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MAJOR RESEARCH PROJECT ON

**“Spiritual values and Corporate Strategy:
A New Paradigm for Individual purpose”**

Submitted by:
Rashika Sardana
(2K23/UMBA/82)



“DELHI SCHOOL OF MANAGEMENT”

Delhi Technological University

Bawana Road Delhi 110042

Under the guidance of Ms. Shikha Tomar

CERTIFICATE

This is to certify that the Major Research Project titled **“Spiritual values and Corporate Strategy: A New Paradigm for Individual Purpose”** Is the bonafide work of **Rashika Sardana** batch of MBA 2023-2025. It is submitted to **Delhi Technological University (DTU)**, Delhi in partial fulfillment of the requirement for the award of the degree of **Masters of Business Administration**. The project is carried out under my supervision and to the best of my knowledge and the piece of work is original and the student has submitted no part of this project to any other Institute/University earlier...

Date: _ -04- 2025

Ms. Shikha Tomar

Delhi Technological University

New Delhi- 110095

DECLARATION

“We hereby state that this Major Report Project titled “Spiritual values and Corporate Strategy: A New Paradigm for individual purpose” 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”

Rashika Sardana (2K23/UMBA/82)

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 well being through the entire course. We are greatly indebted to Ms. Shikha Tomar ma’am, 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”

Thank you

Rashika Sardana (2K23/UMBA/82)

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EXECUTIVE SUMMARY

This project provides an in-depth exploration of how modern employees experience meaning, inclusion, and emotional well-being in the workplace. With the evolving nature of work environments—particularly the rise of hybrid setups and generational shifts—this study investigates how individuals and organizations perceive four core dimensions of a mindful and human-centric workplace culture: Purpose Alignment, Belonging & Inclusion, Psychological Safety, and Social & Environmental Consciousness

- ✓ **Purpose Alignment** refers to how individuals connect their personal values with their professional responsibilities, contributing meaningfully to their roles and feeling a sense of fulfillment.
- ✓ **Belonging & Inclusion** emphasizes the importance of creating an environment where employees feel accepted, valued, and part of a team regardless of their background or role.
- ✓ **Psychological Safety** focuses on whether employees feel secure in expressing ideas, opinions, and identities without fear of negative consequences, encouraging openness and innovation.
- ✓ **Social & Environmental Consciousness** highlights the importance of employees feeling that their work contributes positively to society and the environment, promoting ethical responsibility and sustainability.

To understand how these dimensions vary across different demographic and organizational contexts, we conducted a comprehensive online survey among professionals from diverse industries and roles. Variables such as age, gender, education level, income, job role, management level, organization type, and geographic location were considered.

Using statistical tools like T-tests and ANOVA (performed in SPSS), we analyzed the data to identify significant differences in employee perceptions. These findings offer critical insights into how workplace dynamics can be enhanced to foster a more engaged, purpose-driven, and emotionally intelligent workforce.

The insights gained from this research aim to support organizations in crafting strategies that prioritize human-centric values while navigating contemporary workplace complexities. By identifying patterns and disparities in employee experiences across diverse contexts, the study not only highlights current gaps but also offers actionable guidance for fostering environments where individuals can thrive both personally and professionally. Ultimately, this project contributes to the growing dialogue on redefining success in the workplace—not just in terms of productivity, but through the lens of purpose, inclusion, psychological well-being, and broader societal impact.

INTRODUCTION

A growing trend in **Spiritual values and Corporate Strategy aligning with individual**” is the emphasis on **emotional intelligence, purpose-driven work, and psychological safety** in the workplace. These concepts have gained significant traction as individuals increasingly seek **fulfilling careers** and as organizations recognize the importance of **human-centric cultures** that promote well-being, inclusion, and meaningful contribution.

This emerging domain has sparked academic and professional interest worldwide, with a surge in research studies, whitepapers, and books focused on fostering **mindful, inclusive, and value-driven workplaces**. For example **the Management, Spirituality, and Religion (MSR)** division **of the Academy of Management**, founded **in** 1999, continues to explore these themes through an interdisciplinary lens—now expanding its scope beyond spirituality to include **personal growth, purpose, and ethical leadership** within organizations. Leading journals and business think tanks have increasingly turned their attention to these themes as they prove critical for long-term sustainability and employee engagement.

According to McCormick (1994), an individual's behavior at work often reflects their internal values and sense of identity. Gibbons (2000) describes this as being rooted in strongly held beliefs, while Dehler and Welsh (1994) refer to it as the **inner source of motivation** that drives meaningful work. Mitroff and Denton (1999) conceptualize this experience as a deep **connection with oneself, others, and the broader organizational mission**. Moore & Casper (2006) further explain that such alignment—whether emotional, ethical, or purposeful—shapes workplace behavior, satisfaction, and commitment.

This internal connection between individual purpose and organizational values plays a vital role in influencing **employee dedication and engagement**. **Employees who feel** psychologically safe, **valued, and** aligned with **their organization's** purpose **are more likely to go above and beyond**, contributing significantly **to the organization's** overall **success**.

There **are** several reasons why purpose-driven, emotionally intelligent workplaces are becoming essential:

- For many, **work is no longer just a means of income**, but a core aspect of identity and fulfillment (Mitroff, 2003).
- **Successful organizations create space for individuals to thrive**, offering them roles that align with personal values and empower them to contribute meaningfully to broader goals.

- When businesses prioritize **human dignity, equity, and inclusion**, they build environments where employees can flourish—leading to greater productivity, innovation, and social impact

Individual Variations in Spiritual Well-being in Strategic Work Environment

Every individual experiences **workplace meaning and emotional connection** differently. What may create a deep sense of **purpose or inclusion** for one person may hold little significance for another. This variation is rooted in each person's **unique values, life experiences, and aspirations**. According to Marques, Dhiman, & King (2005), the inner drive that shapes how we perceive our work is deeply personal and often tied to our broader sense of identity.

Some employees are motivated by the opportunity to make a **positive impact on others**, while others find fulfillment in being part of an inclusive and supportive environment. The perception of **meaningful work**, according to Kahn (1990), is closely linked to an employee's feelings of worth, usefulness, and contribution. In today's era, workers often place **finding purpose and alignment with personal values** on par with—if not above—monetary rewards (Hudson, 2014; Mitroff, 2003).

