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# DETERMINANTS OF EMPLOYEE SPIRITUALITY AND THEIR OUTCOMES: A STUDY OF BANKING SECTOR AT AGRA REGION

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## ABSTRACT

*The Purpose of this paper is to investigate the relationship of employee spirituality with identified antecedents (i.e., personal attributes and organizational attributes) and its consequents (as job attitude) simultaneously. The study addresses determinants and outcomes of employee spirituality in banking sector of India with specific reference to a Agra city. A conceptual framework and hypotheses were first developed on the basis of review of previous studies. Primary data is collected through structured questionnaire from 66 employees of various private and public banks. To test hypotheses, data was analyzed statistically using correlation analysis. Based on figures, a causal loop has been prepared. Results indicated a strong direct relationship of employee spirituality with three of the four proposed determinants that is, age, leaders' spirituality and peers' spirituality. No significant relationship was found between value education and spirituality. The two outcomes related to attitude towards job are significantly impacted by employee spirituality. This study will be helpful to HR authorities to hire the right resource for the organization. It would also enhance the performance of employees, ultimately leading to the success of organization with committed and engaged work force. There have been various theoretical studies regarding spirituality, but not much empirical studies have been conducted. And specific to banking employees it would be an contribution for HR practitioners to hire and retain the right workforce.*

## KEYWORDS

employee spirituality, peers' spirituality, leaders' spirituality, job satisfaction, job turnover.

## INTRODUCTION

Management theories and perspective have changed in recent years to give importance to the workplace resources which can yield better effectiveness. One of the major dimensions being looked upon is spirituality in the business world and the workplace. The study of spirituality is now considered as one of the primary concern for success of organization.

Ashmos & Duchon (2000) describe spirituality as a major revolution where association focus is on community, means to provide purpose to its people within the community. This new spiritual element symbolizes to provide employees' linkage to something superior which provides them to express their thoughts i.e. self-expressions towards themselves and others i.e. interconnectedness (Marques, Dhiman & King, 2007).

Literature reveals that spirituality at workplace increases morale (Leigh, 1997), increases honesty and trust, and helps in execution of task amongst employees in an improved manner (Krishnakumar & Neck, 2002). It confers positive outlook to employees, increases their dedication level, and generates better performance (Milliman, Ferguson, Trickett & Condemi, 1999). Therefore, the study of spirituality in the workplace is now considered as a significant concern in management literature. It is seen as a subject that can throw noteworthy contribution and understanding on managerial subject. Thus, some corporations are integrating spirituality for human resource and organizational activities.

Banking sector is considered as one of the most vital sectors for the economic activities to perform smoothly. Early 1960's is the landmark of major reforms through nationalization of banks in India which lead to economic development of the nation as a whole through financial accessibility and awareness, improved regulations, etc. And with the liberalization in later 1990's, private players also entered the market, which revitalized the banking sector. Since then there had been a rapid growth in number of banks and employment avenues for the masses. These increases in number of banks lead to drastic hike in employment opportunities for employees. This is turning to be a major issue for HR practitioners to hire the right resource as when an employee leaves the organization, the efficiency and effectiveness of remaining is affected due the increase in workload. The new fangled approach to have the right resource is spirituality, as it develops the sense of completion in employees' which has a great influence over performance of not only employees leading to escalation of the organizations performance. This, through the present study researchers has tried to empirically validate identified determinants of employee spirituality on the job attitudes of employee. By job attitude, we imply two important constructs that are job satisfaction and job turnover. These two variables have been identified as two major outcomes of employee spirituality. Lastly, a causal loop diagram has been depicted based upon the relationships empirically tested, along with the managerial implications, limitations and further research prospects.

## LITERATURE REVIEW

The term spirituality exists since the conception of the human race. The workplace with spirituality support towards "emotions like unselfish love, concern, kindness, meaning, creation, inner satisfaction and self fulfillment" (Chopra, 2002). As employees' bring not only body, but also mind and spirit at workplace so to analyze the spirit and mind is essential in the today's dynamic business environment. Treatment of employee has been identified as one of the key areas of applying spirituality at workplace for individual and organizational success.

Literature review has been divided into three parts, Part A: Concept of spirituality, its alliance with employees and implication at workplace.

Part B discusses about the determinants of Employee Spirituality. Detailed review is described under two heads 1) Personal attributes and 2) Organizational attributes.

