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Workplace Spirituality and Job Satisfaction in the Higher Education Sector

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Abstract: To better understand employees' workplace behavior, it is important to understand employees' physical, psychological, and spiritual perspectives. Although numerous studies discuss employees' physical and psychological well-being at the workplace, spirituality has been avoided for years. The primary objective of this research is to examine the relationship between workplace spirituality and its impact on job satisfaction. A survey-based study was conducted with 400 academic employees chosen from the higher education sector of Haryana, India. The current study found a significant association between workplace spirituality and job happiness, with a p-value of less than 005. Hence, this research indicates that there is a positive association between workplace spirituality and job satisfaction. In order to provide meaningful work and to initiate workplace spirituality, the educational sector must integrate its values with those of the individual and become more accountable to the community. This study enables organizations to establish a trustworthy atmosphere where individuals will begin to rely on their organizations and one another. By recognizing that an employee's life extends beyond the job, a spiritual workplace with purpose will aid in considering peers' well-being. Due to the current era of spirituality in the workplace, Workplace spirituality is crucial for all businesses and is not just required in the educational sector. Therefore, organizations and leaders must continuously prioritize workplace spirituality and job satisfaction.

Keywords: Investment Climate, Investors' Behaviour, Foreign Direct Investment, Economic Growth, Regulation.

I. INTRODUCTION

Fast-growing fluctuations in the international economy, including aging populations, globalization, diversity, business competition, retrenchment of workforce, re-engineering, and environmental degradation are some factors that led to the alteration and restructuring of policies at an organizational level (Parker et al., 2017). Workforces can no longer handle the division between personal and professional life, resulting in alienation and demoralization (Glavin et al., 2021; Wong, 2021; Harper & Prentice, 2024). Highly useful Community structures provided to employees became irrelevant in the present scenario (Ivaldi et al., 2021; Volberda et al., 2021; Rajagopal et al., 2022). Organizations must introduce workplace spirituality to the workforce to accomplish a connotation in life (to an individual's work-life) (Rinsky-Halivni et al., 2022; Liu-Lastres et al., 2024). Presently, in the era of competition, organizations are facing numerous workforce-related challenges including workplace stress, absenteeism, turnover, burnout, corruption, and violence at the workplace (Gie, 2017). These workplace problems are distinguished from organizations in the absence of spirituality. In the 21st century, it is considerable that managers and workers must knock into their spiritual assets for the survival of modern organizations (Knights et al., 2020; Kamning, 2021). Moreover, if employees have a sense of freedom to carry their emotional, physical, intellectual, and spiritual attributes to the organizations, they will be more creative, productive, and fulfilled (Desa & Pin, 2011; Jena, 2021; Saxena & Prasad, 2022b)

Hence, modern organizations have to reconsider their present approach toward the workplace and workers (Mahato et al., 2021; Boccoli et al., 2022; Liu-Lastres et al., 2022; Zhang & Chen, 2023). Organizations must introduce new systems to embrace successful changes, which can be attained by presenting spirituality in the workplace (Paul et al., 2019 ; Khaw et al., 2022). The idea of spirituality in the workplace does not necessarily mean that the company should be spiritual in character; rather, it simply means that the company should support and welcome individuals who feel spiritual in their work environment (Saadatyar et al., 2020). Value congruence, on the other hand, is thought to be possible when an organization and its personnel are spiritually inclined (Paul et al., 2019). This could indicate even better organizational outcomes, such as quality, productivity, and reliability. The workplace spirituality concept has recently drawn more scholarly attention from around the world (Jnaneswar & Sulphey, 2020; Obregon et al., 2022). Significant research and multiple empirical studies continually confirm significant links between spirituality and successful work results, even if the study of spirituality in the workplace still seems to be in its early growth phases.

These relationships include the relationship between workplace spirituality and organizational performance (Garcia-Zamor, 2003), organizational commitment (Rego & Cunha, 2008), job involvement (Walt & Klerk, 2014), organizational identification (Jannah & Santoso, 2017), work rewards (Kolodinsky et al., 2007), Job satisfaction (Aftab et al., 2022), work motivation, and career commitment (Hisam & S, 2021), Ethics (Rathee & Rajain, 2020), emotional intelligence (Chin et al., 2011), self-efficacy (Sharma & Tripathi, 2024), intrinsic, extrinsic (Ranasinghe & Samarasinghe, 2019), and total work rewards, employee performance (Jena, 2021), organizational effectiveness, leadership, work values, work ethic, and social justice (Julian et al., 2023).