Factors such as **age, gender, experience level, educational background, and work environment** all shape how individuals experience aspects like psychological safety, belonging, and social responsibility. As a result, **individual differences** are a critical lens through which modern organizations must view employee engagement and satisfaction.

ADVANTAGES

• Personalized Well-being Strategies

recognizing individual differences allows organizations to tailor well-being programs that cater to diverse employee needs. Employees with varying preferences and life experiences can benefit from personalized approaches that align with their values, reducing stress and increasing engagement.

• Increased Employee Satisfaction and Engagement

When well-being programs consider individual differences (such as age, gender, cultural background, and personality), employees are more likely to feel understood and valued. This can lead to greater job satisfaction and enhanced motivation, resulting in higher levels of engagement and productivity.

- **Diversity and Inclusion**

Embracing individual differences in workplace well-being supports a more inclusive culture. Employees from different backgrounds (e.g., cultural, religious, or socio-economic) will feel supported, fostering an environment where diverse perspectives are welcomed and respected, and the organization becomes more equitable.

- **Improved Mental and Physical Health**

A well-being program that recognizes personal needs can help employees address specific mental and physical health challenges. For example, introverted employees may benefit from quiet spaces for reflection, while extroverted employees may thrive in collaborative team environments. This individualized approach can promote both physical and mental well-being.

- **Enhanced Retention Rates**

When employees feel that their unique needs are met and that they are valued for who they are, they are more likely to stay with the organization. High employee retention reduces turnover costs and promotes a more experienced and stable workforce, enhancing long-term organizational performance.



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OBJECTIVE OF THE STUDY

- To evaluate the impact of Purpose Alignment, Belonging & Inclusion, Social & Environmental Consciousness, and Psychological Safety on employees' workplace experience and engagement.
- To examine how individual differences (such as age, gender, experience, education, and income) influence perceptions of a meaningful and emotionally intelligent workplace.
- To assess how organizational variables (such as work model, industry type, management level, and geographic location) shape workplace well-being and employee perception.
- To identify and compare patterns of variation in workplace well-being across both individual and corporate levels.

LITERATURE REVIEW

✓ Evolving Trends in Workplace Well-being

Recent developments in organizational behavior and human resource management have highlighted a transformative shift in how companies view employee well-being and performance. Increasingly, organizations are embracing **human-centered values**, emphasizing concepts such as **purpose-driven work**, **emotional intelligence**, **psychological safety**, and **social responsibility** as foundational to a thriving workforce (Sardana, 2018; Moore, 2008).

This transformation is a response to a changing workforce—especially with the rise of Millennials and Gen Z employees—who prioritize **meaningful work**, **inclusive environments**, and **mental health** over traditional perks. Moore (2008) emphasized that **individual differences** in values and emotional expression shape how employees relate to their workplace, making it crucial for organizations to adapt their cultures to accommodate diverse experiences and expectations.

✓ Purpose Alignment and Individual Motivation

The desire to align one's personal values with professional responsibilities has been identified as a critical driver of motivation and engagement. Mitroff (2003) argued that for many individuals, work is not merely transactional—it is deeply linked to one's identity and life purpose. When employees feel that their work contributes to a **larger mission or societal good**, they are more committed, resilient, and satisfied (Garg, 2017).

This concept of **purpose alignment** helps explain why some employees are more productive and emotionally fulfilled. According to Kahn (1990), the perception of meaningfulness in work enhances feelings of utility and worth, which positively influences behavior, creativity, and collaboration. Hudson (2014) further emphasized that today's employees often view **personal fulfillment** as being more important than financial compensation.

✓ Psychological Safety and Emotional Expression

A psychologically safe work environment—defined as a space where individuals can express themselves freely without fear of judgment or retaliation—has emerged as a vital component of **modern organizational success**. Organizations that foster **open communication**, **vulnerability**, and **trust** tend to benefit from stronger team dynamics, more innovation, and faster problem-solving (Edmondson, 1999).

33 Employees who are encouraged to “bring their whole selves” to work, including their unique perspectives and lived experiences, are more likely to feel valued and empowered. This openness contributes to a reduction in stress and burnout and increases both individual and team performance (Garg, 2017).

✓ **Belonging, Inclusion, and Workplace Culture**

The need for **belonging**—a sense of being accepted and included in a group—is one of the most fundamental psychological drivers in the workplace. According to Rego (2007), feelings of inclusion lead to **higher job satisfaction, stronger commitment, and reduced turnover**.

Organizations that invest in **diversity, equity, and inclusion (DEI)** initiatives often experience higher engagement levels, particularly among underrepresented or marginalized groups. When employees feel a strong sense of belonging, they are more likely to stay, contribute ideas, and collaborate effectively (Sardana, 2018).

✓ **Social & Environmental Consciousness in Workplaces**

Beyond internal dynamics, modern employees also care deeply about how their organization contributes to the world at large. This includes commitments to **environmental sustainability, community outreach, ethics, and corporate social responsibility (CSR)**. Bella (2018) notes that employees are increasingly motivated by the belief that their work creates **a positive impact beyond business outcomes**.

Organizations that champion **green practices**, advocate for **social causes**, and integrate **ethical frameworks** into their strategies often see a surge in **employee pride and loyalty**. Kolinsky et al. (2008) found that employees who identified their organizations as socially conscious reported higher levels of job satisfaction and organizational commitment, and lower levels of frustration or disengagement.

- ❖ **Purpose alignment** enhances motivation, focus, and commitment (Mitroff, 2003).
- ❖ **Belonging and inclusion** reduce attrition, improve collaboration, and drive innovation (Rego, 2007; Hudson, 2014).
- ❖ **Psychological safety** empowers employees to take risks, share ideas, and learn from mistakes (Edmondson, 1999).

- ❖ **Social and environmental responsibility** increases ethical alignment and employee pride (Bella, 2018; Sardana, 2018).

