

IMPACT OF WORKPLACE SPIRITUALITY ON ORGANIZATIONAL COMMITMENT OF BANK EMPLOYEES

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ABSTRACT

The present study is a trial to grasp the concept of workplace spirituality by conceptualizing it through three components of meaningfulness in work (individual component), sense of community (organizational component) & alignment with organizational values (individual-organizational fit component) and to explore the connection between workplace spirituality components & workplace outcomes like work life balance, organizational commitment, & job satisfaction. Also, a trial has been made through present study to grasp the concept of spirituality through Indian context and to explore the link between these components & workplace outcomes like work-life balance, organizational commitment. It's expected that the findings from the study will provide an impetus to managers & organizations in encouraging among employees to seek out meaning in their work that's beyond their normal course of duty, a meaning which is spiritual in nature, creating a piece environment that's based upon the principle of spirituality involving mutual care & support and to adopt practices that produces organizations more moral & ethical, based upon values which are spiritual in nature. The perusal of literature on workplace spirituality suggests that only a few studies were conducted on the banking sector and particularly on the impact of workplace spirituality on the perception of work-life balance in the banking sector in India. Also, it's been found that there's an absence of studies on spirituality in Indian context & its impact on workplace outcomes. Thus, the study fills a vital gap in the literature regarding the impact of workplace spirituality on work-life balance, organizational commitment especially in Indian context among employees in the banking sector.

Keywords: Organization, Spiritual, Ethical, Environment, Challenges, Commitment, Relationship.

Introduction

Banking Industry could be a pivotal industry for the expansion & sustenance of economy. The Indian banking system is in flux with the main impact of globalization & privatization and since of those changes, the workers in the industry is facing many challenges including work-life balance, job satisfaction etc. Thus, it becomes imperative to review the factors associated with work-life balance, job satisfaction & organizational commitment of employees in the banking sector in India. Employees globally are reporting lack of meaning in their work likewise as in their lives. This has led to the event of spirituality at work movement, to instill meaning in work furthermore as in the lives of employees. Empirical studies, although limited has established the positive impact of workplace spirituality on a number of employee work attitudes. Thus, the current study is a shot to seek out the relevance of workplace spirituality in the context of employees of the banking sector. The thought of workplace spirituality originated from "Spirituality at work" movement in the early 1990s in the US. Perhaps, it might not be surprising that it's the identical country which once opened its shores for the planet Parliament of Religions. The origin of workplace spirituality in the US also is smart due to the saturation of materialism there. The staff there is trying to find some meaning in their lives, meaning in their work except rushing maddeningly towards earning money and surviving in intense competition. This need for beyond, a highest-level need although called as the need for self-actualization by Abraham Maslow is rechristened because the need for spirituality in present times.

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Workplace Spirituality

The authors analyzed variety of articles on workplace spirituality; however, they found that enquiry design was missing all told the articles. One in every of the difficulties in conducting enquiry on spirituality at the workplace could be a lack of consensus on the definition of spirituality. To introduce that loop-hole, many researchers have tried to conceptualize workplace spirituality, during this section, all those conceptualizations would be checked out & a shot would be made to integrate all those conceptualizations. Workplace spirituality may include "Compassion, right livelihood, selfless service, meditative work, and also the problem of pluralism." the matter of pluralism, although doesn't seem to suit in the themes of workplace spirituality, however, may be a important observation made by the author. The matter of pluralism is that managers in the workplace would attempt to accommodate only those employees who hold views the same as them in the context of the practice of spirituality at the workplace. Workplace spirituality, at the assumptive level, is often equated with the dogmatic, proselytizing and ethereal machinations most people abhor, instead of the intense study of a group of policies and practices that may advance both organizations and individuals. Understandably, it's thus been labeled the last corporate taboo." The answer to the present problem might be found in the implementation of workplace spirituality at the individual level instead of at the organizational level. Most of the people viewed spirituality as something personal and religion as something organized & institutional. They need also found interconnectedness as a fundamental component of spirituality. There are other dimensions attributed to workplace spirituality, which can include workplace", "authority", "community", "family" and "self". Workplace here refers to how spirituality is practiced at the workplace, which is more or less just like the "sense of community", authority refers to the practice of spirituality by seniors, community refers to community work done by an individual; family refers to work-life balance & self-refers to the individual expression of spirituality.

The other context in which workplace spirituality may well be defined is organizational. What we've discussed till now's individual context, i.e. how a private can express his/her spirituality at work & we've found that it might be done through a "sense of community", "meaningful work", "inner life", & "sense of transcendence". The organizational perspective, on the opposite hand, considers workplace spirituality in terms of organizational culture, climate etc., something, which is reflected by the full organization. The theme of compassion, selfless service, sense of community all is inter-related, as you can't have compassion & selfless service, if you don't think that we simply are connected to others, through some higher power which results in helping others in the organization yet as helping people outside the organizations. Similarly, meditative works, meaningfulness in work, belief that one's work is making a contribution all are inter-related. The matter of pluralism & separation from religion refers to the identical thing.

