

**MAJOR RESEARCH PROJECT ON
“Workplace Spirituality: An exploration of
individual based differences”**

Submitted by: MBA (GENERAL), SECTION- B

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Under the guidance of Dr. Naval Garg

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**“University School of Management and
Entrepreneurship”**

Delhi Technological University

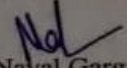
MAY 2022

CERTIFICATE

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"This is to certify that **Priyanshi (2K20/UMBA/62)**, **Mansi Chaudhary (2K20/UMBA/68)**, **Vama Sikka (2K20/UMBA/71)** and **Anmol Tripathi (2K20/UMBA78)**, students of MBA SECTION- B has successfully completed the project entitled, Workplace Spirituality: An exploration of individual based differences" under my guidance in the year 2022."

Date: 04-05- 2022


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Assistant Professor

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DECLARATION

“We hereby state that this Major Report Project titled as Individual differences in the dimensions of workplace spirituality has been taken by us as part of our studies in our MBA program of Delhi Technological University. The material in this project is based on our research work that has been acknowledged in the reference page. The work done in this major research report has not been submitted to any other University or Institute for the reward of any diploma/degree course”

Priyanshi Arora (2K20/UMBA/62)

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ACKNOWLEDGEMENT

“The compilation of this study would have been impossible without the material and moral support from various people. It is our commitment, in this manner, to stretch out our appreciation and gratitude to them. Most importantly, we thank the Almighty God for giving us great wellbeing through the entire course. We are greatly indebted to Dr. Naval Garg sir, USME, DTU who was our supervisor for this project for his effective supervision, dedication, availability and professional advice. We extend our gratitude to our lecturers who taught us in the MBA program, therefore enriching our research with knowledge. The data sourced from various publications, journals, and their authors, deserve our appreciation for their work and findings for providing the required information during our study. Our appreciation also goes to our classmates, with whom we weathered through the storms, giving each other encouragement and for their positive criticism. We also express our gratitude to our family and friends for their unending support and tireless effort that kept us motivated throughout the completion of this project”

Thankyou Everyone

Priyanshi Arora (2K20/UMBA/62)

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EXECUTIVE SUMMARY

Purpose- Purpose of our project is to find out Individual differences in the dimensions of workplace spirituality. How different individuals experience workplace spirituality on basis of different dimensions like age, gender & experience.

Design/Methodology- The information that we have collected is with the help of an e-questionnaire, i.e. google form. Techniques that we applied on our data includes reliability, descriptive analysis, anova & T-test.

About the Project- This project talks about Workplace spirituality. How diverse individuals experience or feels differently about workplace spirituality on the basis of various dimensions like age, gender, work experience, etc. Majorly, we have majored workplace spirituality on the basis on these 4 categories: swadharma, lokasangraha, authenticity and sense of community. Swadharma talks about the allocation of workplace's work according to the integral qualities of the employees. Swadharma can be defined as "practicing own dharma which includes individual's unique duties, responsibilities and righteousness". It is unique because everyone is born with own inborn traits, nature and capabilities which is known as swabhav. Lokasangraha is one of the crucial social and ethical ideals in India. It can be explained as the wellbeing of all, performing some action not only for oneself but also for others done by an unbiased manner or through Niskāma karma. Authenticity is similar to genuineness. Sense of community can be defined as "a sense of feeling that members have of belonging, a feeling that members matter to one another and to the group". We have used different techniques to find out the result.

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INTRODUCTION

“Workplace spirituality is an emerging pattern which has found its base in area of management and organisational behaviour. It is evident that the concept of Workplace spirituality is gaining more popularity in the form of a more serious topic of study with a larger group of people wanting to live a happier life and organisations trying to bring practical application within the boundaries. The academic section have given more attention to this topic in terms of enormous number of research articles and books published on this topic. In the year 1999, Academy of Management (AoM), popular as leading professional association which is dedicated to the discussion of research into management formed a special interest unit known as Management, Spirituality and Religion (MSR) with an interdisciplinary viewpoint towards the research and application of spirituality and religion at the workplace. Also, this is a growing area of research and it is also been the main focus of interest for many popular business magazines and academic journals”

“McCormick (1994) defines spirituality as an inner experience an individual has that can be evidenced by his or her behavior. Gibbons (2000) discusses spirituality in the context of deeply held values”. Some authors says that spirituality can be about “expressing our desires to find meaning and purpose in our lives and is a process of living out one’s set of deeply held personal values”. Dehler and Welsh (1994) clarify that spirituality is an individual’s internal basis of motivation. “The basic feeling of being connected with one’s complete self, others, and the entire universe”, is how Mitroff and Denton (1999) define spirituality. “Therefore, spirituality is generally viewed as some internal substance, a value, belief, attitude, or emotion that affects people’s behaviour (Moore & Casper, 2006, p. 109-110”. There is a relationship between spirituality and organization. Empirical and theoretical evidence are there and they explains the viewpoint of workers about workplace spirituality that support in explaining their level of workplace commitment. Commitment towards work is a central factor, which can be explained as the more devoted people have a tendency to devote more effort towards work, hence offering more to company’s performance. The appeal of spirituality may be due to several reasons:

- Firms are a wonderful human achievement, and work is the centrepiece of maximum people’s lives and inextricably impregnated in people’s outlook for remaining meaning (Mitroff, 2003).