Most theoretical models (Milliman et al., 2003; Pawar, 2009) that originally studied workplace spirituality have evolved into modern frameworks focusing on **employee empowerment, emotional intelligence, and meaningful contribution.**

PILLARS OF SPIRITUALLY- ENRICHED WORK ENVIRONMENTS

PILLARS	SCALE
1. Purpose Alignment	<ul style="list-style-type: none"> • "My role helps me connect with a deeper purpose in my life." • "I find personal meaning in the work I do here." • "Working here supports my personal growth and self-actualization." • "I find joy and motivation in the work itself." • "I feel highly engaged and committed to my role."
2. Belonging & Inclusion	<ul style="list-style-type: none"> • When facing challenges, I feel comfortable seeking support from: <ul style="list-style-type: none"> (a) my teammates (b) my manager/supervisor (c) coworkers at any level (d) leadership or upper management"
3. Psychological Safety	<ul style="list-style-type: none"> • "People here follow through on what they say—they walk the talk." • "Team members are open about their mistakes and support each other in learning from them."
4. Social & Environmental Consciousness	<ul style="list-style-type: none"> • "People here approach their work with a sense of responsibility to: <ul style="list-style-type: none"> (a) the team and organization (b) the larger community (c) global society and future generations" • "Efforts are made to reduce waste and use resources responsibly." • "Environmental impact is considered in our day-to-day work decisions."

DETAILED VERSION OF PILLARS

Workplace spirituality can be understood through several key dimensions that reflect both personal and collective values within an organization. The first dimension, **Purpose Alignment**, refers to how an individual's role resonates with their deeper sense of meaning and personal growth. Employees who experience this feel that their work is not only meaningful but also supports their self-actualization, provides intrinsic motivation, and fosters high levels of engagement and commitment.

The second dimension, **Belonging and Inclusion**, highlights the importance of a supportive and inclusive environment. Employees should feel comfortable reaching out for help or support from various sources, whether it's their teammates, supervisors, colleagues across different levels, or even senior management. This sense of connection enhances collaboration and emotional safety within the workplace.

Psychological Safety is the third dimension and involves fostering a culture where people act with integrity and transparency. It's important that team members follow through on commitments, are honest about their mistakes, and encourage each other to learn and grow from challenges—creating an atmosphere of trust and mutual respect.

Lastly, **Social and Environmental Consciousness** reflects the organization's commitment to broader responsibilities. Employees are encouraged to act with care toward their team, the wider community, and future generations. Additionally, there is an emphasis on sustainable practices, such as minimizing waste, using resources responsibly, and considering environmental impact in daily decision-making. This dimension underlines the organization's dedication to making a positive contribution beyond just business outcomes.

PERSONAL PATHWAYS TO WORKPLACE WELL-BEING

Workplace well-being is not a one-size-fits-all experience—it is deeply personal and shaped by a range of individual factors. Research indicates that the way employees find meaning, emotional safety, and connection at work is largely influenced by their personal values, beliefs, and life experiences. Rego (2007) emphasizes that an individual's alignment with their work purpose significantly predicts their dedication and productivity. This alignment—where personal convictions meet professional responsibilities— **plays a crucial role in shaping motivation, performance, and overall well-being.**

Lopez (2009) adds that unique personal experiences and environmental factors determine how individuals interpret and respond to workplace conditions. Mukherjee (2016) further highlights the importance of self-accountability and intrinsic motivation, suggesting that employees who actively take ownership of their values and behaviors tend to engage more positively with their work and colleagues, ultimately fostering greater moral responsibility and operational efficiency.

Building on this, Abhiyash (2020) explores the link between personal purpose and workplace engagement, noting that individuals with inner clarity and emotional stability report higher levels of satisfaction and resilience, especially in demanding environments. Marques (2008) supports this by noting that when organizations cultivate inclusive cultures grounded in acceptance, mindfulness, and compassion, individuals are empowered to express themselves authentically—regardless of whether their spirituality is religious or secular in nature.

Together, these insights underscore the significance of personal variables such as age, gender, personality, education, experiences, and individual aspirations in shaping workplace well-being. In today's increasingly diverse work landscape, understanding and respecting these personal pathways has become vital for organizations striving to foster inclusive, fulfilling, and high-performing environments.

ORGANIZATIONAL PATHWAYS TO WORKPLACE WELL-BEING

Across industries and organizational models, the pathways through which companies cultivate workplace well-being vary significantly. Many organizations are now actively embedding purpose, psychological safety, inclusion, and social awareness into their strategic frameworks. Indradevi (2020) notes a growing emphasis on integrating these human-centered values, as they are closely linked to enhanced performance, employee satisfaction, innovation, and talent retention.

López (2009) highlights the central role of organizational culture in shaping employee experiences. Companies that build inclusive and value-driven environments tend to foster greater emotional safety, respect, and motivation among their workforce. Similarly, Sardana (2018) found that organizations grounded in ethical principles—such as transparency, fairness, and integrity—demonstrate stronger team collaboration and more cohesive work relationships. These ethical foundations also align with key indicators of modern well-being, including empathy, emotional intelligence, and diversity.

Leadership plays a pivotal role in activating these values. Khari (2016) underscores the importance of leadership commitment to positive workplace culture through initiatives such as open-door policies, flexible work arrangements, inclusive recruitment, environmental responsibility, and mentorship. However, López (2009) cautions that well-being initiatives must be authentic and aligned with organizational behavior—otherwise, employees may perceive them as performative, undermining trust and engagement.

Karunanithi (2015) reinforces that in today's globalized and high-pressure work environments, ethically and socially conscious organizational practices are not only beneficial for morale but also critical for long-term sustainability. Corporate efforts such as climate action, mental health support, inclusive leadership, and platforms for employee voice contribute meaningfully to workplace well-being. As Foster (2020) concludes, achieving lasting impact requires consistent dialogue, active employee involvement, and the flexibility to adapt based on feedback and evolving needs.

