

# Impact of Workplace Spirituality on Employee Wellbeing and Job Satisfaction

Sangeeta Chauhan<sup>1</sup>, Dilip Jhunjhunwala<sup>2</sup>

<sup>1</sup>Professor, Teacher Education, Guru Gobind Singh Indraprastha University, Dwarka, Delhi, India

<sup>2</sup>Corporate Consultant and Trainer

## ABSTRACT

This study aims to determine how workplace spirituality impacts workers' well-being and job satisfaction, with a focus on leadership's duty to create a spiritually vibrant workplace. Leaders who consider the psychological and spiritual needs of their employees may significantly boost their motivation, output, and work happiness. Compassion, meaningful engagement, fostering a sense of community, and making sure that work is in line with corporate values may all help accomplish this. The findings indicate a very positive correlation ( $R = 0.723$ ), demonstrating that workplace spirituality boosts employees' sense of purpose, contentment, and ethical alignment. The study also highlights how important spiritual leadership is in assisting staff members in maintaining their emotional and physical well-being in times of crisis, like the COVID-19 pandemic. Compassionate, honest, and purpose-driven leaders create environments where employees feel valued, understood, and motivated, which benefits both their personal growth and the advancement of the company as a whole. Overall, the results demonstrate that workplace spirituality is not only an additional but rather a necessary element in preserving employee happiness and wellbeing. Focusing on the psychological and spiritual components of work may help people become more committed, engaged, and resilient, all of which are necessary for an organization to withstand change and thrive over the long term.

**Keywords:** Workplace spirituality; Employee wellbeing; Job satisfaction; Organizational culture; Indian banking sector; Human resource management

## INTRODUCTION

Businesses in today's fast-paced, highly competitive market are under constant pressure to maintain production levels, retain top employees, and ensure long-term success. Despite all of these challenges, it is not uncommon for traditional management practices that place a greater value on profits than on the well-being of employees to fall short of their expectations. According to research, employees place more importance on the significance, connections, and sense of purpose that a job provides in addition to monetary pay. These endeavors have led to the development of the concept of spirituality in the workplace, which lays particular importance on values such as empathy, connection, authenticity, and harmony between the aspirations of individuals and the goals of the group.

### Workplace Spirituality Defined

Spirituality in the workplace does not always include religion, but it does put a strong focus on the universal human need to discover a sense of purpose and contentment in one's professional life. Milliman, Czaplewski, and Ferguson (2003) assert that working on projects that are meaningful,

belonging to a community, and holding the same values as the organization are all components of it. Employees are able to establish stronger connections with their teammates and their work when they experience these facets at work, which contributes to a sense of fulfilment and belonging in the workplace. By infusing spirituality into their practices, organizations may create a culture that is favorable to personal and professional development.

### **Workplace Spirituality and Employee Wellbeing**

In the domain of corporate behavior, the notion of employee welfare has become more important. It not only includes the absence of stress and burnout, but it also includes the presence of good psychological states, such as engagement, contentment, and resilience. According to a number of scientific studies, spirituality in the workplace addresses the psychological needs of employees with regard to purpose, community, and harmony. It is possible that employees who do not think that their work is important or is driven by their beliefs may experience a decrease in their morale, an increase in stress, and a decline in their mental health. In addition, resilience in the face of organizational crises and change is improved by spirituality in the workplace.

### **Workplace Spirituality and Job Satisfaction**

Job satisfaction is one of the most often studied outcomes in organizational research because it has a direct effect on the performance, motivation, and retention of employees. According to Locke (1976), the definition of "pleasure in one's work or one's work experiences" is "a pleasurable or positive emotional state." When spirituality is practiced in the workplace, employees report better levels of job satisfaction. This is due to the fact that spirituality enables employees to establish a link between their own personal values and the goals of the business, fosters trust, and encourages the development of supportive relationships with colleagues. For instance, Belwalkar, Vohra, and Pandey (2018) performed a study in the Indian banking business that concluded that the job pleasure of workers was significantly impacted by spirituality traits such as purpose and connectedness.

### **The Indian Context**

The cultural norms in India place particular importance on spirituality, collectivism, and holistic health, which makes the nation an excellent location for doing research on spirituality in the workplace. The bulk of the literature on spirituality in the workplace, on the other hand, originates from Western countries. It is essential to understand the impact of spirituality in the workplace on employee satisfaction and contentment since the service industry in India is increasing at a rapid rate, particularly in the banking business. Spirituality-driven practices provide the prospect of a more satisfying work life for banking employees because of the high levels of stress, long hours, and performance demands they face on a daily basis.