Last Part C discusses about outcomes of Employee Spirituality in terms of Attitude towards job. Detailed review is described under two heads 1) Job Satisfaction and 2) Job Turnover

### PART A: CONCEPT OF SPIRITUALITY, ITS ALLIANCE WITH EMPLOYEES AND IMPLICATION AT WORKPLACE

McCormick (1994) defines spirituality as his or her behavior being substantiated through an internal experience an individual has. Further Gibbons (2000) confer spirituality in the perspective of intensely apprehended values. Dehler & Welsh (1994) explain that spirituality leads to encouragement to others on the basis of inner roots of an individual. It is also viewed as some inner essence; a value, approach, or feelings that influence human conduct (Moore & Casper, 2006).



Furthermore, Krishnakumar & Neck (2002) states spirituality as the inherent one, this implies that spirituality is an aspect or an attitude that is within of an individual. Guillery (2000) also said it as the inner consciousness which comes from individual's beliefs and values held in the sub conscious mind. Brandt (1996) also stated that spirituality goal is superior individual understanding of generic values, assisting a person lives and work to be more blissful.

Dehler & Welsh (1994) has described spirituality at workplace in simple terms as the extent to which individual spirituality is reflected in the behavior, attitude, perception, standards and ethics of an organization. Ashmos & Duchon (2000) express spirituality at place of employment being accessible into 3 levels i.e. individual (personal), work-unit (team) and organization-wide (institute). At personal level it relates to one's personal life, his/her satisfaction at work by discovering meaning and underlying principles in them. The work-unit facet is all about individual employee having relations with his/her team, colleagues, seniors, juniors, etc. It involves how much an individual thinks and cares about them. Lastly the organization-wide implies to the scope to which an individual (employee) aligns his/her own values with organization goals.

Lastly, in terms of Corrine McLaughlin (2009) it can be said that spirituality at business is to apply person's values of sincerity, reliability and good excellence effort. It's about indulgence of the employees in a conscientious and considerate way. As well as, it's involving yourself in teach assembly which promote prayer and selflessness at work.

## **PART B- DETERMINANTS OF EMPLOYEE SPIRITUALITY**

Researchers have been exploring the different conditions that foster spirituality in the workplace. Some of the identified determinants are-

### **1. PERSONAL ATTRIBUTES**

Personal attributes basically mean character that make up the individuality, which define who you are as a human being. It defines the quality or characteristic of a person. These are character traits or personality traits. For example, these could be personal attributes to describe someone: Character traits like- age, gender, etc and personality traits like outgoing, extrovert, open, values, etc. They are important because they define who you are, what other people find in you that they may like or dislike.

#### ➤ **Age**

According to Marcoen (1994) a spiritual outlook on life may help elderly people to cope constructively with the vicissitudes of life. Similarly, Blazer (1991) states that older adults have been seen with higher reflection of spirituality as they are more enlightened towards satisfaction with life rather than material things. Further Moore & Casper (2006) affirms that age, education, race, etc are certain demographic parameters which do affect the level of spirituality and interconnectedness of an individual. Lastly in words of McLaughlin (2009) it can be said that aging of the large baby boom generation is also a contributor, as they find materialism no longer satisfying them and they begin to fear their own mortality. Thus, it is hypothesized that:

**H<sub>1</sub>:** Age positively influences employee's individual spirituality.

#### ➤ **Value Education**

Value education is a cognitive base with an emotional aspect which finds its appearance in behavior. It is considered as a powerful motivating factor which helps an individual to convert knowledge and skills into practice (Quisumbing, 2010). It enables the human being not only to be familiar with norms and convention of conduct, but to attain ultimate meaning & purpose in one's life (Heyn, 2006). According to Paloutzian, Emmons & Keortge (2010) individual looks for those values and purposes which would express the ultimate meaning in one's life. Saks (2011) further elaborated it in a manner of linkage of values of an individual with that of organization, suggested the importance of organizations being value-driven and espousing values that are important for the organization and which organizational members can support and identify with. Consequently, attitude towards job is supplementary with whom one surrounds oneself with as part of organization, and/or in the purpose, values, and beliefs that the organization espouses through members. Thus, it is hypothesized that:

**H<sub>2</sub>:** Value education positively influences employee's individual spirituality.

### **2. ORGANIZATIONAL ATTRIBUTES**

Several authors propound that the fast growing interest in spirituality is due to factors caused by organizational attributes. Organization plays a major role in attributing spirituality amongst its employees. It's said that individual vicinity has an impact over its learning within the organization. Some of the identified organizational parameters affecting spirituality are-

#### ➤ **Spirituality of Peer Group**

According to Barry & Nelson (2008) peer groups have been found to play a large role in influencing employee spirituality. Most studies report that individuals imbibe spirituality through networks of associations which foster the maintenance of that worldview. Peer relationships are crucial to normal human development towards spirituality (Bodek, 2010). Similarly, Saks (2011) panorama suggests that values and norms that are shared by employees within the organization leads to enthusiasm amongst employees regarding work, which generates inner peace with a desire to help out others discover, nurture and be successful along with respecting and valuing individual and group dignity. Spiritual values are depicted in group behaviors and actions as these values are upheld throughout the organizational culture thereby guiding others also to sustain spiritual values (Campuzano & Seteroff, 2009). In the words of Milliman & Ferguson (2003), it can be concluded that human behavior is enhanced through interaction between employees and its co-workers. Thus, it is hypothesized that:

**H<sub>3</sub>:** Higher the spirituality of peer group, the higher will be the employee's individual spirituality.

#### ➤ **Spirituality of Leader**

Effective leadership involves motivating and inspiring workers through an uplifting vision and providing a culture of values to produce effective workforce. It involves motivating the employees to pursue excellence in their job responsibilities and to create ambiance of spiritual welfare, organizational loyalty, yield and, ultimately organizational performance. The level of ethics demonstrated by the leader, the respect and compassion shown to others by leader influences the individual employees to a great extent (Miller, 2008).

Spirituality is a considered as a powerful force to carry out work at a level of excellence. A spiritual leader entails a higher understanding that motivates employees to perform at a level of brilliance (Marques, 2006). The perceived integrity of the leader is correlated with the level of motivation of the immediate followers as there is direct interaction amongst them (Parry & Thomson, 2002). Konz & Ryan (1999) have further elaborated it as the organizational culture stems from the spiritual substance within the founders and leaders of an organization. This is conversed through the organization's mission, vision, policies, and procedures. In words of Casper & Moore (2006) there has been a positive relationship being found between effective leadership and spirituality of followers. Thus, we hypothesized that:

**H<sub>4</sub>:** Higher the spirituality of business leader, the higher will be the employee's individual spirituality.

## **PART C- OUTCOMES OF EMPLOYEE SPIRITUALITY**

Researchers have been exploring the different conditions that implement spirituality in the workplace. Some of the identified outcomes relate to attitude towards job.

Attitude towards job can be defined as a fundamental aspect of employee outlook towards the work, their intrinsic satisfaction with the work and propensity to leave the job. Thus, for present study attitude towards job can be designed as being reflected through two facets, namely: i) job satisfaction and ii) job turnover.

### **1. Job Satisfaction**

Several researchers account a major connection between spirituality and satisfaction level of individuals in terms of their coherent health indices. Kolodinsky, Giacalone & Jurkiewicz (2008) indicated that spirituality at workplace negatively relates to organizational frustration and positively to involvement at work, organizational identification, and satisfaction at job. Saks (2006) similarly stated that job satisfaction, organizational commitment, and organizational citizenship behavior is an outcome of spirituality. An empirical study by Mitroff & Denton (1999) stated an affirmative relationship between spirit at work and job satisfaction. It was concluded that it increased organizational performance in form of higher profits and success. It has been concluded that organizations comprise of more motivated workforces if they have some type of higher meaning (Collins & Porras, 1994; Peters & Waterman, 1982). Thus, it has been hypothesized that:

**H<sub>5</sub>:** Higher the employee spirituality, the higher will be his job satisfaction.

### **2. Lower Job Turnover**

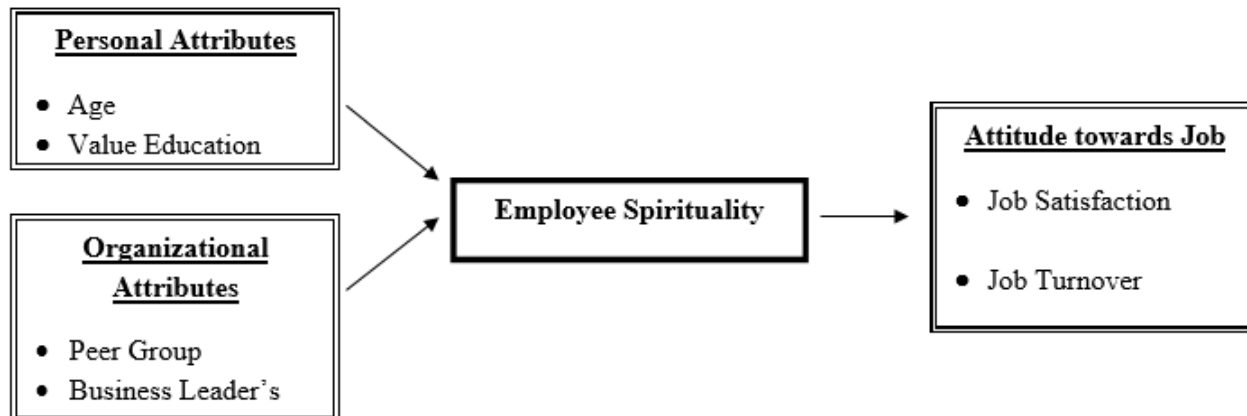
Many researchers report that spirituality influences job attitudes and behavior because it has potential to encourage employee engagement. It produces affirmative, having work related approach that is characterized by drive, enthusiasm and assimilation towards workplace (Saks, 2011; Krishnakumar & Neck, 2002), leading

to lower absenteeism and turnover. Similarly, Halbesleben (2010) conducted a meta-analysis on engagement and established that it is related to higher commitment, better performance and lower turnover intentions. It has been further acknowledged that mounting and encouraging workplace spirituality provides several positive outcomes related to organizational performance including higher productivity of individual employee, increased job satisfaction, lower turnover intentions, high ethical values, low absenteeism, and higher client satisfaction (Lowder, 2005; Chakraborty et al. 2004; Whitmore, 2004; Kinjerski & Skrypnik, 2006). Hence spirituality concept of meaningful work has more connection with personal orientation rather than job orientation, leading to impact over employee attitude towards organization and intention to leave. Thus, it has been hypothesized that:

**H<sub>6</sub>:** Higher the employee spirituality, the lower will be his tendency of job turnover.

In summary, based on literature review concerning to determinants and outcomes of employee spirituality our conceptual framework is depicted in figure 1.

**FIGURE 1: CONCEPTUAL FRAMEWORK OF DETERMINANTS AND OUTCOMES OF EMPLOYEE SPIRITUALITY**



### NEED OF THE STUDY

There has been a lot of work on how spirituality is gaining share at workplace. How it is becoming an integral part of organizations, its impact and consequences leading to the success of business corporations. Thus, management thinkers and leaders are being attracted towards spirituality amongst employees' at workplace. Several researchers have started operations to explore this field as there have been lot many theoretical studies over employee spirituality as per literature. But pragmatic and empirical evidences are provided by very few studies in the concerned arena.

Even in such empirical studies also; it does not pertain to any one particular sector. These studies are generic and applicable to all. The proposed work therefore, offers to present an integrated framework of employee spirituality and to empirically validate the various components discussed in the framework for banking industry.

### OBJECTIVES OF THE STUDY

Based on the past literature available and gap identified regarding employee spirituality, objectives in the pilot study are to analyze the determinants and outcomes of Employee Spirituality over Banking Sector on the basis of conceptual framework designed. And to make recommendations to human resource managers of banking sector about the role of employee spirituality on individual as well as organizational performance.

### RESEARCH PROCEDURE

The qualitative data collection has been done amongst the employees of banking sector at Agra region. Employees' consisted from renowned banks from public (SBI, PNB and Canara Bank) as well as private sector (HDFC, Axis Bank and ICICI).

#### SAMPLE SIZE

The population from which sample is to be drawn is infinite in nature. To calculate the sample size from infinite population following formula is used:

$$n = \sigma^2 Z^2 / D^2$$

Here, n = sample size,  $\sigma$  = Standard deviation, Z = Standard normal distribution for 95% confidence level equivalent to 1.96 and D = Degree of precision desired.

In order to obtain a representative and realistic sample size we have compared the results of sample size from 3 scenarios:

- Scenario 1- Estimating a high standard deviation and high degree of precision.
- Scenario 2- Estimating a moderate standard deviation and moderate degree of precision.
- Scenario 3- Estimating a low standard deviation and low degree of precision.

