



Harness Workplace Spirituality for Enhancing Employee Job Performance and Satisfaction in Human Resource Management

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Abstract : Seven hours a day an individual spends at work not just to get a paycheck, but also to define identity. In the field of human resources and work and organisation, workplace spirituality (WPS) provides a chance to assist employees in searching for their identity and more importantly, to seek meaning in their work, to manage or lower stress levels and uplift performance. The present research investigates cross section of correlational relationship between work based spirituality (WBS), job satisfaction (JS) and employee job performance (EJP) amongst the college employees in Haryana and Delhi NCR. Using quantitative research design, Underground Structural Equation Modeling (SEM) was employed to test proposed relationship. Self-administered questionnaires were used to gather quantitative data from a convenience, cross-sectional sample of 550 working people. The following variables were used in the study by assessing WPS, JS, and EJP. The findings do show a positive relationship between WPS and job satisfaction and WPS and employee performance. More particularly, the presented path coefficients indicate that WPS influences JS to an extent of 0.645 while a trigonometrically down-scaled extent of 0.454, WPS affects EJP. The SEM model estimated accounted for 59.5% of the variance in EJP, and 41.4% in JS, evidencing the great impact of WPS for these results. This study underscores the need to enhance religious meaningfulness among workers to increase their quality of life as well as organizational productivity.

Keywords : Workplace Spirituality, Job Satisfaction, Human Resource Management.

1. Introduction

1.1 Background of the study

Workers put in a lot of hours in the office, where their roles should enable self-expression beyond just a college routine. When people work with their hearts or minds, they find meaning and purpose in what they do (Mirzayevich, 2023). Within the realm of Human Resource Management (HRM), spirituality in the workplace can lower stress, absences, and conflict while improving spiritual health and work performance (Chirico, 2023; Mittal, 2024). Effective HRM practices that promote good mental and emotional health contribute to inner peace and a sense of purpose (Khemraj, 2023; Luthans, 2024). even though there isn't a single agreed upon definition (Rathe, 2020; Jena, 2022) .HRM place a crucial role fostering a workplace that allows individual to express their spirituality. Work is a good place for people to show their faith because they spend so much time there (Rocha, 2021; Astakoni, 2022). This can lead to important experiences for both individuals and the institution as a whole .

1.2 Workplace Spirituality: A Path to Positive Organizational Outcomes

Positive studies (POS) and positive psychology are both growing fields that are starting to look into workplace spirituality (WPS) in HRM (Shankar Pawar, 2008). Despite significant workplace changes, WPS remains crucial for organizational success. Initially emerging as a movement in the 1920s, Interest in WPS grew as more and more people looked for ways to incorporate their religious or spiritual views into their jobs. HRM practices can play a pivotal role in this integration. Kriger and Seng (2005) define spirituality as transcending oneself and recognizing interconnectedness that HRM can support through initiatives that promote a sense of community and shared purpose. Marques, (2007) describe WS as fostering connection to higher goals and community. According to Westgate (1996), WS comprises meaningful work, transcendent experiences, intrinsic values, and community. Smith, (2018) emphasize that spirituality links one's soul to beliefs and inner self. Despite its growing popularity, research on WPS within HRM remains limited and relatively new (Sprung, 2012).

1.3 The Impact of Workplace Spirituality on Job Satisfaction and Performance

In HRM strategies, aspects of JS & WPS, for instance, meaningful work, sense of community and value are positively related (Hassan, 2016; Walt and Klerk, 2014). Houghton, (2016) examined the works of current leadership philosophies to get a better understanding of the means through which the improvement of WS could be accelerated within HRM. WPS was significantly positively related to work engagement, a key focus of HRM, according to Van der Walt (2018). WPS has receive much attention (Aboobaker, 2019) and is indexed in leading business dailies (Milliman, 2003). As described by Ashmos and Duchon (2000), WPS fosters an internal psychological existence through meaningful work with in a community which HRM can cultivate through targeted employee engagement initiatives. Giacalone and Jurkiewicz (2003) said that it is also essential to investigate WPS in connection with the corresponding organisational outcomes, a critical concern for HRM professionals. WPS has been associated with less worry, burnout and turnover (Aboobaker, 2019, Jin, 2017), enhanced JS (Sony & Mekoth, 2019), Organizationla commitment (Sandhu, 2019) and

