Workplace Spirituality And Organizational Commitment: An Empirical Study Of FMCG Sector In India

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Abstract

This paper explores and examines the existing literature on workplace spirituality. The study aims to determine the level of workplace spirituality among the employees working in the FMCG sector in India. The study also examines the existence of workplace spirituality in the organizations in FMCG sector and its association with organizational commitment. The research investigates three dimensions of workplace spirituality namely, (SOC) sense of community, (MW) meaningful work, and (AOV) alignment with organizational values and their association with organizational commitment.

A sample of 311 employees is gathered from employees working in five companies in FMCG and beverage sector in India. Both primary and secondary data is used for the study. Primary Data is obtained through simple random sampling under probability sampling technique using Structured questionnaires from scales of workplace spirituality and organizational commitment are used for the study. Questionnaires in the form of google forms were circulated amongst employees for primary data collection. Statistical tools and techniques like Descriptive statistics, correlation and regression have been used.

The study indicates that all three dimensions of workplace spirituality, that are meaningful work (MW), (SOC) sense of

community and (AOV) alignment with organizational values are significant predictors of organizational commitment. The study points that all the three dimensions of workplace spirituality (SOC, MW and AOV) are significantly and positively associated with organizational commitment, which may lead to transformation in individual as well as organizational lives of employees.

Keywords: Workplace Spirituality, Spirituality at work, Spirituality, Organizational Commitment.

Introduction

India – with a huge population is a huge market place with high consumer demand. The FMCG sector witnesses' strong participation of leading national companies as well as MNCs, with tough competition, well-established distribution network, and low cost of operations. Fast-moving consumer goods (FMCG) are items that are consumed by the consumers regularly. FMCG are packaged consumer products that are manufactured to meet the consumers basic needs and are available in the market at a low price. China and India are driving the growth in Asia Pacific region for many herbal products, with the Indian FMCG sector ranked as fourth largest.

Research points that due to changing trends in the market, consumers are not just seeking products to satisfy their demands but are in continuous search for experiences and model of business that communicates with their emotional and spiritual side (Kotler et al., 2019). Yoga, meditation, Ayurveda, naturopathy, kriyas, are rising trends in companies like Ayush, Dabur, Patanjali, etc. India has led to the growth of FMCG goods in the categories of personal care since last one decade. Spiritual leaders have been the key to give a push to the AYUSH movement (Sar, 2018).

Because of increased stress levels and inconvenient lifestyles, there is an increase in spirituality and healthy eating. Consumers will be increasingly encouraged to choose healthy and ecologically friendly items after the Covid -19 pandemic worldwide effect. Consumers are reportedly looking for

experiences that stimulate their emotional and spiritual sides in addition to satisfying their needs as a result of the shifting market trends (Kotler et al., 2019).

Literature Review

Workplace Spirituality

Since the latter half of the 20th century, there has been a huge increase in interest in spirituality in the workplace all over the world (Benefiel et al., 2014; Giacalone & Jurkiewicz, 2010; Harrington et al., 2001). A number of authors have provided alternative definitions of spirituality, including those that emphasise inner experience, morality, openness, and care (Dillard, 1982; Kohlberg & Ryncarz, 1990; Milliman et al., 2003), as well as workplace integrity and connectivity (Ingersoll, 2003). Job commitment, organisational identity, work-reward satisfaction, and organisational unhappiness are all directly tied to organisational spirituality. The satisfaction of intrinsic, extrinsic, and overall employment rewards is positively correlated with personal spirituality (Robert et al., 2008). According to Kolodinsky et al. (2008), the association between individual spirituality and organisational spirituality was discovered in relation to complete job satisfaction. An intellect in and of itself is spirituality. According to Emmons (2000), spirituality is a set of skills and aptitudes that help people deal with issues and accomplish their goals on a daily basis. According to Kinjerski and Skrypnek (2004), those who experience spirit at work have a sense of coherence with their values, beliefs, and work as well as a strong sense of interconnection and shared goals with others. WPS supports organisational value, meaningful work (MW), and a feeling of community (SoC). According to Hassan et al. (2016) and Kolodinsky et al. (2008), trust plays a significant role in mediating the effects of workplace spirituality on JS. WPS has a very favorable association with trust.

