



Impact of Workplace Spirituality On Job Satisfaction: Special Reference To The IT Sector

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Abstract: This study is focused to understand the impact of spirituality at the workplace moderated by the effects of the Covid pandemic on satisfaction at the job for individuals at organizations. Employees work at full capacity and have a higher chance of reaching their full potential than those who operate in an environment where spirituality is not valued. The tremendous instability generated by Covid-19 has crippled many businesses and harmed individual work satisfaction. Through convenience sampling, the data is collected from 113 individuals having work experience in the IT sector (43.4% female respondents and 56.6% male respondents). The results show that if workplace spirituality exists in an organization there is an increase in job satisfaction among the employees. The results show that the relation between workplace spirituality and job satisfaction is mediated by Covid. A spiritual working environment allows employees to be more creative, evaluate changes more strongly, and accomplish much greater transformation as they experience increased job satisfaction, mental well-being, and organizational dedication.

Index Terms: human resource, workplace spirituality, job satisfaction

INTRODUCTION

At the end of 2019, the world was hit by the Covid pandemic. Around 676 million are infected and 6 million deaths are reported (worldometers.info). The world's gross domestic product (GDP) fell by 3.4 percent in 2020. A 3.4 percent slowdown in economic development effects in a loss of nearly two billion dollars in economic yield, if that amount is considered. The gross domestic product of the world was 84.54 trillion USD in 2020. On the social side, we see a sharp drop in employment, with hours worked down by about 10.5 percent, which equates to 305 million full-time workers. The issue of COVID-19 has affected organizations all over the world, including in India; many of these organizations find it difficult to survive with less working capital and maintain a stable top. The health and safety of the workforce are paramount. Reduced mobility between sectors has forced organizations, including WFH, to adopt new ways of operating.

The pandemic has probably shifted the way of working from an office to work from home model. Work from home has replaced the traditional 9-5 office workday in more than half of the world's workforce. Therefore, organizations are adopting a hybrid-workforce model. In a lonely work environment lacking in personal contact, employees - mainly fresher ones - feel secluded and demotivated (Pew Research Center, 2020). They soon lose commitment and attention. Technology replaces traditional workplaces to boost stakeholder income without significantly altering those revenues, leading to a loss of organizational spirituality at many companies. (Khan et al., 2015). Such a relationship is essential for creating an organization's culture and overall identity, and it encourages employee dedication, motivation, and loyalty—all of which are the cornerstones of an organization's resilience. Building a strong feeling of community inside virtualized organizations is therefore a crucial but extremely difficult topic. (Williams, 2002)

This is the area where workplace spirituality has the potential to be very important. Workplace spirituality gives workers a fresh yet potent method to relate to their bosses and coworkers (Narayanswamy, 2008). An employee who has a spiritual connection to a company may view work as a passion or a vocation and will thus be more committed to the company. (Van der Walt & de Klerk, 2014) Such commitment turn into a potent force multiplier for organizational resilience. An otherworldly association with an organization will empower representatives to determine a solid sense of having a place and sense considerably more association with their coworkers and bosses indeed in a virtual environment (Gull & Doh, 2004). Businesses that hone open-mindedness and decency, count regard for social differing qualities, the thought of employees' individual values, worker improvement activities, representative association in supervisory, objectivity from high-ranking workers, and positive employer-employee connections, make spiritual workplaces (Shankar Pawar, 2008). Several studies have demonstrated that when faith is recognized at work, people are not only

happier but also more dependable, dedicated, and productive (Chawla and Guda 2010). In comparison to a workplace where spirituality is not supported and appreciated, there is also a reduced percentage of absence. (Komala and Ganesh 2007)

A most profound sense of being is a heightened individual and personal involvement that does not fundamentally depend on visit physical intuition or contact with others or the exterior world (Majeed et al., 2018). Since sense and higher persistence are at the heart of workplace spirituality, organizational support for it unavoidably gives workers' work and the workplace a sense of importance and determination (Rezapouraghdam et al., 2017). Such profound significance will inspire employees to reach their full potential, which will lead to excellent organizational performance (Pawar 2009).

