Indian Service Industry: An Empirical Evidence of Workplace Spirituality on Employee Performance in the Mumbai Region

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Abstract - In this 21st century, workplace spirituality is considered as a critical component for improving employee performance. Workplace spirituality will help the organization to retain more competent and qualified employees, which will in turn will improve the performance of the employees and the organization. In today's workforce, employees are more career-oriented and value personal growth and personal satisfaction along with thefinancial benefits. Employees will stay with an organization if the organization are able tosatisfy their individual needs. Indian companies like Tata, Birla, Wipro, Infosys, Godrej, and many more have recognized the need of workplace spirituality at their organization and have identified workplace spirituality as an important tool for the overall growth of employees and their organizations. Such companies have also implemented certain policies, programs or practices that clearly promote workplace spirituality in their organizations. As there is a need for an empirical, data-based, scientific approach to empirically establish the effectiveness of such spiritual concepts to work organizations in order to boost the performance of the employees. Thus, this paper aims to empirically examine the contribution of workplace spirituality on employee performance of service executives in Indian environment.This article briefly describes the existing research on spirituality in the workplace, highlighting the need for research. It lays out a theory to define a set of hypotheses. To test the hypotheses, data are used from a sample of executives employed at managerial level across different service sector companies in Mumbai.

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Based on the empirical finding of this research study, workplace spirituality has emerged as a significant construct for researchers and a concern that should be addressed by managers and organizations for enhancing employee performance.

Keywords - Service executives, workplace spirituality, employee performance, service industry, organization

Introduction

In last two decades of 21st century, the notion of workplace spirituality has gained enormous interest and momentum for corporates, businesses, scholars and researchers, and is becoming an increasingly important research topic for both researchers and employees and into the new millennium (Krahnke, Giacalone, & Jurkiewicz, 2003). All human seek for higher purpose and meaning in their lives. Therefore, management scholars, philosophers, researchers, scholars, or organizations are continually required to understand how this personal spiritual desire can be related to the workplace or organization.

A study shows that organizations that provide employees with opportunities for spiritual development perform better than those that do not (Konz & Ryan, 1999). For each individual, the concept of spirituality is a unique and personal phenomenon that can make it difficult to understand the concept of spirituality in the workplace and its impact on job performance. However, there are various studies attempting to measure the relationship between workplace spirituality and organizational performance (Jurkiewicz & Giacalone, 2004; Karakas, 2009; Petchsawang & Duchon, 2012; Pradhan & Pradhan, 2015), workplace spirituality and employee work attitudes (Milliman, Czaplewski, & Ferguson, 2003; Pawar, 2009; Shrestha, 2017). This quantitative research focuses on various service employees of corporate sectors in Mumbai and empirically investigated the relationship between workplace spirituality and employee performance.

Various theories suggest that workplace spirituality fosters a more engaged, creative, ethical, accomplished, and productive workforce, which in turn leads to better organizational performance (Krishnakumar & Christopher, 2002; Garcia-Zamor & Jean-Claude, 2003; Giacalone & Jurkiewicz, 2003; Gull & Doh, 2004; Rego & e Cunha, 2008;Geigle, 2012;Petchsawang & Duchon, 2012;Chawla & Guda, 2013). Several

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studies have been conducted on workplace spirituality and employee performance (Jurkiewicz & Giacalone, 2004; Karakas, 2009; Vandenberghe, 2011;Albuquerque, Cunha, & Martins, 2014). However, there are insufficient studies demonstrating the link between workplace spirituality and employee performance for service/support executives. This research article aims to fill this gap by empirically examining how workplace spirituality relates to work performance of employees in a dynamic service employment.

Objective of the study

The main objective of this study is to find the relationship between workplace spirituality and employee work performance. Previous research failed to establish such a relationship, using Ashmos & Duchon (2000) and Milliman et. al. (2003) scale of Workplace Spirituality Scale and the Individual Work Performance scale developed by Koopmans (2014).

More importantly, previous studies on the link between workplace spirituality and employee work performance have not been conducted in the Indian work environment using the above tools. This study was designed to fill this gap in research on the relationship between workplace spirituality and employee work performance.

For objective of this study, the variables were defined as follows:

1. *Workplace spirituality* as an independent variable was measured by some parts of Ashmos and Duchon's (2000) Finding Meaning and Purpose at Work (FMPW) questionnaire to measure workplace spirituality at individual level in order to find meaning, purpose, and a sense of community and at organizational level to find alignment of organizational values with personal values.

2. *Employee work performance*, the dependent variable was assessed through some parts of Linda Koopmans (2014) Individual Work Performance (IWP) questionnaire.

Review of Literature

Theoretical Background

Organizations and employees achieve spiritual survival characterized by the work attitudes of their employees, which are conceptually linked to spirituality in the workplace through meaningful work, community sense, and alignment of personal and organizational values (Millman et al., 2003). Kolodinski et al., 2008) and B. Pawar (2009) conceptualize that spirituality in the workplace has implications for employee attitudes and retention, and that organizations that foster a spiritual culture in the workplace draws significant benefits for employees. Petchsawang and Duchon (2012) confirmed that the theoretical assumption that bringing spirituality into the workplace has positive effects on organizational performance. The purpose of this quantitative study was to investigate the relationship between workplace spirituality, and employee work performance among the selected employees (service/support executives) from the corporate firms in Mumbai.

Workplace Spirituality

In early 1990s many attempts were made to define and understand the concept of workplace spirituality. As then, many concepts and definitions have emerged in terms of significance, thought, factors and level of study.