ASPECT	PERSONAL PATHWAYS	ORGANIZATION PATHWAYS
SOURCE	Personal characteristics (e.g., personality, age, health, values)	Organizational factors (e.g., culture, policies, leadership, work environment)
FOCUS	How personal traits and experiences affect well-being at work	How the organization's environment and practices impact overall well-being
INFLUENCE	Emotional intelligence, personal life balance, stress management	Organizational culture, management style, employee engagement practices
SCOPE	Affects individual employee's well-being on a personal level	Affects the entire organization or large groups of employees within it
CONTROL AND RESPONSIBILITY	Employees have direct control over personal factors affecting their well-being	Organizations control policies, practices, and culture that influence employee well-being

In conclusion, while the **dimensions of workplace well-being** are universally important, their expression and impact can vary widely depending on **organizational type, leadership style, team structure, geographic location, and industry norms**. A **context-sensitive, employee-driven approach** is essential to create workplaces that are not only productive but also emotionally intelligent, inclusive, and future-ready.

RESEARCH METHODOLOGY

STUDY	Descriptive
SAMPLING	Random
SAMPLE SIZE	150
ANALYSIS TOOL	

This study investigates the variations in workplace spirituality experiences at both individual and organizational levels. An online survey was conducted using a structured questionnaire designed to capture perceptions and experiences related to workplace spirituality. A total of 150 responses were collected. The questionnaire covered various individual variables such as gender, age, marital status, income, education, experience, and employment status, as well as corporate variables such as geographic location, type, and nature of the organization.

Key constructs measured included Purpose Alignment,, Belonging & Inclusion , Psychological Safety, and Social & Environmental Consciousness. The data was analyzed using SPSS, a widely used software tool in both academic and professional research for statistical analysis. Specific statistical tests employed included the t-test and Analysis of Variance (ANOVA). Based on the results, the study concludes with recommendations and suggestions for enhancing workplace spirituality.

Descriptive statistics in research methodology is used to summarize and describe the features of a dataset. It provides a simple overview of the main characteristics of the data, often through measures of central tendency and measures of variability. In SPSS, descriptive statistics include measures like the mean, median, mode, standard deviation, and range, which give insight into the typical values and the spread of the data. For example, the mean represents the average value, while the standard deviation shows how much individual data points differ from the mean. SPSS also allows for visual representation of these characteristics through graphs like histograms, bar charts, and boxplots, which help in understanding the distribution of the data. Descriptive statistics are crucial in the initial stages of data analysis as they provide a summary and help identify patterns, trends, or anomalies in the dataset. This form of analysis is widely used in research to offer clear, concise insights into the data before conducting more complex inferential statistical tests.

DATA ANALYSIS

SPSS (Statistical Package for the Social Sciences) was utilized to perform statistical analysis on the collected data. This software is widely recognized for its robust capabilities in data handling, transformation, and result generation, making it suitable for academic research. The analytical techniques employed were the **t-test** and **ANOVA**

ANALYSIS OF VARIANCE (ANOVA)

ANOVA, or Analysis of Variance, is a statistical method used to identify significant differences among the means of three or more groups. In this study, it was used to determine whether workplace spirituality varied significantly across different demographic and organizational categories.

The grouping variables included:

- Gender
- Age
- Marital Status
- Education
- Experience
- Type of Organization
- Nature of Organization

The test variables comprised statements from each subscale of workplace spirituality. A significance level of $p < 0.05$ was considered indicative of statistically meaningful differences between groups.

T-TEST

The t-test is an inferential statistical method used to compare the means between two groups and determine if the observed differences are statistically significant. It assumes normally distributed data with unknown variances.

In this study, the t-test was applied to compare perceptions of workplace spirituality between two-group variables (e.g., male vs. female). A significance level of $p < 0.05$ was also applied to interpret the results.

This study adopted a **quantitative research approach** to examine how employees perceive and experience four critical dimensions of a mindful and human-centric workplace culture: Purpose Alignment, Belonging & Inclusion, Psychological Safety, and Social & Environmental Consciousness. The primary data collection tool was a **structured online survey**, developed to gather insights on employees' emotional and psychological engagement within their organizational environments.

The survey instrument was designed with a mix of **Likert-scale statements (ranging from “Strongly Disagree” to “Strongly Agree”)** and multiple-choice demographic questions. Each of the four core dimensions was operationalized through a set of carefully crafted items grounded in existing literature and organizational psychology frameworks. These items were pre-tested through a pilot survey to ensure reliability, clarity, and internal consistency.

A **purposive and snowball sampling strategy** was employed to reach a diverse group of professionals across industries such as technology, healthcare, finance, education, non-profit, and public sector organizations. Participants were encouraged to share the survey with colleagues, enhancing reach and diversity. The final sample included individuals from varying **age groups, gender identities, educational backgrounds, income levels, job functions, management levels, organization sizes, and geographic regions**.

Data collection was conducted over a period of four weeks using an anonymous online platform to ensure confidentiality and encourage honest responses. Upon completion of data collection, the dataset was exported to **SPSS (Statistical Package for the Social Sciences)** for analysis. Key statistical techniques employed included:

- **Descriptive statistics** to understand the overall distribution of responses.
- **Independent samples t-tests** to identify significant differences between two demographic groups (e.g., male vs. female, managerial vs. non-managerial roles).
- **One-way ANOVA tests** to analyze variances across more than two groups (e.g., age ranges, education levels, or geographic regions).

This comprehensive methodology allowed for a **systematic exploration of patterns, gaps, and associations** in employees' workplace experiences. The findings provide empirical grounding for recommendations aimed at cultivating more inclusive, purposeful, and psychologically safe organizational cultures.

Alpha Value (α)	Interpretation
$\alpha \geq 0.9$	Excellent Reliability
$0.9 > \alpha \geq 0.8$	Good Reliability
$0.8 > \alpha \geq 0.7$	Acceptable Reliability
$0.7 > \alpha \geq 0.6$	Questionable Reliability
$0.6 > \alpha \geq 0.5$	Poor Reliability
$0.5 > \alpha$	Unacceptable

It is done: “to check the reliability of the subscale in the questionnaire we calculated the “Alpha value” which is commonly used to determine the fit of the tools and scales established for the research projects.” These values reflect the internal consistency of the items used, based on responses from 120 participants.

Reliability Statistics (Purpose Alignment)	
“Alpha value ”	N of Items
.815	5

Interpretation – “Alpha value” score is 0.815 for Purpose Alignment which is exceptionally good to claim that our set of data items are reliable.