Individual spirituality, spiritual well-being, or workplace spirituality have also been found to positively correlate with important psychological (individual) outcomes, including happiness, self-esteem, life satisfaction, subjective well-being, success, honesty, and mutual trust (Aboobaker et al., 2021).

These associations consistently support the idea that a high level of spirituality in an organization enhances mental well-being and is suitable to study organisation and e, employees from a spiritual perspective. Along with a positive relationship between workplace spirituality and several psychological and workplace outcomes, low-level spirituality at the workplace also impacts negatively such as loneliness, negative moods, suicidal ideation, high turnover, etc (Kumar & Dhiman, 2020).

Various studies indicate a significant role of workplace spirituality in the psychological well-being of employees and support the phenomenon that says that improving psychological aspects such as work performance, employee engagement,

employee commitment, job satisfaction, employee retention, etc are closely related to spirituality at work (Mahipalan & S, 2019). Hence, this study aims to identify the role of workplace spirituality in the job satisfaction of employees in the higher education sector of north India.

II. REVIEW OF LITERATURE

2.1 Perspectives on spirituality in the workplace

Studying personal spirituality should be done from both an existential and an inner-origin, or transcendent, standpoint. According to the intrinsic-origin viewpoint on workplace spirituality, it comes from within a person. According to this perspective, spirituality entails an inward quest for fulfillment and meaning and a sense of community, and anybody can pursue this quest regardless of their religious beliefs (Afful & Williams, 2015). Convey this viewpoint, pointing out that workplace spirituality necessitates a relationship or connection with others, encompassing, among other things, a deeper connection with others, support, freedom of speech, and sincere caring (Gotsis & Grimani, 2017; Vasconcelos, 2019; Iman et al., 2024). Rathee and Rajain's (2020) perspective aligns with the definition of spirituality's transcendent potential: "the process of fostering a sense of community in the workplace to encourage employees to feel connected to a network beyond themselves." This point of view affirms that it is appropriate to ascertain whether spirituality and job satisfaction are related. The existential viewpoint on workplace spirituality pertains to an individual's endeavor to discover purpose in life and the job (Saxena & Prasad, 2022b; Sode & Chenji, 2024). Furthermore, the organization may actively help employees discover purpose in life (and at work) by offering them autonomy, accountability, significance in tasks, identity, complexity, difficulty, and variety (Arora & Garg, 2024; Cheng et al., 2023). A meaningful job seems to have a limited scope and may not be the sole requirement to reach this level of existence, even though it may help a person go to a condition of profound spirituality and discover purpose in life (Krishnani, 2023).

2.2 Defining workplace Spirituality

The distinction between organizational spirituality, often known as workplace spirituality, and personal or individual spirituality should be recognized in the definition of workplace spirituality. Spirituality is understood personally as applying a person's spirituality to the workplace (Vasconcelos, 2022; Dubey et al., 2022). This suggests that even in situations when the organization does not encourage spirituality, an individual may nevertheless gain personal spiritual experiences from their workplace. Most studies on the connections between spirituality and psychological health and successful professional results were referenced in part before this one. These studies focused on individual or personal spirituality (Moon et al., 2018). WPS may give employees additional resources to deal with job-related issues while also boosting personal and professional growth and fulfillment by enabling them to develop the strength to deal with adverse workplace conditions. WPS can help employees deal with stressful situations and conquer obstacles more effectively (Ertemsir et al., 2024; Nayyar et al., 2024). Define WPS as a complicated and multidimensional construct with three basic dimensions. An individual's employment goal is to foster a "sense of community" at the group level and to be "in line with the organization's values and mission" at the organizational level. WPS is the state of an individual's spiritual well-being in the workplace, where employees feel peaceful with the organisational framework (Saxena & Prasad, 2022a; Hassan et al., 2023).

2.3 Workplace spirituality and job satisfaction

One could consider job satisfaction to be an attitude of the employee (Dziuba et al., 2020; Abdullah et al., 2020). Despite the fact that job happiness has been thoroughly studied, reliable findings have not always been attained. Because today's employees view significant, meaningful, and purposeful aspects of their work as things like self-actualization associated with an ethical workplace where employee can enjoy interesting work, earn money, have coworkers who serve humanity, and serve the local community and future generations (Kumar & Dhiman, 2020; Charles-Leija et al., 2023). It is possible to draw the conclusion that, in addition to a superfluous "materialistic" foundation, professional happiness may also have a spiritual basis

(Jain et al., 2023; Sánchez-Hernández et al., 2023). Job satisfaction is defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" for the purposes of this study (Al-Haroon & Al-Qahtani, 2019; Montuori et al., 2022). To explain job satisfaction, a number of hypotheses have been put forth in the past. Despite the fact that these theories have been acknowledged, the demands fulfilment theory and the dispositional or genetic components model of job satisfaction are the best suitable for this investigation.