Spirituality in workplace is not about religion or conversion, or the adoption of a particular belief system. In fact, it is an individual who identifies as a spiritual being whose souls need to be nurtured at work. It is about finding meaning and purpose in their work, Spirituality is also about people experiencing a sense of connectedness to one another and to their workplace community (Ashmos and Duchon, 2000). At individual level workplace spirituality encompasses on finding the ultimate goal in life, developing a strong bond with co-workers, and to maintain consistency between their core beliefs and organizational values (Mitroff & Denton, 1999; Milliman and et al., 2003), serves as a spiritual organization to meet their internal needs of the members (Milliman and et al., 2003). At organizational level, workplace spirituality provides meaningful work that inspires a feeling of purpose and promotes a sense of connection and positive social relation with co-workers and that provides an ability to workers to live integrated lives (Rego and Cuhna, 2008). The interaction of workplace spirituality at individual and organization levels may promote person – environment fit theory. If there is strong overlapping of perception of employee's

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value with organization's value, the work results will be better (Kolodinsky, Giacalone, & Jurkiewicz, 2008). Spirituality in the Workplace addresses spirituality as an organizational phenomenon: how individual spirituality manifests within organizational culture (Grant, 2004).

Employees Work Performance

Employee work performance is a multi-dimensional concept which shows how task orienteer, initiator and problem solver the employees is. Also, it specifies the scope of time and energy spent, utilization of the available resources for completion of task (Rothmann & Coetzer, 2003). Employee performance has always been an area of major concern in organizational constructs across world due to continuous changes, developments and demand of labour supply. Due to increase in economic integration and interdependence of business across the world, fierce competition has risen among companies and in order to survive the companies has to maintain or improve their competitiveness. The employees work performance is one of the significant indicators of company performance in order to improve the company's productivity and competitiveness. Also, companies reduce staff or outsource jobs or works at cheaper cost during economic recession. These situation, will encourage employees to improve their performance and increase productivity. In addition, to avoid layoffs during reformations, the employees will be likely to increase their performance (Linda Koopmans, 2014).

Workplace Spirituality and Employee Work Performance

Various studies have established the relationship between workplace spirituality and employee work performance . Some of the important empirical studies based on the above correlation are discussed here -

Petchsawanga and Duchon (2012) testified two studies inspecting how an organization can be more effective work by boosting spiritual self-expression of the employees in an Eastern context. Study 1 examined the relationship between spirituality and meditation and found that the people who meditate regularly have higher spiritual values at work than those who don't. The data were collected using four factors: compassion, mindfulness, meaning at work, and transcendence and items from the questionnaire that was modified from earlier available measures (Ashmos and Duchon, 2000;Brown & Ryan, 2003;Kinjerski & Skrypnek, 2004;Delaney, 2005;

Delgado, 2005). Study 2 reported on a quasi-empirical study in which people practiced deep meditation and relationship between workplace spirituality and work performance was evaluated. Work performance was assessed on five dimensions: (1) work content; (2) work behavior; (3) job description; (4) discipline; and (5) job knowledge and competency. ANOVA was used for data analysis and Tukey test was used to study meditation effect for complete data from 206 questionnaires.

The result provided positive and significant relationship between spirituality and work performance, thus providing a confirmation that bringing spirituality to the workplace certainly affects organizational results in positive way. They also confirmed that more the spiritual the people are, the more they will practice meditation, and the better they will perform their work.

Bharadwaj & Jamal (2020) empirically studied the relationship between workplace spirituality and employee performance among Indian IT professionals. The paper also expected to inspect whether gender as a moderator strengthens the relationship between workplace spirituality and employee performance. Data was collected through convenience sampling from 312 employees and was analyzed through structural equation modeling (SEM) and process macro. The exploration instrument used to collect the data had 42 questions with 21 items on workplace spirituality (Milliman et al., 2003) and 21 items of employee performance (Pradhan & Jena, 2017).

A positively significant relationship was seen between workplace spirituality and employee performance, with gender as insignificant moderator between them. They determined that the outcomes are similar to the earlier studies where workplace spirituality lowers intention to quit, increases self-esteem, develops job satisfaction, fosters job involvement, promotes organizational commitment, improve job performance, improves personal well-being and employees performance. The outcomes approve that the spirituality is imbedded in employees and it plays a very significant part in increasing their work performance. Organizations should not only strive to engage employees' minds but also focuses on their hearts and emotions and also treat them as a part of community, so that the employees are highly motivated and loyal, which in turn will leads to higher performance.

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Table 1 describes some more previous research studies on workplace spirituality and employee performance. Many of the previous studies examining the relationship between workplace spirituality, and employee performance have used and conducted correlated non-experimental designs (Pawar, 2009; Sudibyo & Hiskia, 2013; Campbell & Hwa, 2014; Garg, 2017; Van der Walt & Steyn, 2019; Mousa, 2020).

It is surprising that the interest in the relationship between these organizational constructs is low, even though the use of workplace spirituality within an organization can improve organizational efficiency and productivity (Mousa, 2020; derWalt and Steyn, 2019; Garg, 2017; Campbell and Hua, 2014; Sudiyo and Hisika, 2013; Pawar , 2009; Milliman et al., 2003).

The literature review found that most of the research investigating the relationship between the main variables in this study was conducted outside of India. Interest in the relationship between workplace spirituality, and employee performance is mainly growing in East and South Asian countries. Furthermore, in the Indian context, the relationship between workplace spirituality and employee performance has been studied through different intermediate variables such as organizational citizenship behavior (Pradhan & Pradhan, 2015); citizenship behavior and emotional intelligence (Jena, 2021); organizational commitment, employee engagement and work motivation (Garg, 2017).