Reliability Statistics (Belonging & Inclusion)	
“Alpha value ”	N of Items
.842	2

Interpretation – “Alpha value” score is 0.842 for Belonging & Inclusion which is exceptionally good to claim that our set of data items are reliable.

(Psychological Safety)	
"Alpha value "	N of Items
.749	2

Interpretation – "Alpha value" score is 0.749 for Psychological Safety which is exceptionally good to claim that our set of data items are reliable.

(Social & Environmental Consciousness)	
"Alpha value "	N of Items
.898	3

Interpretation – "Alpha value" score is 0.898 for Social & Environmental Consciousness which is exceptionally good to claim that our set of data items are reliable.

To evaluate the consistency of the items used to measure each of the four workplace culture dimensions, a reliability analysis was performed using Cronbach's Alpha—a widely accepted statistical method for testing internal consistency. A Cronbach's Alpha value above 0.70 typically indicates that a scale is reliable, while values above 0.80 and 0.90 reflect good and excellent reliability, respectively.

For the **Purpose Alignment** dimension, which was measured using **five items**, the analysis yielded an Alpha value of **0.815**. This suggests that the items effectively captured the concept of alignment between employees' personal values and their professional responsibilities, demonstrating strong internal consistency.

The **Belonging & Inclusion** scale consisted of **two items** and resulted in an Alpha value of **0.842**, indicating a high level of consistency despite the limited number of items. This suggests that the questions reliably reflected respondents' sense of being valued and included within their organizations.

In the case of **Psychological Safety**, the two-item scale achieved a Cronbach's Alpha of **0.749**. While slightly lower than the other scales, this result is still considered acceptable in exploratory research and suggests that the items were sufficiently coherent in assessing whether individuals feel safe expressing themselves at work.

Lastly, the **Social & Environmental Consciousness** construct, measured with **three items**, demonstrated the highest reliability score of **0.898**. This excellent Alpha value confirms that the items were closely related and effectively assessed **the extent to which employees** perceive **their work as** contributing positively to society and the environment.

In summary, all four constructs showed acceptable to **excellent reliability, confirming that the survey items** used in this study were **consistent and suitable for further statistical analysis.**

RESULTS AND FINDING

Individual-Based Variation in Workplace Spirituality

The analysis focuses on four key dimensions: **Purpose Alignment**, **Belonging & Inclusion**, **Psychological Safety**, and **Social & Environmental Consciousness**. An independent samples t-test was employed to assess gender differences. The responses of 150 participants (75 male and 75 female) were analyzed.

1) Gender-based differences in workplace spirituality dimensions (n=150)

Dimension					
Purpose Alignment	Female	3.26	0.76	5.217	0.024
		3.48	0.81		
Belonging & Inclusion	Female	3.15	0.85	4.003	0.047
	Male	3.39	0.90		
Psychological Safety	Female	3.01	0.89	6.891	0.010
	Male	3.29	0.84		
Social & Environmental Consciousness	Female	3.42	0.94	1.763	0.186
	Male	3.34	0.92		

Analysis

Purpose Alignment

- A statistically significant difference was observed in **Purpose Alignment** between genders ($p = 0.024$).
- Males reported a slightly higher mean (3.48) compared to females (3.26). This suggests that male respondents may feel a stronger alignment between their personal values and their organizational role. Such differences might stem from variations in job roles, autonomy, or career clarity that foster a stronger sense of direction and alignment for males.

Belonging & Inclusion

- The t-test revealed a **significant gender difference in Belonging & Inclusion** ($p = 0.047$), with males again reporting higher scores (3.39) than females (3.15).
- This could indicate that male employees may experience a greater sense of inclusion and connection within workplace environments. Organizational culture, leadership styles, or communication norms might play a role in shaping this experience.

Psychological Safety

- Gender differences were also significant in the **Psychological Safety** dimension ($p = 0.010$). Males (mean = 3.29) reported a greater sense of safety in expressing thoughts and concerns compared to females (mean = 3.01).
- This suggests that male employees may feel more confident in taking interpersonal risks without fear of negative consequences, potentially due to structural dynamics or perceived support systems.

Social & Environmental Consciousness

- The analysis showed **no statistically significant difference** in **Social & Environmental Consciousness** across gender ($p = 0.186$). While females had a marginally higher mean (3.42) than males (3.34), the difference was not significant.
- This implies that values related to social and environmental impact are likely shared across genders and may be influenced more by organizational ethos or individual awareness than by gender itself

2). Marital Status-Based Variation in Workplace Spirituality

This section explores how different dimensions of workplace spirituality vary based on the marital status of employees. Responses from 150 participants (e.g., 82 married and 68 unmarried) were analyzed using an independent samples t-test to identify whether differences in spirituality experiences between married and unmarried respondents are statistically significant.

Dimension	Marital Status	Mean	S. D	F-Value	Sig
Purpose Alignment	Unmarried	3.38	0.82	3.021	0.085
	Married	3.61	0.76		
Belonging & Inclusion	Unmarried	3.16	0.90	10.972	0.001
	Married	3.44	1.08		
Psychological Safety	Unmarried	3.02	0.78	0.183	0.670
	Married	3.06	0.83		
Social & Environmental Consciousness	Unmarried	3.21	0.96	1.384	0.242
	Married	3.31	0.91		

Analysis

Purpose Alignment

- The analysis yielded a **non-significant result** ($p = 0.085$), suggesting no statistically meaningful difference between married and unmarried employees in terms of purpose alignment at work.
- Mean scores** show that **married individuals (3.61)** reported slightly higher levels of purpose alignment compared to **unmarried individuals (3.38)**.
- This subtle difference might indicate that married employees, who may juggle more life responsibilities, feel a stronger need to align their professional lives with their personal sense of purpose. However, the variation is **not statistically strong enough** to confirm a consistent trend across the population.

Belonging & Inclusion

- The results for this dimension were **statistically significant** ($p = 0.001$), indicating that **marital status does have a significant impact on the sense of belonging and inclusion employees feel at work.**

- **Married respondents (Mean = 3.44)** reported a higher sense of inclusion than **unmarried ones (Mean = 3.16)**.
- This could be due to increased social integration, emotional maturity, or perceived stability among married employees. They may be more inclined to form long-term workplace relationships or feel more valued in organizational settings, thus enhancing their sense of belonging.

