Workplace Spirituality, Employee Engagement and Employee Loyalty: A Conceptual Study on their Interconnection

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Abstract
As opposed to the early modern time, the variety of work has remarkably changed in the contemporary era. Today's workforce experiences greater desolation and disassociation from associates due to distance working, and continual use of business technology like emailing, and sharing files through various platforms may also make personnels feel less akined in their nest. The level of subjective effort employees are willing to put forth on behalf of their employer is a key indicator of how committed they are to their jobs. This is what is meant when we talk about employee engagement. Highly engaged employees surpass the bottom line commitment marked off in their work specification,bringing in new ideas and thinking unconventionally making headway for the organisations which is very progressive in nature, as has been observed in many prior research results. This is similar to how people make one self-available for handing their time and energy to accommodate a cause they are genuinely zealous about. The idea that each person has internal logics,rightness, and inclination to engage in professions that offer their lives and the lives of others more purpose is included in the concept of spirituality. According to a PwC India report, up to 37% of millennials plan to change jobs in the upcoming year. The goal of the current paper is to investigate the relationship between employee engagement, workplace spirituality (purposeful work, a sense of belonging , and alignment with organisational values) and employee loyalty (intention to stay) {JOUR Aboobaker, Nimitha Edward, Manoj K.A., Zakkariya 2020/01/02 Workplace spirituality and employee loyalty: an empirical investigation among millennials in India } particular relation to millennials, who are three times as likely than other generations to move occupations.
Keywords: Workplace Spirituality, Employee Engagement, Employee Loyalty, Millennials

Introduction

People today spend a significant chunk of their lives working and get a significant portion of their social identity from their jobs. People are putting more and more demands on the workplace for a feeling of fullness and connection. Numerous conceptual and empirical research studies have been conducted to study and examine the causes and results of the construct in response to the academic community's growing interest in workplace spirituality (Milliman et al., 2003; Houghton et al., 2016). It has been discovered that having a spiritual experience at work is positively correlated with positive employee work attitudes like intuition, creativity, honesty, trust, personal fulfilment, organisational commitment, organisational performance, customer orientation, adaptability, service orientation, ethical selling behaviour, job satisfaction, and organisational alignment, according

to research by Krishnakumar and Neck (2002), Kolodinsky et al. (2008), Rego and Cunha (2008), Breud (2009), Nasina and Pin (2011), Movassagh and Oreizi (2014), Pradhan et al. (2016), and Milliman et al. (2018).

Moving beyond the "intention to stay" with the company, employers are increasingly considering policies that will help their staff members develop both in-role and extra-role behaviours. Studies show that a number of factors, such as business culture, employee empowerment, and satisfaction, all have a beneficial impact on employee loyalty, (Eskildsen and Nussler, 2000; Niehoff et. al, 2001; bloomer and Odekerken Schroder, 2006; Yee et al., 2010). However, research have shown that encouraging all aspects of workplace spirituality may not be a suitable technique for reducing the likelihood of turnover. Drawing on the social exchange theory, this study contends that in the face of contradictory findings, workers who feel entire and connected at work on an individual, group, and organisational level will be more likely to show loyalty to the company. This study tries to close the gap in the literature by identifying how workplace spirituality as a construct affects employees' loyalty to the company and to investigate the connections between employee engagement, and workplace spirituality. According to research by Fry (2003), workplace spirituality not only enhances positive individual outcomes like joy, calm, serenity, job satisfaction, and dedication, but it also boosts productivity, lowers absenteeism, and increases turnover. The study's findings will help managers create focused policies and methods for increasing both variables viz, employee engagement and employee loyalty with the help of Workplace Spirituality.