Three common patterns are observed while reviewing the literature. First, a growing concern about differences between conceptualizations of spirituality and workplace spirituality has shifted the focus from empirical research to workplace spirituality outcomes (Karakas, 2009; Kinjerski and Skrypnek, 2004). Second, none of the studies have studied the relationship between workplace spirituality and employee work performance for service or support executives in an Indian environment. Finally, and most importantly, all previous research studies did not considered a combination of workplace spirituality measures developed by Ashmos and Duchon (2000) and individual work performance scale developed by Linda Koopman (2014).

Table 1: Research Studies on Workplace Spirituality and Employee Performance

Workplace Spirituality and Employee Performance

Author/s	Workplace Spirituality Dimensions	Employee Work performance Dimensions	Other Factors Dimensions
(Milliman, Czaplewski, & Ferguson, 2003)	Meaningful work, Sense of community, Alignment of values	Organizational commitment, Intension to quit, Intrinsic work satisfaction, Job involvement, OBSE	--
(Kolodinsky, Giacalone, & Jurkiewicz, 2008)	Awareness of life, Compassion, Larger context	Job involvement , Organizational identification, Organizational frustration , Work reward satisfaction	--
(Pawar, 2009)	Meaning in work, Community at work, Positive organizational, Individual spirituality	Job satisfaction, Job involvement, Organizational commitment	--
(Sudibyo & Hiskia, 2013)	Teams sense of community, Alignment between values, Sense of contribution to community, Sense at enjoyment at work, Opportunities for inner life	Work content, Work behaviour, Job specification, Discipline, Job knowledge and competency	Mediating variable (Affective, Normative, and Continuance Commitment)

(Campbell & Hwa, 2014)	Alignment between values, Sense of enjoyment at work and contribution to community, Opportunity for inner life	KPIs such as gender, age, stream, rank, and years of experience	Mediating variable (Affective, and Normative Commitment)
(Garg, 2017)	Meaningful and meditative work (Swadharma), Karma Capital, Sense of community, Loksanghra, Authenticity	Employee engagement, Work motivation	Moderating variable (Affective, and Normative Commitment)
(Van der Walt & Steyn, 2019)	Awareness of life, Compassion, Larger context	Responsibility, Respect, Fairness, Honesty	--
(Mousa, 2020)	Team's sense of community, Alignment between organizational and individual values, Sense of contribution to the Community, Sense of enjoyment at work, Opportunities for the inner life	Task performance, Adaptive performance, Contextual performance	--

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Research Framework

There are numerous studies showing the associations between workplace spirituality and employee work performance in relations to work attitudes such as identification with the organization, frustration with the organization, commitment to the organization, intention to quit, intrinsic work satisfaction, reward satisfaction, involvement in job, OBSE (Milliman et al., 2003; Kolodinsky, et al., 2008; Pawar, 2009); work ethics such as responsibility, respect, fairness, honesty, loyalty, belonging (Karakas, 2010; Van derWalt et al.,2019).

There are also studies related to the correlation between workplace spirituality and employee performance elements such as task performance, adaptive performance and contextual performance (Pradhan et al., 2015; Mousa, 2020; Bharadwaj et al.,2021; Jena, 2021). No studies were found regarding the relationship between workplace spirituality and employee work performance, particularly in relation to the individual and organizational dimensions (i.e., inner life, meaning at work, condition for community, alignment with organization value, and individual & organization) as suggested by Ashmos and Duchon (2000) and dimensions of employee work performance (i.e., task, and contextual performance) as suggested by Linda Koopmans (2014). Therefore this research makes an attempt to fill this gap and conduct an empirical study on relationship between dimensions of workplace spirituality employee work performance.

Research Questions and Hypothesis

In order to fill the gap and examine the research problem addressed in this study, research questions had to be answered and its hypotheses need to be tested. The research question for this study is:

Is there a positive association between workplace spirituality and employee work performance?

For this research study it was hypothesized that a relationship exists between workplace spirituality and employee work performance along with its null hypothesis.

H1:   There is a positive relationship between workplace spirituality and employee work performance.

H1o: There is no positive relationship between workplace spirituality in the workplace and employee work performance.

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Research Methodology

Research Design

This study uses quantitative methods and a non-experimental design to study the relationship between workplace spirituality (predictor variable X) and employee work performance (outcome variable Y). Quantitative data is collected and hypotheses had to be tested. As it follows a linear path, the quantitative method is the most appropriate and practical method for this research study (Neuman, 2003).

Convenience sampling and cross-sectional questionnaire-based surveys were used to collect quantitative. Data were collected through a combined questionnaire of 54 questions consisting of 40 items from measures of workplace spirituality, and 14 items from the measures of employee work performance along with 9-item demographic questionnaire was distributed to 200 participants. Workplace spirituality, and employee work performance were measured with the *workplace spirituality scale* developed by Ashmos and Duchon (2000), and *employee work performance* by Linda Koopmans (2014) IWP scale. Five-point Likert scales were used in these measures ranging from 1 = *strongly disagree* to 5 = *strongly agree*.

Population and Sample

The Indian service sector is the largest sector of the Indian economy, and a major contributor to India's GDP. India's service sector accounts for 55.39% of India's total GVA in FY21 and includes a variety of activities such as banking and financial services, tourism and hospitality services, healthcare services, communication services, IT and BPM services, education and training services and much more. Therefore, the service industry has enormous potential for growth and the ability to create highly productive jobs and thereby generate income (Services Sector in India, 2022). Hence, service or support executive'sare considered for this important and detailed research study.