NEED OF THE STUDY

The idea of workplace spirituality and how it could affect how effectively human resources are used have gained more attention in recent years, especially in the information technology (IT) industry. The assertions of mediation of COVID on the link between spirituality at work and job happiness, however, are not backed up by any empirical data. Therefore, the purpose of this study is to explore the connection between workplace spirituality and the efficiency of human resources in the IT industry. The study will pay particular attention to defining the essential elements of workplace spirituality and how they affect job happiness. The results of this study will give HR managers and practitioners useful information they can use to create and put into practice strategies that will increase workplace spirituality and overall human resource effectiveness in the IT industry.

RESEARCH METHODOLOGY

Population and Sample

This research is primarily focused on the employees of the IT industry in India. The data is collected from 113 individuals working in the IT industry. The questionnaire is framed on google forms and responses are collected through convenience sampling by online mode.

Data and Sources of Data

The demography of respondents includes males, females, and also those who don't reveal their identity, having work experience at the very early stage of their career i.e. less than a year to experienced employees experience of more than 12 years. Workplace spirituality is measured by having its components with 16 questions, for covid related analysis 5 questions are included and for satisfaction at the job, there are 9 questions from Minnesota Satisfaction Questionnaire (MSQ). The literature review is also included in the current study, where journals, articles, and research papers are refined based on the factors of this study. The data collected from responses is checked and cleaned, to check the reliability of data and regression SPSS is used.

Theoretical framework

There are currently more than 70 definitions of spirituality in use, however, there isn't a single definition that everyone agrees on. Indeed, there are several ways to characterize a concept as complicated and varied as spirituality at work. For instance, the most profound sense of being has been depicted as our internal awareness, a particular type of work feeling that persuades activity, "a procedure of ones-enlightenment", "a worldview plus a track" (Laabs, 1995), "access to the blessed force that impels life," and "it's like capturing a blessed messenger - it's ethereal and excellent, but puzzling" (Cavanagh et al., 2001). These definitions often characterize spirituality as an individualized, complex, and elusive idea that is hard to pin down in one concise phrase. It is a highly complicated and contentious question whether implementing, encouraging, or integrating spiritual activities into companies leads to a gain in productivity or profitability. (Karakas, 2010)

There are many ways to define spirituality, such as a state of mind or a method of approaching and connecting with inner superpowers and experiences (Peterson, 2002). In this sense, spirituality provides a technique to increase both one's Intelligence and emotional quotient. The desire for persistence and fulfillment not only the sense of work, and interconnectedness with others, are all aspects of workplace spirituality. (Ghai & Mohan, 2018) The rising scheming in spirituality was uniquely ascribed to changes within the work environment, which made the workers long for something more in their lives (Mahipalan & S., 2019).

Studies have confirmed a beneficial role for positive behaviors at work, organizational commitment, work engagement, job performance, and coping with stress. (Walker, 2013).

How religion may help people achieve fulfillment, integrity, and a pleasant state of mind by fostering hope, appreciation, and forgiveness from the standpoint of psychological practice. It is essential to remember that forgiveness can have religious roots as a moral virtue. On the one hand, moral traits derived from religion might be viewed as useful values by those who are oriented toward religion (Marques et al., 2012). On the other hand, those who have an innate religious orientation see forgiveness as an autotelic value unrelated to being forced to behave in a way that is consistent with this virtue. Interpersonal forgiveness may be used as a productive stress-coping strategy at work if one has a strong religious commitment. Internalized religious principles and values have an influence on daily life at work for people with a strong religion-oriented system (ROS), affecting how they perceive the world, how others perceive them, how they behave, and how they deal with stress. (Wnuk, 2022) spirituality is a system of hierarchical values, which advances the individual's encounter of amazing quality through work. (Marques et al., 2011)