- “When firms do well, managers are more able to improve the working conditions of their workers and there is a high tendency that employers help their customers and society as a whole. It is not easy, in contrast, to grant spiritual richness, joy and meaningful work to employees if the organization is poorly managed and focused on material survival, also it creates a feeling of gratitude in everyone's life”
- “There is nothing wrong with following workplace spirituality to improve employee commitment and organizational performance, as long as this is done in a context of respect for the dignity of people”

Individual Differences in dimensions of workplace spirituality

“An individual’s spirituality is personal and although effects of their spirituality may be seen at the surface level, the source is still a deep-level artifact.” However, most Researchers believe that spirituality is something sacred at the core of all existence (Marques, Dhiman, & King, 2005, p. 82). Spirituality is said to excel all alive things. There exists some minor and sometimes major differences when it comes to experiencing workplace spirituality based on individual differences.

Every individual is different and every individual experience spirituality in a different manner. For some people, work becomes more meaningful when they experience workplace spirituality. “When a spiritual employee views quality work as an inner expression that is part of broad life goals, there exists the motivation towards searching for deeper meaning and purpose in their chosen work to make a difference in other’s lives. The employees’ experience of meaningfulness is associated with the feeling of worthiness, usefulness and being valued, and their existence is of importance (Kahn, 1990). Employees view as much significance to the attainment of meaningful work as to the pursuit of paychecks (Hudson, 2014), and may even view meaningful work to be most vital in broad life goals (Mitroff, 2003)”. There are many individual differences that exist on the basis of age, gender, experience, etc. when it comes on experiencing workplace spirituality.

LITERATURE REVIEW

What is workplace spirituality?

It is an agenda of workplace values that promotes personnel practice through the work process. Workplace spirituality consist of different facets like significant work, sense of community, & organizational value.

Life full of Spirituality and work life are attached to each other. If an organization can merge both aspects of the life at workplace experience then it can bring both contentment and satisfaction among employees (Garg, 2017).

Research scholars are not consistent for single meaning of otherworldliness. It has been characterized through various ideas, like worth and conviction framework, as a formative line, as a method for reaching out to internal identity and as inward experience (Garg, 2017).

As of late, the likely effect of otherworldliness on execution markers has been researched with more noteworthy energy and excitement. The allure of otherworldliness might be because of a few reasons:

Associations are one of the best human accomplishments. What's more, all the while work is essential to individuals' lives. Work life can end up being a vital instrument as people continued looking for extreme importance (Mitroff, 2003).

Working environment spirituality could be regulated in an association to further develop worker responsibility and hierarchical execution. In any case, restricting line of execution of working environment otherworldliness is that it ought to keep up with nobility of the representatives of the association. It is a typical origination that individuals just carry their arms and cerebrums to work and not their spirits (Mitroff, 2003). Because of which associations couldn't understand the full imagination and capability of their workers. Accordingly association misfortunes due to under usage of its HR. What's more, workers additionally couldn't foster themselves as comprehensive individuals.

In the event that work environment could give proper chances to perform significant work with regards to a local area with a feeling of satisfaction and individual satisfaction, then, at that point, it could help in relieving current association's evil impacts like wounds to worker psychological wellness, individuals embarrassment and obliteration, dehumanized rehearses (Mitroff, 2003).

Various specialists have sorted out various develops of work environment otherworldliness relying on social, profound and virtues of the respondents.

Advantages of Workplace Spirituality

There is a proof that working environment otherworldliness programs not just lead to helpful individual results like expanded bliss, harmony, serenity, work fulfilment, yet hierarchical advantages likewise including authoritative turn of events & low turnover rates. Representatives working for associations consider being otherworldly are fewer unfortunate, more moral, and more dedicated. Furthermore, there is evidence that a more accommodating working atmosphere is more useful, flexible, and innovative. In particular from an administration, initiative, and hierarchical point of view otherworldliness could be extreme upper hand.

The novel attributes that separate an otherworldly association from others are: solid feeling of direction, center around individual turn of events, trust and receptiveness, representative strengthening and lenience of worker articulation. The otherworldly prosperity, which incorporates a feeling of local area, will be emphatically connected with co-activity and adversely connected with turnover and truancy. A few analysts have progressed the possibility that feeling of local area is connected to worker responsibility and turnover which is methodology connected with expectation to stop. Expanded work environment otherworldliness brings about association responsibility, inherent work fulfilment, more work inclusion and association based confidence.

More useful, imaginative, and actually satisfied workers intently affect the corporate achievement, be it monetary or non-monetary. As authoritative qualities and design empower individual development, confidence is advanced. Solid confidence makes it simpler for people to be essential for local area without losing individual personality. Moving authoritative qualities advance the improvement of the entire or complete person.

Benefits of Workplace Spirituality

There is an proof that place of work spirituality packages now no longer simplest result in useful non-public consequences consisting of expanded joy, peace, serenity, activity

Satisfaction, however organizational advantages additionally such as organizational improvement and much less turnover. Employees who paintings for corporations they don't forget being profound are much less unfortunate, extra moral, and extra dedicated. Furthermore, there may be mounting evidence that a extra empathetic running surroundings is extra useful, adaptable, and inventive. In particular from an administration, initiative, and authoritative point of view otherworldliness could be extreme upper hand.

The extraordinary qualities that separate a profound association from others are: “strong sense of purpose, focus on individual development, trust and openness, employee empowerment and toleration of employee expression”.

The spiritual wellbeing, which includes “a sense of community, will be positively related to co-operation and negatively related to turnover and absenteeism. Several researchers have advanced the idea that sense of community is linked to employee commitment and turnover which is strategy related to intention to quit. Increased workplace spirituality results in organization commitment, intrinsic work satisfaction, more job involvement and organization based self-esteem”

It is said that more creative, imaginative, and individually content employees have a good impact on the organization success, be it financial or non-financial.