In this study, based on suitability or selection criteria, the predefined sample was selected and conclusions were drawn. Eligibility criteria were adults (18 years of age or older) with reading skills in English. In addition, service or support executives must have at least a higher secondary school education or equivalent. The selection criteria

also include at least 2 years of work experience in the position, which is not lower than a lower managerial position.

A sample of 200 participants was enrolled by convenience sampling from the target population which met the predefined eligibility criteria as mentioned above. The sampling process was done through online surveys and to reduce losses, cross-sectional data was collected from participants within a period of six months.

Reliability and Validity of Survey Instruments

FMPW (Ashmos and Duchon, 2000) Scale for Workplace Spirituality

Ashmos and Duchon's (2000) conceptualization of workplace spirituality is stated in numerous research scholarly articles and it include three broad ideas: inner life, meaningful work, and community. Though FMPW has only been used in hospital industry, the diversity of participants may indicate the reliability of the instrument.. The scale had 66 items which the participants ranked from strongly agree to strongly disagree. FMPW with the three broad concepts: inner life, meaningful work, and community includes 7, 2 and 2 factors at individual level, work unit level, and organizational level respectively. Each of the factors at various level had various sub-scale items. The internal consistency reliability (Cronbach alpha) for 9-item subscale of condition for community was $\alpha = .859$; 7-item subscale of meaning at work was $\alpha = .858$; 5-item subscale of inner life was $\alpha = .804$; 6-item sub-scale of blocks to spirituality was $\alpha = .736$; sub-scale of personal responsibility was $\alpha = .772$; sub-scale of positive connections with others was $\alpha = .737$; 8-item of organization values was $\alpha = .929$; subscale of individual and organization values was $\alpha = .837$; and sub-scales varied from $\alpha = .69$ to $\alpha = .93$, which is the acceptable levels of reliability.

IWPQ (Linda Koopman, 2014) Scale for Employee Work Performance

The IWPQ suggested by Linda Koopmans (2014), consists of 3 broad factors (task performance, contextual performance and counterproductive work behavior) with 18 items. The directness, applicability, and extensiveness of the cross-cultural translation and adaptation of the IWPQ from the Dutch to the American-English language was measured to be good along with its internal consistency and content validity. Dutch and American-English IWPQ measurement faces seem to be alike. Although the average scores for item and scale appeared to be similar in both versions, the average scale

scores for contextual performance were slightly higher for American-English than for Dutch IWPQ. For American-English IWPQ tasks, the internal consistency of task performance, contextual performance and non-productive work behavior measures to be 0.79, 0.83 and 0.89, respectively. The Cross-Cultural Adaptation of IWPQ and the Dutch version of IEPQ has similar scale reliability of 0.78,0.85 and 0.79 respectively. The internal consistency of the American-English CWB scale is higher than in the Netherlands (Linda Koopmans, 2014).

In this research study, from FMPW scale only 6 factors from the individual level (conditions for community, meaning at work, inner life, blocks to spirituality, personal responsibility, and positive connections with others) and 2 factors from organizational level (organizational values, individual and organization) was measured. In total 40 sub-scales items out of 47 sub-scales items were measured from FMPW instruments to study workplace spirituality. For conditions for community only 8 sub-scale items out of 9; for meaning at work only 7 sub-scale items out of 8; for inner-life only 2 sub-scale items out of 4; for blocks to spirituality only 4 sub-scale items out of 6; for individual and organization only 8 sub-scale items out of 9 was taken for this research study. From IWP scale, only task performance scale with 6 items and contextual performance with 8 items were considered in this study to measure employee work performance.

Procedures

Potential respondents were identified based on eligibility criteria across various industries, educational levels, age groups, and gender. Interested participants were required to provide accurate and current information about them (e.g., name, job title, present employment, educational level, work experience, gender, age, and other information as needed). The participation was voluntary initiative of the individual respondents and the respondents were assured of the confidentiality of participations.

Data Collection

In this study the participants data was collected using a self-administered cross-sectional questionnaire. The questionnaire was developed using Google form with 3 sections, first section explained the survey information, invitation to participate and survey instructions. The second section contained 9 items about demographical details of the respondents and finally third section had 54 items extracted from two

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questionnaires on the variables (workplace spirituality, and employee work performance). This raw data was exported to IBM SPSS 28 from Microsoft Excel spreadsheets. When transferring the data from a Microsoft Excel spreadsheet into an SPSS data set, wherever needed and required special care was taken to reverse-encode the items of variables. A final set of total scores was generated that includes SPSS demographic datasets for 177 participants and all variables.

Data Analysis

Descriptive statistics

Descriptive statistics was used to analyze the demographic characteristics of a sample of 177 respondents. Demographic data were manually exported from a Microsoft Excel spreadsheet to IBM SPSS Statistics 28 for each of the 177 participants. To manage the data series type, gender, age, education, employment status and managed employees have been assigned numerical values. The SPSS output displayed frequency tables with frequency and percentage for each input variable (Griffith, 2009).

Preliminary screening

In statistical analysis the Pearson correlations and linear regression need to be satisfied. As this study uses continuous data it is convenient to use parametric statistical procedures for all variables. The histogram was used to test the normality of the score distribution. The data need to be transformed in order to have a skewed score distribution (Templeton, 2011). For normalized variables, the histograms must appear symmetric and the normality tests of Kolmogorov Smirnov and Shapiro-Wilk were used. Scatter plots were used to test whether there exists a linear relationship between workplace spirituality and employee work performance. Outlier labeling rules are used to detect extreme outliers. Using this rule, the upper limit: Q3 + (1.5 x [Q3 - Q1]) and the lower limit: Q1 - (1.5 x [Q3 - Q1]) were calculated and the outliers with values less than lower limit or greater than upper limit were eliminated (Hoaglin et al., 1986). To check the violation of homoscedasticity or uniformity of the variance of the scores of the outcome variables at the predictor level, scatter plot of standardized residuals and standardized predicted values was created (Warner, 2013).