The results are summarized in Table 1:

**TABLE 1: COMPARATIVE ANALYSIS TAKING DIFFERENT VALUES OF  $\sigma$  AND D**

|                               | Scenario 1 | Scenario 2 | Scenario 3 |
|-------------------------------|------------|------------|------------|
| $\Sigma$                      | 0.47       | 0.70       | 1.40       |
| Z                             | 1.96       | 1.96       | 1.96       |
| D                             | 0.80       | 0.50       | 0.20       |
| N                             | 1.33       | 7.53       | 188.23     |
| Average of n in all scenarios |            |            | 66         |

Taking an average of the all the three scenarios, considered taking different values of  $\sigma$  and D, the sample size is computed for the study is 66.

The respondents are from public as well as private banks from Agra region being selected by using Non-Probability Sampling Techniques like judgmental and convenience sampling.

#### INSTRUMENT

For various variables under study as per the conceptual framework designed, cronbach alpha has been calculated and shown in the Table 2. It shows the variables, inventory used, calculated cronbach alpha and comments.

**TABLE 2: INSTRUMENT/INVENTORY USED FOR THE STUDY ALONG WITH THE CALCULATED CRONBACH ALPHA**

| S. No. | Variable                | Instrument/ Inventory   | No. of items | Calculated Cronbach Alpha | Comments   |
|--------|-------------------------|---|--------------|---------------------------|------------|
| 1.     | Employee Spirituality   | Indian version of Ahmos & Duchon by Tripti Singh (Abridged version) | 22           | 0.94                      | Excellent  |
| 2.     | Peer Group Spirituality | Developed   | 5            | 0.74                      | Acceptable |
| 3.     | Leader's Spirituality   | Developed   | 5            | 0.83                      | Good       |
| 4.     | Job Satisfaction        | MSQ (Abridged version)  | 20           | 0.95                      | Excellent  |
| 5.     | Job Turnover            | Turnover test by Gert Roodt   | 6            | 0.70                      | Acceptable |

**DATA ANALYSIS**

Primary data was collected through questionnaire. The filled in questionnaire was edited and was subsequently coded and computer analyzed. The data was then presented in tabular form, analyzed and interpreted. Directional study has been done to define the association of employees' spirituality with its determinants and outcomes. Strength of relationships has been evaluated through correlation analysis. The numeric value of correlation ( $r$ ) ranges between +1 to -1 being calculated to analyze the relationship between dependent and independent variable. The closer the correlation is to (+ or -) 1.0, the stronger the relationship between the two variables. A correlation of 0.00 indicates the absence of a relationship.

A positive correlation coefficient ( $r$  being +) means that as variables move in the same direction when there is a positive correlation. A negative correlation ( $r$  being -) means that variables move in opposite directions when there is a negative correlation.

**FINDINGS AND DISCUSSION**

A brief summary of results as per correlation analysis is being highlighted in the Table 3.

**TABLE 3: RESULTS OF CORRELATION ANALYSIS**

| Independent Variable    | Dependent Variable    | Correlation   | Regression     |                       | Accepted Hypothesis/ Results                   |
|-------------------------|-----------------------|---|----------------|-----------------------|--|
|                         |                       |   | R <sup>2</sup> | Slope                 |  |
| Age                     | Employee Spirituality | On the basis of comparison of mean score of spirituality with different age groups. |                |                       | Age (↑), Emp. Spirituality (↑)                 |
| Value Education         | Employee Spirituality | No proper data could be attained from respondents to draw any conclusion.           |                |                       | No conclusion could be drawn                   |
| Peer Group Spirituality | Employee Spirituality | 0.915   | 0.838          | a= 0.294<br>b= 0.946  | Peer spirituality (↑), Spirituality (↑)        |
| Leaders' Spirituality   | Employee Spirituality | 0.905   | 0.820          | a= 1.163<br>b= 0.744  | Leader Spirituality (↑), Emp. Spirituality (↑) |
| Employee Spirituality   | Job Satisfaction      | 0.937   | 0.879          | a= -1.038<br>b= 1.152 | Emp. Spirituality (↑), Job Satisfaction (↑)    |
| Employee Spirituality   | Job Turnover          | -0.854  | 0.730          | a= 7.711<br>b= -1.134 | Emp. Spirituality (↑), Job Turnover (↓)        |

