

# THE INFLUENCE OF WORKPLACE SPIRITUALITY ON ORGANISATIONAL COMMITMENT AMONG PUBLIC SECTOR EMPLOYEES

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**Abstract** *Spirituality in organisational sector is quite different from its traditional meaning. In organisational sector, spirituality means the work ethics or how the employees value their job and their workplace. Although many studies conducted in the area of spirituality and its relation to organisation motivation, culture, leadership etc; very few studies have been conducted to find out the relationship of organisational spirituality and organisational commitment, especially in India. In this regard the present study was planned to find out the relationship of organisational spirituality and organisational commitment among employees from different age group working in Government jobs in Delhi Municipal Corporation. A total of 120 samples was selected using purposive sampling technique for the study. The study included Organisational Commitment Questionnaire by Meyer & Allen (1990) and Spirituality at Work Scale by Kinjerski, & Skrypnek,. (2006b). The results of the study satisfied to the three hypotheses formulated such as- the first hypothesis: relationship exists between spirituality and organisational commitment ( $r=0.35$ ) for the age group 25 to 35 years of old whereas the correlation is ( $r=0.60$ ) among the male participants from the age group 36 to 59 years of age. This also satisfies the second hypothesis that: increase with age will increase the spirituality and organisational commitment among the employees. Similarly the third hypothesis: male and female participants are different in their workplace spirituality and commitment attributes in organisational sector. From the study it can be concluded that employees with increased age are more spiritual and committed towards their organisation than to the lower age group people, which might be due to the job loss or few chances for job turnover.*

**Keywords:** *Organizational Commitment, Spirituality, Public sector, Self Esteem, Intrinsic Work Satisfaction*

## INTRODUCTION

Spirituality and human behaviour are interrelated to each other. In the day to day activities of human being, the role of spirituality cannot be discarded. Therefore it is important to know the effect of spirituality of the employees working in different organisational sector. Further it is important to say that whether spirituality and organisational commitments have any influence on overall all performance of the employees in organisation sector. In this context, Shellenbarger (2000) stated that, in the twenty-first century, an important trend in recent business practice is a focus on employee spirituality in the workplace. Spirituality in workplace is gradually valued, as many business leaders regard spirituality as a meaningful solution to many problems in organisation. Spirituality becomes a growing endorsement on organisational building (Sharma, 2010; Gotsis & Kortezi, 2008; Dulewicz & Higgs, 2003). They also stated that the success of an organisation depends on not only how the organisation selects and makes most of the human competencies, but it also depends on how to

stimulate commitment to in an organisation. The perceptions of employees about workplace spirituality help to explain their level of organisational commitment. The commitment is an essential factor, given that more committed people tend to devote higher efforts to work, thus contributing to organisational performance (Rego & Pina e Cunha, 2008).

The meaning of spirituality is something different in organisational sector what is often used as the synonym of work ethics. In this regards, Kellehear (2000) defined, spirituality may be someone's philosophy, values, or meaning of life. Sheep (2004) define that it is a conceptual convergence occurs in four recurring themes: a self-workplace integration; meaning in work; transcendence of self; and personal growth/development of one's inner self at work. Similarly, Ashforth & Pratt (2003) proposed three dimensions to spirituality at work: transcendence of self, holism and harmony, and growth. Finally, Milliman *et al.*, (2003) identify three dimensions of workplace spirituality: meaningful work (Ashmos & Duchon, 2000; Kinjerski & Skrypnek, 2004, 2006; Mitroff & Denton, 1999), sense

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of community, and alignment with organisational values. Dehler and Welsh (2003) differentiate between spirit and spirituality, viewing spirit as the inner source of energy and spirituality as the outward expression of that force. Both are important for employees for organisational success.