Organizational Commitment

The psychological state of being closely entwined with an organization is known as organisational commitment. According to Meyer and Herscovitch (2001), it has a favorable

effect on a range of employee-level outcomes, including attitudes and behaviors at work, attrition, attendance and timeliness, and organisational citizenship behaviors. The most famous TCM model of Organizational commitment sates its three dimensions as affective commitment, normative commitment and continuance commitment.

Affective commitment refers to emotional attachment of employees to the organization. Continuance commitment suggests that for an employee the cost of leaving firm is much higher than benefits associated with firm, and Normative commitment refers to internalization of organisational norms and values through socialization. These are the three dimensions of organizational commitment as proved by (Allen & Meyer's, 2000) model of organisational commitment.

Organizational Commitment & Workplace Spirituality

Numerous researchers have looked into the connection between organisational commitment and workplace spirituality. A more normative and affectively dedicated workforce is the result of higher levels of workplace spirituality (Giacalone & Jurkiewicz, 2003).   The organizational commitment increases as a result of workplace spirituality, which suggests that employees will be more loyal and contribute to their fullest towards the organization. (Gavin & Mason, 2004).   Available literature suggests a positive association between workplace spirituality and organisational commitment. (Karasek & Theorell,1990; Brown and Leigh, 1996; Settoon et al, 1996; Kim and Mauborgne,1998; Eisenberger et al., 2001; Jurkiewicz & Giacalone 2004).

 Objectives of the study

*   To explore the existing literature on workplace spirituality.

*   To examine the existence of workplace spirituality in the organizations in FMCG sector   and its association with organizational commitment.

- To empirically predict the impact workplace spirituality on dimensions of Organizational Commitment.

Hypothesis

H1. There is a significant positive association between Dimensions of Workplace Spirituality and Organizational Commitment.

H1a. Meaningful work is positively associated with Organizational Commitment.

H1b. Sense of community at work and organizational commitment are positively associated.

H1c. Alignment with organizational values and organizational commitment are positively associated.

H2. Workplace Spirituality predicts Organizational Commitment significantly.

H2a. Workplace Spirituality Significantly predicts Affective Commitment

H2b. Workplace Spirituality Significantly predicts Normative Commitment

H2c. Workplace Spirituality Significantly predicts Continuance Commitment

Research Methodology

For the present research study, Descriptive analysis, correlational and regression analysis was employed. Data was collected using simple random sampling technique from 313 employees working in the FMCG sector across India. Three instruments were used to collect data in this study.

- Self-Report Questionnaire: Socio-demographic information of the participants was collected using a self-report questionnaire. It covered demographics such as age, education, gender, cadre of work, years of work experience,

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and designation. The questionnaire is divided into 2 parts, Part A contained items from scale of Workplace spirituality and part B comprises items from scale of organizational commitment. The questionnaire had total of 44 items.

- Workplace Spirituality Scale by Milliman et al (2003): consisting of 21 items related to three constructs of meaningful work, sense of community, and alignment with organizational values is used. This instrument is a self-report scale with 21 items of workplace spirituality. The measurements were based on a scale from 1 ("disagree strongly") to 5 ("agree strongly"). (Miliman et al, 2003) scale comprises six dimensions that capture meaningful work, that are a part of this scale, Sense of Community dimension has seven items while for Alignment with Organizational Values. There are eight items from the spirituality scale. Hence 21 items are related to three constructs or dimensions in workplace spirituality scale. The alpha coefficient for meaningful work is .88, for sense of community is 0.91, and for alignment with organizational values is 0.94. Thus, the reliability of the scale is acceptable.

- Organizational Commitment- Questionnaire used by Rego and Souto, 2004 has been used in this study. It will measure affective, normative and continuance facets of organizational commitment using 11 statements. The scale's reliability (affective = 0.80, continuation = 0.071, and normative = 0.76) was acceptable.