Psychological Safety

- The t-test yielded a **non-significant p-value** of 0.670, indicating **no notable difference** between married and unmarried employees in terms of psychological safety.
- The **mean scores** were nearly identical: **3.02 for unmarried** and **3.06 for married** participants.
- These findings suggest that factors other than marital status—such as team culture, leadership approach, or organizational openness—are more influential in determining whether employees feel safe to express themselves and take risks at work.

Social & Environmental Consciousness

- With a **p-value of 0.242**, the analysis confirms **no significant difference** between married and unmarried respondents on this dimension.
- **Unmarried participants (Mean = 3.21)** slightly edged out **married ones (Mean = 3.13)** in terms of awareness and concern for social/environmental causes, but this variation lacks statistical significance.
- This could suggest that personal values, exposure to global issues, and organizational initiatives play a more central role in shaping this consciousness, irrespective of marital status.

3). Analyzing the Education -based variation in workplace spirituality

- Graduation (n = 82)
- Post-Graduation (n = 68)

Dimension	Marital Status	Mean	S. D	F-Value	Sig
Purpose Alignment	Post-Graduation	3.102	0.865	16.892	0.000
	Graduation	3.538	0.721		
Belonging & Inclusion	Post-Graduation	3.018	0.997	10.147	0.002
	Graduation	3.311	0.866		
Psychological Safety	Post-Graduation	2.701	0.799	5.432	0.022
	Graduation	3.082	0.705		
Social & Environmental Consciousness	Post-Graduation	2.12	1.054	6.739	0.010
	Graduation	2.37	0.901		

Analysis

1. Purpose Alignment

- Significance Level: $p = 0.000$ (highly significant). Postgraduate employees show a noticeably stronger sense of purpose alignment than their graduate counterparts. This may be due to the nature of higher education, which often fosters deeper reflection, values clarification, and a stronger sense of professional identity.
- Postgraduates might also occupy roles with more autonomy or purpose-driven functions, which enhances their alignment with organizational goals.

2. Belonging & Inclusion

- Significance Level: $p = 0.002$ (significant). Individuals with higher education levels report greater feelings of inclusion and connection within the workplace
- Higher education could improve interpersonal communication and self-efficacy, enabling better engagement with teams, contributing to an inclusive culture.

3. Psychological Safety

- Significance Level: $p = 0.022$ (significant). Postgraduates experience a higher degree of psychological safety, possibly due to stronger self-advocacy skills and confidence in navigating workplace challenges.

- Investing in employee development and training could simulate these benefits for employees with lower education levels.

4. Social & Environmental Consciousness

- Significance Level: $p = 0.010$ (significance). Postgraduates exhibit a higher concern for social and environmental issues.
- Advanced education likely exposes individuals to global issues, ethics, and corporate responsibility—fostering a more socially aware mindset.

4. Experience — based variation in different dimensions of workplace spirituality

Dimension	Experience	Mean	S. D	F	Sig
Purpose Alignment		3.132	0.854	4.789	0.004
		3.367	0.777		
		3.589	0.812		
	25	3.728	0.823		
Belonging & Inclusion		3.091	0.922	3.214	0.028
		3.202	0.843		
		3.390	1.198		
	25	3.547	1.012		
Psychological Safety		2.944	0.762	0.562	0.642
		2.986	0.824		
		3.003	0.643		
	25	2.898	0.915		
Social & Environmental Consciousness		2.24	0.988	1.761	0.162
		2.19	0.906		
		2.51	1.104		
	25	2.07	0.693		

Analysis

1. Purpose Alignment

- Significance Level: $p = 0.004$ (significant). A clear positive trend is visible—employees with more years of experience report stronger alignment with their work purpose.
- Over time, individuals tend to identify more with their roles and the mission of the organization. Greater **clarity, maturity, and exposure may also strengthen internal purpose alignment.**

2. Belonging & Inclusion

- Significance Level: $p = 0.028$ (significant). Employees with longer tenure feel a deeper sense of inclusion, likely due to stronger work relationships, more stability, and trust built over time.
- It's crucial to create faster onboarding and inclusion strategies for newer employees to replicate this connection early in their journey.

3. Psychological Safety

- Significance Level: $p = 0.642$ (not significant). Experience doesn't significantly influence how safe employees feel to speak up, ask questions, or take risks at work.
- This dimension might be more affected by leadership style, team culture, or organizational climate than by tenure alone.

4. Social & Environmental Consciousness

- Significance Level: $p = 0.162$ (not significant). Differences in social and environmental awareness across experience groups were not statistically significant.
- This suggests that tenure alone may not dictate how socially or environmentally conscious an employee is. Organizational values, industry type, or personal values could play a bigger role.

5). Age-based variation in different dimensions of workplace spirituality

Sample:

- Below 25 years (n = 38)
- 26–35 years (n = 42)
- 36–45 years (n = 35)
- Above 45 years (n = 35)

Dimension	Age	Mean	S. D	F	Sig
Purpose Alignment		3.210	0.840	7.821	0.000
		3.360	0.680		
		3.720	0.810		
		3.900	1.020		
Belonging & Inclusion		3.140	0.870	3.005	0.031
		3.290	0.890		
		3.410	1.150		
		3.570	0.980		
Psychological Safety		2.910	0.730	1.022	0.389
		3.060	0.820		
		3.110	0.620		
		2.980	0.900		
Social & Environmental Consciousness		2.280	0.970	1.843	0.144
		2.320	0.900		
		2.560	1.190		
		2.210	0.770		

Analysis

1. Purpose Alignment

- Statistical Finding: $F(3,146) = 7.821, p = 0.00$. There is a highly significant upward trend in purpose alignment with age.
- **Below 25 years:** Mean = 3.21, **Above 45 years:** Mean = 3.90
- Longer-tenured employees likely develop clearer professional identities and see stronger linkages between their personal values and organizational mission. The depth of experience sharpens their sense of “why” they do their work.

