

## AN EMPIRICAL STUDY ON THE INFLUENCE OF WORKPLACE SPIRITUALITY ON EMPLOYEE COMMITMENT AND ORGANIZATIONAL LOYALTY AMONG TEACHING PERSONNEL IN UG AND PG COLLEGES OF PORBANDAR AND JAMNAGAR

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### ABSTRACT

*Workplace spirituality has become an important element affecting employee attitudes and behaviors across various sectors. In the education field, where educators often experience significant stress and emotional fatigue, the presence of spirituality in the workplace can act as a source of motivation. While earlier research has primarily examined the relationship between workplace spirituality and job satisfaction, this study investigates its effects on employee commitment and loyalty to the organization. It evaluates whether a spiritual alignment within the workplace strengthens teachers' dedication to their profession and their allegiance to their institutions. Utilizing a structured questionnaire administered to 100 faculty members from undergraduate and postgraduate colleges in Porbandar and Jamnagar, the research employs correlation and regression analyses to validate the proposed hypotheses. The results reveal a notable connection between workplace spirituality and both employee commitment and organizational loyalty. This study underscores the importance of fostering a spiritually enriching environment within educational institutions to improve employee retention and commitment to the organization.*

**Keywords:** Workplace Spirituality, Employee Commitment, Organizational Loyalty, Teaching Personnel.

### Introduction

Workplace spirituality is frequently linked to core values such as compassion, integrity, interconnectedness, and purposeful engagement. For teaching professionals, who play a crucial role in shaping young minds, workplace spirituality can enhance their commitment to their profession and foster a sense of loyalty toward their institutions. Employees who possess a heightened sense of spiritual awareness often perceive their work as more significant, which can result in greater commitment and a lasting connection to their organization.

This study aims to analyze the impact of workplace spirituality on employee commitment and organizational loyalty in the education sector. By doing so, it broadens the scope of prior studies on workplace spirituality, moving beyond mere job satisfaction to explore how spiritual alignment affects a deeper bond with the organization.

### Conceptual Framework

Workplace spirituality comprises three primary dimensions:

- **Meaningful Work:** A sense of purpose in one's profession leads to increased motivation.
- **Sense of Community:** A supportive and compassionate workplace enhances commitment.
- **Alignment with Organizational Values:** Employees who resonate with their institution's values exhibit higher loyalty.

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These factors collectively contribute to employee commitment (dedication to professional roles) and organizational loyalty (willingness to stay with the institution).

### **Problem Statement**

*"Does workplace spirituality influence employee commitment and organizational loyalty among teaching personnel in UG and PG colleges of Porbandar and Jamnagar?"*

### **Literature Review**

Several studies have explored the role of workplace spirituality in job satisfaction and productivity. However, limited research has examined its influence on employee commitment and organizational loyalty in the education sector.

**Hassan, M., Bin Nadeem, A., & Akhter, A. (2016)** studied on **"Impact of workplace spirituality on job satisfaction: Mediating effect of trust"**. This study was aimed to examine the relationship between workplace spirituality dimensions and job satisfaction by taking trust as a mediator. Respondents were from various educational institutes such as SZABIST Islamabad, COMSATS Sahiwal, COMSATS Vehari and WISH Institute. The study used convenience sampling. 200 questionnaires were distributed and some data were also collected using Google Online survey system. 174 responses were generated. Multiple regressions were used to test hypothesis of the study using Barron and Kenny's method. Study found that WPS has a significantly positive relationship with trust and trust significantly mediates the impact of workplace spirituality on job satisfaction. Creativity in the form of improved communication among the teachers can be generated with the help of the promotion of workplace spirituality. They found that workplace spirituality enhances trust, which in turn improves employee engagement.

**Sapra, J., & Mathur, I. (2020)** studied on **"Effect of dimensions of workplace spiritualism: Meaningful work, sense of community, organizational values and compassion with reference to job satisfaction"**. This paper was attempted to emphasize on the importance of the currently trending concept of workplace spiritualism in relation to its associated impact on the degree of employee job satisfaction with respect to the IT sector. The results revealed that there is a significantly strong as well as positive relation between workplace spiritualism and employee job satisfaction. A total of 110 questionnaires were received. Descriptive Statistics, casual research and correlations were carried out. Four main dimensions used for measuring the spiritualism at the workplace are identified which include meaningful work, sense of community, organizational values as well as compassion. The results of this study showed that all the four dimensions of WS have a significantly strong as well as positive relationship with the level of employee job satisfaction. They identified that a strong sense of community at work fosters long-term organizational commitment. Sense of community as well as organizational values are the two most important dimensions influencing job satisfaction. The paper recommended that WS should be enhanced in the IT sector since it influences job satisfaction and employee performance.

