Workplace Spirituality: Shaping the Future of the Modern Organisations

Dr. Teju Kiran[1], Dr. Azhar Shaikh[2], Dr Prakash K[3], Ms Sanjana Kalkoti[4]

[1]Associate Professor, GBS Hubli
[2]Associate Professor, Kirloskar Institute of Management, Pune
[3]Assistant Professor, AIMR, Sankeshwar
[4]Associate Talent Scout, WizStaffing, Hubli

Abstract

Creating and maintaining a healthy organization has become a significant challenge for leaders in today's volatile and competitive business landscape. A crucial component of a healthy organization is the mental well-being of employees. In particular, teaching is a highly stressful profession that exposes educators to the risk of burnout. To mitigate this, techniques that engage higher mental functions—such as transcendental meditation and prayer—have been incorporated into stress and burnout prevention programs. Spirituality in education plays a key role in enhancing the quality of teaching and learning, though it is influenced by various personal, social, religious, and cultural factors.

This study explores the relationship between workplace spirituality, meditation, and teacher performance. It evaluates the impact of wellness and spirituality on teachers' work performance. Data were collected from 375 teachers in the Hubli-Dharwad region, revealing that spirituality has a positive influence on work performance. A workplace that supports both wellness and spirituality fosters a more conducive environment for effective work.

Keywords: Spirituality, wellness, work performance, teachers

Introduction:

In today's fast-paced and competitive business environment, organizations must act quickly, efficiently, and effectively. Human resources play a pivotal role in this process, as people are the driving force behind the success of any organization. Effective management of these human resources is key to achieving organizational success. High-quality employees contribute directly to improved organizational performance, and thus, an organization's effectiveness is closely linked to how well it nurtures and supports its workforce.

There are numerous factors that influence employee performance, with workplace spirituality and wellness being two significant and empirically validated contributors. While the concept of spirituality in the workplace is relatively new, it is deeply rooted in the human experience. The quest for meaning, purpose, and harmony with others has been central to all major religious traditions, which encourage a contemplative life focused on inner peace and connection.

Employee well-being is a critical issue that organizations must address to ensure a motivated, satisfied, and productive workforce. A positive work environment directly influences employee satisfaction and

performance. As organizations strive to create a supportive atmosphere, maintaining employee well-being has become a primary focus to foster long-term engagement and motivation.

Education has always been a cornerstone of human societies, beginning in prehistory when adults passed down essential knowledge and skills to younger generations. Over time, formal education systems emerged, shaping individuals' intellectual and personal development. Teachers, revered and respected in most cultures, have a profound impact on students' lives by nurturing not just academic knowledge, but also moral values, social skills, and character development. In ancient India, for example, the gurukul system emphasized personal growth alongside academic learning, highlighting the role of educators in shaping holistic individuals.

Teachers serve as the backbone of educational institutions. For schools to achieve their goals and objectives, fostering positive employee relations is crucial. Ensuring that staff feel valued and supported contributes to a collaborative and effective work environment. Today, many organizations recognize the critical link between employee well-being and workplace performance. A holistic approach to well-being—encompassing physical, emotional, social, and mental health—can significantly enhance employee productivity and job satisfaction.

The purpose of this study is to explore the relationship between workplace meditation, spirituality, and teacher performance. It aims to examine how a teacher's spirituality and overall well-being impact their professional effectiveness. The data, gathered from 375 teachers in the Hubli-Dharwad region, indicates that a strong spiritual life is positively correlated with improved work performance, suggesting that supporting employees' spiritual and wellness needs can foster a more productive and engaged workforce.

Literature Review:

Workplace Spirituality

Workplace spirituality refers to a condition or experience that provides individuals with a sense of purpose, direction, or a feeling of support, understanding, inner fulfillment, and connection with others (Smith & Rayment, 2007). It encompasses a range of elements such as a sense of belonging, purpose at work, personal accountability, positive relationships with colleagues, self-reflection, and a strong sense of community within a work unit. It also includes alignment between individual and organizational values, fostering a harmonious relationship between employees and the organization. Workplace spirituality acknowledges that employees have inner lives that are nourished through meaningful work within a supportive community (Ashmos & Duchon, 2016).

