

Impact of spirituality at workplace on organizational commitment in private banks of Nagpur, India

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Abstract: Scholars report that, researchers and management professionals have steady increased their interest in spiritual issues at work. The concept of spirituality in life workplace has become more and more popular in recent years. This research is carried mainly to understand the relationship between workplace spirituality & organizational commitment. It was also studied the impact of spirituality on the commitment of employees from bank. For this research, four private banks were selected. Total 218 employees were randomly picked for this study. SPSS, version 23 was utilized for evaluating the data. It was found that spirituality strongly influences the organizational commitment, and it directly impacts on it. It was suggested that the management should consider spirituality at workplace seriously in order to enhance the productivity of employees, and they will be more committed towards their work.

Keywords: organizational commitment, workplace spirituality.

JEL Classification: M

Introduction

Banking system plays a significant and important role in the modern economic world. It is very important for the economy to keep money rolling, to help this bank helps to keep circulating the money in the economy. Banks collect the saving from the general public and give it to the business or manufacturing people in the form of loan. Thus, banks (commercial banks) help in creation of new capital (Omankhanlen, 2012). From time to time, the Central Bank make necessary changes in the monetary policy to keep the economy growing and formation of capital. There is beyond doubt that a robust & vibrant financial system has been identified as a vital catalyst for the development of the economy (Yauri, Musa, & Kaoje, 2012; Aurangzeb, 2012; Ogege & Shiro, 2013). Therefore, the performance of the banks is very important. The performance of the banks will improve if the employees are committed and trained towards their work (Bataineh, 2014).

Spirituality and organizational commitment go hand in hand. There are many factors that affect the performance of the employees, and one factor that empirically influence employee performance is workplace spirituality. Spiritual values have a positive impact on health and personal performance (Millimen, Czaplewski, and Ferguson, 2013).

The term «Spirituality» originated in France in the 17th century and describes a method of contemplation preferred by the silent movement. This word «Spirituality» is derived from the Latin word «spiritus/ spirituals», which means breath, air/wind (Marriam-Webster). Spiritus is defined as «an animating or vital principle held to give life to a physical organism» (Marriam-Webster). This means that the spirit is the vitality that lives in us, we live and breathe (Garcia, 2003). Till the 19th century, it has been related to mysticism and piety (Wright, 2004). Gibbon (2000) discusses spirituality in the context of deeply ingrained values.

Literature Review

Rajput and Jyotsna (2020), studied on the factor affecting workplace spirituality in educational institutions. For the study they selected 396 samples and found that organizational commitment, work performance and job satisfaction are important factors which affect the workplace spirituality. Thakur and Singh (2016), conducted a study on Indian organizations and suggested that staffs who practice spirituality at workplace are more involved and satisfied, thereby reducing absenteeism & turnover and increasing

productivity. Farahnaz, Salmaih and Bahram (2012), collected data using questionnaire from 305 nurses from Iran to examine the association among spirituality at workplace, affective organizational commitment & organizational citizenship behavior. They found constructive effect of workplace spirituality on nurses' OCB & affective commitment. Rego and Cunha (2008), interviewed 361 individuals from 154 organizations to know the influence of 5 dimensions of workplace spirituality on normative, affective and continuance commitment. They found that when people practice spirituality at workplace, they will have more emotional attachment to the organization, a sense of responsibility and faithfulness towards it, & will feel less engaged. Khan (2015) conducted a study on job satisfaction on teachers of ramtek region and found that mostly teachers were satisfied with relation with others and their workload. These teachers were not at all satisfied with factors like job security, fringe benefits and pay and promotion. However, they were found to be committed towards their work.

Ke and Deng (2018), collected a sample from 347 respondents. They found that family friendly human resource practices have a noteworthy constructive impact on employee performance and organizational commitment, & the spirituality of the workplace play a part of the mediating role in the relationship. Singh and Kumar (2016) did research on industrial workers to find a connection between work spirit, organizational commitment & satisfaction at work. They found a significant positive relation between them. Further they added that spirituality at workplace & job satisfaction were acting as predictor of organizational commitment. A research done by Agashe (2019), showed that various aspects of workplace spirituality affect employee's commitment to task in different ways. Garg (2017) conducted research with an aim to discover the influence of 6 dimensions of workplace spirituality on the 3 types of organizational commitment and found that the spiritual atmosphere at the workplace helps promote organizational commitment.

Research Objectives:

- To study and analyze the prevailing level of workplace spirituality and commitment in the private bank employees.
- To study the relationship between workplace spirituality and organizational commitment in private bank employees.
- To study the impact of workplace spirituality on commitment of employees in bank.

Research Methods:

Research design is the prearrangement of data gathering & analysis condition, which intentions to cartel the significance of research purposes with procedural economics. In this study, a descriptive research design with survey method was used. It has both primary as well as secondary data. For this study a structured questionnaire was distributed, after pilot study to the employees of HDFC Bank, ICICI Bank, Axis Bank and Yes Bank of Nagpur. A total of 237 feedback forms were distributed, of which 218 were actual usable. Thus, the response rate was almost 92%, which was good enough to carry this result. The rest 19 respondents were not used for this study as they were incomplete. It took almost one month for the researcher to collect this data. After repeat follow up, the data was collected in the month of June 2021. The selection of repliers was done using simple random sampling technique. Secondary data was collected from bank website, literature was collected from Journals (online and offline). Internet was also used. The data collected was processed through SPSS, version 23 to draw meaning conclusions for particle implication.