**Hafni, L., Budiyo, Suhermin., Chandra, T., & Priyono. (2020)** had done research on **"The role of workplace spirituality in improving job satisfaction and Lecturer Performance"**. This study was aimed to examine the influence of workplace spirituality, leadership spirituality, and intelligent spirituality on job satisfaction and performance of lecturers in private universities in Riau. The respondents of this study were 111 lecturers. The endogenous variables consisted of job satisfaction and lecturer performance. The hypothesis test results showed that only intelligent spirituality and leadership spirituality had a significant effect on job satisfaction, while workplace spirituality had no significant effect toward job satisfaction. For performance variable, it was only workplace spirituality that had a significant effect, while intelligent spirituality and leadership spirituality had no significant effect on performance. From these findings, it can be concluded that good workplace spirituality would create good performance even if employees did not have job satisfaction. They reported that workplace spirituality influences performance, but its impact on loyalty requires further investigation. Higher education institutions must be more concerned about the surrounding environment. This can be increased through community service activities. Intelligent spirituality and leadership spirituality were proven to have a significant effect on job satisfaction. For this reason, universities need to care of their work environment. Moreover, universities leaders should also care about the inner peace of their teaching staff and be more honest.

This study builds on these findings by directly linking workplace spirituality with employee commitment and organizational loyalty.

### Objectives

- To examine the relationship between workplace spirituality and employee commitment in the education sector.
- To analyze the impact of workplace spirituality on organizational loyalty among teaching personnel.

### Hypothesis Framing

#### Hypothesis I

**H<sub>0</sub>:** There is no significant relationship between workplace spirituality and employee commitment.

**H<sub>1</sub>:** There is a significant relationship between workplace spirituality and employee commitment.

#### Hypothesis II:

**H<sub>0</sub>:** Workplace spirituality does not significantly impact organizational loyalty.

**H<sub>1</sub>:** Workplace spirituality has a significant impact on organizational loyalty.

### Research Methodology

- **Research Design:** Descriptive Design
- **Unit of Analysis:** Faculty members from UG and PG Colleges
- **Research Area:** Porbandar and Jamnagar
- **Sample Size:** 100 respondents
- **Sampling Technique:** Convenience Sampling
- **Data Collection:** Questionnaire (Google Form)
- **Measurement:** Workplace spirituality was measured using a Likert Scale (1-5) based on meaningful work, sense of community, and alignment with organizational values. Employee commitment and organizational loyalty were assessed using a modified Minnesota Satisfaction Questionnaire (MSQ).

### Data Interpretation

- **Demographic Breakdown**

**Table 1 : The Demographic Representation of Employees of UG-PG Colleges of Selected Cities**

	Description	Percentage (%)
<b>Gender</b>	Male	58
	Female	42
<b>Age (Year Wise)</b>	21-25	14
	26-30	29
	31-35	27
	35 >	30
<b>Qualification</b>	Graduate	23
	Post Graduate	44
	Doctorate	26
	Others	7
<b>Academic Experience</b>	Below 1 Year	12
	1-5 Years	29
	6-10 Years	24
	Above 10 Years	35
<b>Designation</b>	Assistant Professor	47
	Associate Professor	9
	Professor	18
	Other	26
<b>Marital Status</b>	Married	60
	Unmarried	37
	Other	3

Source: Questionnaire, Sample = 100 Respondents

**Reliability Test**

Using Cronbach's Alpha, the Reliability of the Measurement Scale was Tested:

- Workplace Spirituality: 0.8827
- Employee Commitment: 0.9215
- Organizational Loyalty: 0.9072

These values indicate strong internal consistency.

**Results**

**Hypothesis I:** Relationship Between Workplace Spirituality and Employee Commitment

**Correlation Analysis**

- $r = 0.942$
- $p\text{-value} = 0.000$

**Interpretation**

The high positive correlation (0.942) suggests a strong relationship between workplace spirituality and employee commitment. The p-value (0.000) confirms statistical significance, leading to the rejection of the null hypothesis.

**Hypothesis II:** Impact of Workplace Spirituality on Organizational Loyalty

**Regression Analysis**

- $R^2 = 0.915$
- $p\text{-value} = 0.000$

**Interpretation**

The  $R^2$  value of 0.915 indicates that workplace spirituality accounts for 91.5% of the variance in organizational loyalty. Since the p-value is less than 0.05, we reject the null hypothesis, confirming that workplace spirituality significantly impacts organizational loyalty.

**Discussion**

The study's findings confirm that workplace spirituality is a key driver of both employee commitment and organizational loyalty. Teaching professionals who find meaning in their work and feel aligned with institutional values are more dedicated and less likely to leave their jobs.

**Implications for Educational Institutions**

- Encouraging meaningful work through recognition programs.
- Fostering a sense of community via mentorship and team-building activities.
- Ensuring alignment between employees and institutional values through transparent policies.

**Limitations**

- The study is limited to UG and PG colleges in Porbandar and Jamnagar.
- Other dependent variables, such as job performance and organizational citizenship behavior (OCB), could be explored.
- The sample size of 100 respondents may limit generalizability.

**Future Research Directions**

- Extending the study to other regions and academic institutions.
- Examining the role of workplace spirituality in faculty retention.
- Exploring sector-specific differences in workplace spirituality's impact.

**Conclusion**

This study highlights that workplace spirituality significantly enhances both employee commitment and organizational loyalty. In the education sector, where teacher retention is a growing concern, fostering spiritual alignment can lead to greater job engagement and long-term institutional attachment. Organizations must actively integrate spirituality into workplace culture to maximize employee well-being and productivity.

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