Background
Workplace Spirituality

Management theory and practise have seen a prototype shift in business goals for companies since the turn of the century, moving away from wealth maximization and economic growth and toward the pursuit of impreshiable and comprehensive growth of the firm as a whole. As a result, there is now a growing interest in workplace spirituality, and scholarly research in this area is multiplying quickly. There are over 70 different definitions of workplace spirituality, and there is no single, widely-accepted definition for the phrase due to its varied connotations. According to Krishnakumar and Neck (2002), workplace spirituality is generally thought of as a multidimensional paradigm that encourages people to look for meaning and purpose in their lives. These dimensions include inner life, openness and care, connectedness, respect, humility, compassion, and transcendence (Guillory, 2000; Kinjerski and Skrypnek, 2004; Milliman et al., 2003; Marques et al.,2007). "The lived experiences and expressions of one's spirituality in the context of the work" is what workplace spirituality is defined as (Sheep, 2006). Workplace spirituality is defined as the pursuit of one's life's ultimate purpose, the creation of a deep bond with employees and other individuals connected to the workplace, and the consistency (or alignment) of one's underlying beliefs with the organization's ideals (Mitroff and Denton, 1999; Milliman et al., 2003). According to previous research, workplace spirituality is characterised in this study as consisting of three elements: meaningful work, a sense of community, and alignment with organisational ideals. (Ashmos and Douchen2000; Milliman et.al, 2003).

Employees' potential and whole selves can be realised at work thanks to their exposure to workplace spirituality, which also promotes personal development, self-assurance, and self-worth. Businesses that foster workplace spirituality experience longer-term increases in efficiency, performance, and productivity at the organisational level. According to studies, employees' spiritual experiences have an impact on their organisational commitment and sense of responsibility. Additionally, workplace spirituality has a positive correlation with job engagement, organisational affiliation, and rewards satisfaction and a negative correlation with organisational stress. The importance of workplace spirituality is becoming more widely acknowledged for organizational studies which have become a more accepted and respectable kind of inquiry and research in this field.

Employee Engagement

Employee engagement is a relatively new but

incredibly popular notion in the human resource industry. Attempting to define "personal engagement" as "the harnessing of organisation members' identities into their work roles wherein people utilise and express themselves physically, cognitively, and emotionally throughout role performance," Kahn (1990) was the first scholar to research engagement. Employee engagement is increasingly recognised as being essential to effective corporate performance because engaged workers are the "backbone of good working environments because they are diligent, ethical, and accountable."According to the concept of engagement, individual employee outcomes as well as organisational victory and financial accomplishment are all considered. This is due to the fact that engaged employees are discovered to be highly energised and buoyant personnels in performing their jobs; putting their hearts and souls into their works with endurance and willingness to put efforts; demonstrating strong work involvement along with experiencing feelings of significance, enthusiasm, passion, inspiration, pride, excitement, and challenge from their work; and fully concentrating and immersing themselves in their work without realising how the time is fritting away . By going "beyond preserving the status quo, and instead focus on initiating or fostering change in the sense of doing something more and/or different," Macey and Schneider (2008) defined engagement as "discretionary effort or a form of in role or extra role effort or behaviour," encompassing innovative and adaptive performance. Employee engagement is defined by Schaufeli, et al. (2002) as "a constant positive affective state of fulfilment in employees, characterised by vigor, employee commitment, and absorption." Vigor refers to an employee's tendency to put their energies into their work, particularly their high levels of energy, endurance, and tenacity in the face of challenges. It is characterised by high levels of energy and mental resilience while working. Employee commitment to their work, feelings of excitement and significance for their profession, and inspiration, pride, and challenge are all aspects of dedication. While absorption occurs when an employee is happily occupied with work as a result of putting energy and devotion into his or her job description. The research that is now available and supports the potential value of employee engagement is excellent, but research into how to actually create it and what might result from doing so is shockingly underdeveloped.