Statistical procedures

The research questions theorized in this study was answered using workplace spirituality as the predictor variable, and employee work performance as the outcome variable. To study the research question and to test the corresponding hypotheses, Pearson's product–moment correlation was used. Pearson's product–moment correlations was also used to assess the strength and track the linear relations between workplace spirituality (*X*) and employee work performance (*Y*). Linear regressions were performed to examine how much variance in the employee work performance (*Y*) could be explained by workplace spirituality (*X*).

Ethical Considerations

This non-experimental study, which used convenience sampling and cross-sectional online questionnaires, was planned, carried out, and completed with a focus on the fundamental ethical principles for conducting research. Ethical precautions were taken into account while gathering participant data from the beginning of this study. To make sure that participants were qualified for the study to be undertaken, participation eligibility criteria were created. The voluntary nature of the study, its duration, and the anonymity of participant responses were informed to potential respondents. All participants had the chance to ask questions regarding the study before the research procedure was completed, and the raw data that was acquired from them was kept confidentially.

Results

Sample Description

Responses were collected from 200 service or support executives; these accessible target populations were reached through convenience sampling conducted across the Mumbai region mostly through online survey. Out of 200 values, 23 missing values (e.g., responses) were detected. After a total of 23 participants were excluded, the remaining cases involved 177 participants.

The participation included 62.7% men and 37.3% women, and 99.4% were 21–60 years old. Mostly all the participants had attended some school and college (100%), and had 58.2% had a work experience of minimum 5 years. All were Indian citizen, spoke English, and were working at different level of management. Majority of the participants were working at managerial level in organization; out of 88.3%, 36.2%

were working at lower level and 53.1% at middle level as full-time and permanent employees. Demographic data are presented in Table 2.

Table 2: Characteristics of the Sample Population

| Gender (N = 177)	N	%
Female	66	37.3%
Male	111	62.7%
Age (N = 177)	N	%
21 – 30 years	69	39.0%
31 – 40 years	53	29.9%
41 – 50 years	47	26.6%
51 – 60 years	7	4.0%
> 60 years	1	0.6%
Education (N = 177)	N	%
Higher Secondary School or Diploma Certification	29	16.4%
Bachelor's degree	96	54.2%
Master's degree	49	27.7%
Doctoral degree	3	1.7%
Work Experience (N = 177)	N	%
0 - 5 years	103	58.2%
6 - 10 years	30	16.9%
11 - 15 years	17	9.6%
16 - 20 years	10	5.6%
> 20 years	17	9.6%
Job Position (N = 177)	N	%
Lower Level Management	64	36.2%
Middle Level Management	94	53.1%
Director	3	1.7%
VP or above	7	4.0%
Owner	9	5.1%

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Hypothesis Testing

Research Question

Is there a positive relationship between workplace spirituality and employee work performance among service/support executives?