Results

Table 1:

Table 1: Descriptive Statistics: Gender, Age, Educational Level, Total Work Experience, Designation & Cadre

Variable	n	%
Gender		
Female	116	37.06
Male	197	62.94
Age		
35-43 years	1	0.32

27 years to less than 34 years	129	41.21
41 years to less than 48years,	32	10.22
34 years to less than 41 years,	59	18.85
Less than 27 years	84	26.84
48 years and above	8	2.56
Education Level		
Post Graduate	147	46.96
Graduate	166	53.04
Total Work Experience		
11-20 years	1	0.32
4 years to less than 10years	135	43.13
10 years to less than 16 years	53	16.93
22 years or more.	17	5.43
16 years to less than 22 years,	21	6.71
Less than 4 years	86	27.48
Designation		
Managerial	92	29.39
Non-Managerial	221	70.61
Missing	0	0.00
Cadre Level		
Senior Level	114	36.42
Mid-Level	140	44.73
Entry Level	59	18.85

Source: Primary Data.

To study the emerging role of workplace spirituality in the FMCG sector in the Indian context, a total of 313 responses were collected as shown in Table 1 (n= 313).

- Of the 313 responses (n=313), 62.94% were male (n=197) and 37.06% were female (n=116). 0.32% were in the age group of 35-43 years (n=32), 41.21% were in the age group of 27-34 years (n= 129), 10.22% were in the age group of 41-47 years (n=32), 18.85% were in the age group of 34-40 years (n=59), 26.84% were below 27 years (n=84) and 2.56% were above 48 years (n=8).

- Furthermore, 46.96% of the respondents are post-graduates (n= 147), and 53.04% are graduates (n= 166). Of the 100 responses (n=100), 62% were married (n=62) and 38% were unmarried (n=38). In terms of work experience, 27.48% have worked for less than 4 years (n=86), 43.13% worked for 4 to 10 years (n=135), 17.25% worked for 10 to 16 years, 6.71% worked for 16 to 22 years (n= 21) whereas 5.43% worked for 22 years or more (n= 17).

- Also, of the 313 responses (n=313), 29.39% were in a managerial position (n=92) and 70.61% were in a non-managerial position (n=221). Lastly, 18.85% of the respondents were entry level professionals (n= 53), 44.73% were mid-level professionals (n= 140) and 36.42% were senior level professionals (n= 114).
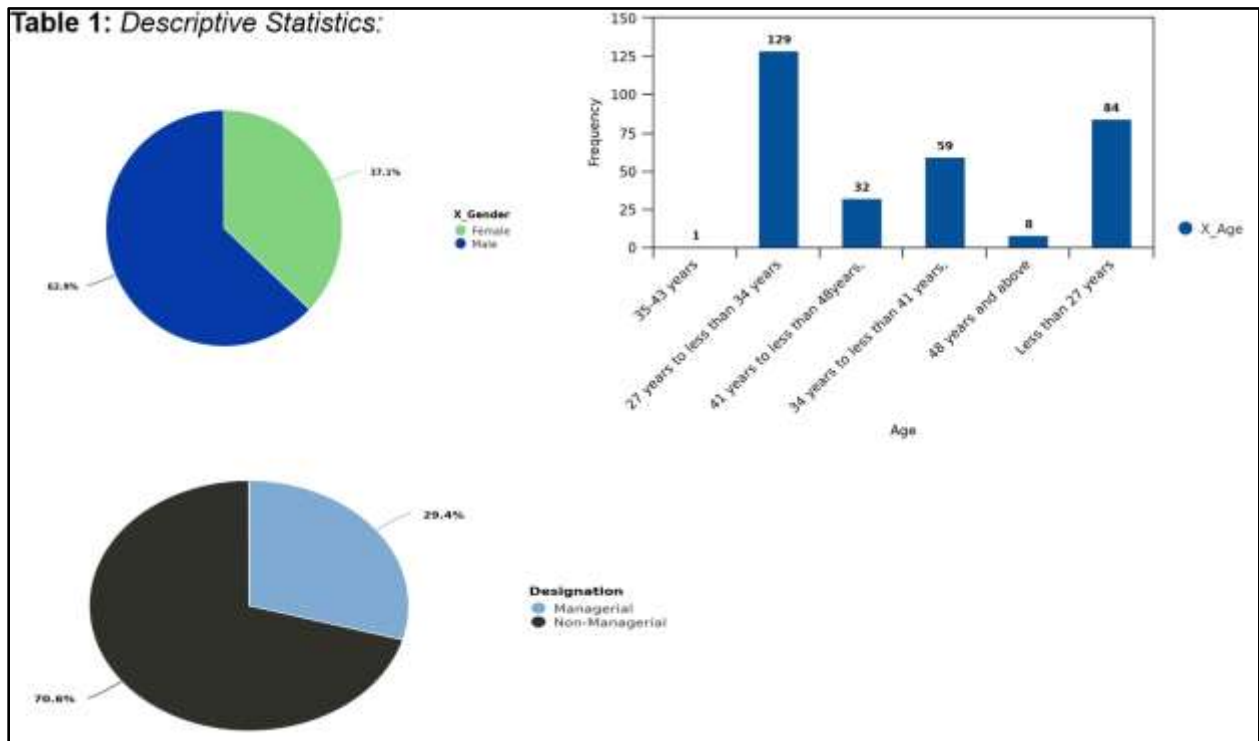
Charts as per Descriptive Statistics:

Table 1: Descriptive Statistics:
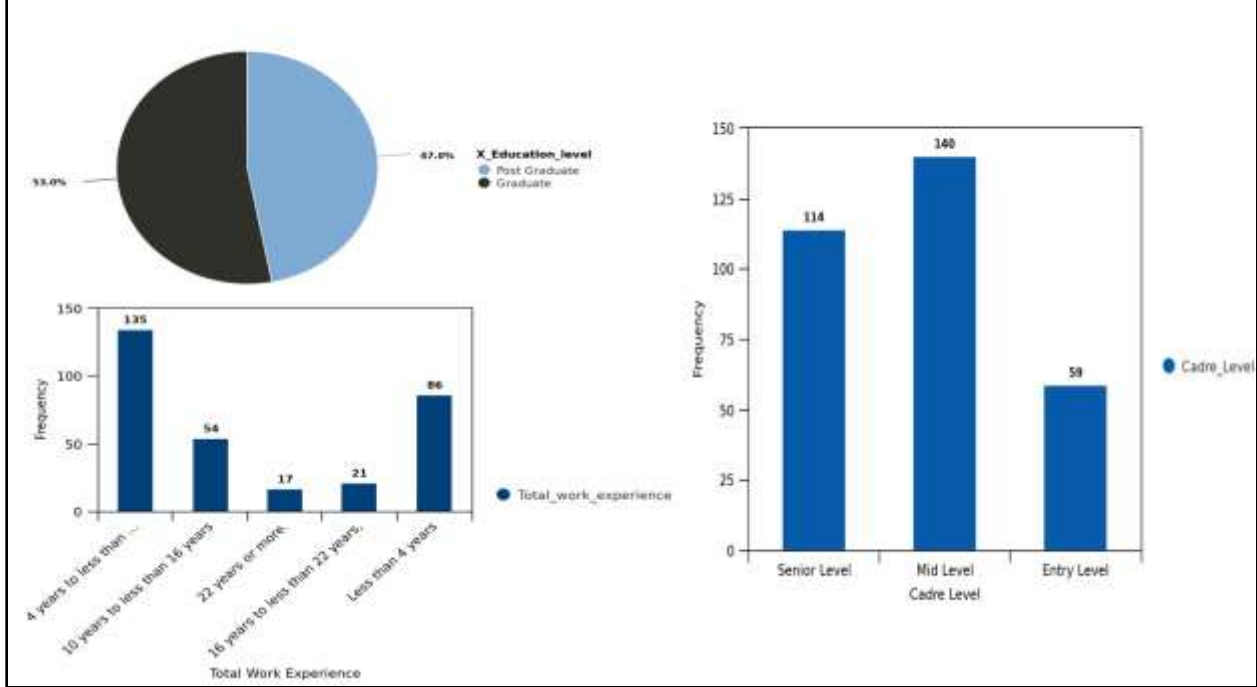
Table 1: *Descriptive Statistics:*

Table 2:

Table 2: Descriptive Statistics: Meaningful Work, Sense of Community, Alignment of Values, Affective Commitment, Normative Commitment, Continuance Commitment & Organizational Commitment

Variable	M	SD	n	SE_M	Min	Max	Skewness	Kurtosis
Meaningful Work (MW)	23.73	3.45	313	0.19	6.00	30.00	-1.57	5.71
Sense of Community (SoC)	28.64	4.15	313	0.23	7.00	35.00	-1.53	5.63
Alignment of Values (AoV)	31.77	5.14	313	0.29	0.00	40.00	-1.72	7.22
Affective Commitment (AC)	16.66	2.54	313	0.14	4.00	20.00	-1.34	4.82
Normative Commitment (NC)	11.00	2.40	313	0.14	3.00	15.00	-0.39	0.21
Continuance Commitment (CC)	11.18	3.59	313	0.20	4.00	20.00	0.36	-0.09
Organizational Commitment (OC)	38.86	6.45	286	0.38	11.00	55.00	-0.25	1.89

Source: Primary Data.