Spirituality at work is a distinct experience characterized by cognitive features, interpersonal dimensions, spiritual presence, and mystical components (Kinjerski & Skrypnik, 2004; 2006b). Engaging work (cognitive) is characterised by profound feelings of well-being, a belief that one is engaged in meaningful work that has a higher purpose and an awareness of alignment between one's values and beliefs and one's work. A sense of community (interpersonal) is portrayed by a feeling of connectedness to others and common purpose, whereas a spiritual connection characterised by a sense of connection to something larger than self. The fourth dimension, a mystical or unitive experience, is depicted by a positive state of energy or vitality and experiences of complete joy and bliss (Kinjerski & Skrypnik, 2006b; 2006a).

Houston & Cartwright (2007) found that public service employees are more spiritual in their attitudes while Sharique *et al.* (2012) found female athletes to be more spiritual than males. Beekun & Westerman (2011) found spirituality in Norway to have a greater impact on ethical behaviours than spirituality in the U.S. Ecklund & Long (2011) found that the concept of spirituality varies across occupational groups while Smith & Snell (2009) report that the definition of spirituality differs across generations.

## WORKPLACE SPIRITUALITY & ORGANISATIONAL COMMITMENT

Many researchers have found spirituality to have a positive impact on organisational commitment of employees. Ahiauzu & Asawo (2010) found that a culture of altruistic love leads to higher level of organisational commitment of employees. Others report a similar positive influence of spirituality on organisational commitment (Bodia & Ali, 2012; Chawla & Guda, 2010; Hong, 2012; Markow & Klenke, 2005; Marschke *et al.*, 2011; Milliman *et al.*, 2003; Rego *et al.*, 2007). Nazir & Malik (2013) found that the workplace spirituality strongly predict the organisational commitment, organisation based self-esteem and intrinsic work satisfaction. The similar researches has conducted that spirituality in workplace is also increased commitment in the workplace (Krishnakumar & Neck, 2002; Milliman, Ferguson, Trickett, & Condemi, 1999).

Cherati, Mahdavi & Rezaeian (2013) opined that the spiritual intelligence has a positive influence on job satisfaction; and organisational commitment has a positive influence on job satisfaction. Furthermore, no significant direct relationship

was found between spiritual intelligence and organisational commitment. But an indirect relationship between spiritual intelligence and organisational commitment with job satisfaction acting as a mediator was established. As a result, the effect of spiritual intelligence on organisational commitment is mediated by job satisfaction.

Workplace spirituality shows promise as a significant new management paradigm, so that managers can use to improve job commitment, creativity, satisfaction, and team performance of their employee (Geigle, 2012; Freshman, 1999; Turner, 1999). Further distinguished by Turner (1999), "Fostering spirituality will lead to employees feeling complete when they come to work. This will result in a high degree of personal fulfillment and increased morale. This further would lead to increased organisational performance through greater financial success". In relation to commitment, Burack (1999) said that "spirituality increases commitment by establishing a 'Trustful Climate' in the workplace". It includes commitment of the employees to the organisation and also commitment of the organisation to quality and to the customer (Wagner-Marsha & Conely, 1999). Further, Milliman *et al.* (2001) and Pfeffer & Vega (1999) affirmed that attitudes of employees in organisations with high levels of spirituality are positive, supportive of the organisation, and demonstrate commitment to a much greater degree than in organisations without such values. Although numbers of studies proved the role of spirituality improve the organisational commitment of employees working in different sectors, still in India very few studies conducted and focused the role of spirituality among Indian employees working in different organisational sectors. The present study was planned to know the relationship between organisational spirituality and the organisational commitment of people working in public sector, especially in Municipal Corporation of Delhi city, India.

## OBJECTIVES

1. To investigate the impact of workplace spirituality on organisational commitment among New Delhi Municipal Corporation (NDMC) employees.
2. To examine the relationship between workplace spirituality and organisational commitment among male & female employees.
3. Whether age as factor impacts workplace spirituality and organisational commitment among employees.

## HYPOTHESIS

- There exists a relationship between spirituality and organisational commitment.
- Workplace spirituality & organisational commitments vary among male and female employees.

- Increase with age will increase the spirituality and organisational commitment among the employees.