While explaining job satisfaction, there is a long history of using dispositional perspectives to explain job happiness. Work satisfaction has been compared to personality and emotional adjustment in research going back to 1913 (Staw & Cohen-Charash, 2004; Emory et al., 2022). According to this viewpoint, an employee's personal qualities and other contributions to the company have an impact on their level of job satisfaction (Moro et al., 2020). Moreover, some people are generally happier than others in life and at work, and these people will be content in their jobs due to their inherent happiness rather than external circumstances like competitive pay, positive working relationships with managers, or sufficient tools (Singh & Jain, 2013). Research on job satisfaction has revealed that an individual's perception of job satisfaction is influenced by personal factors such as personality traits, seniority and standing within the organisation, and overall life satisfaction as well as the organizational environment such as organizational culture, values ethics and spirituality at work place (Çakır & Söbü, 2024; Vanani et al., 2024). Krishnakumar and Neck (2002); Orkibi and Brandt (2015); Iqbal et al. (2018) noted that promoting WPS can help both employees and organisations. WPS is believed to be crucial, particularly in terms of enhancing efficiency, innovation, organisational commitment (OC), and job satisfaction (Shabir & Gani, 2020; Asutay et al., 2021).

It is interesting to know that work place spirituality has a direct impact on employee's work attitudes while playing various job roles (Rathee & Rajain, 2020; Jena, 2021). The concept of workplace spirituality has drawn the attention of organizational managers, academic researchers, and business experts in recent decades (Saadatyar et al., 2020; Obregon et al., 2021; Barik & Nayak, 2024). Hence, it is clear that a better understanding of the connection between job satisfaction and workplace spirituality will help organisations design new organisational initiatives and forms of organisations that can inspire employees more than those that are already in place.

III. RESEARCH DESIGN

3.1 Research Approach

A survey study was carried out to investigate the association between job satisfaction and workplace spirituality. This approach was low-cost and sufficient to meet the research objective: examine the connection between job satisfaction and workplace spirituality in original information gathered using a questionnaire. Primary data was collected through a questionnaire. 400 questionnaires were collected from assistant professors, associate professors, professors, and non-academic staff of universities. The study is concentrated on academic and non-academic staff of universities

3.2 Measuring Instruments

Workplace spirituality was measured using the Organizational Spiritual Values Scale developed by (McClintock et al., 2016), which evaluates an individual' s perceptions of the spiritual values shown by his or her workplace. There are 14 items in the OSVS factor; 13 of the questions are positive-set and 1 is negative-set. A Likert-type scaling is used for scoring, with 1 representing absolutely false and 5 representing completely true. Strong dependability was shown by the scale's internal consistency reliability value of 0.93. Similarly, for job satisfaction structured questionaries were used. This tool consists total of 9 items on Likert scaling from strongly agree to disagree strongly.

3.3 Research procedure

It was decided to use self-administered questionnaires to collect data. This approach to data collection has been found to be successful in gathering information on subjects like workplace spirituality because it enables responders to provide anonymous answers to enquiries.

3.4 Statistical analysis

The Verifying each item's internal consistency and reliability on instruments was measured on Cronbach Alpha. After the reliability and consistency measures were confirmed, analysis of variance (ANOVA) was used to account for external variance and examine the relationships between biographic characteristics and job satisfaction and workplace spirituality.

IV. RESULTS

To check the reliability of data, Cronbach Alpha was used by using SPSS. It was applied on 14 items of workplace spirituality and 6 items of job satisfaction. The Cronbach alpha value is > 0.7 in all items, which states reliable data for all items. Alpha value for workplace spirituality was 0.894 and for job satisfaction, the value is 0.811. Below given table no. 1, presents the Cronbach alpha of both variables.

Table: 1 Cronbach alpha tests

S. No.	Variable Name	Cronbach's Alpha	No. of items
1	Workplace spirituality.	0.894	14
2	Job Satisfaction.	0.811	6

1.1 Hypothesis Testing

H$_0$: Workplace spirituality has no significant impact on employee job satisfaction.