- Meaningful work had an average of 23.73 (SD = 3.45, SE_M = 0.19, Min = 6.00, Max = 30.00, Skewness = -1.57, Kurtosis = 5.71). Sense of community had an average of 28.64 (SD = 4.15, SE_M = 0.23, Min = 7.00, Max = 35.00, Skewness = -1.53, Kurtosis = 5.63). Alignment of values had an average of 31.77 (SD = 5.14,

SE_M = 0.29, Min = 0.00, Max = 40.00, Skewness = -1.72, Kurtosis = 7.22).

• Affective commitment had an average of 16.66 (SD = 2.54, SE_M = 0.14, Min = 4.00, Max = 20.00, Skewness = -1.34, Kurtosis = 4.82). Normative commitment had an average of 11.00 (SD = 2.40, SE_M = 0.14, Min = 3.00, Max = 15.00, Skewness = -0.39, Kurtosis = 0.21). Continuance commitment had an average of 11.18 (SD = 3.59, SE_M = 0.20, Min = 4.00, Max = 20.00, Skewness = 0.36, Kurtosis = -0.09). Organizational commitment had an average of 38.86 (SD = 6.45, SE_M = 0.38, Min = 11.00, Max = 55.00, Skewness = -0.25, Kurtosis = 1.89).

• When the skewness is greater than 2 in absolute value, the variable is considered to be asymmetrical about its mean. When the kurtosis is greater than or equal to 3, then the variable's distribution is markedly different than a normal distribution in its tendency to produce outliers (Westfall & Henning, 2013). The summary statistics can be found in Table 2.

Table 3:

Table 3: Pearson Correlation Matrix Among MW, SoC, AoV, AC, NC, CC, and OC

Variable	1	2	3	4	5	6	7
1. Meaningful Work (MW)	-						
2. Sense of Community (SoC)	.73[*]	-					
3. Alignment of Values (AoV)	.69[*]	.82[*]	-				
4. Affective Commitment (AC)	.62[*]	.67[*]	.68[*]	-			
5. Normative Commitment (NC)	.49[*]	.54[*]	.52[*]	.63[*]	-		
6. Continuance Commitment (CC)	.17[*]	.18[*]	.20[*]	.15[*]	.31[*]	-	
7. Organizational Commitment (OC)	.52[*]	.57[*]	.58[*]	.72[*]	.80[*]	.74[*]	-

Source: Primary Data.

• A significant positive correlation was observed between meaningful work and affective commitment, with a correlation

of .62, indicating a large effect size (p < .001, 95.00% CI = [.54, .68]). This suggests that as meaningful work increases, affective commitment tends to increase.   A significant positive correlation was observed between meaningful work and normative commitment, with a correlation of .49, indicating a moderate effect size (p < .001, 95.00% CI = [.40, .57]). This suggests that as meaningful work increases, normative commitment tends to increase.   A significant positive correlation was observed between meaningful work and continuance commitment, with a correlation of .17, indicating a small effect size (p = .007, 95.00% CI = [.06, .28]). This suggests that as meaningful work increases, continuance commitment tends to increase. A significant positive correlation was observed between meaningful work and organizational commitment, with a correlation of .52, indicating a large effect size (p < .001, 95.00% CI = [.44, .60]). This suggests that as meaningful work increases, organizational commitment tends to increase.

- A significant positive correlation was observed between sense of community and affective commitment, with a correlation of .67, indicating a large effect size (p < .001, 95.00% CI = [.60, .73]). This suggests that as sense of community increases, affective commitment tends to increase. A significant positive correlation was observed between sense of community and normative commitment, with a correlation of .54, indicating a large effect size (p < .001, 95.00% CI = [.46, .62]). This suggests that as sense of community increases, normative commitment tends to increase. A significant positive correlation was observed between sense of community and continuance commitment, with a correlation of .18, indicating a small effect size (p = .006, 95.00% CI = [.06, .29]). This suggests that as sense of community increases, continuance commitment tends to increase. A significant positive correlation was observed between soc and organizational commitment, with a correlation of .57, indicating a large effect size (p < .001, 95.00% CI = [.48, .64]). This suggests that as sense of community increases, organizational commitment tends to increase.