## METHODOLOGY

### Design & Sample

The present study is based on descriptive research design following a survey method of research technique. A total of 120 samples were selected using purposive sampling technique for the study which further divided on basis of age group 25-35 ( $n_1=60$ ) & 36-59 ( $n_2=60$ ). Again each age group has taken into considered of 30 males & 30 females to employ parametric statistical analysis. The participants of the study were the employees in different sector of New Delhi Municipal Corporation (NDMC), New Delhi, India; those are from the public sector or government salaried employees.

### Materials

The following tools were used for collection of data for the study:

Organisational Commitment Questionnaire by Meyer & Allen (1990): Organisational Commitment Questionnaire has three components such as Affective, Normative, and Continuance commitment scales. The affective component of scale measures the emotional relationship such as love and affection towards organisation, organisational cohesiveness, and group morale of the employees. Normative component measures the standard and normal behaviour of the employees towards his/her organisation where as the continuance component of the scale measures the existence of employees' behaviour towards the organisation or the workplace. This revised questionnaire has 24 items. Employee responses were obtained on a 5-point Likert-type scale where 1 = strongly disagree and 5 = strongly agree. Reliability (Coefficient alpha values) ranged from .77 to .88 for affective commitment (ACS), from .65 to .86 for normative commitment (NCS), and from .69 to .84 for continuance commitment (CCS) (Allen & Meyer, 1990; Cohen, 1996; Hackeet et al., 1994; Meyer & Allen, 1997)

Spirituality at Work Scale by Kinjerski & Skrypnek (2006b): Spirituality at Work Scale was developed by Kinjerski & Skrypnek (2006a). The questionnaire has 18 questions to measure research variables of workplace spirituality and five-point Likert type scale for all the items. Response categories range from 1= Always Untrue (AU), 2 = Untrue (U), 3= Natural (N) 4 =True (T), 5=Always True (AT).

### Procedure

After detailing about the purpose of the study to the participants and taking their informed consent, the researchers provided the questionnaire to the participants to fill up. All the employees were confirmed that there data will be kept confidential. The researchers provided instruction how to fill the data. As all the employees were literate, there was no such problem to understand the questionnaire. In some cases the researchers provided appropriate explanations of certain questions where the participants felt difficult. One after another the questionnaires were filled up giving a rest interval of ten minutes. A single case method of data collection was followed for the entire and finally the information about workplace spirituality and organisation commitment of every participant was informed individually of the study.

### Data Analysis

The results of the study were based on the inter-correlation of organisational spirituality and organisational commitment of employees according to the objectives and the hypotheses taken. Separate analysis of inter-correlation between male vs. female and the age group comparison were done.

## RESULT & DISCUSSION

The researchers in the field of organisation and industrial psychology are now more serious about some of the new concept like workplace spirituality and organisational commitment. From numbers of researches (e.g. Marschke, Preziosi, & Harrington, 2009; Khanifar, Jandaghi, & Shojaie, 2010; Cherati, Mahdavi, & Rezaeian, 2013; Kinjerski, & Skrypnek, 2008) it is found that workplace spirituality and organisational commitment are inter-related to each other. In the present study, the inter-correlation between affective commitment vs. workplace spirituality ( $r=-0.008$ ) is lowest followed by continuance commitment vs. workplace spirituality ( $r= 0.266$ ); normative commitment vs. workplace spirituality ( $r= 0.407$ ) and the total organisational commitment vs. workplace spirituality ( $r= 0.351$ ).

Similarly the inter-correlation of female employees aged of 25 to 35 years between affective commitments vs. workplace spirituality ( $r= 0.368$ ) is followed by continuance commitment vs. workplace spirituality ( $r= 0.022$ ); normative commitment vs. workplace spirituality ( $r= 0.164$ ) and the total organisational commitment vs workplace spirituality ( $r= 0.172$ ). The results indicate that there is no significant relationship existing between the organisational commitment and workplace spirituality among both young male and female employees aged between 25 and 35 years as the results show negative or very low co-efficiency