well-being (Lizano, 2019). The studies prove that through WPS, the task-related and contextual performance enhances (Benefiel, 2014; Karakas, 2010). Nonetheless, future research angle towards the theoretical framework of adaptive performance and factors affecting it (Park, 2020; Gupta 2017; Marques-Quinteiro, 2019).

2. Literature Review:

It is now an important part of research to look into WPS, JS, and EJP. This literature review explores how integrating spiritual values in the workplace can enhance employee fulfillment and engagement, leading to tangible benefits for both individuals and organizations.

2.1 Workplace Spirituality (WS)

The work environment of WPS combines some aspects that may include: spiritual, mystical, interpersonal and cognitive aspects. Some of the elements of WPS include the following; meaningful work which has been remarked about as a way of giving employees a sense of importance and belonging (Sheep, 2004; Duchon and Plowman, 2005; Mirvis, 1997). The dimension compassion which aims at showing considerable understanding within working environment, with a view of strengthening interpersonal communication (Snyder & Lopez, 2001; Petchsawanga and Duchon, 2009).

Another important factor is the sense of community that people are and have together some purpose and goal; that they belong to a group (Harrington, Preziosi and Gooden 2001). Patterns of transcendence that involve experiences beyond the ordinary work-related activities promote the understanding of a greater purpose in life (Dehler and Welsh, 1994; Sheep, 2004). Compliance with the values also ensures that individual personal values would be in harmony with the mission of business (Rego and Cunha, 2008; Pradhan and Jena, 2016). On the one hand, Gratitude foster appreciation and diversification; on the other hand, cultivating inner life helped towards self-actualization with improved quality wellness (Chawla & Guda, 2010 Fry, 2005 Saxena & Prasad, 2022 Charoensukmongkol, 2015). Last of all, interconnectedness is an understanding of relations in the organizational setting as required by Mitroff and Denton (1999) as well as McGhee and Grant (2008).

2.2 Job Satisfaction (JS)

It refers to the degree of satisfaction or dissatisfaction an individual has with their job as way of ascertaining how well aspects of a given job match expectations (Cranny, 1992; Locke, 1969). This sort of satisfaction is highly correlated with the nature of the tasks, that is, why people stick to their jobs and, therefore, are happy (Edwards, 2008; Frye, 2000; Rentsch & Steel, 1992; Weiner, 1980). Receiving rewards from tasks and commitments at workplace is one of the components of Trust and psychological wellness of a worker to the organization.

2.3 Employees' Job Performance (EJP)

It is measured by various activities that affect an organisation and an individual (Molefe, 2010). Work-specific performance on the other hand, measures the behavior that is directly associated with the tasks that the employee has been assigned to do within the organization (Greenslade & Jimmieson, 2007; Ng and Feldman, 2009). Another type of performance, has to do with the manner in which an employee relates to the internal environment of the organization and the work climate therein; this is referred to as contextual performance (Viswesvaran, 2005; Gibbons, 2006a, b; Fein, 2009). Performance evaluation entails a review of the suitability and efficiency of these actions that may at times define the success (Van Woerkom and de Reuver, 2009) .

3. Conceptual Framework and Hypothesis Development:

To improve the results of a colleges, it is important to know how WPS, JS, and EJP affect each other. The following table 1, presents a structured overview of the key relationships among these variables, highlighting how WS influences JS, which in turn impacts EJP.