**Hypothesis 1: Age positively influences employee's individual spirituality.**

**H01:**  $x \geq 2.50$  Null Hypothesis: Age does not affect employee's spirituality.

**Ha1:**  $x \geq 2.50$  Alternative Hypothesis: Age has a positive relationship with employee's spirituality.

**TABLE 4: AGE INFLUENCES EMPLOYEES' INDIVIDUAL SPIRITUALITY**

| Age Group    | Employee Spirituality |                  |                    |       |
|--------------|-----------------------|------------------|--------------------|-------|
|              | Total Score           | Total Mean Score | No. of respondents | Mean  |
| Upto 30 yrs  | 1606                  | 73.00            | 22                 | 3.318 |
| 31- 45 yrs   | 2362                  | 107.36           | 26                 | 4.129 |
| 46 and above | 1757                  | 79.86            | 17                 | 4.697 |

Observations as per Table 4, age people have less concern for materialistic satisfaction; they pay more attention towards satisfaction of life i.e. more inclination towards spirituality. There is an increasing trend of spirituality level with an increase in age of individuals.

Graph highlights a negative slope line, which states that higher the age of an individual employee, higher is his inclination towards spirituality.

**Hypothesis 2: Value education positively influences employee's individual spirituality.**

There was no proper data/information provided by respondents, thus we couldn't conclude any useful insights from the data.

There couldn't be any conclusive results drawn on the basis of data provided by respondents. We had tried to tap the value education level on the basis of education institutions/ universities where the respondents have studied. It was supposed to be analyzed on the basis of type of education imparted, i.e. values based institutions which provide spirituality amongst students and future employees. We had assumed that institutions like DEI, Vanasthali Vidhya Peeth, etc and schooling from schools like catholic, would have been considered as institutions providing value education to employees.

**Hypothesis 3: Higher the spirituality of peer group, the higher will be the employee's individual spirituality.**

**H03:**  $r = 0$  Null Hypothesis: Peer group spirituality does not affect employee's individual spirituality.

**Ha3:**  $r \neq 0$  Alternative Hypothesis: Peer group spirituality has a positive relationship with employee's individual spirituality.

A large correlation emerged for Peer Group Spirituality and employee Spirituality,  $r = 0.915$ . Given this outcome, we reject the null hypothesis as there is significant relationship between the two variables. As peer's spirituality increases, employee spirituality also increases. A positive relationship was found between peer group spirituality and employee spirituality. Thus, it can be concluded that organization culture and group interactions affects the learning amongst the employees.

**Hypothesis 4: Higher the spirituality of business leader, the higher will be the employee's individual spirituality.**

**H04:**  $r = 0$  Null Hypothesis: Leader's spirituality does not affect employee's individual spirituality.

**Ha4:**  $r \neq 0$  Alternative Hypothesis: Leader's spirituality has a positive relationship with employee's individual spirituality.

A large correlation emerged for Business Leader Spirituality and Individual employee Spirituality,  $r = 0.905$ . Given this outcome, we reject the null hypothesis as there is significant relationship between the two variables. As leader's spirituality increases, individual employee spirituality also increases. Thus, a positive relationship was found between the variables. Accordingly, it can be concluded that level of ethics demonstrated by the leader influences the individual employee's level of excellence to a great extent.

**Hypothesis 5: Higher the employee spirituality, the higher will be his job satisfaction.**

**H05:**  $r = 0$  Null Hypothesis: Employee spirituality does not affect his job satisfaction.

**Ha5:**  $r \neq 0$  Alternative Hypothesis: Employee spirituality has a positive relationship with job satisfaction.

A large correlation emerged for Employee Spirituality and Job Satisfaction,  $r = 0.937$ . Given this outcome, we reject the null hypothesis as there is significant relationship between the two variables. As employee spirituality increases, job satisfaction also increases. Thus, a positive relationship was found between employee spirituality and job satisfaction level. And it is concluded that strong sense of connectedness with co-workers and organization leads to contentment towards job.

**Hypothesis 6: Higher the employee spirituality, the lower will be his tendency to job turnover.**

**H06:**  $r = 0$  Null Hypothesis: Employee spirituality does not affect his tendency to job turnover.

**Ha6:**  $r \neq 0$  Alternative Hypothesis: Employee spirituality has a negative relationship with tendency to job turnover.