**Table 1: Inter-Correlation Matrix of Male and Female employees with age group of 25-35 years**

Inter-Correlation Matrix of Male employees					
Category	Affective Commitment	Continuance Commitment	Normative Commitment	Total Organisational Commitment	Workplace Spirituality
Affective Commitment	1.000	0.181	0.077	0.448*	-0.008
Continuance Commitment		1.000	0.339	0.692**	0.266
Normative Commitment			1.000	0.624**	0.407*
Organisational Commitment				1.000	0.354
Workplace Spirituality					1.000
Inter-Correlation Matrix of Female employees					
Affective Commitment	1.000	0.295	0.315	0.460*	0.368*
Continuance Commitment		1.000	0.714**	0.916**	0.022
Normative Commitment			1.000	0.863**	0.164
Organisational Commitment				1.000	0.172
Workplace Spirituality					1.000

\* Correlation is significant at the 0.05 level (2-tailed).

\*\* Correlation is significant at the 0.01 level (2-tailed).

only exception to the significant relationship of affective commitment and workplace spirituality but still it is not co-efficient (Table 1).

Following the previous studies conducted in the area of concern, the first hypothesis of the present study: 'there exists a relationship between spirituality and organisational commitment' was established and the results of the present study has not supported by analyzing various components of organisational commitment and spirituality. The cause might be that during the young age the role of spirituality has no such significant effect on the employees. They might have the idea of job turnover.

The results of the present study indicate that, the inter-correlation of the male participants aged 36-59 years between affective commitment vs. workplace spirituality ( $r = 0.523$ ) is followed by continuance commitment vs. workplace spirituality ( $r = 0.448$ ); normative commitment vs. workplace spirituality ( $r = 0.636$ ) and the total organisational commitment vs. workplace spirituality ( $r = 0.602$ ). Similarly the inter-correlation of female employees aged 36 to 59 years between affective commitment vs. workplace spirituality ( $r = 0.023$ ) is followed by continuance commitment vs. workplace spirituality ( $r = 0.289$ ); normative commitment vs. workplace Spirituality ( $r = 0.139$ ) and the total organisational commitment vs. workplace spirituality ( $r = 0.168$ ).

The results indicate that there is no such significant relationship existing between the organisational commitment and workplace spirituality among both young male and female employees aged 25 to 35 years as the results show

negative or very low co-efficiency only exception to the significant relationship of affective commitment and workplace spirituality but still it is not co-efficient (Table 2). The cause might be that with the increasing of age level the onset of workplace spirituality increases among employees which affect their commitment at workplace. The other cause might be that the upper age groups do not plan to change their workplace and they are satisfied and committed to their existed job. The similar study has conducted many researches that workplace spirituality affects commitment significantly, and males are found to have a stronger effect of workplace spirituality on commitment rather than females (Indartono, Nafiuddin, Lingga Sakti, & Praja, 2012; Indartono & Wulandari, 2014).

### Comparison of Workplace Spirituality & Organisational Commitment between Male and Female Participants Aged 25-35 Years

The results of comparison between various components of organisational commitment and the total commitment with workplace spirituality among male and female participants aged between 25-35 years reveal that the effective components of organisational commitment of male participants aged 25 to 35 years are comparatively lesser than that of the female participants in this group ( $t = 2.29$ ,  $p = 0.026 < 0.05$ ). It indicates that emotionally females are more committed to their job compared to their male counterparts at 0.05 level of significant but not at 0.01 level of significant. In other words it can be said that the effective commitment



**Table 2: Inter-Correlation Matrix of Male and Female employees with age group of 36-59 years**

Inter-Correlation Matrix of Male employees					
Category	Affective Commitment	Continuance Commitment	Normative Commitment	Total Organisational Commitment	Workplace Spirituality
Affective Commitment	1.000	0.656**	0.733**	0.900**	0.523**
Continuance Commitment		1.000	0.633**	0.867**	0.448*
Normative Commitment			1.000	0.887**	0.636**
Organisational Commitment				1.000	0.602**
Workplace Spirituality					1.000
Inter-Correlation Matrix of Female employees					
Affective Commitment	1.000	.082	-.146	.419*	-.023
Continuance Commitment		1.000	.634**	.799**	.289
Normative Commitment			1.000	.799**	.139
Organisational Commitment				1.000	.168
Workplace Spirituality					1.000

\* Correlation is significant at the 0.05 level (2-tailed).