Table 1: Hypothesis Development

Relationship	Description	Key Authors
WS and JS	H1: Workplace spirituality (WPS) positively influences job satisfaction (JS) by enhancing meaningful work and a sense of community.	Sawatzky, 2005; Belwalkar et al., 2018; Fatima et al., 2015
JS and EJP	H2: Job satisfaction (JS) positively influences employee job performance (EJP); satisfied employees demonstrate higher productivity and commitment.	Platis, 2015; Judge et al., 2001; Chen & Silverthorne, 2008
WS and EJP	H3: Workplace spirituality (WPS) significantly affects employee job performance (EJP) by promoting fulfillment, commitment, and creativity.	Krishnakumar & Neck,2002; Albuquerque, 2014
WS → JS → EJP	H4: Job satisfaction (JS) mediates the relationship between workplace spirituality (WPS) and employee job performance (EJP).	Campbell, 2014; Tischler, 2002; Jacobs & Solomon, 1977

The hypotheses developed in the literature (Table 1) reflect these relationships, emphasizing the significant role of WS in fostering a positive work environment and enhancing overall employee effectiveness.

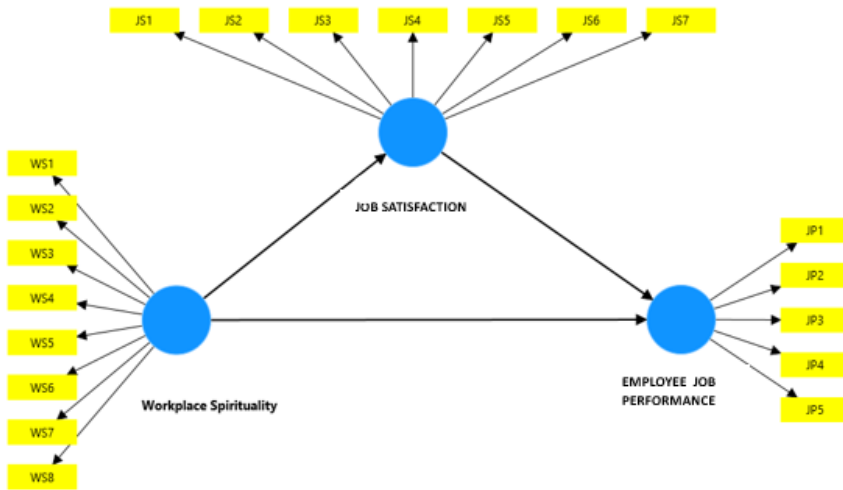


Fig 1: Conceptual Framework

Source: SmartPLS4 Work

4. Objectives of the study:

1. To look into the link between WPS and employees' job performance.
2. To find out if JS can be used to show a connection between WPS and EJP.

5. Research Methodology

Research adopts a quantitative research design in order to thus present holistic view on how WSP affects job performance with JS as the middle variable. While this design involves the use of quantitative data to establish the levels of relationships and the use of insight to discover some fundamental reasons.

5.1 Population and Samples

The study focuses on employees from the Haryana region and Delhi-National Capital Region in India; the total respondents selected in the study are 550. The choice of the participants was done using a Random sampling technique. Since the study is concentrated mostly on Haryana and Delhi NCR region of India. The sample possibly

includes several industries and types of occupations in the region. The researcher might be interested in the certain cultural or economical background, which might affect the employee's relations and their attitude to the spirituality in the workplace.

5.2 Measurements and Testing Research Variables

Using a number of important variables in the investigation, the relationships between WPS, JS & EJP are investigated. IVs include aspects of WPS and they are as follows; embrace diversity, meaningful work, sense of community, gratitude (Saxena & Prasad, 2022). Among the DVs of workplace spirituality, two, namely JS and EJP, influence the significant outcomes that are afflicted by it.

5.3 Procedure and sample

WPS and EJP in a Haryana and Delhi NCR, India's college are examined in this study. The college under inspection is known for its quality management and academic and administrative accomplishments. This choice offers a unique look into how spirituality in the workplace manifests in a top organisation. HR distributed hard-copy questionnaires to 600 randomly selected employees to collect data. With 550 questionnaires completed, the response percentage was 91.67%. A Likert scale, with 1 as "strongly disagree" & 5 as "strongly agree," was carefully made to find out what college staff thought about faith at work.