### **Research Gap and Rationale**

Despite the growing recognition of the benefits of spirituality in the workplace, there is a shortage of research that investigates the connections between spirituality in the workplace and both employee well-being and job satisfaction, especially in non-Western countries. Most studies either do not include spirituality as a variable at all or simply discover a link between it and a single outcome, such as organizational civic conduct or dedication. This study will investigate the link between spirituality in the workplace and two important employee outcomes: health and job satisfaction in order to solve this knowledge gap. These results are very important for managers, human resource professionals, and legislators when it comes to developing solutions that promote spiritually healthy workplaces.

## OBJECTIVES

1. To examine the effect of workplace spirituality on employees' overall wellbeing.
2. To analyse the relationship between workplace spirituality and employees' job satisfaction

## RESEARCH METHODOLOGY

There are five signs of spirituality in the workplace that have been selected from the research that is currently accessible. These indicators include work that matters, a strong feeling of community among workers, alignment with business values, and general health and happiness. A approach consisting of five points was used in the creation of each and every product. Utilise the Likert scale, where a score of 1 indicates strong disagreement and a score of 5 indicates strong agreement. The theories that are considered to be associated with the definitions of these dimensions are as follows:

**Meaningful work:** The idea that one's job forms a significant and meaningful element of one's life is referred to as the work-life balance. When employees are given opportunity to be creative in their work, they are more likely to be content with their occupations, which in turn boost their feeling of purpose in life.

H1 Employee job satisfaction is positively impacted by meaningful work.

It has been reported that when employees collaborate to achieve a shared goal, they have a greater sense of connection to both their fellow employees and the organization as a whole. There is a significant amount of time that people spend at work these days, which means that they do not have much time to spend with their friends and neighbors. As a result, they make it a priority to cultivate a sense of camaraderie among their employees.

H2 Employee happiness at work is positively impacted by a feeling of community inside the workplace. The concept of respect for organizational values refers to the standards of behavior that are widely acknowledged and respected by each and every worker. Organizational values are becoming more significant as a result of the rapid pace at which workplaces are undergoing transformations. The beliefs that an organization upholds are the single most significant spiritual aspect that contributes to pleasure.

H3 Employee work satisfaction is positively impacted by alignment with organizational ideals.

**Compassion:** There is a great sense of grief for those who are suffering, as well as an ardent desire to relieve their suffering. According to Delgado (2005), the definition of this concept is the desire to care for and aid other people in order to achieve one's own sense of satisfaction.

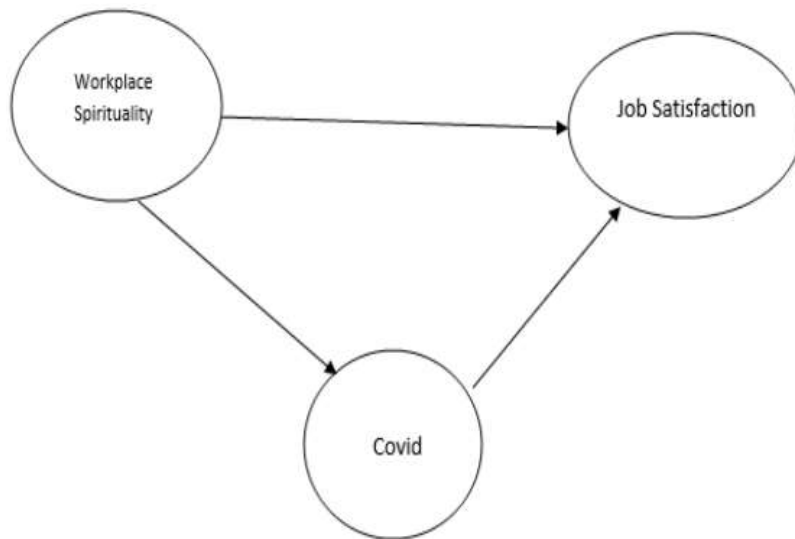
H4 Employee work satisfaction is positively impacted by compassion.