Preliminary data screening

Assumptions related to a linear correlation andsingle linear regression was assessed through the continuous data associated with these variables. Parametric statistics, such as Pearson's correlations, and single linear regression were calculated. The normality assumption was assessed by using histograms and the histograms for workplace spirituality and employee work performance were asymmetrical in shape, so the data were normalized. The histograms of these variables with normalized scores (NWPS and NEWP) were symmetrical (Figure 1 and3). As a further test, Q – Q plots were run on the normalized data set (Figure 2 and 4).
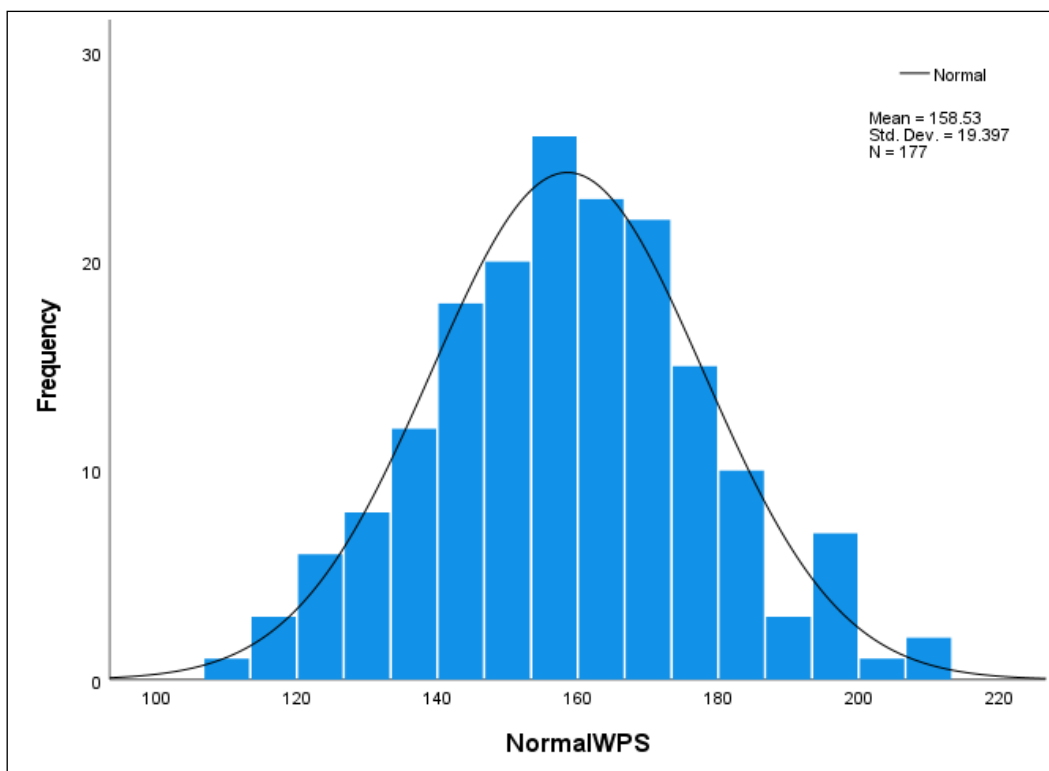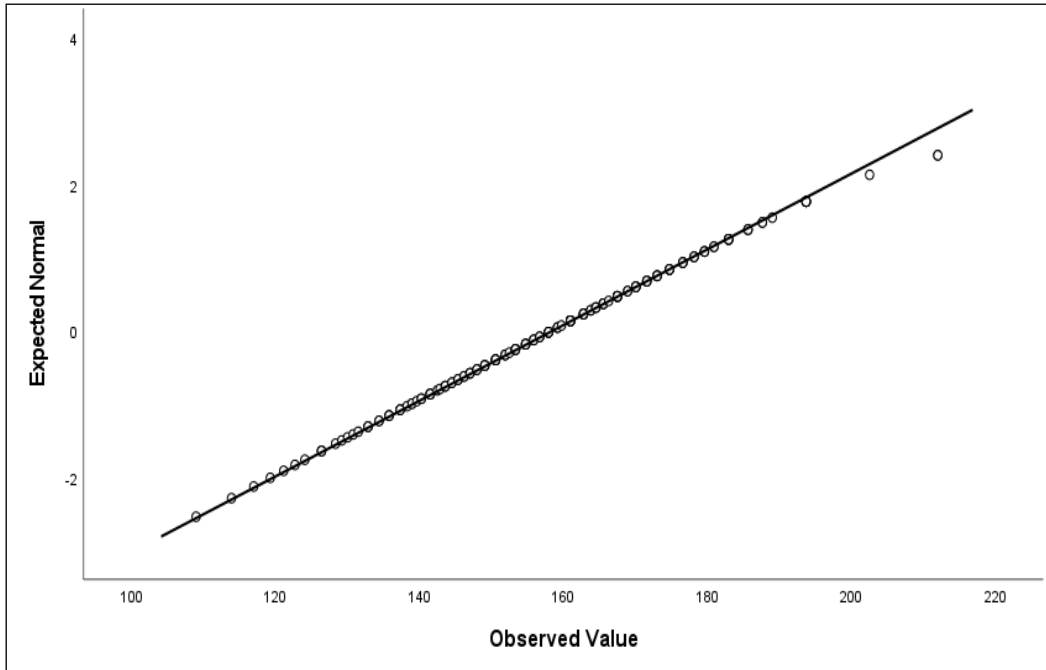

Figure 1: Histogram of NWPS scores
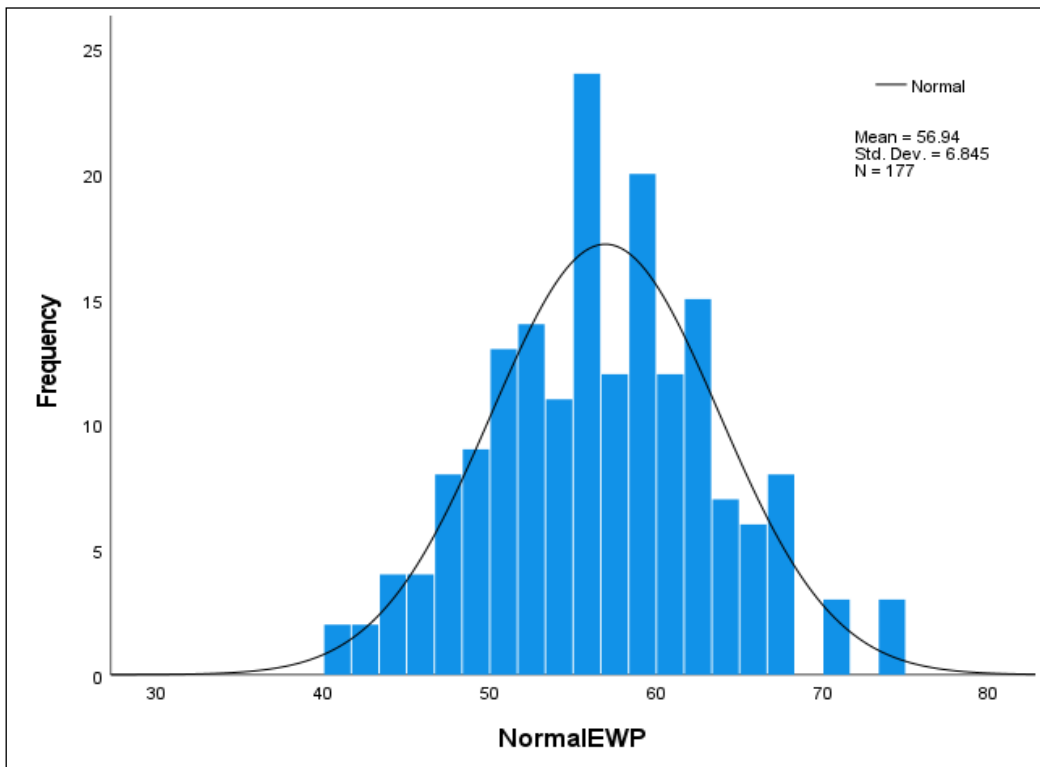
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Figure 2: Normal Q-Q plot of NWPS scores