A large correlation emerged for Employee Spirituality and Job Turnover,  $r = -0.854$ . Given this outcome, we reject the null hypothesis as there is significant relationship between the two variables. As employee spirituality increases, job turnover tendency decreases. Thus, a negative relationship was found between employee spirituality and job turnover. Accordingly, it is concluded that intrinsic contended employee with self and work would have less propensity to leave the organization.

**CAUSE EFFECT RELATIONSHIP**

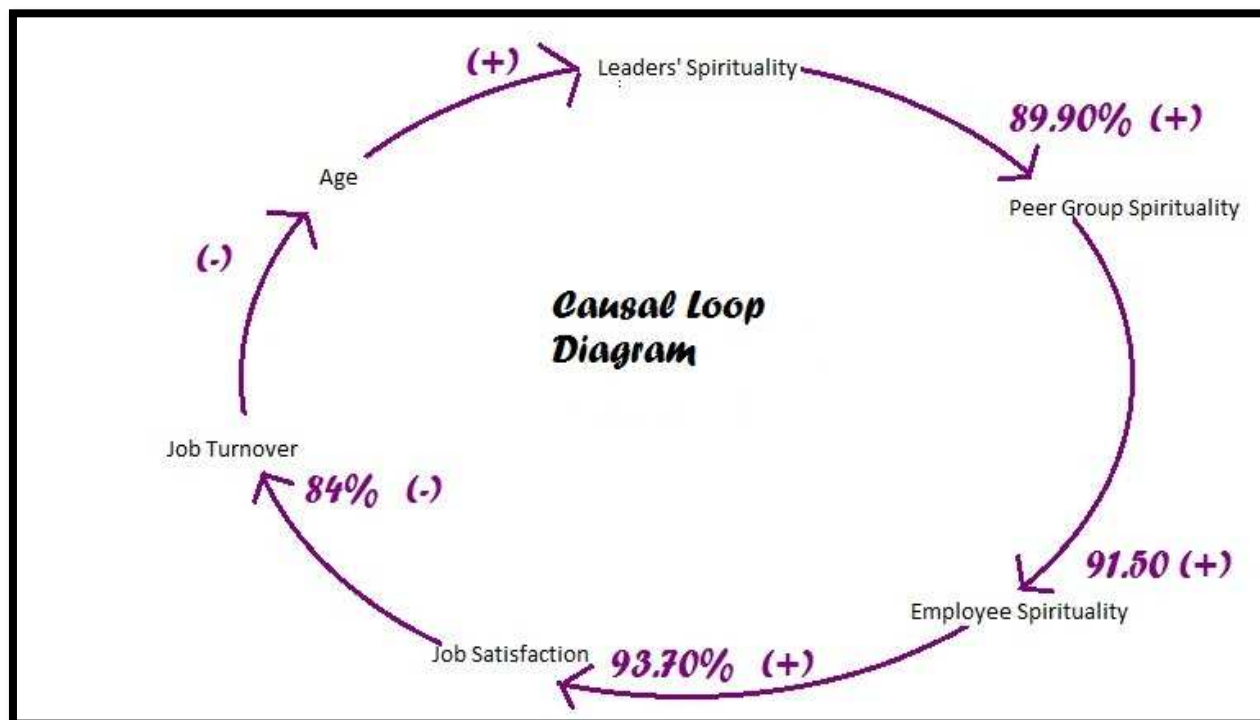
Based upon the combined matrix of correlation in Table 5 amongst different variables, represented in the Table 5 given below, a Causal loop diagram has been prepared indicating the inter-linked variables with highest correlation values. Causal loop diagram in based upon the values loop is prepared indicating positive/negative relationship amongst variables.