Results and Discussions

Demographic Attributes

Table 1

Statistics of demographic profile of selected bank employees

		Gender	Age	Experience
N	Valid	218	218	218
	Missing	0	0	0

Source: Developed by the author.

Table 1, depicts that there are no missing terms and hence all the data can be used for this research study.

Table 2

Demographic profiles of the respondents

Demographic Profiles of the Respondents			
		Frequency (N)	Percentage (%)
Gender	Male	123	56.42
	Female	95	43.58
Age	20–30 years	63	28.90
	30–40 years	89	40.82
	40–50 years	41	18.81
	Above 50 years	25	11.47
Experience	1–3 years	18	8.26
	3–6 years	83	38.07
	6–10 years	71	32.57
	More than 10 years	46	21.10

Source: Developed by the author.

Table 2 above reflects the demographic profile of the respondents. It is clear that majority of the bank staff are male with an average age of 30–40 years. Close to 70% of the respondents are young in the age range of 20 to 40 years. Respondents are experienced enough to get genuine results. A little above of 53% of respondents are having more than 6 of experience. This means that the organizational commitment is comparatively satisfactory and high as more than 50% of the respondents are committed to their jobs.

Table 3

Descriptive statistics

Level of Workplace Spirituality	
Mean	31.42139
Std. Deviation	12.65912
Variance	149.6901
Std Error	0.989054
Minimum	12
Maximum	60

Source: Developed by the author.

Table 3 above is evident that the level of workplace spirituality among the bank employees are moderate as mean value obtained 31.42139 falls in the moderate category. This implies that in the selected four banks, the employees are not spiritually connected and hence may not be able to give their best

Table 4

Descriptive statistics

Level of Organizational Commitment	
Mean	16.513
Std. Deviation	5.478
Variance	30.638
Std Error	0.490112
Minimum	6
Maximum	30

Source: Developed by the author.

Looking at the table 4, it is evident that the mean value is 16.513 which clearly give evidence that organizational commitment of bank employees is high as this value falls into the category of High level. This output also support to the experience of our employees as majority of the respondents have experience of 3 to 10 years.

Correlation of Variables

For this research, two variables were used i.e., workplace spirituality as independent variable & organizational commitment as dependent variable. Based on table below the r value to be .862 which means positive relation between them. Thus, it can be interpreted that workplace spirituality effects the overall organizational commitment.

Table 5

Model summary

Model	R	R Square	Adj. R Square	Std. Error of the estimate	R Square change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.862a	.831	.811	0.27527	.831	91.374	6	60	0.000	1.632

Source: Developed by the author.

As shown in the table 5 above R^2 value to 83.1%. The adjusted R^2 value was found to be 0.811& is calculated on the R^2 that is adjusted based on the no. of predictors in the model. (In this case it is one). Durbin-Watson test statistics is utilized to detect whether there is autocorrelation in the prediction error of regression analysis. It can be clearly seen from the table above that the Durbin-Watson statistic is much smaller than 2, so there is clear indication that there is a positive serial correlation of between the predictors.

Table 6

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	43.164	6	5.047	91.374	.000 ^a
Residual	3.592	60	0.851		
Total	46.756	66			

Source: Developed by the author.

Table above shows the result of regression analysis of dependent variable (Organizational Commitment) and independent variable (Workplace Spirituality). F-value shows that when the outcome is compared of F tabulated was significant: $F(6/60) = 91.374$, $p < 0.05$, which directly implies that the independent variable (Workplace Spirituality) was significant variable that affects the dependent variable (Organizational Commitment).

Table 7

Regression analysis

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	43.164	6	5.047	91.374	.000 ^a
Residual	3.592	60	0.851		
Total	46.756	66			

Source: Developed by the author.

Table 7 is of regression analysis which confirms the results of ANOVA with independent variable (Workplace Spirituality) being significant, $t(2.784) = 4.569$, $p < 0.05$.

Conclusion

The level of workplace spirituality among the bank employees was found to be moderate, talking on the level of organizational commitment of bank employees, it was found to be high. For the second objective, it was found that their exit's strong relationship between workplace spirituality & organizational commitment. Organizational value, meaningful work community awareness and job satisfaction affect the employee's commitment to their organization. If there is a high degree of spiritual culture in the workplace, organizational commitment will increase. If employees are connected to their job and work, they will be satisfied and will be able to practice spirituality in the organization. It can be concluded that if the employees practice spirituality at their workplace, it will be surely creating an impact on their commitment towards their work. It was felt the need for bank employees to consider the needs for spirituality and meaning in order to unleash their full potential.

Practice Implications

By enhancing spiritual atmosphere, bank managers can easily encourage organizational commitment, thereby promoting individual & organizational performance. This is likely to happen because people respond to an organization that meets their spiritual wants, allowing them to practice them a sense of psychological security, making them an impression that they are treated as human being and worthy of respect, and allowing them to experience a sense of purpose, enjoyment, self-determination and also a sense of belongingness.

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