Kolinsky researched on the observations of workplace spiritual values, effects of individual spiritual values, and their interaction on both attachment and attitudinal organizational outcomes. As expected, organizational spirituality was negatively associated with organizational frustration and positively connected to rewards satisfaction, organizational identification, and job involvement. (Kolinsky et al. 2008)

We have studied several models on workplace spirituality that are written by various authors, so from this we can say that workplace spirituality has noteworthy and optimistic impact on significant job attitudes such as job promise, satisfaction from job, workplace performance & involvement in the job. Most of the models have taken three workplace spirituality dimensions, that is, meaningful work, sense of community, and inner life (Milliman et al., 2003; Pawar, 2009).

Dimensions of workplace spirituality

SUBSCALE	SCALE
<p>1. SWADHARMA</p>	<p>1. “My job helps me to understand my life’s purpose”</p> <p>2. “Working here makes my life meaningful”</p> <p>3. “Working here is a means for realizing my real self”</p> <p>4. “Work itself is enjoyable for me”</p> <p>5. “I am deeply involved in my work here”</p>
<p>2. SENSE OF COMMUNITY</p>	<p>6. “When stuck with a problem, people here feel free to ask for (choose a number for each option/alternative)”</p> <p>“(a) advice from colleagues; (b) advice from a superior; (c) help from their colleagues; and (d) help from a superior”</p>
<p>3. AUTHENTICITY</p>	<p>7. “Peoples’ actions here are aligned with their words”</p> <p>8. “People here own up to mistakes with others in the group”</p>
<p>4. LOKASANGRAHA</p>	<p>9. “People here perform their duties, as if they contribute to the (choose a number for option/alternative): (a) community; (b) society at large; and (c) humankind in general”</p> <p>10. “People here try to avoid wastage of any kind (paper, electricity, etc.)”</p> <p>11. “People here are concerned about the natural environment while working here”</p>

Dimensions of workplace spirituality includes swadharma, lokasangraha, authenticity and sense of community.

- Swadharma talks about the allocation of workplace’s work according to the integral qualities of the employees. It can be defined as practicing one’s dharma, involving duties, roles & duties and morality. It is inimitable because everyone is born with own inborn traits, nature and capabilities which is known as swabhav.

- Lokasangraha is one of the crucial social and ethical ideals in India. It can be explained as the wellbeing of all, performing some action not only for oneself but also for others done by an unbiased manner or through Niskāma karma.
- Authenticity is similar to genuineness.
- Sense of community can be defined as “a sense of feeling that members have of belonging, a feeling that members matter to one another and to the group.

There are three extents of workplace spirituality: staying busy in work, sense of community and internal life connection. An individual's internal identity is arranged toward his work and association to the local area in workplace is known as work environment otherworldliness (Kinjerski and Skrypnek, 2006; Luis Daniel, 2010).

Significance at work is the association of representative with their standard work at their singularity, having inspiration, having real factors, and having wishes to have contribution in undertakings, which would give importance to their life and with others (Overell, 2008), as it turns into a hotspot for creating various characteristics in a singular like bliss, satisfaction, and achievement.

Feeling of local area is about the communication and connection among each other and local area represents a solid bound between individuals (Duchon and Plowman, 2005). Associations set standards and values which are acknowledged by each part, and sudden change in the climate impacts authoritative qualities (Gupta, Kumar, and Singh, 2013).

(Milliman et al. 2003) asserted that the most fundamental variable for fulfillment is hierarchical qualities. This aspect is secured in with joining hierarchical worth with friend's worth and this preparation shows the worth of an individual's worth that is supplementary significant for the assurance to cultural dreams.

Integrating Spirituality into the Workplace

(Fenwick and Lange 1998) explored how spirituality may be coherent with learning and work through alternate approaches that are more inclusive, ecological, ecumenical, and ethical. Later, (Cavanagh 1999) examined the growing interest in spirituality in business. The author found that business managers and firms depended more on vision and spirituality in the workplace. (Khasawneh 2011) conducted a study on staff members at Jordanian public universities to ascertain the level of spirituality in the place of work. Previously, an empirical study was conducted by (Mitroff and Denton 1999) who studied the appropriateness of integrating spirituality into the management of an organization. Generally, the contributors outstanding strongly among faith and spirituality; whilst they noticed spirituality as an exceptionally applicable situation for discussion, they checked out faith as an exceptionally ill- desirable shape of expression or subject matter withinside the organization. Similarly, (Moore and Casper 2006) developed spirituality measures from extant valid measures in the organizational behaviour literature.

However, (Sheep 2006) articulated two ethical dilemmas in relation to workplace spirituality: the instrumentality dilemma and the “quiet desperation” dilemma. “In addition, the author proposed two theoretical contexts that foster -both-and- rather than -either-or- thinking, as a result alleviating the relationships between conflictual aspects and climate combinations of the ethical dilemmas.” Later on, (Long and Driscoll 2015) highlighted the historicity of the workplace spirituality texts and induced a model to understand how this discourse of workplace spirituality came into being.

The authors performed intertextual analysis, from which the authors produced a textscape of the workplace spirituality discourse to depict these layers of discursive interconnections. (Illes and Zsolnai 2015) argued that there is a strong imbalance in business education between providing opportunities and abstract, rational concepts for personal growth. “In order to prepare

students for the complexities and challenges of the workplace, it seems desirable to introduce spirituality in business education.” Self-discovery and spending time getting to know their “true self” are a crucial part of the development of future business professionals.

Elements of Workplace Spirituality

(Pawar 2008) outlined and compared two approaches for the facilitation of workplace spirituality. “The research suggests that the former approach can be discerned as an organization-centric approach due to its starting point of emphasis on organizational processes and organizational spiritual values to smoothen the transmission of these values.” At the center of the latter approach (individual-centric approach) is a program for spiritual transformation or development of each employee. (Ashmos and Duchon 2000) tried to understand how work organizations can be made more productive by including spirituality. Although they did not address performance issues, they attempted to identify the spirituality construct at work by discerning the aspects of that construct. (Aravamudhan and Krishnaveni 2015) looked into the reasons for the link between spirituality with respect to organizational and individual outcomes, approaches to implementing workplace spirituality, spirituality dealt in the domain of wisdom traditions, and the surge of inquisitiveness in spirituality at work. (Marques 2007) formulated definitions by agglomerating the common attributes of workplace spirituality from findings of various studies. Subsequently, a point is made that thinking outside the box is required and supported by spirituality in the workplace.