**TABLE 5: COMBINED MATRIX OF VARIOUS CORRELATIONS AMONGST ALL VARIABLES**

|                         |                     | Correlations          |                         |                       |                  |              |
|-------------------------|---------------------|-----------------------|-------------------------|-----------------------|------------------|--------------|
|                         |                     | Employee Spirituality | Peer Group Spirituality | Leaders' Spirituality | Job Satisfaction | Job Turnover |
| Employee Spirituality   | Pearson Correlation | 1                     | .915**                  | .905**                | .937**           | -.854**      |
|                         | Sig. (1-tailed)     |                       | .000                    | .000                  | .000             | .000         |
|                         | N                   | 66                    | 66                      | 66                    | 66               | 66           |
| Peer Group Spirituality | Pearson Correlation | .915**                | 1                       | .899**                | .922**           | -.857**      |
|                         | Sig. (1-tailed)     | .000                  |                         | .000                  | .000             | .000         |
|                         | N                   | 66                    | 66                      | 66                    | 66               | 66           |
| Leaders' Spirituality   | Pearson Correlation | .905**                | .899**                  | 1                     | .948**           | -.850**      |
|                         | Sig. (1-tailed)     | .000                  | .000                    |                       | .000             | .000         |
|                         | N                   | 66                    | 66                      | 66                    | 66               | 66           |
| Job Satisfaction        | Pearson Correlation | .937**                | .922**                  | .948**                | 1                | -.840**      |
|                         | Sig. (1-tailed)     | .000                  | .000                    | .000                  |                  | .000         |
|                         | N                   | 66                    | 66                      | 66                    | 66               | 66           |

\*\* . Correlation is significant at the 0.01 level (1-tailed).

A cause and effect relationship as per Figure 4 below depicts how certain variables form a part of vicious circle, one affecting the other. And how the end consequent (age) turns to be the determinant for the first variable (leader's spirituality). This causal loop starts with leader's spirituality affecting the peers' spirituality level positively, which in turn affects an individual employee understanding regarding spirituality to have a direct relationship. A spiritual employee has higher job satisfaction thereby leading to lower tendency to switchover. And this propensity to turnover is majorly influenced by age parameter. And lastly it is seen empirically that elderly person has higher excellence towards spirituality. Thus, a cause and effect cycle is formed between these variables.

**FIGURE 2: CAUSAL LOOP DIAGRAM BASED UPON THE BEST FIT CORRELATION AMONGST VARIABLES****CONCLUSION**

The present study investigated the determinants of employee spirituality on the banking sector, which leads to positive impact on enhancing the spirituality level. The identified variables through literature review had a positive relationship with employee spiritual implies that age, peers' and leaders' play a major role in determining individual's spirituality. And this spirituality in turn affects individual behavior in terms of warmth, kindness and inter-connectedness leading to well-built achievement of task at work. And these attributes consequent towards job satisfaction and lower turnover, the organizations with higher yield of employees as they have a sense of calling membership.

The significant results between spirituality and variables show that job satisfaction intensity increases with the strengthening of spirituality at work in banking employees as it aids towards running the day to day business affairs and perform better. Such types of people always flourish tendency to job turnover trim down.

**MANAGERIAL IMPLICATIONS**

➤ **Alignment of Individual and Organization Values**

Employees' develop a sense of satisfaction as organization perspective and goals matches with their personal visionary values. It generates a strong bond between the two and leads to higher performance at the organization, benefiting the both parties.

➤ **HR Practitioners**

It will help the HR authorities to develop an orientation and training programme in such a manner that aligns individual and organizational goals and values. It would be applicable to enrich spirit in new hired resources as well as to improve the strategic performance of the old and experienced employees'.

## LIMITATIONS AND FUTURE GUIDELINES

The basic limitation of the study is that the sample size is marginal, as the study covers employees of one sector of financial system i.e. banking sector at Agra Region. However, the results would be improved if data would be analyzed from other regions and sectors, i.e. applicability would be enhanced. And secondly, authenticity would be enhanced if the data is collected on prolonged basis, i.e. collection on regular interval basis. Lastly, various other variables as an outcome of spirituality can be explored through literature and further studied like creativity, team work, etc.

## RECOMMENDATIONS

Spirituality is more of a process than an end. It is about how things to be performed for achieving goals. The development of an individual requires spiritual practices in the process of achieving an organizational goal, i.e. both aligned together.

The following recommendations will help leaders and HR experts to establish workplace spirituality and reap the benefits of increased employee productivity leading to a flourishing organizational values and goals:

1. Appointment of a committee to determine the role of spirituality, by providing appropriate definition and meaning of "spirituality at workplace".
2. To integrate spirituality, a proper strategic plan and process is required to be developed.
3. A Spirituality Survey within the organization would aid in understanding the present levels of spiritual aptitude of the workforce for further course of action to be developed.
4. It is necessary to have an atmosphere of trust so that the employees feel comfortable to ask question, learn properly and contribute towards success.
5. Less intelligent team on spirituality score should be begin first by the leaders for spreading and strengthening values and morals in the name of business ethics.

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In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

### *Our Other Journals*