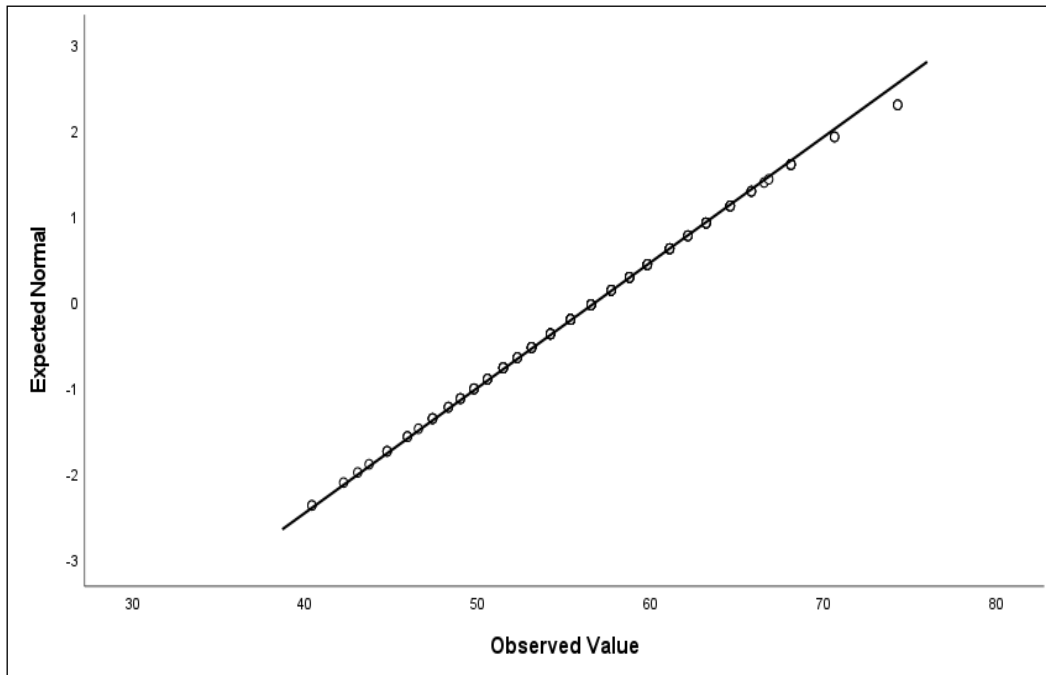*Figure 3: Histogram of NEWP scores*

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Figure 4: Normal Q-Q plot of NEWP scores

Moreover, the results from tests of normality, such as Kolmogorov-Smirnov and Shapiro-Wilk tests, were non-significant, indicating that the normality assumption was not violated as presented in Table 3.

Table 3: Test of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
NWPS	.026	177	.200[*]	.997	177	.977
NEWP	.038	177	.200[*]	.994	177	.729

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

The descriptive statistics for the original and the normalized data are shown in Table 4. Moreover, the linearity assumption was assessed using simple scatterplots. The relationship between workplace spirituality and employee work performance appeared to be linear. In addition, according to the outlier labeling rule, unusually low or high scores in the distribution of workplace spirituality and employee work performance scores were detected.

Table 4: Descriptive Statistics of Original and Normalized Data

Variables	N	Mean M	Std. Error of Mean SE	Std. Deviation SD
Workplace Spirituality (WPS)	177	158.21	1.461	19.442
Normalized WPS (NWPS)	177	158.53	1.458	19.397
Employee Work Performance (EWP)	177	56.84	.518	6.891
Normalized EWP (NEWP)	177	56.94	.515	6.845

The values detected had to be less than a lower margin ormore than an upper margin calculated using the lower outliers formula $Q_1 - [1.5 \times IQR] = Q_1 - [1.5 \times (Q_3 - Q_1)]$ and the higher outliers formula: $Q_3 + [1.5 \times IQR] = Q_3 + [1.5 \times (Q_3 - Q_1)]$, where IQR was Interquartile Range, Q1 was the first quartile, Q3 was the third quartile, and the multiplier was equal to 1.5. Thelower and upper outlier value in the distribution of scores for workplace spirituality was106.02 and 210.94 respectively with Q_1 as 145.36 and Q_3 as 171.59. The extreme values less than the lower margin and higher margin were not detected. In the distribution of scores for employee work performance, the lowerand upper outlier value were computed as 39.07 and 74.31 respectively with Q_1 as 52.28 and Q_3 as 61.09. The extreme values less than the lower margin and higher margin were not detected. A simple scatterplot of standardized predicted values against standardized residuals was used to assess the assumption of homoscedasticity. The variance of the residuals (i.e., the difference between the attained and predicted values) was relatively equal across all levels of the predicted employee work performance scores.

Results

Pearson correlations were calculated to assess the strength and direction of the relationship between workplace spirituality and employee work performance among service executives (Table 5). The results of this analysis showed a very strong, positive relationship between workplace spirituality (M=158.53, SD =19.40) and employee work performance (M= 56.94,SD = 6.85), as well as a statistically significant correlation was established, r (175) =.872, $p < .01$ (two-tailed, Table 5). The null hypothesis, therefore, was rejected, H_a: $r \neq 0$ (Howell, 2013; Warner, 2013). The results indicated that service executives with high scores for workplace spirituality tend to also

have high scores for employee work performance.