(Gotsis and Kortezi 2008) attempted to provide a critical literature review on spirituality at workplace by negotiating their weaknesses and strengths and by exploring the hidden rationale of the primary trends regarding spirit at work. (Brooke and Parker 2009) addressed the topic of studying workplace spirituality. In particular, the authors sought to show the way in which “spirituality” directly affected decisions corresponding to the choice of methodology and to research design itself along with its conception and construction. (Case and Gosling 2010) offered a theoretical contribution on workplace spirituality. First, “the spirituality of workers is subject to the disciplinary practices and organized belief manipulation. Second, workers use organizational life, work, and employment itself as instruments in their spiritual lives.”

Ultimately, it may be more convenient to consider “work organizations” and “spirituality” as entirely different in type. (Marques, Dhiman, and Biberman 2014) reviewed the administration of two unteachable yet highly practical strategies that are actually used in higher education: storytelling and meditation. (Rahman et al. 2015) conducted a study on non-teaching staff from Malaysian higher learning institution, wherein they aimed to add value to the current research on knowledge sharing, investigated the antecedents of knowledge-sharing behaviour by embedding workplace spirituality and trust variable. (Long and Mills 2010) contributed to existing critiques of organizational culture and workplace spirituality.

RESEARCH METHODOLOGY

Study	Descriptive
Sampling	Random
Sample Size	202
Analysis Tool	SPSS (Statistical Package for Social Sciences)

This research paper explains the Individual differences in the experience of workplace spirituality. We conducted an online survey by circulating a questionnaire which included various questions related to workplace spirituality. Through this questionnaire we were able to get 200 plus responses from different gender, age, experience and industries (IT, FMCG).

The measurements we used provided significant data on Swadharma, sense of community, authenticity and Lokasangraha.

We also used the SPSS tool to apply various tests like T test and annova and on the basis of the results/outcomes we have given some recommendations and suggestions in the end.

Reliability Analysis

Reliability analysis may be used to determine the properties of measuring scales and the items that make up the scales. The Reliability Analysis approach uses a set of extensively used scale reliability indices as well as information on scale item correlations. Infraclass correlation coefficients would be used to create inter-rater reliability estimates.

Descriptive Analysis

Descriptive method is a study of data analysis that supports in the constructive explain, demonstration, or summaries of data points so that patterns can emerge that fulfil all of the data's requirements.

It's one of the most important stages of statistical data analysis. It gives you an overview of your data's distribution, supports you in finding mistakes and outliers, and provides you to see relationships between the variables, all of which will enable you prepare for the future statistical analysis.

T-Test

A t-test is an inferential statistic used to determine whether there is a noteworthy difference in the means of two groups that are linked in some way. It's most typically used when data sets with unknown variances, such as those produced by flipping a coin 100 times, are assumed to follow a normal distribution. A t-test is a hypothesis testing tool that may be used to evaluate a population-based assumption.

ANOVA

The analysis of variance (ANOVA) is a systematic test that differentiates observed aggregate variability in a data set into two parts: systematic components and random components. Random factors have no statistical validity in the data set provided, but systematic influences

DATA ANALYSIS

1. Reliability Analysis

Cronbach's alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

(Table 1)

It is done: “to check the reliability of the subscale in the questionnaire we calculated the “Cronbach’s Alpha” which is commonly used to determine the fit of the tools and scales established for the research projects.” A score of 0.7 is often considered to be acceptably good.

(Table 1.2)

Reliability Statistics (Swadharna)	
“Cronbach’s Alpha”	N of Items
.912	5

	“Cronbach’s Alpha”
“My job helps me to understand my life’s purpose”	.898
“Working here makes my life meaningful”	.879
“Working here is a means for realizing my real self”	.890
“Work itself is enjoyable for me”	.884
“I am deeply involved in my work here”	.909

(Table 1.3)

Interpretation – “Cronbach’s Alpha” score is 0.912 for Swadharma which is exceptionally good to claim that our set of data items are reliable.

Reliability Statistics (Sense of community)

(Table 2)

Reliability Statistics	
“Cronbach’s Alpha”	N of Items
.842	4

(Sense of community)

	“Cronbach’s Alpha”
“People here feel free to ask advice from colleagues”	.812
“People here feel to ask advice from a superior”	.798
“People here feel free to ask help from their colleagues”	.775
“People here feel free to ask help from a superior”	.812

(Table 2.2)

Interpretation – “Cronbach’s Alpha” score is 0.842 for Sense of community which is exceptionally good to claim that our set of data items are reliable.

Reliability Statistics (Authenticity)

(Table 3)

“Cronbach’s Alpha”	N of Items
.795	2

Interpretation – “Cronbach’s Alpha” score is 0.795 for Authenticity which is exceptionally good to claim that our set of data items are reliable.

Reliability Statistics (Lokasangraha)

(Table 4)

Reliability Statistics	
“Cronbach’s Alpha”	N of Items
.898	5

	“Cronbach’s Alpha” if Item Deleted
“People here are concerned about the natural environment while working here”	.888
“People's perform duties as if they contribute to society to community”	.858
“People's perform duties as if contribute to society at large”	.863
“People's perform duties as if they contribute to humankind in general”	.881
“People here try to avoid wastage of any kind (paper, electricity, etc.)”	.885

Interpretation – “Cronbach’s Alpha” score is 0.898 for Lokasangraha which is exceptionally good to claim that our set of data items are reliable.