\*\* Correlation is significant at the 0.01 level (2-tailed).

of males and females towards their organisation are not totally different but somehow female are more emotionally involved with their workplace and organisation than their male counterparts. The reason might be that in Indian sector, due to some of the social and environmental restrictions females workers are less interested for moving and turning their job, because in most of the Indian societies, females are more concerned towards their family and choose their job and job place accordingly. Comparison score of male and female employees aged 25-35 years in continuance commitment indicates the 't' value of 0.592 at  $p = 0.852 > 0.05$  which indicates no significant difference between male and female in continuance commitment to their job.

Similarly, in the normative commitment there is no significant difference between male and female aged 25 to 35 years ( $t = 0.165$ ,  $p = 0.087 > 0.05$ ). The comparison results of total organisational commitment between male and female employees aged 25-35 years also indicate no significant difference ( $t = 1.075$ ,  $p = 0.232 > 0.05$ ). Finally, the comparison of workplace spirituality score of male and female employees of this age group indicates no significant difference ( $t = 0.957$ ,  $p = 0.074 > 0.05$ ) in their job (Table 3).

### Comparison of workplace spirituality & organisational commitment between Male and Female Participants Aged 36-59 Years

The results of comparison between various components of organisational commitment, total commitment and

spirituality among male and female participants aged 36-59 years reveal that the effective component of organisational commitment of male and female participants aged 36 to 59 years indicates the 't' value at  $p = 0.004 < 0.05$ , which shows that emotionally male are more committed to their job compared to their female counterpart. Further, in continuance commitment the comparison score of male and participants indicates the 't' value = 23.776 at  $p = 0.000 < 0.05$ , which indicates a significant difference between male and female of continuance commitment to their job. In other words it can be stated that female participants are more needy for work than their male counterparts. The cause might be that male participants still have the hope for job turn over and females have no such options to work at upper stage of life where male can manage themselves by doing any business (Khalili & Asmawi, 2012).

In the normative average mean score of male and female participants in this group indicates no significant difference ( $t = 1.481$ ,  $p = 0.320 > 0.05$ ). Further, the results of total organisational commitment average mean score of male and female participants also indicate no significant difference ( $t = 1.075$ ,  $p = 0.232 > 0.05$ ). Similarly, in the workplace spirituality score of male and female participants in this age group there is no significant difference ( $t = 1.048$ ,  $p = 0.526 > 0.05$ ). For more details see Table 4. The similar results were found out from the previous study conducted by Azad-Marzabadi, Hoshmandja & Poorkhalil (2013). In their study they found that, there was no significant difference between male and female participants in workplace spirituality.

**Table 3: Comparison of Workplace Spirituality & Organisational Commitment between Male and Female Participants Aged 25-35 Years**

Parameter	Categories	Mean	SD	T	P-Value
Affective Commitment	Male	58.27	12.65	2.29	0.026*
	Female	64.37	7.29		
Continuance Commitment	Male	62.57	12.16	0.592	0.852
	Female	64.40	11.83		
Normative Commitment	Male	66.56	9.43	0.165	0.087
	Female	66.13	10.91		
Total Organisational Commitment	Male	62.24	6.72	1.075	0.232
	Female	64.27	7.84		
Spirituality	Male	77.67	12.88	0.957	0.074
	Female	80.43	9.22		

\* $<0.05$  and  $0.01$  level of significance ( $\alpha 0.05=2.00$  and  $\alpha 0.01=2.66$  at  $df=58$ )

**Table 4: Comparison of Workplace Spirituality & Organisational Commitment between Male and Female Participants Aged 36-59 Years**