Several businesses have been rendered inoperable by the continuous worldwide unrest brought on by the Covid-19 epidemic. Corporate leaders from all sectors have realized how crucial it is to increase organizational resilience in order to deal with recent and upcoming external shocks like COVID-19. Workplace spirituality has gained importance on the corporate agenda because it is seen to supply representatives a solid feeling of reason and having a place, which in turn boosts morale and job dedication. A high degree of participation at the side the back of associations diminishes stress (Zeffane & McLoughlin, 2006). The link is formed with the internal selves of others, and affiliation is felt on a deeper level. (Pardasani et al., 2014)

The combination of the slowing economy, business scandals, employment insecurity, and workplace inequalities has left companies

and organizations feeling discouraged (Golestanipour, 2016). Many employees have experienced fear, dissatisfaction, and isolation, which has caused them to lose faith in organizations and even their sense of identity. The most causes of these issues are the need of any interface between their callings and the next reason in life and the need of organizational concern around this jumble. These persistent issues have only gotten worse as a result of the worldwide epidemic. (Walker, 2013)

In order for organizations to develop the essential strength and guarantee feasible development in a progressively turbulent worldwide trade environment, it is crucial that they forge strong bonds between their workforce and their organizations and infuse the workplace with meaning and a developed purpose (Chawla, 2014). This is the area where workplace spirituality has the potential to be very important. Three factors account for this: First, workplace spirituality gives workers a fresh yet potent method to relate to their bosses and coworkers. An employee who has a spiritual connection to a company may view work as a calling or a vocation and will thus be more committed to the company. Such commitment is a significant factor in organizational resiliency (Bickerton & Miner, 2021). Secondly, the deepest sense of existence can be a highly personal and private encounter that does not rely heavily on normal physical intelligence or contact with other people or the outside world., representatives can have a place and experience a more pronounced sense of connecting with colleagues and managers in a virtual environment. (Obregon et al., 2021). Finally, since meaning and higher reason are at the heart of work environment most profound sense of being, organizational support for it unavoidably gives workers' work and the workplace a sense of importance and persistence. Such profound significance will inspire employees to grasp their full potential, which will lead to excellent organizational performance. (Yin & Mahrous, 2022)

Differences within the work environment is truly approximately character, which reflects fundamental social distinctions between people. Differing qualities within the working environment incorporates not fair self-evident or surface-level contrasts (such as age or race), but too deep-level contrasts related to sexual introduction, lesson, or indeed religion (Baharom et al., 2017). While some religious affiliations might go unnoticed by coworkers, others show outward signs, such as the hijab or turban worn by certain Muslim women, Jewish males, or Sikh men. When the workforce changed within the center of the 1980s, obvious signifiers begun to raise issues that are still important to differing qualities arrangement nowadays (Worthington & Scherer, 2004). The current benchmarks of working environment arrangement habitually concentrate on obliging religions, such as permitting supplication time and time off for devout recognition, but may not continuously address the intuitive between religion and proficient personality. (Héliot et al., 2020)

Spiritual workplace where people can fulfill their internal identities by doing significant work within their communities. Job performance researchers have shown that low levels of job performance lead to unwanted side effects such as no-shows, dissatisfaction, low morale, and increased turnover. (Martin & Cullen, 2006). A few considers investigate conceivable associations between working environment otherworldly existence and worker fulfillment and commitment. Although there is a surprisingly positive correlation between the mentality of the work environment and the three job qualities, there is a significant difference between human otherworldly presence and three work-related behaviors (including some degree of job satisfaction). There is no definitive relationship between them (Mishra et al., 2017). Working environment creating a unique environment within the working environment with conviction, creativity and appreciation, the deepest sense of being part of the corporate culture that fosters the relevance of the group. (Vasconcelos, 2018). Inspiration at work environment upgrades employees' self-esteem, decreases stress and fortifies their mental prosperity, which in turn influences person and organizational execution. Actualizing spirituality at work environment may be a win-win take absent for both, the organization and the representatives (Khari & Sinha, 2017).