Frequency Statistics

(Table 5)

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	97	48.0	48.0	48.0
	female	105	52.0	52.0	100.0
	Total	202	100.0	100.0	

(Table 6)

		EXPERIENCE			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 yrs	138	68.3	68.3	68.3
	6-10 yrs	34	16.8	16.8	85.1
	11-15 yrs	14	6.9	6.9	92.1
	above 15 yrs	16	7.9	7.9	100.0
	Total	202	100.0	100.0	

(Table 7)

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25 yrs	120	59.4	59.4	59.4
	26-35 yrs	55	27.2	27.2	86.6
	36-45 yrs	15	7.4	7.4	94.1
	above 45 yrs	12	5.9	5.9	100.0
	Total	202	100.0	100.0	

(Table 9)

Educational Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	12th	9	4.5	4.5	4.5
	Graduate	102	50.5	50.5	55.0
	Post Graduate	87	43.1	43.1	98.0
	Phd	4	2.0	2.0	100.0
	Total	202	100.0	100.0	

(Table 10)

Income					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 lacs	72	35.6	35.6	35.6
	6-10 lacs	47	23.3	23.3	58.9
	11-15 lacs	30	14.9	14.9	73.8
	above 15 lacs	22	10.9	10.9	84.7
	Intern	31	15.3	15.3	100.0
	Total	202	100.0	100.0	

(Table 11)

Marital status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	married	60	29.7	29.7	29.7
	unmarried	140	69.3	69.3	99.0
	3	2	1.0	1.0	100.0
	Total	202	100.0	100.0	

Table 12)

Type					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public	57	28.2	28.2	28.2
	Private	145	71.8	71.8	100.0
	Total	202	100.0	100.0	

(Table 13)

Sector					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manufacturing	32	15.8	15.8	15.8
	Services	170	84.2	84.2	100.0
	Total	202	100.0	100.0	

(Table 14)

Industry					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	IT	66	32.7	32.7	32.7
	Banking and financial	61	30.2	30.2	62.9
	Education	25	12.4	12.4	75.2
	FMCG	17	8.4	8.4	83.7
	Others	33	16.3	16.3	100.0
	Total	202	100.0	100.0	

Descriptive Analysis (Swadharma)

(Table 15)

Descriptive Statistics					
	N	“Minimum ”	Maximum	Mean	Std. Deviation
My job helps me to understand my life’s purpose	202	1	5	3.52	1.061
Working here makes my life meaningful	202	1	5	3.63	1.024
Working here is a means for realizing my real self	202	1	5	3.55	1.055
Work itself is enjoyable for me	202	1	5	3.79	1.073
I am deeply involved in my work here	202	1	5	3.78	.959

Descriptive Statistics for (Swadharma) reveal an overall score of 3.66 (SD=0.890), which is inclined towards agreeing to the statements as the scale ranges between 1 strongly disagree to 5 strongly agree and a mean score of 3.66 is equivalent to 4(agree). This shows that the respondents ascertain meaningfulness at the workplace by comparing his/her purpose of life with work profile, are deeply engrossed in their work and enjoy doing it.

(Table 16)

Descriptive Statistics (Sense of community)					
	N	“Minimum”	Maximum	Mean	Std. Deviation
“People here feel free to ask advice from colleagues”	202	1	5	3.70	.898
“People here feel to ask advice from a superior”	202	1	5	3.80	.921
“People here feel free to ask help from their colleagues”	202	1	5	3.70	.988
“People here feel free to ask help from a superior”	202	1	5	3.71	1.025
Valid N (listwise)	202				

(Table 17)

Descriptive Statistics					
	N	“Minimum”	Maximum	Mean	Std. Deviation
senseofcommunity	202	1.75	5.00	3.7290	.79009
Valid N (listwise)	202				

Descriptive Statistics for (sense of community) reveal an overall score of 3.729 (SD=0.790), which is inclined towards agreeing to the statements as the scale ranges between 1 strongly disagree to 5 strongly agree and a mean score of 3.72 is equivalent to 4 (agree). This shows that the respondents ascertain a positive sense of community.

(Table: 18)

Descriptive Statistics					
	N	“Minimum”	Maximum	Mean	Std. Deviation
Authenticity	202	1.00	5.00	3.3490	.94670
Valid N (listwise)	202				

(Table 19)

Descriptive Statistics (Authenticity)					
	N	“Minimum”	“Maximum”	Mean	Std. Deviation
“Peoples’ actions here are aligned with their words”	202	1	5	3.47	1.032
“People here own up to mistakes with others in the group”	202	1	5	3.23	1.046
Valid N (listwise)	202				

Descriptive Statistics for (Authenticity) reveal an overall score of 3.349 (SD=0.946), which is inclined towards neutral to the statements as the scale ranges between 1 strongly disagree to 5 strongly agree and a mean score of 3.34 is equivalent to 3 (Neutral). This shows that the respondents neither disagree not agree to the statements of Authenticity.

(Table 20)

Descriptive Statistics (Lokasangraha)					
	N	“Minimum”	“Maximum”	Mean	Std. Deviation
“People here are concerned about the natural environment while working here”	202	1	5	3.53	.973
“People's perform duties as if they contribute to society to community”	202	1	5	3.57	1.050
“People's perform duties as if contribute to society at large”	202	1	5	3.63	1.020
“People's perform duties as if they contribute to humankind in general”	202	1	5	3.68	1.031

“People here try to avoid wastage of any kind (paper, electricity, etc.)”	202	1	5	3.37	1.113
---	-----	---	---	------	-------

Table 21

Descriptive Statistics					
	N	“Minimum”	Maximum	Mean	Std. Deviation
Lokasangraha	202	1.40	5.00	3.5574	.87484
Valid N (listwise)	202				

Descriptive Statistics for (Lokasangraha) reveal an overall score of 3.55 (SD=0.874), which is inclined towards Agreeing to the statements as the scale ranges between 1 strongly disagree to 5 strongly agree and a mean score of 3.55 is equivalent to 4 (Agree). This shows that the respondents exhibited a positive response towards Lokasangraha.