Parameter	Categories	Mean	SD	T	P-Value
Affective Commitment	Male	70.10	13.77	1.915	0.004*
	Female	64.40	8.72		
Continuance Commitment	Male	30.17	5.63	23.776	0.000*
	Female	64.13	5.44		
Normative Commitment	Male	70.47	13.31	1.481	0.320
	Female	65.77	11.18		
Total Organisational Commitment	Male	62.24	6.72	1.075	0.232
	Female	64.27	6.84		
Spirituality	Male	81.07	10.29	1.048	0.526
	Female	78.30	10.16		

\* $\geq 0.05$  and  $0.01$  level of significance ( $\alpha 0.05=2.00$  and  $\alpha 0.01=2.66$  at  $df=58$ )

### Age wise Comparison of Workplace Spirituality & Organisational Commitment of Male and Female Participants

The age comparison between 25-35 years and 36-59 years of male and female participants (Table 5) in each component's organisational commitment and workplace spirituality shows that for the male participants between 25 to 35 years of effective commitment average mean score is comparatively lesser than the effective commitment score of participants aged 36 to 59 years ( $t=3.466$ ,  $p0.001<0.05$ ). The results indicate that there is a significant difference between both age groups of male participants. In the continuance commitment of male participants average mean score of 25 to 35 years is not significantly different from the male participants aged 36 to 59 years ( $t=1.380$ ,  $p0.137>0.05$ ). Further, in the normative commitment of male participants average mean score of participants between 25 to 35 years is significantly different from the participants aged 36 to 59 years ( $t=2.310$ ,

$p0.008<0.05$ ). Further, the total organisational commitment of male participants aged between 25-35 years is lesser than the participants aged 36 to 59 years. The results indicate that there is highly significant difference between the male participants aged 25 to 35 years and the participants aged 36 to 59 years ( $t=2.735$ ,  $p0.002<0.05$ ). Finally, the average mean score of workplace spirituality of male participants aged 25 to 35 years and aged 36 to 59 years indicates no significant difference ( $t=1.129$ ,  $p0.263>0.05$ ).

Similarly, the age comparison of female participants aged 25-35 years in effective commitment compared to the female participants aged 36 to 59 indicates no significant difference ( $t=0.016$ ,  $p0.814>0.05$ ). The continuance commitment average mean score of female participants aged 25 to 35 years compared to the female participants aged 36 to 59 also revealed no significant difference ( $t=0.112$ ,  $p0.911>0.05$ ). Further in the normative commitment, the average mean scores of female participants aged 25 to 35 years and female participants aged 36 to 59 also indicate no significant

**Table 5: Age wise Comparison of Workplace Spirituality & Organisational Commitment of Male and Female Participants**

Parameter		Categories	Mean	SD	t	P-Value
Comparison of Workplace Spirituality & Organisational Commitment of Male participants aged 25-35 and 36 to 59						
Affective Commitment		Aged 25 to 35	58.27	12.65	3.466	0.001*
		Aged 36 to 59	70.10	13.77		
Continuance Commitment		Aged 25 to 35	62.57	12.16	1.380	0.173
		Aged 36 to 59	66.97	12.52		
Normative Commitment		Aged 25 to 35	66.57	9.43	2.310	0.008*
		Aged 36 to 59	70.47	13.31		
Total Organisational Commitment		Aged 25 to 35	62.24	6.72	2.735	0.002*
		Aged 36 to 59	68.96	11.66		
Workplace Spirituality		Aged 25 to 35	77.67	12.88	1.129	0.263
		Aged 36 to 59	81.07	10.29		
Comparison of Workplace Spirituality & Organisational Commitment of Female participants aged 25-35 and 36 to 59						
Affective Commitment		Aged 25 to 35	64.37	7.25	0.016	0.814
		Aged 36 to 59	64.40	8.72		
Continuance Commitment		Aged 25 to 35	64.40	11.83	0.112	0.911
		Aged 36 to 59	64.13	5.44		
Normative Commitment		Aged 25 to 35	66.13	10.91	0.129	0.898
		Aged 36 to 59	65.77	11.18		
Total Organisational Commitment		Aged 25 to 35	64.27	7.84	0.242	0.810
		Aged 36 to 59	64.69	5.62		
Workplace Spirituality		Aged 25 to 35	80.43	9.22	0.852	0.398
		Aged 36 to 59	78.30	10.16		
Comparison of Workplace Spirituality & Organisational Commitment of both Male and female aged 25 to 35 and 36 to 59 participants						
Affective Commitment	Male & Female	Aged 25 to 35 Aged 36 to 59	61.33 67.25	10.69 11.78	2.889	0.005*
Continuance Commitment	Male & Female	Aged 25 to 35 Aged 36 to 59	63.48 65.55	11.93 9.68	1.042	0.300
Normative Commitment	Male & Female	Aged 25 to 35 Aged 36 to 59	66.35 68.12	10.12 12.41	0.855	0.394
Total Organisational Commitment	Male & Female	Aged 25 to 35 Aged 36 to 59	63.25 66.83	7.31 9.33	2.336	0.021*
Workplace Spirituality	Male & Female	Aged 25 to 35 Aged 36 to 59	79.05 79.68	11.19 10.24	0.323	0.747