Employee spirituality and inspiration can sustain an honest to goodness sense of community, soul and warmth within the work environment, shared values and a shared sense of reason can turn a company into a community where every day work takes on a more profound meaning and internal fulfillment (Gull & Doh, 2004). Existence that is mostly favourable to self and other living beings is the deepest experience of existence. Spiritual information introduces us to our inner selves and reveals insights we never imagined existed within us. (Rego et al., 2009). The meaning of the deepest feeling of being has taken many forms. People frequently mix up religion with spirituality, believing they are the same thing. (Cox et al., 2012). A spiritual individual is also religious, but a religious person is not always spiritual since it is simple to follow a religion but challenging to be a spiritual person. In fact, the two are very different. Religion gives life a direct substance. (Kauanui, 2015). Religion creates the foundations of the show society in which we live, but spirituality (the reality of our soul within) is the deepest sense of being, without the physically visible world, the social world, support ideas within.

MEASURES AND HYPOTHESES

Five criteria have been selected for gauging workplace spirituality based on the literature: meaningful work, Sense of community in the workplace, Alignment with Organizational values and well-being. A five-point system was used to design each item.

From 1 (Strongly Disagree) to 5 (Strongly Agree), use the Likert scale. Below, definition of each of these dimensions along with the corresponding hypothesis.

Meaningfulness of work: The conviction that individual's job is as significant and meaningful chunk of life. Meaningful work gives people the chance to be creative, which leads to happiness and joy, which will ultimately boost workers' satisfaction at job (Duchon and Plowman 2005).

H1 Meaningful work has a positive effect on the satisfaction of employees at job

Sense of community in the workplace: A positive emotion that results from collaborating with others on a project for a shared goal (Duchon and Plowman 2005). Nowadays, much of an employee's time is spent at work, leaving little time for friends or neighbours. They thus try to satisfy this desire at work by creating a sense of community.

H2 A sense of community within the working environment has a positive effect on the satisfaction of the employees at the job.

Alignment with Organizational values: Acceptable behaviour expectations that are adhered to by all organization members. Organizational values are becoming increasingly significant as a result of the quickly evolving workplace contexts. The most significant spiritual aspect for contentment is an organization's ideals. (Milliman et al. 2003)

H3 Alignment with Organizational values has a positive effect on the satisfaction of employees at the job.

Compassion: Tremendous empathy and grief for those who are suffering, and a strong desire to relieve their suffering. Delgado (2005) sees it is defined as the desire to care for and help others for their own satisfaction.

H4 Compassion has a positive effect on satisfaction of employees at the job

Stress/Covid Measures: Work from home is difficult for employees since they don't experience the company atmosphere and culture at home, and they have frequent family disruptions, work-life struggle, and work-life imbalance. The majority of representatives feel disappointed and unsatisfied with their occupations since they need the essential tools and equipment (computer, mouse, printers, scanners, web association, earphones, camera, and a quiet space to work). Workers are questionable approximately both their work security and their pay. The essential obligation of businesses is to see out for the welfare of its representatives and appropriately engage them, guaranteeing that they are fulfilled and committed at all times. Workers that are devoted to their company are reliably cheerful in their positions.

H5 Covid is moderating the relationship between spirituality at the work and satisfaction of employees at the job.

Job Satisfaction

The relevance of job satisfaction makes it one of the foremost noteworthy employee attitudes in organizational study. In other words, many managers merely think that people would perform better if they are happier. Studies on work fulfillment have appeared that low work satisfaction will result in undesirable side effects such non-appearance, objection expression, low assurance, and high throughput. Garg et al., (2019) defines job satisfaction as “job attitude which is largely determined by employee’s experience at the workplace”. The physical work environment, colleague associations, authority fashion, sum of centralization, and designation of specialist all have an impact on these employees' encounters (Kersley et al., 2006). According to Aftab et al., 2022 organizations need to realize that while JS demands resources, such resources go beyond what the company can offer. De Klerk et al. (2006) go on to say that since numerous people spend more time at work or in formal job-related exercises than on other individual issues; work, organization, and the working environment are getting to be progressively critical in one's life. As a result, workers endeavor to fulfill their spiritual necessities at work (Garg et al., 2019).