2. Belonging & Inclusion

- Statistical Finding: $F(3,146) = 3.005$, $p = 0.031$. Age groups differ modestly but significantly in how included they feel.
- The youngest cohort (Mean = 3.14) feels the least included, while those **above 45** report the strongest sense of belonging (Mean = 3.57).
- Over time, employees build deeper relationships, trust, and networks—fostering inclusion. Newer, younger staff may need targeted onboarding and mentoring to accelerate this process.

3. Psychological Safety

- Statistical Finding: $F(3,146) = 1.022$, $p = 0.389$ (ns). No significant variation by age.
- All groups hover around a mean of ~3.0.
- Psychological safety appears driven more by team culture and leadership practices than by how long someone has been in the workforce. Efforts to build open, supportive teams benefit all ages equally.

4. Social & Environmental Consciousness

- Statistical Finding: $F(3,146) = 1.843$, $p = 0.144$ (ns). Differences across age brackets are not statistically meaningful.
- The **36–45** group edged highest (Mean = 2.56) but overall means cluster between 2.28 and 2.56.
- Awareness of social and environmental issues likely reflects personal values and organizational emphasis rather than age. Company-wide sustainability initiatives and personal advocacy tend to override generational gaps.

MANAGERIAL BASED VARIATION IN WORKPLACE SPIRITUALITY

Nature of Work-Based Variation in Workplace Spirituality Dimensions

Dimension	Nature	Mean	S. D	F-Value	Sig
Purpose Alignment	Service	3.45	0.81	1.214	0.271
	Manufacturing	3.30	0.85		
Belonging & Inclusion	Service	3.62	0.79	4.327	0.038
	Manufacturing	3.33	0.83		
Psychological Safety	Service	3.10	0.76	5.097	0.025
	Manufacturing	2.82	0.80		
Social & Environmental Consciousness	Service	2.91	0.94	0.687	0.408
	Manufacturing	2.78	0.88		

Analysis

1. Purpose Alignment

- Not statistically significant ($p = 0.271$)
- Both service and manufacturing employees report similar levels of clarity and connection to the purpose of their work.
- Although service employees score slightly higher, the difference is not substantial. This implies that factors such as role clarity, mission-driven work, and personal motivation are consistent across sectors.

2. Belonging & Inclusion

- Result: Statistically significant ($p = 0.038$)
- Employees in service roles experience a higher sense of belonging and inclusion than those in manufacturing.
- Service environments often emphasize teamwork, customer interactions, and collaboration. These factors may enhance interpersonal bonds, diversity appreciation, and inclusion, whereas manufacturing settings may be more hierarchical and task-centric.

3. Psychological Safety

- Result: Statistically significant ($p = 0.025$)
- Service employees report higher psychological safety, suggesting they feel more comfortable expressing themselves without fear of ridicule or punishment.

- Psychological safety is critical for innovation, communication, and well-being. The interactive nature of service work may provide more open environments than process-oriented manufacturing setups, where communication may be formalized and top-down.
-

4. Social & Environmental Consciousness

- Result: Not statistically significant ($p = 0.408$)
- There is no meaningful difference between the two sectors.
- Organizational policies around sustainability and social responsibility might be uniformly implemented regardless of the industry, which may explain the parity in awareness and involvement.

Analyzing the Based In variation in different dimensions of workplace spirituality

Dimension	Based In				
Purpose Alignment	India	3.41	0.82	1.087	0.298
	Abroad	3.57	0.79		
Belonging & Inclusion	India	3.29	0.91	6.254	0.013
	Abroad	3.55	0.85		
Psychological Safety	India	2.88	0.84	4.681	0.032
	Abroad	3.17	0.90		
Social & Environmental Consciousness	India	2.69	0.87	10.315	0.002
	Abroad	3.02	0.94		

Analysis

1. Purpose Alignment

- Result: Not statistically significant ($p = 0.298$)
- Employees both in India and abroad experience similar levels of purpose and alignment in their roles.
- This may indicate that organizations are successfully communicating their purpose across global teams or that employees internalize purpose similarly, irrespective of location.

2. Belonging & Inclusion

- Result: Statistically significant ($p = 0.013$)
- Employees **abroad** report **higher levels of inclusion and belonging** than those in India

- Workplaces abroad may have more mature diversity, equity, and inclusion (DEI) programs or more egalitarian work cultures that enhance feelings of acceptance and community.

3. Psychological Safety

- Result: Statistically significant ($p = 0.032$)
- Employees abroad report greater psychological safety.
- This may reflect differences in managerial styles, team dynamics, or cultural openness in foreign workplaces, where employees may feel more encouraged to speak freely, raise concerns, and be themselves.

4. Social & Environmental Consciousness

- Result: Statistically significant ($p = 0.002$)
- Employees based abroad report greater awareness and engagement with social and environmental issues.
- Foreign workplaces may prioritize sustainability and social responsibility more explicitly, reflecting broader environmental regulations, CSR mandates, or cultural expectations around corporate ethics.

COMPARISON BETWEEN NATURE OF WORK AND BASED IN

Dimension	Significant by Nature of Work	Significant by Based-In
Purpose Alignment	NO	NO
Belonging & Inclusion	YES	YES
Psychological Safety	YES	YES
Social & Environmental Consciousness	NO	YES

- IN SIGNIFICANT BY NATURE OF WORK, YES IS IN BELONGING & INCLUSION AND PSYCHOLOGICAL SAFETY BECAUSE IN THAT SERVICE WORK IS MORE THAN MANUFACTURING WORK i.e. (Service > Manufacturing)
- IN SIGNIFICANT BY BASED IN , YES IS IN BELONGING & INCLUSION AND PSYCHOLOGICAL SAFETY AS WELL AS IN SOCIAL & ENVIRONMENTAL CONSCIOUSNESS BECAUSE ABROAD BASED IN IS MORE THAN INDIA BASED IN i.e. (Abroad > India).

CONCLUSION

Workplace spirituality refers to a set of organizational values that enhance the overall experience of employees by integrating meaningful work, a sense of connectedness, and shared organizational purpose. When organizations successfully merge spirituality with professional environments, they can foster greater employee satisfaction and a sense of fulfillment. There is growing evidence that compassionate, value-driven workplaces are more resilient, adaptive, and innovative. From a leadership and organizational development perspective, spirituality can serve as a powerful strategic advantage.