5.4 Analysis Technique:

To gather the data, the process involved surveys or questionnaires to identify the participants' perception on WPS, EJP & JS. The period for data collection was three months. The analytical methods used in this study employ a multiple method research design. Correlation analysis checks to see if there are any positive, negative, or empty links between factors. This gives us a first idea of how these variables are connected. In order to investigate the specified research hypotheses, the analysis is performed by Structural Equation Modeling with variance-based PLS-SEM by using SmartPLS 4 software (Ringle, 2015).

The research design is complicated, so, PLS-SEM is found appropriate to analyze the multivariate data. The analysis consists of the use of the formative predictor variable which includes the attractiveness of the university in the emerging economy (Cheah, 2019) and (Sarstedt, 2019). Besides, PLS-SEM is applied for the evaluation of mediational roles and for the usage of the complex models. In the case of analysing structural models, deterministic checks of first order and second order measurement models are made. After that, the structural model assessments are done through bootstrap subsampling of 5,000 by the bias-corrected percentile approach (two-tailed test) (Hair, 2022). Furthermore, a mediation analysis is carried out to find out how JS impacts the connection between WPS and EJP.

6. Data Analysis:

The data collected here is used to explore the relation among WPS, employees' performance at the job and JS among the lecturers in Haryana and Delhi NCR region

of India. Therefore, by undertaking exploratory and inferential data analysis, from descriptive statistics, reliabilities, and validity's strengths and furthermore by means of structural equation modeling they identified key findings and patterns stating how workplace spirituality affects job outcomes.

6.1 Respondents Profile:

Table 2 shows the demographic profile of the Haryana and Delhi NCR respondent group of 550 participants. The distribution of gender is almost equal standardized; 54.1% female and 45.9% male participants. This data presents the main demographic indicators that characterize the two regions.

Table 2: Respondents' Demographic Profile.

Classification	Total Sample % (n = 550)	Haryana % (n = 275)	Delhi NCR % (n = 275)
Gender			
Male	45.9	46.9	44.8
Female	54.1	53.1	55.2
Age			
0-30	20.2	35.4	3.8
31-40	35.3	19.5	52.4
41-50	22.9	21.2	24.8
51 and above	14.7	15.9	13.3
Experience			
Less than 5 years	37.6	47.8	26.7
5-10 years	25.2	14.2	37.1
More than 10 years	37.2	38.1	36.2
Monthly Income			
Below ₹30,000	20.0	25.0	15.0
₹30,000 - ₹50,000	30.0	20.0	40.0
₹50,000 - ₹1,00,000	35.0	40.0	30.0
Above ₹1,00,000	15.0	15.0	15.0
Work Organization			
Public	54.6	75.2	32.4
Private	45.4	24.8	67.6
Educational Qualification			
Master's with NET	40.1	33.4	43.8
Qualified			
PhD	36.3	40.4	32.2
Post Doc.	23.1	30.0	6.9

The data summaries of the respondents' impression of WPS, JP and JS are presented in table 3. WPS scores average between 3.823 and 4.032 right pointing that the perception is generally good and with moderate fluctuations. JP scores may range from 3.786 to 3.883, which also presented positive feedback, but with slightly lower average and variability of the values.