**Stress/Covid Measures:** In addition to not being able to experience the atmosphere and culture of the firm, employees who work from home are subject to frequent interruptions from their families, difficulties in balancing their professional and personal lives, and work-life imbalances. As a result of the fact that they need the appropriate equipment (a computer, mouse, printers, scanners, web connection, headphones, camera, and a quiet place to work), the majority of representatives are unsatisfied and disillusioned with their employment. Workers are on edge because they are concerned about their job security and remuneration. There is a basic obligation that falls on businesses to look out for their workers and to engage them in a manner that guarantees they will always be happy and devoted to their work. A grin is something that loyal workers always manage to bring to their faces when they are on the clock.

H5 The association between employee job happiness and spirituality at work is being moderated by COVID-19.

**Job Satisfaction**

Work satisfaction is considered to be one of the most significant employee attitudes in the field of organizational studies due to the relevance of the concept. To restate, a significant number of managers are of the opinion that satisfied workers would be more productive than those who are dissatisfied. When it comes to work fulfillment, research have shown that negative side effects such as non-appearance, objection expression, weak assurance, and high throughput are connected with low levels of job satisfaction. The authors Garg et al. (2019) state that "job attitude, which is largely determined by employee's experience at the workplace" is the factor that determines whether or not an individual is content with their current position. A variety of elements, including as the physical work environment, the connections between colleagues, the style of authority, the extent of centralization, and the designation of experts, all play a role in determining how these workers interact with one another. JS requires resources that are beyond the capabilities of businesses, according to Aftab et al. (2022), which states that businesses need to grasp this concept. According to De Klerk et al. (2006), work, organization, and the working environment are becoming more essential in one's life. This is due to the fact that many people spend more time at work or in formal exercises associated to their occupations than they do on other personal problems. While on the job, employees make an effort to satisfy their spiritual requirements.



**Fig.1 Proposed model**

**RESULT AND DISCUSSION**

The data was collected from 113 individuals with experience in information technology, with 43.4% of them being female and 56.6% being male. The respondents make up five unique age groups, which are as follows:

**Table 1: The respondents' demographics**

Age Group (in years)	Percentage of Respondents (%)
20–25	51
25–30	32
30–35	11
35–40	4

40+	2
<b>Total</b>	<b>100</b>

The data is very dependable, as shown by the Cronbach's alpha score of 0.934.

H1 Employee job satisfaction is positively impacted by meaningful work.

The findings of the analysis revealed a Pearson correlation value of 0.639, which is quite significant. According to this very high connection coefficient, employees report greater levels of job satisfaction when they are involved in work that pertains to their personal and professional lives. The evidence lends credence to the acceptance of this concept. Furthermore, the findings demonstrate that when employees are provided with meaningful work, their level of job satisfaction rises, and there is a forty-eight percent development in this regard. The implication of this is that the work that employees are assigned should be adapted to their competencies, interests, and degree of engagement. In such a setting, individuals will approach their job with a higher level of excitement, vigor, and originality, and as a consequence, they will have a feeling of success and pleasure in their work.

**Table 2: Relationship between Job Satisfaction and Meaningful Work**

Model	R	R Square	Adjusted R Square
1	0.639 <sup>a</sup>	0.408	0.403

H2 Employee happiness at work is positively impacted by a feeling of community inside the workplace. Based on the findings of the data analysis, a Pearson correlation value of 0.705 was found to be highly significant, indicating that a sense of community has a positive impact on the level of job satisfaction experienced by workers. Consequently, the findings provide more credence to this idea. When people have a sense of belonging at their place of employment, the data indicate that they experience a 49.7 percent boost in job satisfaction for themselves. When it comes to workers' productivity, the most essential aspect is not job requirements but rather the camaraderie that exists in the workplace. It's likely that this is a consequence of the longer hours and increased workload that are prevalent in the insurance industry. Because of this, salespeople devote a considerable amount of their time to their line of work. There is no chance that I will be able to pay a visit to my loved ones or even our neighbors at this time. Therefore, employees have the opportunity to fulfil this need while they are at work by participating in group initiatives, making contributions, and making an impact with their fellow employees.

**Table 3: Sense of community and job satisfaction are correlated.**

Model	R	R Square	Adjusted R Square
1	0.705 <sup>a</sup>	0.497	0.492

H3 Employee work satisfaction is positively impacted by alignment with organizational ideals.