According to Mitroff and Denton (1999), employees in spiritually oriented organizations often hold core values and convictions that shape their approach to work. Workplace spirituality is fundamentally about seeking to fulfill one's life purpose while cultivating deep connections with co-workers and others in the workplace (MalikehBeheshtifar & Zare, 2013). Research has shown that finding a deeper sense of meaning and purpose in work is essential for employees, as it helps them perform more effectively and increase their productivity (Karakas, 2010).

A framework of corporate principles that encourages employees to experience transcendence during work—fostering feelings of connection, completeness, and happiness—is considered a key indicator of workplace spirituality (Watoni & Suyono, 2020). A study by Khasawneh (2011) at public colleges in Jordan assessed the level of spirituality at work and found that employees were encouraged not only to bring their whole selves to work but also given the freedom to do so. This aligns with earlier research by

Mitroff & Denton (1999), who found that while employees viewed spirituality as a relevant and important topic, they considered religion to be an inappropriate subject for discussion in the workplace.

In sum, workplace spirituality represents an effort to integrate a sense of purpose and meaningful connection into the work environment, fostering a supportive and fulfilling experience for employees, both personally and professionally.

Employee Well-being

Over the years, organizations have introduced wellness initiatives with the belief that these programs can help reduce healthcare costs for both the company and its employees, while also boosting productivity and improving the organization's overall performance (Bard, 2011). One effective strategy for managing rising healthcare expenses is the implementation of integrated wellness programs that focus on employees' overall health and well-being (Izlar, 2011). These programs are a proactive approach that organizational leaders can take to create a healthier and more engaged workforce.

For wellness programs to be successful, they must be communicated by leadership in a way that highlights the broader organizational culture, emphasizing fun and the promotion of employee health (Moran, 2013). According to Mayer (2016), wellness initiatives are evolving to address a person's holistic health, incorporating not just physical health but also emotional, mental, and spiritual well-being. More companies are integrating financial wellness into their employee health programs as part of a broader effort to support their workforce's well-being.

As comprehensive wellness programs continue to gain popularity, business leaders are increasingly adopting health-risk assessments to monitor employee engagement in these programs and evaluate their impact. Some organizations are even setting up in-house clinics or hiring nurse practitioners to offer quick health evaluations, such as blood pressure checks, to make wellness more accessible for employees (Grant, 2012).

Ultimately, employee well-being is closely tied to both health and performance. Employees who maintain good physical, mental, and emotional health are more likely to perform at their best, contributing positively to the success of the organization. By prioritizing employee well-being, companies can foster a more productive, engaged, and resilient workforce.

The Relationship Between Workplace Spirituality, Well-being, and Performance

Numerous studies have explored the connection between workplace spirituality, employee well-being, and performance. According to Malone and Fry (2003), workplace spirituality enhances productivity while improving human health, psychological well-being, and individual performance. Reave (2005) also highlighted the positive impact of spiritual practices and values on leadership effectiveness, which in turn influences customer satisfaction, employee dedication, and overall productivity.

Employee well-being has proven benefits for individuals, organizations, and communities alike. Harter, Schmidt, and Hayes (2002) emphasized that employers should actively promote employee well-being, given the significant amount of time employees spend at work. Scholars like Fairholm (1996) have argued that the workplace is a foundational space where employees not only form relationships and develop personally, but also learn core values and contribute to society. In fact, work serves as a primary context for social interaction, lifestyle changes, and personal growth (Guest, 1998).

Warr (2002) underscored that an individual's perception of their own well-being plays a central role in determining their overall quality of life. In this sense, an employee's workplace well-being is shaped by

how they perceive and experience their work environment. Social interactions within the organization, lifestyle changes, and adjustments to employment all influence both personal and professional well-being.