Table 3: Descriptive Statistics

	Mean	Median	Standard deviation	Excess kurtosis	Skewness
Q1	2.108	1.000	1.379	-1.260	0.664
Q2	1.935	2.000	0.937	-0.446	0.669
Q3	1.723	2.000	0.686	-0.704	0.457
Q4	1.447	1.000	0.624	0.096	1.085
Q5	0.268	0.000	0.443	-0.903	1.049
Q6	1.479	1.000	0.560	-0.639	0.635
WS1	3.823	4.000	0.514	4.447	-1.207
WS2	4.032	4.000	0.767	0.378	-0.485
WS3	3.912	4.000	0.627	2.887	-0.804
WS4	3.936	4.000	0.659	2.274	-0.719
WS5	3.937	4.000	0.645	2.332	-0.666
WS6	3.897	4.000	0.695	2.040	-0.769
WS7	3.893	4.000	0.687	1.658	-0.645
WS8	3.881	4.000	0.651	2.654	-0.802
JS1	3.577	4.000	0.552	0.866	-0.611
JS2	3.677	4.000	0.629	1.001	-0.405
JS3	3.672	4.000	0.662	0.596	-0.187
JS4	3.674	4.000	0.659	0.643	-0.214
JS5	3.723	4.000	0.574	2.692	-0.987
JS6	3.710	4.000	0.713	0.405	-0.103
JS7	3.671	4.000	0.646	0.677	-0.185
EJP1	3.786	4.000	0.533	2.943	-1.093
EJP2	3.883	4.000	0.781	0.533	-0.458
EJP3	3.859	4.000	0.728	1.369	-0.651
EJP4	3.810	4.000	0.707	2.466	-0.923
EJP5	3.822	4.000	0.687	2.767	-1.011

In table 3, JS scores therefore may range from 3. 577 to 3. 723, reflecting moderate variability. Frequency distributions are relatively equal around the midline, and yet certain observations imply that they might be non-normal, according to Cramér-von Mises tests. All these results will give an initial insight of the respondents' perception as to the areas deserving further research.

Table 4: Composite Reliability & AVE

	Cronbach's alpha	CR (rho_a)	CR (rho_c)	AVE
Employees' job Performance	.870	.880	.913	.666
Job Satisfaction	.859	.861	.889	.559
Workplace Spirituality	.910	.917	.939	.631

Refer to Table 4 for explanation of considerable internal consistency of the factors included in the study. Reliability of the employee job performance was high with a Cronbach's alpha, as well as rho_a, of 0. 870, and composite reliability (rho_c) at 0. 910. The AVE of 0.666 shows good convergent validity. Job satisfaction also demonstrates solid reliability (Cronbach's alpha: 0. 859 (rho_a: 0. 861, rho_c: 0. 889) with an average variances extracted (AVE) equal to 0. 559. Workplace spirituality exhibits exceptional reliability (Cronbach's alpha and rho_a: 0. 910, rho_c: 0. 939) and an AVE of 0. 631, this prove high level of convergent validity.

Table 5 : VIF Outer And Inner

VIF	Variables Used In Study	VIF
VIF Outer	EJP1	1.938
	EJP2	1.860
	EJP3	2.097
	EJP4	2.096
	EJP5	2.408
	JS1	1.750
	JS2	1.688
	JS3	1.881
	JS4	2.050
	JS5	1.720
	JS6	1.663

	JS7	1.749
	WS1	1.967
	WS2	2.119
	WS3	2.004
	WS4	2.112
	WS5	1.964
	WS6	2.346
	WS7	2.188
	WS8	2.190
VIF Inner	Job Satisfaction -> employees' job Performance	1.715
	Workplace Spirituality -> employees' job Performance	1.716
	Workplace Spirituality -> Job Satisfaction	1.023

Multicollinearity is expressed by estimate VIF values which are provided in table 5 above. While in the outer model the obtained mean VIF values for the set of predictors (EJP1 to EJP5, JS1 to JS7, and WS1 to WS8) vary from 1.663 to 2.408 and revealed moderate level of collinearity among the constructs. In the inner model, VIF values show low collinearity between constructs: We analysed the validity of the constructs with the following correlations: JS and EJP are correlated with 1.715, WPS and EJP with 1.716, and WPS and JS with 1.023, which demonstrate that the chosen constructs have minimal variance overlap.