- A significant positive correlation was observed between alignment of values and affective commitment, with a correlation of .69, indicating a large effect size (p < .001, 95.00%

CI = [.61, .74]). This suggests that as alignment of values increases, affective commitment tends to increase. A significant positive correlation was observed between alignment of values and continuance commitment, with a correlation of .20, indicating a small effect size (p = .001, 95.00% CI = [.09, .31]). This suggests that as alignment of values increases, continuance commitment tends to increase. A significant positive correlation was observed between alignment of values and organizational commitment, with a correlation of .58, indicating a large effect size (p < .001, 95.00% CI = [.50, .65]). This suggests that as alignment of values increases, organizational commitment tends to increase.

Table 4:

Table 4: Results for Multiple Regression with Meaningful work, Sense of Community, Alignment of values predicting Organizational Commitment.

Variable	B	SE	95.00% CI	β	t	p
(Intercept)	11.02	2.23	[6.64, 15.41]	0.00	4.95	< .001
Meaningful Work	0.33	0.13	[0.07, 0.58]	0.18	2.53	.012
Sense of Community	0.31	0.14	[0.04, 0.57]	0.20	2.25	.025
Alignment of Values	0.36	0.10	[0.15, 0.56]	0.29	3.43	< .001

Note. Results: $F(3,282) = 56.45$, $p < .001$, $R^2 = .38$

Unstandardized Regression Equation: OC = 11.02 + 0.33*mw + 0.31*soc + 0.36*aov

Source: Primary Data.

- Meaningful work significantly predicted organizational commitment, B = 0.33, t(282) = 2.53, p = .012. This indicates that on average, one-unit increase of meaningful work will increase the value of organizational commitment by 0.33 units. Sense of community significantly predicted organizational commitment, B = 0.31, t(282) = 2.25, p = .025. This indicates that on average, one-unit increase of sense of community will increase the value of organizational commitment by 0.31 units. Alignment of values significantly predicted organizational commitment, B = 0.36, t(282) = 3.43, p < .001. This indicates that on average, one-unit increase of

alignment of values will increase the value of organizational commitment by 0.36 units.

The results of the multiple regression model were significant, $F(3,282) = 56.45$, $p < .001$, $R^2 = .38$, indicating that approximately 37.52% of the variance in organizational commitment is explainable by MW, SOC, and AOV.

Table 5:

Table 5: Results for Multiple Regression with Workplace Spirituality predicting Affective Commitment

Variable	B	SE	95.00% CI	β	t	p
(Intercept)	3.74	0.75	[2.26, 5.21]	0.00	4.99	< .001
Workplace Spirituality	0.15	0.009	[0.14, 0.17]	0.70	17.41	< .001

Note.   Results: $F(1,311) = 303.05$, $p < .001$, $R^2 = .49$
Unstandardized Regression Equation: ACSC = 3.74 + 0.15*WPS
Source: Primary Data.

A multiple regression analysis was conducted to assess whether workplace spirituality significantly predicted affective commitment. The results of the multiple regression model were significant, $F(1,311) = 303.05$, $p < .001$, $R^2 = .49$, indicating that approximately 49.35% of the variance in affective commitment is explainable by workplace spirituality. Workplace spirituality significantly predicted affective commitment, $B = 0.15$, $t(311) = 17.41$, $p < .001$. This indicates that on average, a one-unit increase of workplace spirituality will increase the value of affective commitment by 0.15 units. Table 5 summarizes the results of the regression model.

Table 6

Table 6: Results for Multiple Regression with Workplace Spirituality predicting Normative Commitment

Variable	B	SE	95.00% CI	β	t	p
(Intercept)	1.36	0.83	[-0.27, 2.99]	0.00	1.64	.102
Workplace Spirituality	0.11	0.010	[0.10, 0.13]	0.55	11.75	< .001

Note.   Results: F(1,311)   =   138.14,   p   <   .001, R^2 =   .31
Unstandardized Regression Equation: NCSC = 1.36 + 0.11*WPS
Source: Primary Data.