A Pearson's correlation coefficient value of 0.702 was found from the data, which is a highly significant result. The extremely substantial correlation coefficient indicates that when employees are in accordance with the values of the organization, they report greater levels of satisfaction with their employment. An acceptance of the hypothesis is possible on the basis of the evidence. In addition, it is very clear from the data that there is a 49.3 percent increase in the level of satisfaction experienced by employees when they are in agreement with the values of the organization. On the other hand, the results provide support to

this. The business adheres to a number of fundamental values, including respect for all individuals, equitable treatment of younger workers by more experienced employees, remuneration and recognition, and involvement in decision-making.

**Table 4: Employee job satisfaction and alignment with organizational values are correlated.**

Model	R	R Square	Adjusted R Square
1	0.702 <sup>a</sup>	0.493	0.488

H4 Employee work satisfaction is positively impacted by compassion.

The Pearson correlation coefficient has a value of 0.641, which indicates that it is rather effective. It would seem from the fact that the correlation coefficient is so high that compassion has a positive impact on the level of pleasure that employees experience while they are at work. Given the results, it is possible that this will be approved. In addition, it is possible to draw the conclusion from the data that employees who are compassionate report a 41.1% increase in their level of satisfaction with their jobs. One way to bring happiness and increased employee satisfaction is to demonstrate a great deal of compassion and grief for a person who is going through a difficult time and to offer assistance to alleviate their suffering.

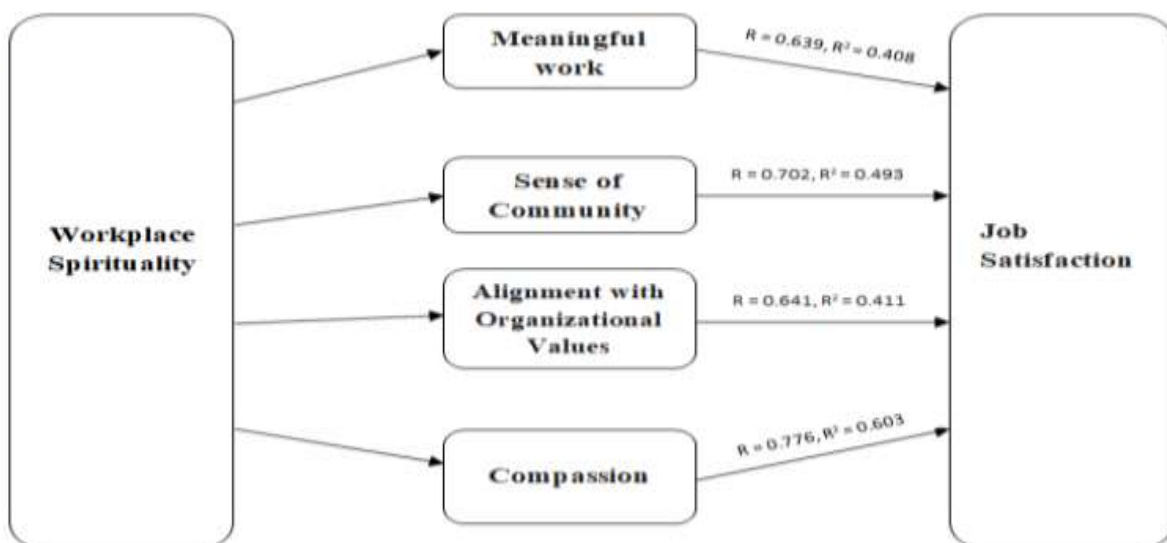
**Table 5: Job Satisfaction and Compassion: A Correlation Study**

Model	R	R Square	Adjusted R Square
1	0.641 <sup>a</sup>	0.411	0.405

A total of the values that are associated with the interconnected components of spirituality in the workplace and the pleasure of employees while they are on the job.