Table 2: Demographic information of respondents

Demographic Profile of Respondents			
Profile	Category	Frequency	Percentage
Gender	Male	216	54.0
	Female	184	46.0
Age (in years)	18-28	142	35.5
	29-40	97	24.3
	40-50	93	23.3
	Above 50	68	17.0
Academic Qualification	Graduate	132	33.0
	Post Graduate	97	24.3
	PhD	97	24.3
	Other	74	18.5
Designation	Assistant Professor	138	34.5
	Associate Professor	104	26.0
	Professor	88	22.0
	Other Non-Academic staff	77	17.5
Working experience in the present organization (in years)	1-5	136	34.0
	6-10	117	39.3
	11-15	147	36.8
Marital Status	Married	207	51.8
	Unmarried	193	48.3

Table 3: Regression test.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.550[a]	.303	.301	7.81237
a. Predictors: (Constant), Job Satisfaction				

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10538.422	1	10538.422	172.667	.000[b]
	Residual	24291.156	398	61.033		
	Total	34829.578	399			
a. Dependent Variable: workplace spirituality						
b. Predictors: (Constant), Job Satisfaction						

Coefficients						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	15.277	1.297		11.777	.000
	Job Satisfaction	1.311	.100	.550	13.140	.000
a. Dependent Variable: workplace spirituality						

Interpretation: The table number 2 presents the demographic representation of respondents. Whereas table number 3 shows linear regression analysis. In the table no. 3, Regression analysis employs ANOVA to ascertain the extent of variability within a regression model and establish the foundation for a significance test. The table presented above clearly demonstrates that the variables examined in the study have statistical significance.

Based on a regression analysis of workplace spirituality and job satisfaction. Workplace spirituality has a significant impact on job satisfaction, accounting for 55% of the variation observed. The remaining variation is not accounted for and remains unexplained.

The R-value of 0.30 indicates the significant effect of Workplace spirituality on Job Satisfaction. This is supported by the Anova table, which shows a considerable impact with an F value of 172.66 and a significance value of 0.00. The data suggests that workplace spirituality has a substantial impact on job satisfaction. The variable is present in the table of coefficients above. The B-coefficients generally exhibit positive values and are statistically significant. Given that the dimensions of all indicators are the same, it is more advantageous to translate the B-coefficients rather than the beta coefficients. The significance value demonstrates that workplace spirituality substantially influences job satisfaction. We conclude that the null hypothesis (H_0) is rejected and conclude that job satisfaction is influenced by workplace spirituality.

V. DISCUSSION

The current study found a significant association between workplace spirituality and job satisfaction, with a p-value of less than 005. Many prior studies have found a substantial relationship between WPS and job satisfaction, with a mean score of 45.7 (Milliman et al., 2003). (Walt & Klerk, 2014), highlighted that employees in the company would expect the organization to properly portray their spiritual values, as the mean value is 45.7, indicating that strong spiritual values exist in the company. By improving workplace spirituality, employee satisfaction can be improved with regard to work (Nikensari & Yudhistira, 2024). Overall, Workplace spirituality exists in the educational sector, pointing in the direction of enhanced employee satisfaction, which will provide several benefits to the organisation in terms of performance, productivity, work dedication, and engagement. Statistics demonstrated the strength of the relationship between workplace spirituality and how it improves employee satisfaction with their jobs in an organization.

Whereas, Raziq, et al. (2021) state that the in the absence of dimension of workplace spirituality such challenges work environment, trust, and happiness reduces employees commitment which further leads low job satisfaction of employees. According findings of (Chand & Koul, 2012), spirituality in the workplace would equalise work and life pleasure by improving performance since employees' values would become part of the organisational values. The t-values were -15.862 and -3.27, indicating a decrease in stress through increased work satisfaction.

These results support the notion that companies that uphold and encourage spiritual principles are more likely to foster an atmosphere where workers feel satisfied in their roles. These findings show that the values of the workplace influenced the employee's perception, happiness, and satisfaction in the organization. It also indicates that having a spiritual mission statement as well as spiritual values, culture, and business strategies of organizations affects the employee's job satisfaction. Workplace spirituality is introduced at both levels including individual and organizational. Higher level of individual spirituality has an association with positive work job satisfaction.

based on the research findings, we propose that, in contrast to what has traditionally been thought, greater attention should be paid to the promotion, implementation, and encouragement of spirituality on an organisational level in order to bring about spiritual transformation in an organisation. This could entail incorporating spiritual ideals into the organisation as well as making significant.

It was determined to limit the statistical analyses to exploratory statistical techniques like ANOVA and regression analysis because this study was exploratory in nature. Future research should concentrate on more complex confirmatory analyses, like multiple regression, to confirm the dimensions of workplace spirituality and the predictability of job satisfaction in the presence of organisational spirituality now that the regression analyses of workplace spirituality and job satisfaction have been established.