Workplace spirituality has been increasingly recognized as a tool to enhance employee well-being. Krishnakumar and Neck (2002) asserted that fostering spirituality in the workplace is beneficial not only for employees but also for the broader community and the organization itself. Milliman (2003) confirmed a positive relationship between workplace spirituality and key outcomes such as organizational commitment, internal motivation, and job involvement. Research has also shown that encouraging spiritual expression and allowing employees to feel whole and authentic at work contributes to their well-being and overall job satisfaction.

Furthermore, workplace spirituality fosters a culture of trust, which strengthens employee commitment (Burack, 1999). While a number of studies suggest a connection between workplace spirituality and employee well-being, empirical data on this relationship remains somewhat limited.

In summary, there is a growing body of evidence linking workplace spirituality with improved employee well-being and job performance. Encouraging spiritual practices at work helps employees feel more connected, authentic, and motivated, which in turn enhances their commitment and productivity.

The study focuses on the following research hypotheses:

- **H1:** Workplace spirituality has an impact on employee performance.
- **H2:** Workplace spirituality affects employee well-being.
- **H3:** Employee well-being influences employee performance.

Research Methodology:

This study aims to examine the impact of workplace spirituality and employee well-being on employee performance, with a specific focus on how teachers perceive these factors. Data was collected using a structured questionnaire to gather the necessary information. The survey was administered to 375 teachers in the Hubli-Dharwad region, selected through a random sampling method. The Hubli-Dharwad area consists of 532 schools, which are organized into 25 clusters, and data was collected from various clusters within the region. The data were analyzed using Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) techniques to assess the relationships between the variables.

RELIABILITY TEST

Construct	Cronbach's Alpha
Workplace spirituality	.92
Wellness	.91
Work Performance	.96

The reliability test results show that all three constructs have Cronbach's alpha values well above the required threshold of 0.7 (Malhotra, 2007). Therefore, the data can be considered highly reliable for further analysis.

Data Analysis
Demographic profile of the respondents

The study surveyed 375 employees, representing a diverse demographic across gender, age groups, and work experience levels. The respondents were from different management levels within their organization. The breakdown of key demographic factors is presented in **Table 1** below.

Table 1 the demographic factors of the respondents

Demographic factor		Frequency	Percent
Gender	Male	117	31.2
	Female	258	68.8
Age	18 - 25	111	29.6
	26 - 40	213	56.8
	41- 60	51	13.6
Work experience	Less than 5	152	40.5
	5-10	193	51.5
	More the 10	30	8.0

1. **Gender**:
o A majority of the respondents (68.8%) were female, while 31.2% were male. This suggests a predominance of female employees in the sample.

2. **Age Group**:
o The largest age group represented was **26 to 40 years** (56.8%), indicating that the majority of the respondents were in the early to middle stages of their career.
o The second-largest group was **18 to 25 years** (29.6%), which could imply a significant number of young professionals or recent entrants into the workforce.
o The least represented age group was **41 to 60 years** (13.6%), possibly reflecting fewer respondents in the later stages of their career within the study sample.

3. **Work Experience**:
o A significant portion of the respondents (51.5%) had between **5 to 10 years of work experience**, suggesting that many of the participants were relatively seasoned professionals.
o **40.5%** had less than 5 years of experience, indicating a presence of younger or less experienced employees in the sample.
o Only **8.0%** of the respondents had more than 10 years of experience, which suggests that a smaller proportion of the workforce is at a more advanced or senior level in terms of tenure.

The study reflects a relatively young and moderately experienced workforce, with a higher representation of female employees. The dominant age group (26 to 40 years) and work experience bracket (5-10 years) suggest that the respondents may be in the process of establishing themselves professionally, likely balancing the challenges of early career development with increasing responsibilities.

Confirmatory Factor Analysis (CFA)

To evaluate the validity of the measurement and structural components of the conceptual model, the study employed **Confirmatory Factor Analysis (CFA)** and **Structural Equation Modelling (SEM)** using **Analysis of Moment Structures (AMOS)** software. These statistical techniques were chosen to test the relationships between the observed variables (indicators) and the latent constructs (underlying factors) proposed in the conceptual model.