Table 6: R²

	(O)	(M)	(STDEV)	(O/STDEV)	P-values
Employees' job Performance	.595	.603	.045	13.248	0.000
Job Satisfaction	.414	.418	.053	7.804	0.000

Table 6 reports the value of R², as the result of which it has been found that model possess 59.5% variance and thereby the value of R² is 0.595, while the percentage of 41.4% of the variance in job satisfaction is explained, the amount of variance was calculated and it is 0.414 (R²). Both are significant, with calculated T-statistics of 13.248 for job performance and 7.804 for job satisfaction, $p < 0.000$, which highly supports the fact that it accounts for substantial variation in these outcomes.

Table 7: HTMT Ratio

	(O)	(M)	(STDEV)	((O/STDEV))	P-values
JS -> EJP	.231	.242	.078	2.965	0.003
WPS -> EJP	.299	.317	.108	2.761	0.006
WPS -> JS	.714	.732	.163	4.378	0.000

This is shown in Table 7, which presents HTMT ratios for prejudiced validity between the constructs. Validity of the study is supported by correlations between JS and their JP, which equal 0.231, as well as WPS and JP that is 0.299. Nevertheless, high coefficient of relatedness concerning the considered constructs can be assumed, as the ratio regarding WPS to JS equals 0.714. Nonetheless, these results generally support distinct measurement of job-related constructs: The abbreviations EJP, JS, and WPS are used to refer to these components.

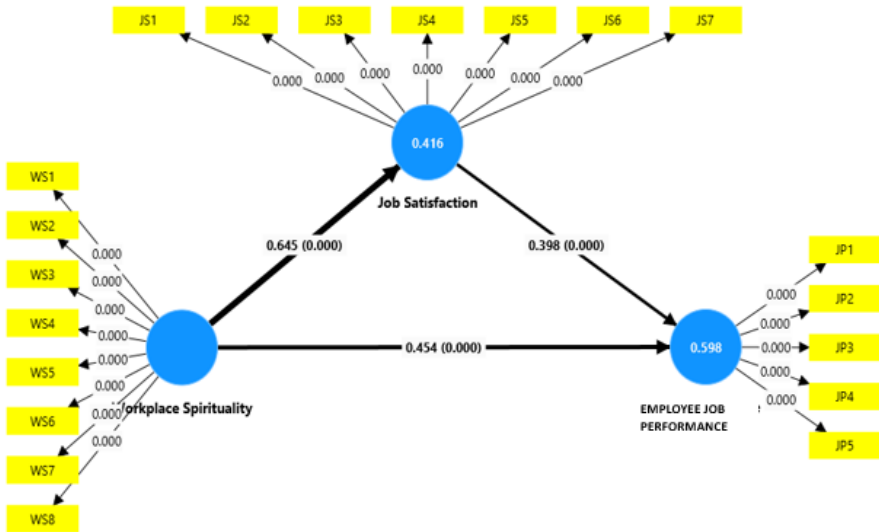


Fig 2: PLS-SEM Model

Source: SmartPLS4.0 Work

Table 8: Path Coefficient: Direct and Indirect Effects

	Relations	(O)	(M)	(STDEV)	(O/STDEV)
	JS-> EJP	.398	.399	.058	6.825
Direct Effect	WPS -> EJP	0.454	0.455	0.061	7.383
	WPS -> JS	0.645	0.645	0.042	15.525
Indirect effect	WPS -> JS -> EJP	0.257	0.258	0.042	6.134

Table 8 above, shows direct and total effects. The results indicate significant direct effects: The results showed that JS had a significant influence on JP with the path coefficient, equal to 0.398, thus, the level of satisfaction affected the level of performance and the higher it was the better results were obtained. Similarly, WPS has a direct positive impact on EJP where the path coefficient is equal to 0.454 proving that WPS in fact helps improve employee effectiveness. Furthermore, the analysis revealed that WPS has a significant moderating effect on JS with a path coefficient of 0.645 deeming it a significant factor to enhance the satisfaction levels of the employees. It will also be observed that the indirect effect of WPS to EJP through JS is also significant (indirect path coefficient = 0.257), in fact with the positive effects of WPS on performance, enhances first satisfaction.