VI. CONCLUSION

Modest primary research was conducted to explore the link between "Workplace Spirituality" and employee job satisfaction. This study looks at the association between "Workplace Spirituality " and "Job Satisfaction" in India's Higher Education sector. Our findings suggest that "workplace spirituality" in Higher education, particularly a sense of connectedness, can increase employee devotion and job satisfaction. This is especially relevant to the sense of community. It has been demonstrated that an employee's degree of job satisfaction is significantly impacted by their spirituality. Employee satisfaction has increased as a result of the integration of spirituality into the workplace. Workplace Spirituality is a significant predictor of "Job Satisfaction" scores, according to correlation and regression studies. A survey of the pertinent literature also indicates that this workplace spirituality significantly affects employee morale at work which further influences to job satisfaction of employees. Recent research has shown that those with a spiritual bent are the most successful investors. These individuals demonstrate a broad range of skills and a high degree of proficiency.

In order to provide meaningful work and to initiate workplace spirituality, the educational sector must integrate its values with those of the individual and become more accountable to the community. It will enable them to establish a trustworthy atmosphere in which individuals will begin to rely on their organizations and one another. By recognizing that an employee's life extends beyond the job, a spiritual workplace with purpose will aid in taking peers' well-being into consideration. Due to the current era of spirituality in the workplace, Workplace spirituality is crucial for all businesses and is not just required in the educational sector. Therefore, organizations and leaders must continuously prioritize workplace spirituality and job satisfaction.

VII. IMPLICATION

Job satisfaction among employees is a vital component of organisational success nowadays. People who are satisfied at work contribute constructively to the organization's objectives. The study has numerous practical implications that can be beneficial to organizations and managers. For example, if management strives for profits, managers must investigate strategies to keep their employees. As a result, universities may retain their faculty members by understanding their requirements, allowing them to discover the meaning of life while working. Using the current findings, colleges can provide an open platform for personal growth by increasing job happiness through workplace spirituality. They can make them realize that a trusting environment can be created by engaging in purposeful activities, feeling community, and incorporating organizational principles. People will begin to trust one another, which will lead to increased job satisfaction. The educational sector can promote cultural transformation by fostering workplace spirituality. They should give various types of spiritual lectures, meditate, and promote integrity in other religions and sects. Such training will make the workplace more spiritual and improve abrupt cultural transition, allowing people to speak the truth and trust one another. As a result, increasing trust will lead to higher workplace satisfaction. Positive effects have been noticed, such as enhanced job commitment and engagement and reduced attrition and absenteeism.

The education sector, by focusing on workplace spirituality, will assist them in providing an understanding of their task performance, which must be completed first and last. It will eventually motivate them to work on time and manage their workload. Having values related to spiritual building will make employees more ethical regarding values and behavior and boost worker trust. WPS dimensions in the universities will help people be more tolerant and patient in the workplace, resulting in less stress and a strong dedication to both their work and the university and colleges. This allows this sector to retain its top performers. The presence of a favorable relationship between Spiritual workplace and Job Satisfaction will aid in developing a stronger sense of esteem for the organization and the community. As a result, a university will get a competitive advantage by hiring better faculty, and the corporation will be able to manage its costs in the quest for efficient employees.

Further, this study broadens academics' perspectives by highlighting the importance of the educational sector in Indian society regarding the concept of spirituality at work. Overall, hypotheses were accepted, ensuring academicians that expanding WPS in the education sector would increase job satisfaction. This study also supports previous research showing people in the organization are searching for more meaningful and purpose-oriented employment; they want a sense of community and support from their colleagues. Because of the interconnected spiritual principles, both parties, the organization, and the workers, will seek mutual trust, resulting in benefits for both the organization and the individual.

VIII. LIMITATION AND FEATURE RECOMMENDATIONS

Though the study adds value to the industry, additional refinement is required because the time frame was limited to six months. Due to time and resource constraints, just one sector was identified. As a result, the researcher could not lighten the study by targeting industries such as non-profit organizations, insurance businesses, and telecommunications. This study concentrated on only a few dimensions of WPS, limiting the researcher's ability to see the concept in that specific region and so limiting the breadth of the study, which has numerous dimensions.

Future studies could look into issues like the origins of workplace spirituality, why employees believe their organizations have spiritual values or not, when these values would manifest, and how official statements like the organization's mission statement, vision, and core values affect the perception and actual manifestation of spirituality within the workplace. Future research should also look into how organizations might transition from espoused spiritual ideals in official statements to core beliefs and organizational presumptions. Ensure that spirituality is successfully incorporated into the organization; this may involve looking into the important role that spiritual leaders play. The impact of workplace spirituality on employees' individual work happiness and the ways in which various workers perceive it at work are other areas that merit more investigation.

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