A multiple regression analysis was conducted to assess whether workplace spirituality significantly predicted normative commitment. The results of the multiple regression model were significant, F(1,311) = 138.14, p < .001, R^2 = .31, indicating that approximately 30.76% of the variance in normative commitment is explainable by workplace spirituality. Workplace spirituality significantly predicted normative commitment, B = 0.11, t(311) = 11.75, p < .001.

This indicates that on average, a one-unit increase of workplace spirituality will increase the value of normative commitment by 0.11 units. Table 6 summarizes the results of the regression model.

Table 7: Table 7: Results for Multiple Regression with Workplace Spirituality predicting Continuance Commitment

Variable	B	SE	95.00% CI	β	T	p
(Intercept)	6.25	1.46	[3.38, 9.13]	0.00	4.28	< .001
WPS	0.06	0.02	[0.02, 0.09]	0.19	3.40	< .001

Note.   Results: F(1,311)   =   11.58,   p   <   .001, R^2 =   .04
Unstandardized Regression Equation: CC = 6.25 + 0.06*WPS
Source: Primary Data.

A multiple regression analysis was conducted to assess whether workplace spirituality significantly predicted continuance commitment. The results of the multiple regression model were significant, F(1,311) = 11.58, p < .001, R^2 = .04, indicating that approximately 3.59% of the variance in continuance commitment is explainable by workplace spirituality. Workplace spirituality significantly predicted CC, B = 0.06, t(311) = 3.40, p < .001. This indicates that on average, a one-unit increase of workplace spirituality will increase the value of continuance commitment by 0.06 units. Table 7 summarizes the results of the regression model.

Table 8: Table 8: Results for Multiple Regression with Workplace Spirituality predicting Organizational Commitment

Variable	B	SE	95.00% CI	β	t	p
(Intercept)	10.92	2.16	[6.67, 15.17]	0.00	5.05	< .001
Workplace Spirituality	0.33	0.03	[0.28, 0.38]	0.61	13.06	< .001

Note.   Results: F(1,284)   =   170.44,   p   <   .001, R^2 =   .38
Unstandardized Regression Equation: OC = 10.92 + 0.33*WPS

Source: Primary Data.

A multiple regression analysis was conducted to assess whether workplace spirituality significantly predicted organizational commitment. The results of the multiple regression model were significant, $F(1,284) = 170.44$, $p < .001$, $R^2 = .38$, indicating that approximately 37.51% of the variance in organizational commitment is explainable by workplace spirituality. Workplace spirituality significantly predicted organizational commitment, B = 0.33, t(284) = 13.06, p < .001. This indicates that on average, a one-unit increase of workplace spirituality will increase the value of organizational commitment by 0.33 units. Table 8 summarizes the results of the regression model.

Findings, Limitations and Sope for future study

Considering the emerging role of spirituality in various FMCG brands such as Patanjali, Dabur, etc. this study was conducted to explore the impact of workplace spirituality on organizational commitment. A total 313 responses were collected from individuals working in the FMCG sector. The findings of the study indicate that workplace spirituality is very much prevalent in the FMCG sector. A significant positive correlation was observed between workplace spirituality (meaningful work, sense of community, alignment of values) and organizational commitment (affective commitment, normative commitment, continuance commitment). Also, it was further found that workplace spirituality significantly predicts organizational commitment. All the three dimensions of workplace spirituality, that are meaningful work (MW), (SOC) sense of community and (AOV) alignment with organizational values are significant predictors of organizational commitment and are significantly and positively associated with

organizational commitment, which may lead to transformation in individual as well as organizational lives of employees.

The importance of workplace spirituality has clearly been depicted in the literature as well as the current study. However, this study was carried out across India covering different companies in FMCG sector. This makes it difficult to generalize the values. Also, out of the five FMG companies considered for the study, two were mnc's which may have a different perspective, cultural impact, regional impacts and definition of workplace spirituality which would impact the results otherwise. The same study can be done on a single PSU company/ single big conglomerate to make the results more reliable as well as devise plans for implication and policy making with regards to spirituality. Also, similar studies can be conducted bearing in mind the Indian aspects of spirituality and factors impacting organizational commitment. Researchers can use Indian Workplace Spirituality scales in similar studies.

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