Table 9: Total Effects

	(O)	(M)	(STDEV)	(O/STDEV)	P-values
JS -> EJP	.398	.399	.058	6.825	0.000
WPS -> EJP	.711	.712	.036	19.554	0.000
WPS -> JS	.645	.645	.042	15.525	0.000

Result in Table 9 reveal significant impacts: JS contributes to EJP with effect of 0.398 (T-statistics = 6.825, $p = 0.000$), it reveals the significance of satisfaction levels in boosting the job performance among the employees. WPS emerges as having even stronger effects; it is directly linked to JP with a total impact coefficient of 0.711 (T-statistics = 19.554, $p = 0.000$) this show how important work engagement is in determining performance outcomes. Also, WPS has overall an impact on JS of 0.645 (T-statistics = 15.525, $p = 0.000$, which underlines a major role of the construct in enhancing higher satisfaction levels of the employees.

Table 10 : Model Fit

	Saturated	Estimated
SRMR	.056	.056

d_ULS	.619	.619
d_G	.184	.184
Chi-square	614.109	614.109
NFI	.907	.907

Table 10 shows the results of the estimated model with the results of a saturated model in which all indicators are perfectly fitting. The SRMR of 0.056 for both models, thus demonstrates nearly absolute agreement between forecasted and actual values. As expected, the d_ULS (0.618) and d_G (0.184) also show a good fit; where the values are less, the models fit well. It might be recalled that the Chi-square value computed was 614.109 is still relatively high because of the large sample and the higher order model, and the NFI of 0.907 represents a fit that is significantly better than that of a null model.

7. Key Findings

The study on workplace spirituality (WPS), employee performance, and job satisfaction found overall positive responses, with mean WPS values between 3.823 and 4.032. WPS significantly influenced employee performance (path coefficient = 0.454) and job satisfaction (path coefficient = 0.645), with explained variances of 0.595 and 0.414, respectively. The instruments used were reliable, with high internal consistency (Cronbach's alpha > 0.86) and good model fit indices (SRMR = 0.056, NFI = 0.907). The analysis revealed that WPS positively impacts both employee performance and job satisfaction, highlighting its importance for enhancing organizational outcomes.

8. Conclusion

The findings implies that spirituality at work has a good effect on EJP and JS of employees in the Haryana and Delhi NCR, region of India. There is a link between the different aspects of WPS and the results of a company. Employee performance & job satisfaction both went up when people had positive views about workplace spirituality (with a path coefficient of 0.454 and 0.645 to be exact). The model explained 59.5% variance in EJP and 41.4 % in JS. Reliability and validity studies supported the findings concerning the use of the instruments used in measuring the constructs and total affects analysis sustained that the WPS played a huge act in determining positive outcomes of the colleges. Supporting WPS appears as the key intervention proven to benefit both the workers' and the colleges performance. Ideally, future work will consider those limitations defined above to restrict the sample and methodological approach; subsequently, future analyses can involve larger, more diverse samples and longitudinal or comparative research designs. This paper provides insights on the manner in which WPS influences organizational productivity.

9. Limitations of the study:

- The study had only employees who are in Haryana and Delhi NCR, India, hence the generalization of the study results cannot be done on other regions or countries.
- One critique that is worth mentioning is that questionnaires usually involve participants' self-reports, which limits the credibility of results as people may not always be truthful.
- The study acts as a cross-sectional one, thus it does not capture information over time; it cannot assess the temporal changes in the factors being investigated.
- Since the study was conducted in a certain College widely known for its performance, the key findings may not generalize to many other types of organization that are characterized by different culture or structure.

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Disclosure of Interests

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper. The authors declare that the research reported in this paper was solely funded by the authors themselves, with no external funding sources involved.

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