HYPOTHESIS TESTING FINDINGS AND RESULTS

The analysis of the data has been done using Statistical Package for Social Sciences (SPSS). This mode was chosen due to its high acceptability in both academic and business operations. SPSS is a versatile programme that enables the user to analyze, transform and thus obtain the desired output for the data. For the analysis of data, T-Test and Analysis of variance (ANOVA) has been used in the research.

ANOVA helps in determining the prominent differences between the groups. ANOVA helps in analysing the differences in three or more groups. If the probability of occurrence is less than 0.05 i.e., 5%, it establishes the fact that there are significant differences in the group and variation has not occurred by chance.

The analysis was conducted taking gender, age and experience as the grouping variable whereas the statement related to each subscale of workplace spirituality was treated as a test variable.

HYPOTHESIS TESTING

Analysing the gender-based variation in different dimensions of workplace spirituality

Swadharma

H0 – Null Hypothesis

H1- Alternate Hypothesis

H0- There is no gender -based variation in swadharma

H1-There is gender -based variation in swadharma

(Table 1)

Category (Gender)	Mean	S.D	F-Value	Sig
male	3.5959	.91741	0.443	0.507
female	3.7105	.86513		

Decision rule

Significance value is less than alpha therefore reject null, i.e.

(significance value<0.05) reject null [0.05= 5% level of significance]

Otherwise, do not reject the null.

Here Significance value is $0.507 > 0.05$ (alpha value)

Therefore, we fail to reject the null hypothesis. Hence, we can conclude that there is no gender- based variation in swadhar

Authenticity

H0- There is no gender -based variation in Authenticity

H1 – There is gender- based variation in Authenticity

Category (Gender)	Mean	S.D	F-Value	Sig
male	3.3763	.94105	0.185	0.667
female	3.3238	.95570		

(Table 2)

Decision rule

Significance value is less than alpha therefore reject null, i.e. (significance value < 0.05) reject null [0.05= 5% level of significance]

Otherwise, do not reject the null.

Here, Significance value is $0.667 > 0.05$ (alpha value)

Therefore, we fail to reject the null hypothesis. Hence, we can conclude that there is no gender- based variation in Authenticity.

Sense of community

H0- There is no gender -based variation in sense of community

H1 – There is gender- based variation in sense of community

Category (Gender)	Mean	S.D	F-Value	Sig
male	3.6624	.76380	0.583	0.446
female	3.7905	.81241		

(Table 3)

Decision rule

Significance value is less than alpha therefore reject null, i.e. (significance value < 0.05) reject null [0.05= 5% level of significance]

Otherwise, do not reject the null.

Here, Significance value is $0.446 > 0.05$ (alpha value)

Therefore, we fail to reject the null hypothesis. Hence, we can conclude that there is no gender -based variation in sense of community.

Lokasangraha

**H0- There is no gender -based variation
in Lokasangraha**

**H1 – There is gender- based variation in
Lokasangraha**

Category (Gender)	Mean	S.D	F-Value	Sig
male	3.5258	.84721	0.224	0.637
female	3.5867	.90267		

(Table 4)

Decision rule

**Significance value is less than alpha therefore reject null, i.e. (significance
value < 0.05) reject null [0.05= 5% level of significance]**

Otherwise, do not reject the null.

Here, Significance value is $0.637 > 0.05$ (alpha value)

Therefore, we fail to reject the null hypothesis. Hence, we can conclude that there is
no gender -based variation in Lokasangraha

Analysing the Age based differences in different dimensions of workplace spirituality

H0- There is no age -based variation in Swadharma

H1 – There is age- based variation in swadharma

Swadharma

Category (Age)	Mean	S.D	F-Value	Sig
Less than 25 yrs	3.5250	.90305	4.463	0.06
26-35 yrs	3.6727	.75067		
36-45 yrs	4.1733	.74399		
above 45 yrs	4.2333	1.12761		

(Table 5)

Decision rule

Significance value is less than alpha therefore reject null, i.e. (significance value < 0.05) reject null [0.05= 5% level of significance]

Otherwise, do not reject the null

Here, Significance value is $0.06 > 0.05$ (alpha value) Therefore, we fail to reject the null hypothesis. Hence, we can conclude that there is no age based variation in Swadharma Respondents belonging to the different age groups have given a same response in Swadharma. Increase in age will not affect the responses towards the statements of swadharma.

Sense of community

H0- There is no age -based variation in sense of community

H1 – There is age- based variation in Sense of community

Category (Age)	Mean	S.D	F-Value	Sig
Less than 25 yrs	3.6813	.78253	1.859	0.138
26-35 yrs	3.7000	.79262		
36-45 yrs	3.8167	.53841		
above 45 yrs	4.2292	1.00825		

(Table 6)

Decision rule

Significance value is less than alpha therefore reject null, i.e. (significance value < 0.05) reject null [0.05= 5% level of significance]

Otherwise, do not reject the null.

Here, Significance value is $0.138 > 0.05$ (alpha value)

Therefore, we fail to reject the null hypothesis. Hence, we can conclude that there is no age- based variation in sense of community

Authenticity

H0- There is no age -based variation in

Authenticity H1 – There is age- based variation

in Authenticity

Category (Age)	Mean	S.D	F-Value	Sig
Less than 25 yrs	3.3000	.94913	2.217	0.087
26-35 yrs	3.2636	.92723		
36-45 yrs	3.5667	.86327		
above 45 yrs	3.9583	.96433		

(Table 7)

Decision rule

Significance value is less than alpha therefore reject null, i.e. (significance value < 0.05) reject null [0.05= 5% level of significance]

Otherwise, do not reject the null.