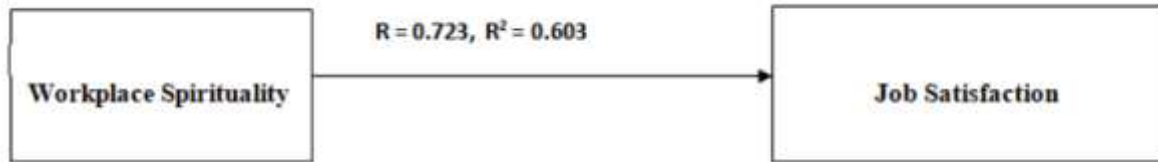
**Table 6: Spirituality in the Workplace and Employee Contentment**

Model	R	R Square	Adjusted R Square
1	0.723 <sup>a</sup>	0.603	0.599



**Fig. 2 Each aspect of workplace spirituality's impact on job happiness**

An extremely significant Pearson's correlation coefficient value of 0.723 indicates that there is a direct connection between spirituality in the workplace and the level of job satisfaction experienced by employees. In the research, it was found that when employees experienced spirituality at work, they reported a sixty-three percent increase in their level of job satisfaction.



**Fig.3 The combined impact of all aspects of workplace spirituality on job happiness**

H5 The association between employee job happiness and spirituality at work is being moderated by COVID-19.

The presence of spirituality in the workplace has a direct impact on job satisfaction, with a correlation coefficient of 0.7236 ( $r=0.7236$ ). Because of the function that the COVID-19 score plays as a mediator, there is an indirect connection between spirituality in the workplace and job satisfaction. This connection has a value of 22.26% (0.2226). Through the use of covid as a mediator, this value demonstrates that there is a favorable correlation between workplace spirituality and job satisfaction. After doing a study of the data, the relationship between workplace spirituality, job satisfaction, and covid as a mediator has a total value of 94.62% (0.9462). Since there is evidence that supports the hypothesis, it may be said that it is accepted.

**Covid-mediated mediation analysis of workplace spirituality on job satisfaction**

**Table 7: The overall impact of X on Y**

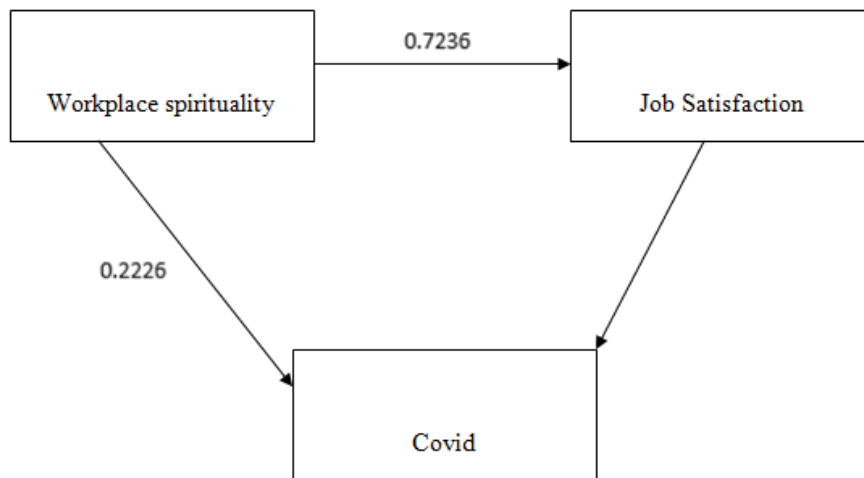
Effect	SE	T	p	LLCI	ULCI
0.9462	0.0729	12.9794	0.0000	0.8018	1.0907

**Table 8: X's Direct Impact on Y**

Effect	SE	T	p	LLCI	ULCI
0.7236	0.1013	7.1460	0.0000	0.5229	0.9243

**Table 9: X's indirect effect or effects on Y**

Mediator (M)	Effect	Boot SE	Boot LLCI	Boot ULCI
COVM	0.2226	0.1045	0.0361	0.4523



**Fig.5 The overall model**

The purpose of this study is to investigate the relationship between spirituality at work and job satisfaction among workers in the information technology sector by employing stress measurements and the Covid scale as a mediator. The results of the correlational analysis indicate that there is a significant positive connection between the three variables. Additionally, research indicates that there is a positive correlation between job satisfaction and spirituality at work, meaningful employment, community, alignment with corporate values, and compassion. This is a positive link. The likelihood of employees giving their utmost effort on the work and reaching their full potential is increased when their religious beliefs are acknowledged. As a result of the significant instability brought on by the COVID-19, a great number of businesses have been wiped out, and the level of work satisfaction experienced by individuals has fallen. The present study investigates a wide range of aspects of spirituality in the workplace, and the results indicate that there is a positive association between these aspects and the levels of job satisfaction experienced by employees. The notion that individuals have inner and outer lives is something that organizations need to acknowledge. The degree of enjoyment that a person has in their outer life is directly proportional to the level of self-satisfaction that they have. Employees who work in an environment that is spiritually minded are more likely to be innovative, critical thinkers, and change agents. This is because they have higher levels of job satisfaction, mental health, and devotion to their organization.