Employee Loyalty

The varied variety of expectations and demands that employees place on their work and workplace have been substantially altered and amplified by relentless business environment changes including reduced job security and downsizing. Currently, managers are seeking creative people management techniques to encourage employees' positive work attitudes and outcomes, of which their loyalty to the company is of utmost importance. Even though the topic has received a lot of scholarly study, loyalty and its components are still poorly understood. Loyalty is a psychological state that characterises the bond between employees and their employers and has an impact on whether or not they decide to stay with their employers. Although some authors operationalize loyalty as being comparable to organisational commitment, loyalty differs in that loyal employees are those who would stay with the organisation, feel a feeling of belonging, and function as ambassadors of the organisation. Employee loyalty is shown not only by a higher intention to remain with the company, but also by being indifferent to perks offered by alternative employers and spreading the word about the company. Making a stable and challenging environment will increase employee loyalty. Loyal employees actively participate in the organization's goals, operate in the organization's long-term best interests, and do not look for other jobs or respond to outside offers, even when they are offered somewhat greater compensation, Employee loyalty subsequently becomes an essential worry for the corporation as a result of all of which generate additional income for businesses. According to reports, millennials may not necessarily want to change professions, but their employers are not "offering them compelling reasons to stay." According to report, Millennials may not necessarily want to change positions unless their employers offers them compelling reasons to stay. If employees understand and connect themselves with the organization's values and culture, they are

more likely to stay with the company. According to reports, 57% of workers would quit their current employers for offers from substitute employers with better salary packages, and 48% of workers acknowledge that a healthier organisational culture elsewhere would motivate them to shift employment. However, there aren't many research that support the link between employee loyalty and workplace spirituality, especially when it comes to millennials, for whom these constructs are more important.

Purpose / Aim

This paper aims to put forward the views, if workplace spirituality will affect employees' loyalty toward the firm in an Indian context that incorporates the contextual qualities of a typical developing economy in order to close the aforementioned gap in organisational literature.

It will study about the extensive research on employee engagement which is required to uncover the required facts about how workplace spirituality affects employee engagement.

This paper is designed to give a insights regarding the arguments for and against workplace spirituality in achieving the goals of employee engagement and employees loyalty especially in Millennial workforce.

Arguments
For

Higher levels of connection and belongingness result from people feeling linked to their work and workplace through spirituality at work. It is presumed that employee perceptions of a sense of purpose and connectedness at work would increase stay intentions and extra-role behaviours. This study is grounded in social exchange theory. According to social exchange theory, there should be a series of reciprocal, tangible and intangible exchanges between an employee and their employer or organisation. According to Social Exchange theory, employees who value the benefits they receive from their employer, such as income, benefits, or working conditions, would also exhibit more favourable work attitudes in return. According to the social exchange theory, employees who value the benefits they receive from their employer, such as compensation, additional allowances or working

environment, would show this by having more positive views toward their jobs. When an employee directly benefits from organisational traits and resources—which may be either monetary or non-monetary in nature—they may feel obligated to give back to their firm. One organisational resource that will aid employees in finding personal fulfilment and a sense of belonging is the experience of workplace spirituality. They perform better individually and organizationally and feel more fulfilled when they are in line with the organization's values and mission. Therefore, it is suggested that workplace spirituality would have a favourable impact on employees' intentions to remain with the company, as well as their indifference to the benefits offered by other employers and word of mouth about the company, especially in the context of the job-hopping generation, the millennials.

Employee engagement has been theorised in terms of major two dimensions, Cognitive Engagement, the degree to which a professional person is aware of their function within the organisation and their objective at work and emotional engagement or physical engagement, the degree to which an employee empathises with others at work and establishes meaningful connections with his or her co-workers. On the other hand, the word "spirituality at work" refers to the experiences of workers who are enthused and driven by their work, who find meaning and purpose in it, who feel that they can be their true selves at work, and who feel connected to others they work with. As a result, in their fundamental constructs, both the meaning of workplace spirituality and employee engagement promote a sense of inclusivity to one another. Fostering spirituality, according to Krishnakumar and Neck, will make employees feel whole when they report to work. In her research from 2011, Fairlie, compared a number of aspects of meaningful work to other workplace traits as correlations and determinants of employee engagement. According to the findings, there was a significant degree of diversity in employee engagement that could be attributed to these relevant traits because they had the strongest relationships with a variety of employee outcomes. According to Chalofsky and Krishna's 2009 theory, engagement has its roots in pre-industrial civilization,

when people worked in the same locality they liked and had a strong connection to both their personal and communal well-being. The same can be said of workplace spirituality, which includes a sense of connection to one's job and to one's co-workers. In order to understand why people are so engaged with one another at work, Cropanano and Mitchell (2005) proposed the social exchange theory. According to this theory, relationships that have developed over time can lead to or prevent commitment as long as both parties abide by certain rules of exchange, whereby one party's actions trigger the other's responses or actions.