Table 5: Pearson Correlations

Variables	NWPS	NEWP
NWPS	1	.872**
NEWP	.872**	1

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

Table 6 depicts that workplace spirituality explained a significant proportion of variation in employee work performance score $R^2 = .761$, $F(1, 175) = 557.228$, $p < .001$. Workplace spirituality predicted employee work performance scores $B = .308$, $t(175) = 23.606$, $p < .001$. The result indicates that workplace spirituality explained 76% of variance in employee work performance and workplace spirituality is a significant predictor of employee work performance.

Table 6: Linear Regression of NWPS on NEWP

Independent Variable	Dependent Variable	B	SEB	β	t	p
NWPS	NEWP	.308	.013	.872	23.606	<.001

R = .872, R^2 = .761, Adj. R^2 = .760, F(1,175)=557.228, p<.001

Discussions

This paper examined the possibility of a relationship between workplace spirituality and employee work performance. The findings show that employees are enthusiastic and enjoy their work when they have a sense of inner life, find work meaningful and feel sense community at work, believe that their values are consistent with the values of the organisation, and enjoy their work.

According to the findings, employees may perceive workplace spirituality in different ways as per their perceptions. Positive perceptions in some aspects of workplace spirituality can coexist with negative perceptions in other aspects, which can affect employee performance. This finding encourages researchers to study workplace spirituality as a multidimensional phenomenon. In a nutshell, this means that while an organisation may be perceived by its employees as high spiritual in one aspect of work,

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this does not mean that other aspects of work spirituality are equally good within the same organisation.Some employees may consider their organization to have a high degree of opportunities for inner life as well as a low level of enjoyment and meaningful work.Other employees may perceive their workplace as having a high degree of job satisfactionwith a low level of sense of community, an inconsistency between its values and the values of the organisation, a low meaningful work for a higher sense of community, and very little opportunities for inner life.

The findings also suggest that workplace spirituality is consistent with organisational effectiveness and employee performance. This can be important for managers, practitioners, and researchers because (1) employees have spiritual need, a sense of connection with others, and a desire to be treated with respect and dignity, so that they can find meaning in life through work; and (2) when an organisation creates an environment in which employees observe and feel valued as human beings (with their physical, social, emotional, and spiritual needs), they feel encouraged to give back. This research has contributed to a better understanding of the extent that researchers can help practitioners by identifying organisational and leadership methods that encourage employees to find inner peace and meaning in their lives, as well as personal growth and happiness, which makes them more committed and productive.

Limitations and Future Research

The findings in this study are consistent with those established in previous experimental studies by Ashmos and Duchon (2000), Milliman et al. (2003), Rego and Cunha (2004) and (Rego, Cunha, & Souto, 2007), but it is necessary to consider the limitations of this study and discuss some possibilities for future - (1) the subject matter of this study research is very personal (Krishnakumar & Neck, 2002) and can be elusive with a survey instrument — as attempted; (2) although this construct is limited, and the higher aspects of workplace spirituality are more likely to affect individuals' personal lives than their organisational lives (Milliman et al., 2003), it can be wrong to exclude (more) transcendental and "superior cause" aspects of transcendence(Sanders et. al., 2003). As a result, future research may be more comprehensive, address spiritual aspects such as blocks to spirituality, contemplation (Ashmos & Duchon, 2000), self-effacing altruism, transcendence of happiness, and religious/sacredness (Greenwald & Harder, 2003);(3) as the study measures the dependent and independent variables from the same source, it

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is likely that there is a common methodological variance between some of the scales. Future research should collect data for the dependent and independent variables from different sources or at different times; (4) the research design did not allow a cause-and-effect relationship to be established. For example, more committed and productiveemployees may believe that they are high performers and highly committed to their organization, and that they need to work in a better organization that allows them to do meaningful work. On the other hand, low performers and low committed employees may believe that their behavior is due to a lack of respect from the organization and is therefore unworthy of their efforts and appreciation and (5) moderating and mediating variables were not included in the study.

Future research may seek to answer questions such as, What are the mediating and moderating variables that enhances the relationship between workplace spirituality and employee performance?, What are the leadership variables that can strengthen or help to alleviate the outcome of workplace spirituality on employees' performance at the individual and organisational levels? How employees with different beliefs will react?

Conclusion

Spirituality is an unquestionable human need for many people (Hart & Brady, 2005) as human have emotions and are spiritual along with rational behaviour (Rego, Cunha, & Souto, 2007), and this research shows, spirituality in workplace is a "reality" that society and organisations need to concentrate upon and should not ignore (Sanders, Hopkins, & Geroy, 2003). When the needs of the employees are met they are happier and more willing contributes beyond their potential for team benefit and their organization (Gavin & Mason, 2004). This study is an empirical response to workplace spirituality; implies that the organizations that respect and nurture the spiritual needs of their employees can achieve desire goals with higher profits by utilizing the complete potential of their employee.

Indian companies such as Tata, Birla, Wipro, Infosys, Godrej, Vardhaman group, Eeicher Ltd, HPCL, IOCL,Aarti International Ltd, Reckitt and Coleman, Dabur, Excel Industries, and The Times of India have recognized workplace spirituality as an important tool for the overall growth of organizations. In many Indian companies, human resources departments hold seminars, lectures and workshops and invite spiritual teachers so that the employees can cope with the stresses of modern working life which in turns improve the performance of the employees. In addition to these meetings,

companies have implemented certain policies, programs or practices that clearly promote workplace spirituality in their organizations.By embracing workplace spirituality, the organization has a direct link to long-term benefits and gains. In today's highly competitive era, organizations must integrate human practices and spiritual values to foster overall growth of the employees. The spiritual traditions of India should be applied in the modern world to make people more ethical and conscious (Saxena, 2022; Rawat, 2013).

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