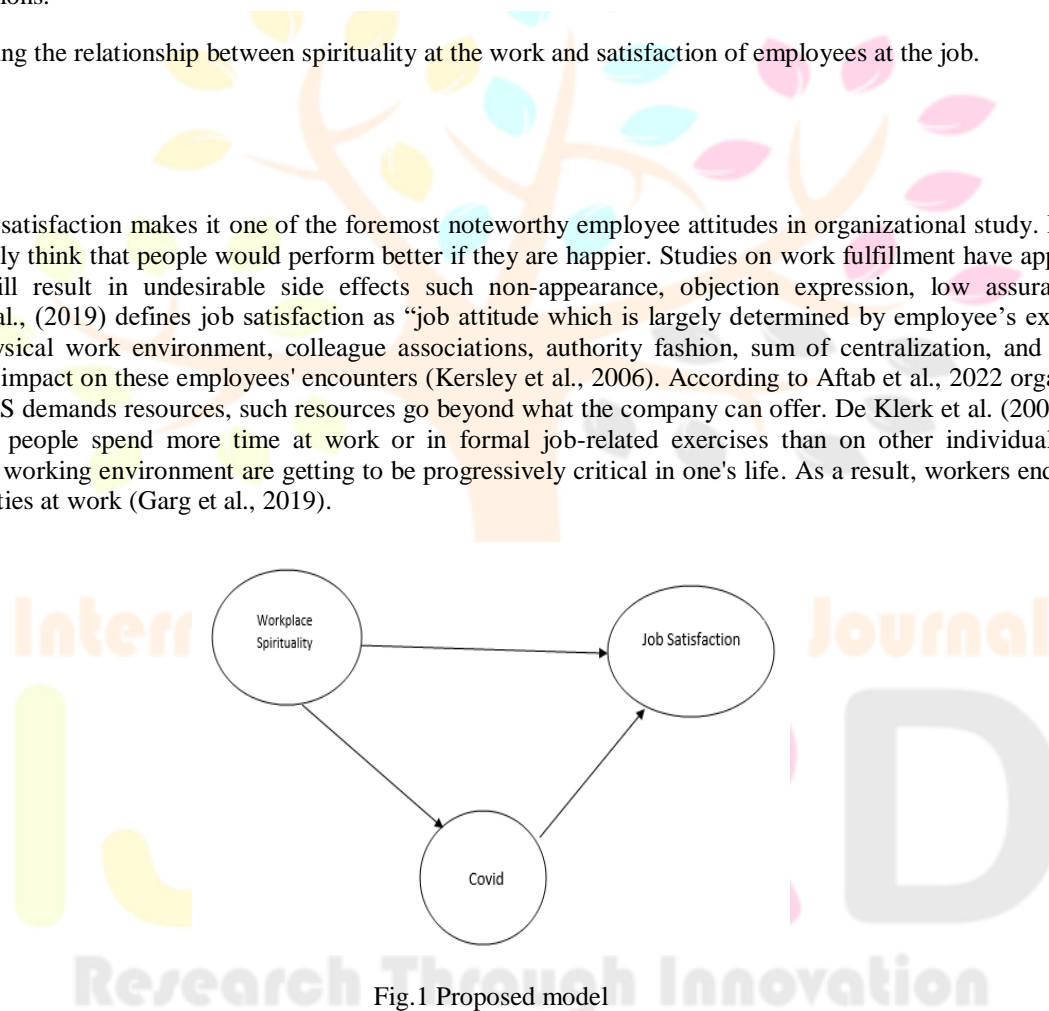


Fig.1 Proposed model

RESULTS & DISCUSSION

Through convenience sampling, the data is collected from 113 individuals having work experience in IT sector (43.4% female respondents and 56.6% male respondents). The respondents are from 5 age groups:

Table1: Demographic information of respondents

Age Group(in years)	Percentage of respondents (in %)
20 -25	51

25 -30	32
30 -35	11
35 -40	4
40+	2

The Cronbach's alpha value is 0.934, specifies that the data is very reliable.