Considering that spirituality in the workplace appears to have a positive effect on workers' job satisfaction levels by a factor of sixty-three percent, it is imperative that organizations examine employee contentment from a wider range of perspectives than just financial compensation. It's possible that societal change may result in improvements to organizations, such as representatives who aren't hesitant to voice what's on their minds. They have the ability to show to management that they are capable of effective listening and to establish a friendly working environment in which employees feel safe expressing themselves and are recognized for their potential. This technique is able to create an empowered and healthy work environment, which results in increased job satisfaction, deeper devotion to one's work, reduced absenteeism, and burnout. These are all benefits that may be reached via the implementation of this strategy. The management of a great number of businesses has come to the realization that the development of organizational agility is essential in order to protect themselves against COVID-19 and other possible shocks from the outside world. It is now a continual objective of

the organization to include workplace spirituality, which has the potential to provide employees a strong sense of purpose and belonging, which in turn improves their drive and dedication to their job. The presence of spirituality in the workplace may result in a variety of issues, including the following:

1. Misalignment with company values: Tension and dissatisfaction among workers might result when spiritual practices in the workplace clash with the company's principles and objectives.
2. Different spiritual beliefs: Disagreements and misunderstandings may arise in a diverse workforce because members may have different spiritual practices and views.
3. Pressure to participate: Some workers may experience unease and animosity as a result of perceived demands that they engage in religious or spiritual activity while on the job.
4. Lack of inclusivity: Workers may experience prejudice and exclusion if company-sponsored spirituality programs do not welcome all workers.
5. Resistance from management: There is a possibility that some managers are opposed to introducing spirituality into the workplace because they believe it is either improper or unnecessary.

When it comes to spirituality in the workplace, businesses need to address it with compassion, openness, and inclusion if they want to reduce the number of challenges that employees face and offer a healthy atmosphere for all employees. The incorporation of spirituality into the workplace is an excellent method for releasing the untapped potential that lies within your workforce. Everyone can agree that the capacity of a firm to recruit, retain, and promote its employees is a critical component in determining whether or not it will be able to sustain a competitive edge over the course of a longer period of time. The ability of a person to rise beyond their present circumstances and become aware of their life's higher purpose is the true source of inspiration and devotion for that individual. As a consequence of this, the management of humans in corporations must include the monitoring of supernatural beings. Organizations should take the initiative to do study on this vital topic in order to ensure that they are prepared for the post-digital age and the alien perspective, which is currently undervalued.

## CONCLUSION

According to the findings of this research, the presence of spirituality in the workplace makes a substantial contribution to the well-being of employees and their pleasure in their jobs. Compassion, meaningful engagement, a sense of community, and a connection with the ideals of the company are the defining characteristics of a workplace in which leaders acknowledge and cater to the psychological and spiritual requirements of their employees. According to the findings of this study, a high level of correlation ( $R = 0.723$ ) suggests that an environment like this has a positive impact on the motivation, performance, and overall job satisfaction of workers, in addition to increasing their sense of purpose. When it comes to supporting the resilience and mental health of staff members during times of crisis, spiritual leadership is very necessary, as the COVID-19 outbreak has shown once again. When employees are made to feel valued, understood, and motivated by leadership that is distinguished by empathy, trust, and a shared purpose, this, in turn, supports growth on both an individual and a team level. The presence of spirituality in the workplace is a significant contributor to the happiness and health of employees over the long run. When companies place a focus on the psychological and spiritual components of their employees' job, they have the potential to cultivate a workforce that is committed, engaged, and resilient. Over the course of time, this strategy will result in the success of the company.