Sample Size Requirements

The validity and reliability of CFA and SEM depend significantly on the sample size. Various studies and statistical guidelines suggest the following minimum sample size requirements:

- **For CFA**: A sample size should be more than 5 times the number of parameters under study. (Source: Loehlin, J. C., 1998; Shaikh, A. S., 2018)
- **For SEM**: A sample size should be more than 10 times the number of parameters. (Source: Loehlin, J. C., 1998; Shaikh, A. S., 2018)

Given that the study includes **25 parameters** to test the model:

- For **CFA**, the minimum sample size required would be **125** ($5 \times 25 = 125$).
- For **SEM**, the minimum sample size required would be **250** ($10 \times 25 = 250$).

Since the study's sample size is **375**, which is well above the required thresholds for both CFA and SEM, the sample is considered sufficient for performing both analyses.

With a sample size of **375**, the study meets the recommended criteria for conducting both **Confirmatory Factor Analysis (CFA)** and **Structural Equation Modelling (SEM)**, ensuring the robustness and validity of the results.
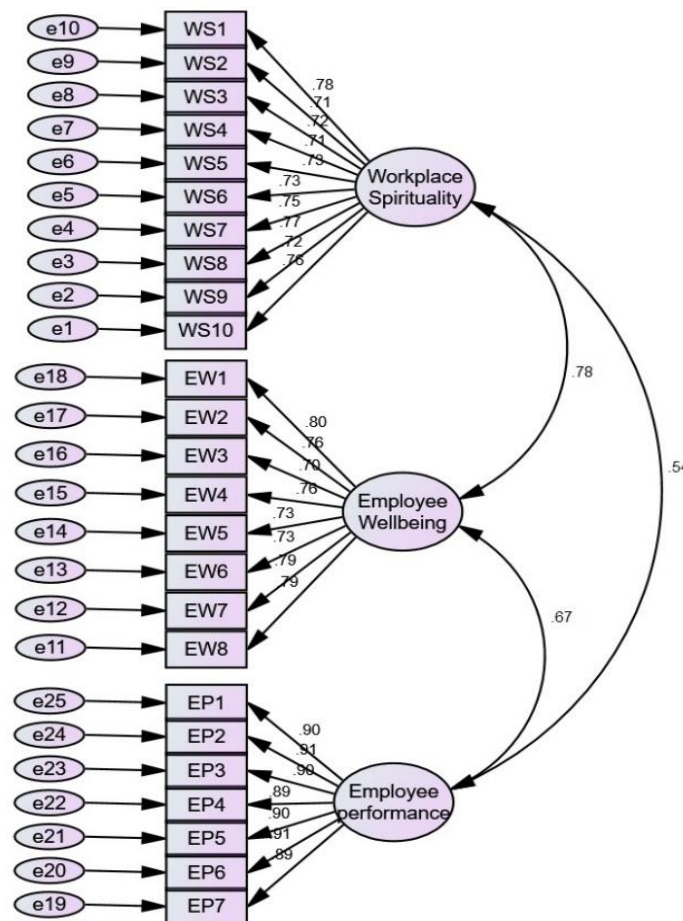
Figure 1 A conceptual model of influence of employee well-being and workplace spirituality on employee performance

To check the factorial structure of the conceptual model with 5 constructs, a Confirmatory Factory Analysis was used. Some of the constructs were tested for correlation and some for an effect on one construct on another. A total sample size of 375 was used to test the hypothesised model.

Fit indices of the conceptual model

The fit indices for the proposed model are depicted in Table 2. The CFA results supported the original three factor structure of the 25 measurement items used for this study to evaluate influence of workplace spirituality and employee well-being on employee performance.