Organizational Commitment

The earliest definition of commitment is found in the paper by Becker H. (1960), where the author explains commitment as "consistent line of activity"; involving some "side bet". The concept of "side bet" is explained as a thing extraneous to consistent behavior, where the actor has decided to not break down, due to some interest. The author has explained side bet as if in bargaining, you offer sixteen thousand dollars for a house, but the vendor insists on twenty thousand, however, you provides a certified proof to seller, that you simply have bet with someone for five thousand dollars that you just won't pay over sixteen thousand dollars & hence you're "committed" to not pay over sixteen thousand dollars. Organizational commitment as characterized by a minimum of two factors:

- A robust belief in and acceptance of the organization's goals and values,
- A powerful desire to keep up membership in the organization".

According to the authors, considering the above three factors, organizational commitment is way quite a passive loyalty to the organization. It's a condition (referring to feelings or beliefs about the connection with an organization) instead of an attitude or behavior, having three components viz. a desire (affective commitment), a necessity (continuance commitment) and an obligation (normative commitment)". The authors were very particular in stating that these three are components of organizational commitment instead of the categories. Thus, organizational commitment as a mental state has of these different features, albeit in several proportions in several individuals. Further, the authors have explained the abovementioned components as commitment because one "wants to", "have to" or one "ought to" have a relationship with the organization respectively. The affective commitment is commitment due to employee's emotional bond with the organization, normative commitment is commitment due to employee's psyche and continuance commitment is commitment thanks to financial

considerations, as an employee might think that such financial benefits he may not get anywhere else. The affective commitment as compared to the opposite two components induces employees to exert effort on behalf of organizations. Similarly normative may also have an obligation to contribute to the organization. Continuance commitment least induced employees to exert effort.

A Linkage between Workplace Spirituality and Organizational Commitment

More educated persons were found to be less committed to the organization, like instruction, the necessity to seek out better opportunities increases. Also, gender has some effect on commitment; it absolutely was found that as compared to men women are more committed to organizations; probably because women should cross various barriers to urge into the organization, & during this process, they become attached to the organization. In personality, it absolutely was found that achievement motivation, higher order needs, personal work ethic, etc. influence commitment. In job-related characteristics, scope of the duty, role ambiguity and role conflict were included. It had been found that higher the work scope/challenge, greater the organizational commitment. Similarly, role overload, role conflict & role ambiguity was found to be negatively associated with organizational commitment. Under structural characteristics, various factors like organizational size, centralization of authority and span of control were examined. It absolutely was found that employees experiencing greater decentralization, greater dependence on the work of others & greater formality of written rules or procedures was more committed as compared to others. Occupational groupings were found to be unrelated to organizational commitment. In work experience category, factors like organizational dependability (if the organization will be dependent upon in the event of need), co-workers positive attitude towards the organization, perceived pay equity etc. were found to own effect on organizational commitment. Of these antecedents is explained in terms of social exchange process. It had been found that alignment with organizational values was the foremost important workplace spirituality dimension predicting normative organizational commitment, so it's recommended that organizations can increase the commitment of their employees supported moral grounds if they hire those employees whose values match thereupon of organizations. In other words, employees who find that their values match thereupon of the organization are more normatively committed to their organizations.

The "Spirituality at Work" movement is "try and make corporate life a sense, more creative environment by tapping into the employee's spiritual side." there's a rise find spirituality at workplace & outside workplace. More & more organizations in the west are now accommodating & encouraging the spiritual requests from their employees in the type of meditation, visioning & contemplation and this is often comparatively more acceptable in US work environment as compared to formal religion. With the increase in competition and therefore the drive towards increasing efficiency, organizations want to extract the maximum amount as possible from their employees and this has disturbed the work-life balance among the workers of recent day organizations. In line with the company Executive Board (2009), work-life balance among employees has decreased. Another challenge that's being faced by organization nowadays is organizational commitment; because the cost of skilled labor is increasing tremendously due to their demand & scarcity, it's become crucial for the organizations to retain their employees. However, with increasing opportunities in the market and also the prevalent culture of competition and materialism, the times of life-long employment has far lapsed. Thus, it's remained a very important concern for management academicians in addition as for organizations i.e. the way to maintain employee loyalty in the present economic scenario, where organizations cannot offer secure employment. Similarly, organizations are responsive to the work satisfaction of their employees because it has been found to be the foremost important job attitude. Thus, the aim of the current study is to search out the connection between workplace spirituality, work-life balance, organizational commitment & job satisfaction.

Conclusion

From the findings of the study, it are often concluded that workplace spirituality is a very important area, where management researchers, in addition as practitioners, must listen. it's not just a management fad, which becomes important for a period of time & then fades away. Rather, it's something which might provide answer from increasing corporate greed & unending search material gain. It's believed that the current study will augment already an expensive literature on workplace spirituality, especially in terms of conceptualization of workplace spirituality & need for management researchers to separate the three components of workplace spirituality & study their individual effects. It's also believed that present study will encourage researchers to seem out for the source of knowledge & perspective of research from their own cultural viewpoint instead of merely following the western concept. It's a well-

known indisputable fact that West has contributed lots in the advancement of material sciences & it's believed that East had & will contribute to the event of spiritual science. Person-organization slot in case of workplace spirituality is that the most significant think about predicting normative organizational commitment & job satisfaction. In terms of Indian spirituality, it absolutely was found that the practice of meditation is that the most vital consider predicting all the workplace outcomes in the present study. One in all the challenges being faced by organizations is to retain quality employees and it had been found that sense of community explains maximum variation in affective organizational commitment, so it's suggested that organizations should create a culture a mutual support, candor & care to retain employees.

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