\* $\geq 0.05$  and 0.01 level of significance ( $\alpha 0.05=2.00$  and  $\alpha 0.01=2.66$  at  $df=58$ )**Table 6: Summary of Hypothesis Tests**

Hypothesis	Variables	Results
H1	Relationship exists between spirituality and organisational commitment	Accepted
H2	Workplace spirituality & organisational commitments are vary among male and female employees	Accepted
H3	Increase with age will increase the spirituality and organisational commitment among the employees.	Accepted

difference ( $t=0.129$ ,  $p0.898>0.05$ ). Likewise, the total organisational commitments of female participants aged 25 to 35 years and female participants aged 36 to 59 years indicate no significant difference ( $t=0.242$ ,  $p0.810>0.05$ ). Finally in the workplace spirituality score of female participants aged 25 to 35 years and female participants aged 36 to 59 years also indicates no significant difference ( $t=0.852$ ,  $p0.398>0.05$ ).

The comparison of workplace spirituality and organisational commitment of both male and female combined, aged 25 to 35 years and 36 to 59 years is illustrated in Table 5. In the affective commitment, the average mean score of combined gender aged 25 to 35 years and aged 36 to 59 years indicates a significant difference ( $t=2.889$ ,  $p0.005<0.05$ ). In the continuance commitment, the average mean score of combined gender participants aged 25 to 35 years and aged 36 to 59 indicates no significant difference ( $t=1.042$ ,  $p0.300>0.05$ ). Similarly, there is no significant difference found in the normative commitment of participants of combined gender aged 25 to 35 years and 36 to 59 years ( $t=0.855$ ,  $p0.394>0.05$ ). But, the total organisational commitment of the combined gender aged 25 to 35 years and aged 36 to 59 years indicates a significant difference ( $t=2.336$ ,  $p0.021<0.05$ ). Finally, the workplace spirituality of the combined gender aged 25 to 35 years and aged 36 to 59 years indicates no significant difference ( $t=0.323$ ,  $p0.747>0.05$ ).

## CONCLUSION

Organisational commitment and workplace spirituality are modern concepts in organisational behaviour. In this context a numbers of studies have already proved that, people having high organisational commitment have definitely high workplace spirituality and with increase of age spirituality increases which influences the organisational commitment positively. The present study in this regard confirmed that, with the increase of age spirituality score increases and organisational commitment also increases. Besides that, the study also indicates that during the adolescent period male workers have comparatively low workplace spirituality which directly affects the organisational commitment. But at the older age there is no such difference between male and female employees working in public sector organisation. In this regard the most important limitation of the study can be highlighted that, the participants of the study were from public sector organisation, where in India people think it is the heaven to work in public sector organisation without any restriction, demands in workplace, and other factors. Therefore a further research using different sample from different organisations can better prove the difference between male and female employees of different age groups of their organisational commitment and workplace spirituality.

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