principal Component Analysis.

From table 2 it can be analysed that there are 6 components which has total of initial Eigenvalue more than 1. Eigenvalue is a measure of how much of the variance of the observed variables a factor explains (Rahn, 2021). Hence, the collected data can be converted into 6 factors. Using rotated component matrix scores the questions were clubbed into 6 factors. The factors were named as "Engaging Work", "Disconnected", "Purpose", "Prosperity", "Selfless Service", "Co-worker relation". The factors were named based on previous theoretical framework and it was verified by an expert also.

Hence, it can be concluded that 'engaging work', 'disconnected', 'purpose', 'prosperity', 'selfless service', 'co-worker relationship' are the factors impacting spirituality amongst Indian MNC's employees.

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5. FINDINGS: Factors Impacting Spirituality

The study also aims to analyse the identified factors impacting spirituality amongst Indian MNC's employees. To test the cause-and-effect relationship between these identified factors and spirituality multiple regression was run using SPSS at 0.05 significance level. Before testing the cause-and-effect relationship normality and reliability of the data was tested. The normality of the data was tested using normal P-P plot (Fig 1).

Fig 1- Normal PP – Plot

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Spirituality
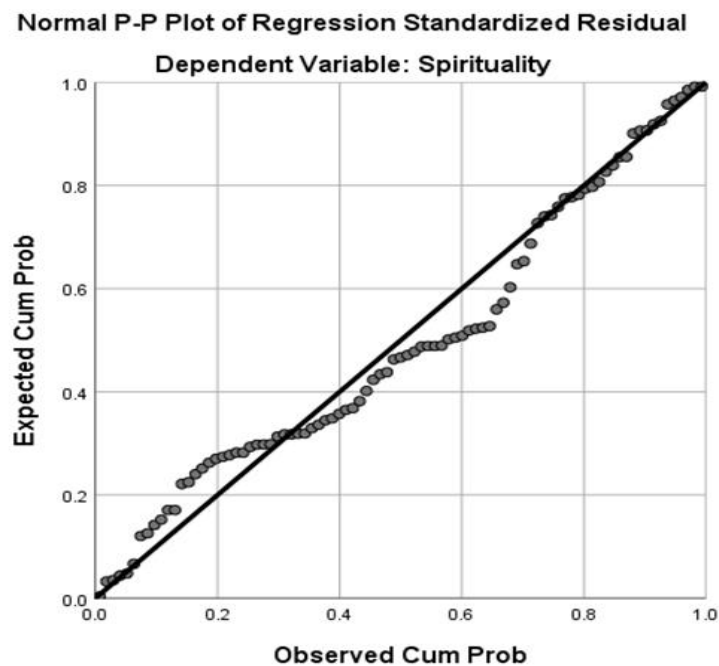
According to figure 1, the data looks very much aligned to normality. To test the reliability of the data Cronbach alpha was calculated using SPSS software.

Table 3 – Cronbach Alpha

Reliability Statistics

Cronbach's Alpha	N of Items
.799	28

The Cronbach alpha value is 0.799, which indicates a high level of internal accuracy for our scale with the sample (Arme´nio Rego, Workplace spirituality and organizational committment : an empirical study, 2008).

To test the cause-and-effect relationship between identified factors and spirituality, factors score of the identified factors were used as independent variables and spirituality as dependent variables and tested at 0.05% significance level. Spirituality as dependent variable was computed using 5 main questions in SPSS. The 5 selected questions were verified by an expert.

Table 4 – Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.892[a]	.796	.781	1.15552	1.661

a. Predictors: (Constant), Co-workerRelation, SelflessService, Prosperity, Purpose, Disconnected, Engagingwork

b. Dependent Variable: Spirituality

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Table 5

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	426.062	6	71.010	53.182	.000[b]
	Residual	109.489	82	1.335		
	Total	535.551	88			

a. Dependent Variable: Spirituality

b. Predictors: (Constant), Co-workerRelation, SelflessService, Prosperity, Purpose, Disconnected, Engagingwork

Table 6

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	22.326	.122		182.274	.000		
	Engagingwork	1.632	.123	.662	13.253	.000	1.000	1.000
	Disconnected	.014	.123	.006	.117	.907	1.000	1.000
	Purpose	.703	.123	.285	5.707	.000	1.000	1.000
	Prosperity	.841	.123	.341	6.829	.000	1.000	1.000
	SelflessService	.109	.123	.044	.883	.380	1.000	1.000
	Co-workerRelation	.981	.123	.398	7.966	.000	1.000	1.000

a. Dependent Variable: Spirituality

The multicollinearity in the data was tested using Variance Inflation Factor (VIF). As per table 6 the VIF value for all the factors is 1, which means there is no multicollinearity between factor scores ((Shrestha, Workplace Spirituality and Employee Attitudes: Moderating Role of Organization Politics, 2017), (eni Novitasari, 2018)). The autocorrelation was also analysed using Durbin Watson statistics, which is 1.66 (Table 4), hence it in acceptable range.

6. RESULT:

From table 6 we can analyse that all the factors are significantly impacting spirituality accept 'disconnected; and 'self-less service', since their significant value is less more than 0.05. The co-efficient beta of each factor is positive; hence every factor is positively impacting the spirituality at workplace for Indian MNC's employees. Spirituality at workplace for Indian MNC's employees is maximum impacted by 'Engaging work' which is 66.2% and minimum by 'disconnected' which is .6%

From table 4, it can be analysed that spirituality is explained by together all the 6 identified factors by 79.6% (R square) and the four significant factors by 78.1%. Hence the proposed model for spirituality at workplace for Indian MNC's employees are: -
Spirituality at workplace for Indian MNC's employees = 22.32 + (.662) Engaging work + (.006) Disconnected +

(.285) Purpose + (.341) Prosperity + (.044) Selfless Service + (.398) Co-worker Relation   + .122

7. CONCLUSION :

Various studies have already proved that spirituality at workplace is impacted by demographic factors, motivation at workplace, stress, qualification etc…. ((Arme´nio Rego, Workplace spirituality and organizational committment : an

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empirical study, 2008), (Dr. Pushkar Dubey, 2020)). The finding of the present study is line with the outcome of the previous studies. The studies suggest to Indian MNC's engagement at work, co-worker relationship highly influence the spirituality of workplace for Indian MNC's employees. Indian MNC's can make employees feel energetic at work by engaging them into various extra-curricular or social activities. Superiors can give them chance to express their views and strengthen their morale and offer them help whenever they need. MNC's can also take care of their personal objectives in life so that they connect themselves easily at work. MNC's can introduce some creativity at work and some recreational or health and fitness program at work. This can enhance employee's workplace spirituality significantly.

This study is limited analyse workplace spirituality of 89 Indian MNC's employees. This study can be further carried out with more sample and a comparative study can also be done to analyse spirituality between Indian Government Employees and Indian MNC's employees. Spirituality of employees can further be analysed for different nationalities or sectors.

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