H1 Meaningful work has a positive effect on the satisfaction of employees at job

The analysis resulted in Pearson correlation coefficient 0.639, and this is very substantial. This highly substantial correlation coefficient shows that meaningful work favorably influences workers' satisfaction at the job. So, this hypothesis can be accepted based on the results. Also, from the results it can be stated that if meaningful work is given then there is improvement of 40.8% and it leads to increase in job satisfaction of the employees. As a result, it shows up that workers' assignments ought to be custom fitted to their qualifications, engagement, and interaction. They will work with more noteworthy liveliness, energy, and innovativeness beneath such conditions, and will in this manner sense a feeling of attainment and fulfillment.

Table 2: Correlation between Meaningful work and Satisfaction at the job

Model	R	R Square	Adjusted R Square
1	.639 ^a	.408	.403

H2 A sense of community within the working environment has a positive effect on the satisfaction of the employees at the job.

The analysis done based on the data; Pearson correlation coefficient is 0.705 which is highly significant indicating that the sense of community affects the satisfaction of the employees at the job positively. Therefore, this hypothesis is also accepted based on the outcomes. Based on the results it can be depicted that the if employees have sense of community at workplace then there is improvement of 49.7% in job satisfaction. As a result, a sense of community in the workplace has a greater impact on workers' job performance than their actual work. This is likely due to the increased workload and working hours in the insurance industry. As a result, salespeople spend most of their time at work. I don't have time to see my family, friends and neighbors. As a result, people can fulfill this desire in the workplace by participating in group projects, sharing and making a difference with respectively other.

Table 3: Correlation between Sense of Community and Satisfaction at the job

Model	R	R Square	Adjusted R Square
1	.705 ^a	.497	.492

H3 Alignment with Organizational values has a positive effect on the satisfaction of employees at the job.

From the data, Pearson's correlation coefficient value is 0.702, and this is very substantial. This high significant value of correlation coefficient indicates that alignment with organizational values positively affects satisfaction of employees at the job. So, the hypothesis can be accepted based on the results. Also, from the results it can be stated that if employees are aligned with organizational values than increase of 49.3% is there in satisfaction of employees at the job. Thus, this is also supported by the results. Organizational values include consideration for individual values, employee engagement in decision-making, remuneration and recognition, reasonable and fair behavior by experienced workers toward younger workers, and respect for everyone.

Table 4: Correlation of Alignment with organizational Values and Satisfaction of employees at the job

Model	R	R Square	Adjusted R Square
1	.702 ^a	.493	.488

H4 Compassion has a positive effect on satisfaction of employees at the job

Pearson’s correlation coefficient value is 0.641, and the value is very substantial. This highly substantial value of correlation coefficient indicates that compassion positively affects satisfaction of employees at the job. So, this can be accepted based on the results. Also, from the results it can be stated that if employees are compassion than increase of 41.1% is there in job satisfaction of employees. The presence of great sympathy and distress for somebody who is facing a catastrophe, as well as an offer to help alleviate the pain, offers a sense of joy and raises employee satisfaction.