Here, Significance value is $0.087 > 0.05$ (alpha value)

Therefore, we fail to reject the null hypothesis. Hence, we can conclude that there is no age-based variation in Authenticity

Lokasangraha

H0- There is no age-based variation in Lokasangraha

H1 – There is age-based variation in Lokasangraha

Category (Age)	Mean	S.D	F-Value	Sig
Less than 25 yrs	3.5233	.87243	3.253	0.023
26-35 yrs	3.4655	.85380		
36-45 yrs	3.5733	.61350		
above 45 yrs	4.3000	1.01802		

(Table 8)

Decision Rule

Significance value is less than alpha therefore reject null, i.e. (significance value < 0.05) reject null [0.05= 5% level of significance]

Otherwise, do not reject the null.

Here, Significance value is $0.023 < 0.05$ (alpha value)

Therefore, we will reject the null hypothesis. Hence, we can conclude that there is a age- based variation in Lokasangraha

Analysing the experienced based variation in different dimensions of workplace spirituality

H0- There is no experience -based variation in Swadharma

H1 – There is experience- based variation in Swadharma

Category (Experience)	Mean	S.D	F-Value	Sig
Less than 5 yrs	3.4884	.87995	6.303	0.000
6-10 yrs	3.8882	.72729		
11-15 yrs	4.0143	.69044		
above 15 yrs	4.2875	1.02233		

(Table 9)

Decision rule

Significance value is less than alpha therefore reject null, i.e. (significance value < 0.05) reject null [0.05= 5% level of significance]

Otherwise, do not reject the null.

Here, Significance value is $0.00 < 0.05$ (alpha value)

Therefore, we will reject the null hypothesis. Hence, we can conclude that there is an experience based variation in swadharma

Responses of a different experience groups varies towards Swadharma

Sense of community

H0- There is no experience -based variation in Sense of community

H1 – There is experience- based variation in Sense of community

Category (Experience)	Mean	S.D	F-Value	Sig
Less than 5 yrs	3.6540	.81742	2.278	0.081
6-10 yrs	3.7574	.61695		
11-15 yrs	3.9107	.63251		
above 15 yrs	4.1563	.89384		

(Table 10)

Decision rule

Significance value is less than alpha therefore reject null, i.e.

(significance value < 0.05) reject null [0.05= 5% level of significance]

Otherwise, do not reject the null.

Here, Significance value is 0.081 > 0.05 (alpha value)

Therefore, we fail to reject the null hypothesis. Hence, we can conclude that there is no age based variation in Sense of community

Authenticity

H0- There is no experience -based variation in Authenticity

H1 – There is experience- based variation in Authenticity

Category (Experience)	Mean	S.D	F-Value	Sig
Less than 5 yrs	3.2464	.95758	2.735	0.045
6-10 yrs	3.3971	.87715		
11-15 yrs	3.6429	.79490		
above 15 yrs	3.8750	.95743		

(Table 11)

Decision rule

Significance value is less than alpha therefore reject null, i.e.

(significance value < 0.05) reject null [0.05= 5% level of significance]

Otherwise, do not reject the null.

Here, Significance value is 0.045 < 0.05 (alpha value)

Therefore, we will reject the null hypothesis. Hence, we can conclude that there is experience based variation in Authenticity

Lokasangraha

H0- There is no experience -based variation in Lokasangraha. H1

– There is experience- based variation in Lokasangraha.

Category (Experience)	Mean	S.D	F-Value	Sig
Less than 5 yrs	3.4768	.88039	2.798	0.041
6-10 yrs	3.5412	.81133		
11-15 yrs	3.7714	.63176		
above 15 yrs	4.1000	.98251		

(Table 12)

Decision rule

Significance value is less than alpha therefore reject null, i.e.

(significance value < 0.05) reject null [0.05= 5% level of significance]

Otherwise, do not reject the null.

Here, Significance value is 0.041 < 0.05(alpha value)

Therefore, we will reject the null hypothesis. Hence, we can conclude that there is experience based variation in Lokasangraha

Responses of a different experience groups varies towards Lokasangraha and are not same.

CONCLUSION

We can conclude our project report by stating few lines: workplace spirituality is outline of workplace values that promotes personnel experience through the work process. Workplace spirituality consist of different facets like significant work, sense of community, & organizational value.

If an organization can merge both aspects of the life, i.e. spirituality and good workplace at workplace experience then it can bring both contentment and satisfaction among employees (Garg, 2017). There is an increasing proof that a more empathetic working environment is more useful, adaptable, and inventive. In particular from an administration, initiative, and authoritative point of view otherworldliness could be extreme upper hand.

The extraordinary qualities that separate a profound association from others are: “strong sense of purpose, focus on individual development, trust and openness, employee empowerment and toleration of employee expression”.

The spiritual wellbeing, which includes “a sense of community, will be positively related to co-operation and negatively related to turnover and absenteeism. Several researchers have advanced the idea that sense of community is linked to employee commitment and turnover which is strategy related to intention to quit. Increased workplace spirituality results in organization commitment, intrinsic work satisfaction, more job involvement and organization based self-esteem”

It is said that more creative, imaginative, and individually content employees have a good impact on the organization success, be it monetary or non-monetary.

We can conclude our study by stating some points:

1. We find out there is no gender- based variation towards swadharma. Both male and female have exhibited the same response.
2. There is no gender- based variation towards Authenticity. Both male and female respondents have given a same response.