Fit Indices of the Proposed Measurement Model		
	Recommended Level of Fit	Proposed Measurement Model
Absolute fit indices		
Chi-Square	not significant at p<0.05	497.214, df=272, p=0.000
Relative Chi-Square (CMIN/DF)	1 to 5, (Kline, 2005; Ozdamar, 2016)	1.828
RMSEA (Root Mean Square of Error Estimation)	0<=RMSEA<=0.10, (Vieira, 2011; Hu & Bentler, 1999;)	.047
Incremental fit indices		
CFI (Comparative Fit Index)	0.90 and over (Bentler, 1990; Hu & Bentler, 1999;)	0.972
IFI (Incremental Fit Index)	0.90 and over (Bentler, 1990; Hu & Bentler, 1999; Simsek,2007;)	.972
GFI (Goodness of Fit)	0.90 and over (Kline, 2005; Hooper, Coughlan & Mullen, 2008)	0.905
NFI (Normed Fit Index)	NFI >=0.95 good, 0.90 to 0.95 is acceptable (Bentler, 1990; Hu & Bentler, 1999; Kline, 2005; Simsek,2007;)	0.941
TLI (Tucker Lewis Index)	0.90 and over (Marsh, Hau & Wen,2004)	0.969

Based on the model fit results presented in Table 2, it can be observed that all values meet the required thresholds for fit. Since all the fit indices have reached the recommended levels, this indicates that the model adequately fits the collected data, and no further iterations are necessary. The results of the Confirmatory Factor Analysis provide strong support for the reliability of the model and its three constructs, which are designed to assess the influence of workplace spirituality and employee well-being on employee performance.

This study aims to explore both the direct and indirect relationships among the constructs in the conceptual model. To achieve this, Structural Equation Modeling (SEM) was employed. SEM is particularly well-suited for assessing multivariable relationships and building a model with multiple constructs (Byrne, 2009).
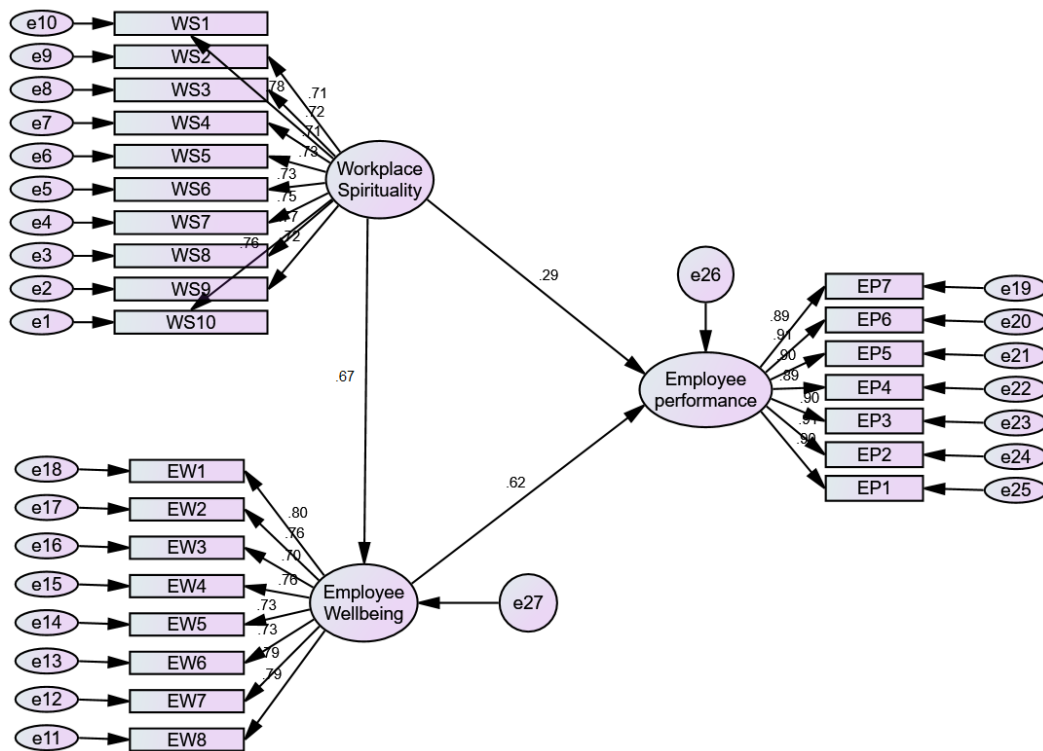
Figure 2 Hypnotized model to assess the influence of workplace spirituality and employee well-being on employee performance