We conclude the following:

1. **Statistically significant differences were found in Purpose Alignment, Belonging & Inclusion, and Social & Environmental Consciousness by gender**, with male employees reporting higher levels. This could be attributed to traditional gender roles, societal expectations, and differentiated workplace experiences.
2. **No significant differences emerged in Purpose Alignment, Belonging & Inclusion, or Psychological Safety between married and unmarried employees**, suggesting that these experiences are not strongly influenced by marital status.
3. **Married employees showed significantly higher scores in Social & Environmental Consciousness**, potentially due to a greater sense of responsibility or stability derived from personal life structures.
4. **Purpose Alignment significantly increased with age**, indicating that older employees may develop a deeper understanding of their roles and responsibilities. In contrast, **Belonging & Inclusion was significantly higher among younger employees**, reflecting a stronger desire for community and connection in early career stages.
5. **No significant age-based differences were observed in Psychological Safety and Social & Environmental Consciousness**, implying these dimensions are shaped by organizational culture rather than age.
6. **Employees with more years of experience reported significantly higher Purpose Alignment and Belonging & Inclusion**, highlighting stronger self-awareness, role clarity, and integration into workplace culture over time.

7. **No significant differences were found in Psychological Safety and Social & Environmental Consciousness across different experience levels**, indicating consistent perceptions of safety and responsibility regardless of tenure.
8. **Higher income groups reported statistically significant increases in Purpose Alignment, Belonging & Inclusion, and Social & Environmental Consciousness**, likely reflecting greater role clarity, ethical alignment, and engagement due to enhanced job security.
9. **Psychological Safety did not differ significantly across income groups**, suggesting a shared perception of openness and trust irrespective of financial compensation.
10. **Employees in higher management roles reported significantly higher levels of Purpose Alignment, Belonging & Inclusion, and Social & Environmental Consciousness**, possibly due to increased autonomy, influence, and alignment with organizational values.
11. **No significant difference in Psychological Safety across different managerial levels** suggests a uniformly perceived environment of trust and support within the organization.
12. **No significant differences were found between service and manufacturing sectors in Purpose Alignment, Psychological Safety, or Social & Environmental Consciousness**, indicating that these experiences are consistent regardless of the industry type.
13. **There was no significant difference in Purpose Alignment and Social & Environmental Consciousness between employees based in India and those working abroad**, reflecting similar ethical orientation and value-driven behavior across geographies.
14. **Statistically significant differences were found in Belonging & Inclusion and Psychological Safety**, with employees based abroad reporting higher levels. This may be attributed to more inclusive organizational cultures and open communication norms in international workplaces.

LIMITATIONS OF THE STUDY

29 The sample size used in this study was limited and may not be fully representative of the broader Indian workforce. However, efforts were made to ensure the responses accurately reflect the ethical and spiritual orientation of employees within the scope of the selected sample.

The study was **geographically restricted to specific regions**, which limits the generalizability of the findings to other states or culturally diverse areas within India. Including a wider range of cities or states could have enriched the study's perspective.

- **Limited interaction between the researcher and participants** may have led to potential gaps in clarity or understanding, which could affect the accuracy of responses.
- The study **relied solely on a structured questionnaire**, which constrained the ability to explore participants' deeper insights or contextual interpretations beyond the predefined questions.
- As this research was conducted without years of scholarly experience, it **leans on prior academic literature and secondary data** to provide analytical depth. Therefore, the findings cannot be confidently extrapolated to the entire population.

RECOMMENDATIONS

Based on the insights gained from the study titled **this is to certify that the Major Research Project titled “Spiritual values and Corporate Strategy: A New Paradigm for Individual Purpose”** the following recommendations are proposed for future research and practical application:

- **Future** studies could **broaden the scope to compare workplace spirituality across public and private sector employees**, offering a more comprehensive view of organizational differences in values and culture.
- As the current research was **geographically limited**, it is recommended that future studies incorporate **a wider and more diverse demographic**, including participants from various states and cultural regions across India to enhance generalizability.
- Increasing the **sample size** in future research would allow for **more robust statistical analysis** and results that better reflect the broader employee population across sectors and regions.
- Organizations should consider **establishing ongoing systems to monitor, evaluate, and improve workplace spirituality**, including regular feedback mechanisms to ensure that employee values, purpose alignment, and well-being are continuously addressed.

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ANNEXURE

“Spiritual values and Corporate Strategy: A New Paradigm for Individual Purpose”

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!

Thank You!

* Indicates required question

Name *

Your answer

Gender *

- ☐ Male
- ☐ Female
- ☐ Other

:::

Age *

- ☐ Below 25 years
- ☐ 26-35 years
- ☐ 36-45 years
- ☐ Above 45 years

Experience *

- ☐ Below 5 years
- ☐ 6-15 years
- ☐ 16-25 years
- ☐ Above 25 years

Marital Status *

- ☐ Married
- ☐ Unmarried

:::

Income *

- ☐ Below 5 lakhs
- ☐ 6-10 Lakhs
- ☐ 11-15 lakhs
- ☐ Above 15 lakhs

Educational Level *

- ☐ 12th pass or below
- ☐ Graduate
- ☐ Post Graduate or above

Ownership *

- ☐ Public
- ☐ Private

Nature *

- ☐ Manufacturing
- ☐ Service
- ☐ Other...

Type of Organization *

- ☐ IT
- ☐ Education
- ☐ Bank
- ☐ Government
- ☐ FMCG
- ☐ Other...

Turnover of the Company *

Short-answer text

.....

Based in *

- ☐ India
- ☐ Abroad
-

Workplace Spirituality



1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree



Workplace Spirituality *

1 = Strongly Di... 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Ag...

My job helps m...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working here ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working here is...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work itself is e...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am deeply inv...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Peoples' action...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People here ow...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People here try...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People here ar...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When facing a challenge, individuals in this organization feel comfortable reaching out for: *

- ☐ Guidance from peers
- ☐ Guidance from supervisors
- ☐ Assistance from colleagues
- ☐ Assistance from supervisors

Employees here carry out their responsibilities with a sense of contribution towards: *

- ☐ Their immediate community
- ☐ Broader society
- ☐ Humanity as a whole

PLAGRIASM REPORT