Table 5: Correlation between compassion and job satisfaction

Model	R	R Square	Adjusted R Square
1	.641 ^a	.411	.405

Combined values of inter-correlation of all factors of spirituality at the workplace and satisfaction at the job for employees

Table 6: Correlation between workplace spirituality and job satisfaction

Model	R	R Square	Adjusted R Square
1	.723 ^a	.603	.599

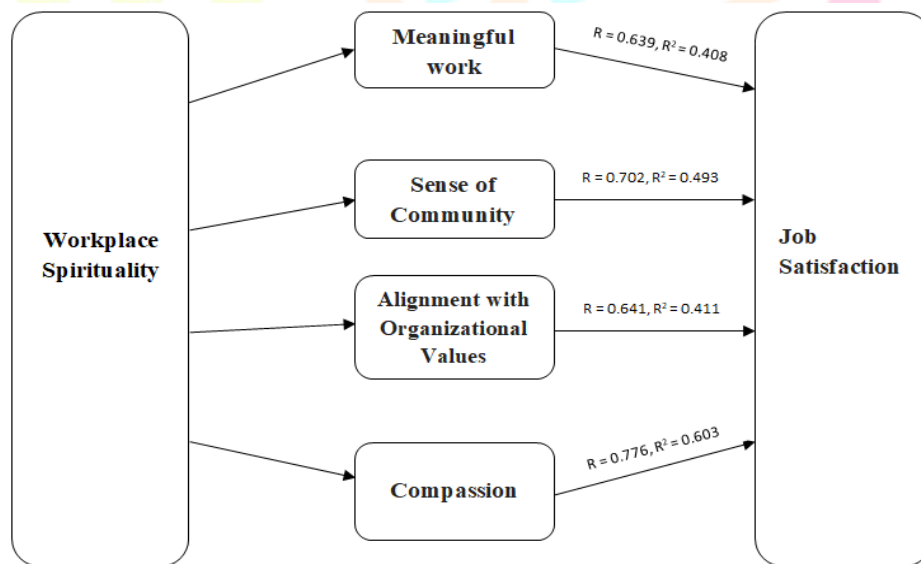


Fig. 2 Effects of each factor of workplace spirituality on job satisfaction

The direct relationship between spirituality at the workplace and satisfaction of employees at the job shows that Pearson’s correlation coefficient value is 0.723, and the value is very significant. The analysis states that if spirituality at the workplace is there in employees than increase of 60.3% in the satisfaction of job in the employees.

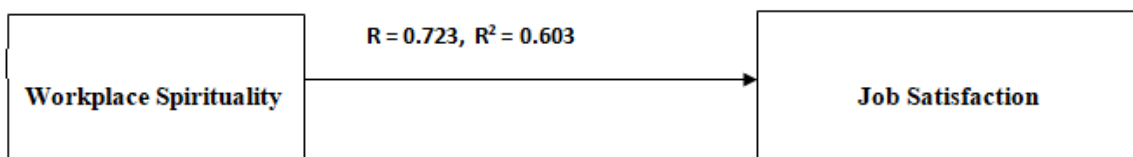


Fig.3 Combined effect of all factors of spirituality at workplace on satisfaction of the job

H5 Covid is moderating the relationship between spirituality at the work and satisfaction of employees at the job.

The direct relationship between spirituality at the workplace and satisfactions of the job shows that there impact 72.36%(0.7236). The indirect relationship, relationship between spirituality at the workplace and satisfactions of the job mediated by the covid , value is 22.26%(0.2226). As the value depicts that there is a positive connection between spirituality at the workplace and satisfactions of the job and covid as a mediator. The total value after data analysis is 94.62%(0.9462) between workplace spirituality, job satisfaction and covid as a mediator. The hypothesis is supported with the data and is accepted.

Total effect of X on Y						
Effect	se	t	p	LLCI	ULCI	
.9462	.0729	12.9794	.0000	.8018	1.0907	
Direct effect of X on Y						
Effect	se	t	p	LLCI	ULCI	
.7236	.1013	7.1460	.0000	.5229	.9243	
Indirect effect(s) of X on Y:						
	Effect	BootSE	BootLLCI	BootULCI		
COVM	.2226	.1045	.0361	.4523		

Fig.4 Mediation analysis of workplace spirituality on job satisfaction mediated by covid

The final model with the values of direct relationships and indirect relationships is:

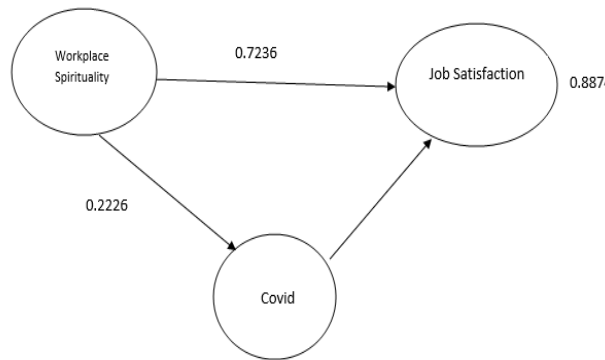


Fig.5 Overall model

This study is focused to research the association among the spirituality at workplace and satisfaction at job of employees in IT industry which is mediated by the Covid/stress measures, the analysis based on correlation shows that there is strong positive relationship between all three. Also study shows that the aspects of spirituality at workplace considered here, meaningful work, sense of community, alignment with organizational values and compassion has are having positive correlation with the job satisfaction. Employees work at full capacity and have a higher chance of reaching their full potential than those who operate in an environment where spirituality is not valued. The tremendous instability generated by the Covid-19 has crippled many businesses and harmed individual work satisfaction.

The present study encompasses different aspects considered for spirituality at workplace and the results shows the positive relationship of these aspects impacts the satisfaction of employees at their job. The organizations need to understand that every individual has both aspects of life i.e. outer life as well as inner life, the self-satisfaction will help them to achieve outer life satisfaction(Chang et al., 2015).A spiritual working environment allows personnel to be extra creative, evaluate alterations more strongly, and accomplish much greater transformation as they experience increased job satisfaction, mental well-being, and organizational dedication. (Martin et al. 2005). The dimensions of spirituality at workplace appear a 60.3 % constructive change in the satisfaction of the job level of the employees, so to attain fulfilment of employees at the organizations got to see at more viewpoints than mere money-oriented rewards.A societal transformation can result in beneficial organizational changes, such as representatives who is fearless in speaking the truth. (Lavrič&Flere, 2008). They can show management how to listen and provide a safe environment for employees to be valued for who they are and who they can become, what they can achieve for the company. A method like this fosters a healthy and empowered work environment, which leads to higher job satisfaction, stronger job commitment, and lower absenteeism and burnout.

Management in many industries has recognized the importance of building organizational agility to face current and future external shocks such as Covid-19. Workplace spirituality, which can give employees a strong sense of purpose and belonging, thereby strengthening determination and commitment to work, has become a consistent agenda for the company. There are several potential issues in workplace spirituality, including:

1. Misalignment with company values: Workplace spirituality may conflict with the values and goals of a company, leading to tension and decreased employee satisfaction.
2. Different spiritual beliefs: A diverse workforce may have varying spiritual beliefs and practices, which can lead to conflicts and misunderstandings.
3. Pressure to participate: Some employees may feel pressured to participate in spiritual activities in the workplace, which can lead to feelings of discomfort and resentment.
4. Lack of inclusivity: Spirituality programs in the workplace may not be inclusive of all employees, leading to feelings of exclusion and discrimination.
5. Resistance from management: Some managers may be resistant to incorporating spirituality into the workplace, viewing it as unnecessary or unprofessional.

To minimize potential problems and promote a supportive workplace for all employees, it is vital that companies address workplace spirituality in a sensitive, transparent and inclusive manner. The first step to harnessing the vast spiritual energy, or untapped human capital, is workplace spirituality. It can be an acknowledged fact that human resources are a very important source of sustainable competitive advantage and successful companies are best able to recruit, retain and promote their employees (Pfeffer, 2003). A person's higher purpose and reason for being, and their ability to climb beyond, are the true source of their inspiration and dedication. The management of supernatural beings therefore becomes an important topic in corporate personnel management. Organizations that take the lead in exploring this critical area will be far better prepared for the arrival of the post-digital age and the underutilized alien perspective.

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