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Standardised Regression Weights
EW	<---	WS	.835	.063	15.940	***	.672
EP	<---	WS	.381	.293	1.301	.003	.294
EP	<---	EW	.778	.287	2.716	.007	.620
WS10	<---	WS	1.000				.763
WS9	<---	WS	.889	.060	14.763	***	.724
WS8	<---	WS	1.030	.065	15.902	***	.771
WS7	<---	WS	.987	.064	15.475	***	.754
WS6	<---	WS	.978	.066	14.815	***	.726
WS5	<---	WS	.959	.064	14.961	***	.732
WS4	<---	WS	.890	.061	14.542	***	.715
WS3	<---	WS	.929	.063	14.748	***	.723
WS2	<---	WS	.938	.065	14.384	***	.708
WS1	<---	WS	.887	.055	16.007	***	.776
EW8	<---	EW	1.000				.791
EW7	<---	EW	1.004	.058	17.199	***	.791
EW6	<---	EW	.967	.062	15.629	***	.734

			Estimate	S.E.	C.R.	P	Standardised Regression Weights
EW5	<---	EW	.945	.061	15.518	***	.730
EW4	<---	EW	.984	.060	16.455	***	.764
EW3	<---	EW	.889	.061	14.670	***	.698
EW2	<---	EW	.939	.057	16.466	***	.765
EW1	<---	EW	1.037	.060	17.356	***	.796
EP7	<---	EP	1.000				.888
EP6	<---	EP	.986	.036	27.381	***	.908
EP5	<---	EP	1.027	.038	27.075	***	.904
EP4	<---	EP	.955	.037	26.141	***	.891
EP3	<---	EP	.974	.036	27.083	***	.904
EP2	<---	EP	.958	.035	27.186	***	.906
EP1	<---	EP	.972	.037	26.519	***	.897

Hypotheses testing result

The following research hypotheses were formulated for this study and tested using Structural Equation Modeling (SEM):

- **H1:** Workplace spirituality influences employee performance.
- **H2:** Workplace spirituality influences employee well-being.
- **H3:** Employee well-being influences employee performance.

The SEM results show that workplace spirituality has a positive effect on employee performance, with a regression weight of 0.294, supporting the first hypothesis. Additionally, the analysis reveals that workplace spirituality significantly influences employee well-being, with a regression weight of 0.672, thus supporting the second hypothesis. Finally, the results indicate that employee well-being also positively impacts employee performance, with a regression weight of 0.62, confirming the third hypothesis.

Discussion and Conclusion

This study contributes to the existing body of literature on workplace spirituality by examining its influence on employee performance. Specifically, it explores the effect of workplace spirituality on employee well-being and the combined impact of both spirituality and well-being on employee performance. The findings from Structural Equation Modeling (SEM) indicate that workplace spirituality has a positive effect on both employee well-being and employee performance. Furthermore, the study reveals that employee well-being significantly enhances workforce performance.

These results align with previous research, which has shown that a spiritually supportive workplace can improve employee performance (Osman-Gani et al., 2013) and contribute to greater personal well-being (Neck & Milliman, 1994).

The findings highlight the importance of fostering a workplace environment that nurtures spirituality, as it plays a crucial role in enhancing employee performance. Organizations should focus on creating a work culture that encourages spiritual well-being, thereby creating a more engaged and productive

workforce. Additionally, it is important for organizations to implement systems that monitor and support the well-being of employees at all levels, which can ultimately lead to better organizational outcomes (Brown, 1992).

Moreover, organizations may benefit from adopting spiritual leadership practices, providing organizational support, and cultivating an environment conducive to improving employee well-being (Aboobaker, Edward, & K.A., 2018). These practices could be key strategies in enhancing both individual and collective performance, fostering a healthier and more productive workplace overall.

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