## REFERENCES

1. Ashmos, D. P., & Duchon, D. (2000). Spirituality at work: A conceptualization and measure. *Journal of Management Inquiry*, 9(2), 134–145. <https://doi.org/10.1177/105649260092008>
2. Giacalone, R. A., & Jurkiewicz, C. L. (Eds.). (2003). *Handbook of workplace spirituality and organizational performance*. M.E. Sharpe.
3. Milliman, J., Czaplewski, A. J., & Ferguson, J. (2003). Workplace spirituality and employee work attitudes: An exploratory empirical assessment. *Journal of Organizational Change Management*, 16(4), 426–447. <https://doi.org/10.1108/09534810310484172>
4. Danna, K., & Griffin, R. W. (1999). Health and well-being in the workplace: A review and synthesis of the literature. *Journal of Management*, 25(3), 357–384. <https://doi.org/10.1177/014920639902500305>
5. Kaur, R., & Sharma, S. (2020). Workplace spirituality, organizational commitment and employee well-being: An empirical exploration. *Asian Journal of Business Ethics*, 9(2), 185–206. <https://doi.org/10.1007/s13520-020-00106-y>
6. Garg, N. (2017). Workplace spirituality and employee well-being: An empirical exploration. *Journal of Human Values*, 23(2), 129–147. <https://doi.org/10.1177/0971685816689741>
7. Rego, A., Cunha, M. P., & Souto, S. (2008). Workplace spirituality, commitment, and self-reported individual performance: An empirical study. *Management Research*, 6(1), 63–83. <https://doi.org/10.2753/JMR1536-5433060104>
8. Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1349). Rand McNally.
9. Belwalkar, S., Vohra, V., & Pandey, A. (2018). The relationship between workplace spirituality, job satisfaction and job performance in the Indian banking sector. *Journal of Human Values*, 24(1), 1–13. <https://doi.org/10.1177/0971685817744674>
10. Duchon, D., & Plowman, D. A. (2005). Nurturing the spirit at work: Impact on work unit performance. *The Leadership Quarterly*, 16(5), 807–833. <https://doi.org/10.1016/j.leaqua.2005.07.008>
11. Milliman, J., Czaplewski, A. J., & Ferguson, J. (2003). Workplace spirituality and employee work attitudes: An exploratory empirical assessment. *Journal of Organizational Change Management*, 16(4), 426–447. <https://doi.org/10.1108/09534810310484172>
12. Delgado, C. (2005). A discussion of the concept of spirituality. *Nursing Science Quarterly*, 18(2), 157–162.
13. Garg, N., Punia, B.K. and Jain, A. (2019),“Workplace spirituality and job satisfaction: exploring mediating effect of organizational citizenship behavior”, *Vision*, Vol. 23 No. 3, pp. 287-296, doi:10.1177/0972262919850928
14. Kersley, B., Alpin, C., Forth, J., Bryson, A., Bewley, H., Dix, G. and Oxenbridge, S. (2006), *Inside the Workplace: Findings from the 2004 Workplace Employment Relations Survey*, Routledge, Taylor & Francis Group, London
15. Aftab, J., Sarwar, H., Amin, A. and Kiran, A. (2022),“Does CSR mediate the nexus of ethical leadership and employee’s job performance? Evidence from North Italy SMEs”, *Social Responsibility Journal*, Vol. 18 No. 1, pp. 154-177, doi: 10.1108/SRJ-09-2020-0393.

16. De Klerk, M., Boshoff, A. and Van Wyk, R. (2006), “Spirituality in practice: relationships between meaning in life, commitment, and motivation”, *Journal of Management Spirituality and Religion*, Vol. 3 No. 4, pp. 319-347.
17. Chang, E. C., Jilani, Z., Fowler, E. E., Yu, T., Chia, S. W., Yu, E. A., McCabe, H. K., & Hirsch, J. K. (2015). The relationship between multidimensional spirituality and depressive symptoms in college students: Examining hope agency and pathways as potential mediators. *The Journal of Positive Psychology*, 11(2), 189–198. <https://doi.org/10.1080/17439760.2015.1037859>
18. Martin, A. J., Jones, E. S., & Callan, V. J. (2005). The role of psychological climate in facilitating employee adjustment during organizational change. *European Journal of Work and Organizational Psychology*, 14(3), 263–289.
19. Lavrič, M., & Flere, S. (2008). The role of culture in the relationship between religiosity and psychological well-being. *Journal of Religion and Health*, 47(2), 164–175. <https://doi.org/10.1007/s10943-008-9168-z>
20. Pfeffer, J. (2003), “Business and the spirit: management practices that sustain values”, in Giacalone, R. A. and Jurkiewicz, C.L. (Eds), *Handbook of Workplace Spirituality and Organizational Performance*, M.E. Sharpe, Armonk, NY, pp. 29-45