3. There is no gender -based variation in sense of community. Both male and female have given a same response.
4. There is no gender -based variation towards Lokasangraha. Both male and female respondents have given a same response.
5. There is no age based variation in Swadharma. Respondents belonging to the different age groups have given a same response towards Swadharma. Increase in age will not affect the responses towards the statements of swadharma.
6. Respondents belonging to the different age groups have exhibited same response towards Sense of community.
7. There is an age- based variation in Authenticity. Responses of different age groups towards Authenticity varies.
8. Responses of a different experience groups varies towards Swadharma.
9. Respondents belonging to the different age groups have given similar response towards Sense of community.
10. Responses of different experience groups varies towards Authenticity are not equal.
11. Responses of a different experience groups varies towards Lokasangraha and are not same.

LIMITATIONS OF THE STUDY

- The sample is small, and not enough to represent the whole population of India. However we have ensured that the data collected would represent the ethical position of employees in India.

- This study was restricted to fewer areas or states and cannot be taken as generic findings. It could have been extended to other states or cities from other cultures as well.

- Less communication/interaction between the researcher and the respondents leads to error.

- Solely relying on the questionnaire limited the scope of study.

- Since we do not have years of experience of conducting the analysis, the depth study in this project is comprised of many levels to the work of experienced scholars. So, the result could not be generalized to the whole population.

RECOMMENDATIONS

Our research on “**Workplace Spirituality: An exploration of individual based differences**” can proceed in many useful directions. Following recommendations are made for the same:

- Experimental studies can be done to show whether the theoretical results can be implemented or not.
- A contrast between public and private sector employees could be undertaken. So, as to see a clearer picture.
- Larger sample size can be taken for more accurate results and to represent the whole population.
- This study was restricted to fewer areas or states and cannot be taken as generic findings. It could have been extended to other states or cities from other cultures as well.

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ANNEXURE

PLAGIARISM REPORT



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ANNEXURE
(Google form attached)

Workplace spirituality and examining the role of Gratitude

Dear Sir/Ma'am,

Thank you for participating in this study which aims to capture knowledge about workplace spirituality.

The details provided by the respondent would be kept confidential and the survey is intended for a research project of MBA. It would only take a couple of minutes, hence you're requested to provide true information.

Your anonymity would be strictly maintained. We will destroy this google form after the completion of our research.

Your participation is appreciated! P.S-

THANKS IN
ADVANCE

Workplace spirituality and examining the role of Gratitude

Dear Sir/Ma'am,

Thank you for participating in this study which aims to capture knowledge about workplace spirituality and perceived working conditions :examining the moderating role of gratitude.

The details provided by the respondent would be kept confidential and the survey is intended for a research project of MBA. It would only take a couple of minutes, hence you're requested to provide true information.

Your anonymity would be strictly maintained. We will destroy this google form after the completion of our research.

Your participation is appreciated!

P.S- THANKS IN ADVANCE

***Required**

Individual details

1. Gender *

Mark only one oval.

- Male
- Female
- other

2. Age *

Mark only one oval.

- Less than 25 yrs
- 26-35 yrs
- 36-45 yrs
- above 45 yrs
- Other: _____

3. Experience *

Mark only one oval.

- Less than 5 yrs
- 6-10 yrs
- 11-15 yrs
- above 15 yrs

4. Educational Qualification *

Mark only one oval.

- 12th
- Graduate
- Post Graduate
- PhD
- Other: _____

5. Marital status *

Mark only one oval.

- married
- unmarried
- divorced

6. Income *

Mark only one oval.

- Less than 5 lacs
- 6-10 lacs
- 11-15 lacs
- above 15 lacs
- NA (Intern)
- Other: _____

7. Status *

Mark only one oval.

- Supervisor
- lower management
- middle management
- top management
- Intern
- Other: _____

Company details

8. Sector *

Mark only one oval.

- Manufacturing
- Services

9. Type *

Mark only one oval.

- Public
- Private

10. Industry *

Mark only one oval.

- IT
- Banking and financial
- Education
- Other: _____

11. Name of the Organization *

Swadharna

workplace spirituality

12. Mark the level of agreement/disagreement with the following statements. (swipe right to find all the options) *

Mark only one oval per row.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My job helps me to understand my life's purpose	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working here makes my life meaningful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working here is a means for realizing my real self	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work itself is enjoyable for me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am deeply involved in my work here	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Gratitude

Mark the level of agreement/disagreement with the following statements on 7 point rating scale.(1 being strongly disagree and 7 being strongly agree)

13. *

Mark only one oval per row.

	strongly disagree	disagree	slightly disagree	neutral	slightly agree	agree	strongly agree
1. I have so much in life to be thankful for.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I had to list everything that I felt grateful for, it would be a very long list.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I look at the world, I don't see much to be grateful for.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am grateful to a wide variety of people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As I get older I find myself more able to appreciate the people, events, and situations that have been part of my life history	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often miss the opportunity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

to be
grateful to
something
or
someone.

Sense of
community

When stuck with a problem, people here feel free to ask for (choose a number for each option/alternative):

14. advice from colleagues; *

Mark only one oval.

	1	2	3	4	5	
Rarely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Always

15. advice from a superior; *

Mark only one oval.

	1	2	3	4	5	
Rarely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Always

16. help from their colleagues; *

Mark only one oval.

	1	2	3	4	5	
Rarely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Always

17. help from a superior *

Mark only one oval.

	1	2	3	4	5	
Rarely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Always

Authenticity

18. Peoples' actions here are aligned with their words *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

19. People here own up to mistakes with others in the group *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

Lokasangraha

20. People here are concerned about the natural environment while working here *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

21. People here perform their duties, as if they contribute to the (choose a number for option/alternative): *

(a) community;

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

22. (b) society at large; and *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

23. (C) humankind in general *

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

24. People here try to avoid wastage of any kind (paper, electricity, etc.) *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

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