Against

Our main claim is that while spirituality may have advantages, it also has disadvantages that are typically disregarded. Numerous characteristics of people (such as motivation) and organisations (such as power, politics, knowledge, and learning) have been proven to be helpful, but they are often perplexing, contradictory, and occasionally detrimental. The same is true of organisational spirituality. As a result, we emphasise outlining the limitations and risks of workplace spirituality in this experimental research.If spirituality is merely the pursuit of loftier objectives, tolerance for different points of view, and a search for work with greater intrinsic meaning, then we are merely following the same old roads. All of them are highly advised, and they can be accomplished without relying on spirituality-related language or practises. If workplace spirituality is to have the beneficial effects that its supporters hope for, academics and practitioners must focus on the six important challenges that have been outlined in the following subsections.

Religion Barriers and Exclusiveness

The advantages of spirituality in the workplace far outweigh the drawbacks, but of course, the drawbacks cannot be ignored. Spirituality is being encouraged in numerous ways as it enters the business world as a part of the company wellness programmes. But just as too much of anything can have disastrous results, workplace disagreements between employees of different religions can also cause spiritual issues, which could be the only drawback of workplace spirituality.

The paradox here is that proponents of workplace spirituality want to allow for spiritual expression there. On the one hand, religion serves as a natural outlet for the spirituality of a sizeable portion of the workforce. It would be difficult to allow for spiritual expression without also allowing for religious expression in light of this. On the other hand, some employees might not find spiritual enlightenment through religion. In this area, the New Age movement is included. For those in this category, spirituality is about development and self-actualization.

Cost

Although managers can anticipate that spirituality will increase organisational commitment in their workforce, it may be challenging to identify benefits for the crux (if any). However, that does not imply that all spiritual endeavours are pointless. It would be foolish to dismiss the embryonic advantages for workers, businesses, and society at large. Effective implementation is the key to turning potential into reality. Additionally, implementation is not free. The expenses of integrating spirituality into the workplace are not insignificant. To calculate the net economic advantage of spirituality in the workplace, they must be specifically taken into consideration.

A Tool for Manipulation

Workplace spirituality has the potential to lead to abusive power dynamics (Brown, 2003). It could be used as a vindicate tool by managers to distort meaning, win support for organisational objectives, and encourage compliance. Recent scandals like those involving Enron and World Com indicate that employees might not want to give management a broad-brush trust. Workers may be wary of management intentions due to continuous concerns about top management schemes to pay themselves huge salaries and bonuses regardless of their firms' success.

Cause of Division

It's possible that bringing spirituality into the workplace will have the opposite effect of what is desired. Instead of fostering harmony, it can lead

to unhealthy division, which would make people more stressed out and have a negative impact on organisational performance. When individual and collective spirituality diverge, a slightly different problem develops. Sometimes a group that places a strong emphasis on spirituality will challenge members to face the possibility that some of their most cherished beliefs may not be universal and may even be called into question.

Is the Workplace an Appropriate Setting for It?

The relative advantage of social organisations' specialisation is at the core of this problem. Perhaps the preferred sources of spirituality, intimacy, and economic productivity are families, churches (temples, mosques, and synagogues), and businesses. The fact that companies are useful instruments for achieving economic efficiency is one of the fundamental justifications for their formation. We could argue that groups that focus on spirituality are the best way to develop spirituality (i.e. organised religions). This can encourage employees to invest more time and effort in the environment that fosters success and a sense of community (i.e., the workplace), aggravating the imbalance already present.

Guiding Sheep to be Slaughtered?

A social maximum is reached in the prisoners' dilemma if everyone cooperates, but when most people are complying, any defector receives a sizable payoff for doing so. This game brings to light some of the challenges that come with attempting to foster collaboration in the presence of selfish rivals. The main issue is that individuals who want to cooperate are fundamentally at the mercy of those who would exploit them.

Potential for Further Research

Employee engagement and workplace spirituality have both evolved independently, yet their expositions clearly show many similarities. Basically, the interconnection between them suggests that HR managers implement it concurrently in their organisations because having spirituality in the workplace would help employees fully commit to their jobs and responsibilities. The need

for spirituality is a recurring subject in company incorporations and ventures, and it is predicted that in order to encourage the growth and flourishing of human hearts, spirits, and souls, businesses will need to adopt a set of humanistic and spiritual values.

According to certain theories, part of the benefit of spirituality in the workplace is in the increased productivity attained through greater creativity and increased engagement in decision-making. What has been shown thus far is that enhanced spirituality is likely to increase employee satisfaction and organisational commitment. These are not proven to be causes of the hypothesised increases in bottom line profitability, but they may be causes of low turnover (i.e., lower expenses). In order to prove or disprove the "spirituality organisational performance" link, researchers must create and conduct comprehensive empirical analyses of spiritual and non-spiritual companies. We have suggested that more comprehensive spiritual endeavours may result in greater coherence with potential restrictions on some of the elements associated with better productivity. Additionally, this should be the focus of empirical research.

These are some potential future research questions that might be posed:

1. Do intense spiritual practises result in higher levels of cohesion?
2. Does a feeling of spiritual community also encourage a more general sense of unity in terms of attitudes toward competition?
3. What, if any, effects do a sense of spiritual community have on the variety of opinions held inside an organisation?

Implications

- Employing spirituality in their organisations requires managers to be aware of the necessity of handling the important contradictions and problems as listed in the arguments above.
- Spirituality must be introduced while taking into account the fundamental abilities required in the areas of diversity and respectful listening.
- To foster an environment where trust can grow safely, training and the introduction of spirituality may need to be done on the basis of complete work units.

- Management must consider how spirituality will be rewarded and recognise the significance of fairness in the allocation of financial gains.
- Be mindful of the potential issues brought on by heightened cohesion both within the group and within the organisation. By paying close attention to hiring and decision-making, these risks can be reduced (controlled).While decision-making should involve a diverse range of people, recruitment conventional methods (such as devil's advocate and dialectic inquiry) to prevent premature consensus.
- Recognize that there will be conflicts when it comes to spirituality. Include your attitude regarding religion in your introduction of spirituality strategy. Beyond the legal concerns, how religion should be handled needs to be considered.
- Create a space for folks who don't want to include their spirituality into their workplace. To prevent further imbalances that spirituality can cause, make work/life balance an essential component of the spirituality programme.

Conclusion

One of the world's emerging economies, India has a young population that must be engaged if the nation is to realise its objectives and improve employee engagement. Maintaining employee engagement turns out to be a win-win strategy because when given meaningful work, individuals feel satisfied and the firm is more successful in reaching its objectives. The majority of young India's employees are fairly engaged in their work, according to the data analysis. Additionally, it was discovered that the relationship between work features, employee engagement and employ loyalty was mediated by Workplace Spirituality. It is crucial for managers to comprehend the elements that would motivate and inspire their staff to invest not only time but also energy and effort in their task. The ethical case for integrating spirituality into the workplace is among the most significant. Being more spiritual is 'the correct thing to do,' according to those who accept spirituality as essential to human existence. This ethical correctness eliminates significant worries about the "value" to the company and is largely distinct from a financial goal.While highlighting the lack of a strong empirical case for bottom-line advantages, these benefits may simply not have been identified or that they influence profitability in a more indirect manner. Managers who feel the need to use economic arguments to support the adoption of spirituality would be well to consider both the potential costs and advantages of doing so. The authors' immediate instinct is that working in an organisation with the traits associated with spiritual groups would be genuinely advantageous in the end. However, we acknowledge that creating such organisations is a difficult and little understood process. Although the objective may be apparent, the way to achieve it is at best hazy. Furthermore, we worry that the enthusiasm that good management concepts naturally inspire may wane in the face of significant implementation challenges. We therefore anticipate that scholars will take on the task of further defining and exploring the idea of workplace spirituality, and that managers will introduce spirituality while acknowledging its inherent challenges and bringing the necessary resources to their implementation effort.

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