Factors Affecting Workplace Spirituality in Educational Institution in Delhi NCR: An Exploratory Study

Dr Namita Rajput - Principal Sri Aurobindo College (E**)**
Jyotsna - Research Scholar Jagannath University, Jaipur

Abstract:
Over the last decade, the term workplace spirituality has gained popularity in academic front. Spirituality at workplace is relatively a new concept and is on the theoretical stage. Recently it has acquired colossal amount of attention in the field of management research and academia. There are many researches available in the field of Job satisfaction, commitment and work performance, but there is a dearth in the field of work performance and factors affecting it. The objective of the present study is to explore the factors of workplace spirituality in academic institutions in Delhi (NCR). There may be many factors affecting work performance. To explore these factors an exploratory analysis was conducted using a survey technique on a convenient sample of 396 respondents using modified scales available. The results of exploratory factor analysis exhibit organizational commitment, job satisfaction and work performance as important factors affecting work place spirituality. Implications of those findings for educational as well as HR managers are mentioned.

Keywords: Workplace spirituality & commitment of the organization, work performance and spirituality.

I. INTRODUCTION

Aside from religious precept, spirituality at the workplace has ability importance with well-being societies of employee organizations, a. It links staff together with both gender respective activities and job, give better result to increase the commitment towards this work and general work satisfaction among the employees in the organisation (Leigh, 1997; Milliman, Czaplewski, & Ferguson, 2003; Mirvis, 1997) that provides tensile strength to organization and increases performance (Giacalone&Jurkiewicz, 2003; Jurkiewicz&Giacalone, 2004). The resource of human to accept one of the most valuable assets in the organisation particularity in the service sector like academic institutions and universities. Education is the only instrument to fulfil the challenges. The Education institutes are required to adopt the latest technology and methods which are soft, and accordingly to the contestant due to the cut-throat contestant pressurize and dynamic environment. Academic staff i.e. Teachers are considered as the main pillar in the educational system. They are the moderators through that the data will be transferred to the scholars World Health Organization represent the thinking of the society. Teachers cannot be the effective supply of data unless they're possessed with the essential skills, knowledge and talents. They continuously observed an educational system as a concept for accomplishing beneficial sound for organizational adequacy. For this reason, several developing nations place excellent stress on their instructional strategy as a step forward to their future advancement. (Alzaroo and Hunt, 2003). Work area devotion is few days gone came out as an important assumption of organization and proof that a signification article of spirituality. condition of community include items that assets of which is compulsory contents in such situation for society is

presented. Is that platform where the person can experience their inner sight and can be important for themselves as an individual has a feeling to work along with people. Nowadays spirituality theory of workplaces should be a part of full connect with another spirituality which fulfilment with a lots of courage is about taking a more holistic approach to organisation life where it is people recognised that people are inherently devotion are well to try to find the meaning and the intention behind in all aspects in lives which normally work with there one's Over the years, the term workplace spirituality has gained prominence in scholastic front.As mentioned by Altaf and Awan (2011), a powerful race that can take place in our current international and native area has well-encouraged corporations to line the first targets for their workers. Thus, employees feel pressurize and hyper stress (Gupta et al., 2014). This showing results in employees' bad health and social interactions (Ahiauzu and Asawo, 2012). In the low state of such atmosphere of disaster, to build trust and always there for god's values at the work environment that is, care, attraction, love and harmony so its necessary for satisfying workers ' inner livesw. (Daniel and Jardon, 2015).The man of science has thought of what's doing before mentioned to the academics it selves feel the society and their hard work and organizational importance and beliefs that they're few of workplace spirituality. They talent forms academics who are not ready for the student to traumatize as well as with their classmates**.**

What is Workplace Spirituality?
The real mean of workplace spirituality is exceptionally own philosophical area, whom almost educational termed so charitable thinking characterized their feeling with pureness, there is bit close links with their working place and profound important values (Gibbons, 2000; Krishnan, 2008). Work area showed charitable behaviour toward a person make a working terms & condition that include so many elements which adds to the satisfaction of a specific person move toward both

gender life as well as job. (Altaf&Awan, 2011). It develops a new style in working nature that encourages workers to stimulate their ability (Daniel, 2010). The word "spirituality" is obtained from the Latin language word "spirit" or "spiritual" that implies like meditating, breath, air or wind (Merriam- Webster). Spiritusisis termed as "an important proposition held to add life to physical organisms" (Merriam-Webster). Their spirit show that important part that in our daily habit so when we are alive and breathing (Garcia-Zamor, 2003).

What is Organisation Commitment?
The term commitment to defined a normal relation of attraction and honesty. That show to the general power we have of the individual 's identification with, and participation in specific arranging workers.' statement has been provided an important assumption to determine the affection and honesty. an impulsive committed individual seems to be having a feeling toward their belonging and self-esteem that faster to participation have to stay loyal with their arranging (Rhoades & Eisenberger, 2001). Group member statement is very essential as a result of statement of workers are the asset of the company and there are less chances to go away for an additional job and to move into any different organisation. Armstrong (2008) mentioned a statement hand overplays a most important role in HR Management philosophy. Human Resource Management guidelines and terms and conditions are framed the escalate individual's statement, compliance and a good quality of work. A statement individual features of robust determination as stay as people are group of member an arrangement and settle for their additional importance to pull the desire their significant out force on behalf of the organization. One framework that has lead to very obvious rigorous searching on organizing statement is found by Meyer and Allen (1991). He described them as affective statement (wish to stay), continuing statement (expected costs of leaving), normal commitment (perceived commitment to

stay), employee involvement and temporary employees.

Affective Commitment

.Effect on a specific statement is a framework by Meyer and Allen (1991)—an worker's feeling connected to, absorb with and participation within the arrangement.

It is a psychological state-of-mind that raises the likelihood of an employee to stay within an arrangement. Employees with good effective statement that stays longer if worker wanted to rather than their need so they own it because if they want to, rather than they need it, or they own too

Continuance commitment

To present the degree in which the worker thinks that left the organizing can cost more. Workers with hard work and they supposed to do so (Bernard, 2012). The workers will remain there perhaps they don't have choices after all if their present employment might have some unfavourable component.

Employee Participation

Those workers who like to participate and show their collaboration of

work-related execution, who intends to maximum workers like to do participate in their work, and HR management profession that aims to limited workers statement of their biggest achievement (Bhatti & Nawab 2011). Workers participation is a method during which impact is sharing between a specific person who would like to stay hierarchically at different positions.

Non-permanent: Employee Non-permanent (Temporary) management can widely be examined as all kinds of conditions which employees have and beside their open-ended agreement, who have limitation to done on the right time – there is a term main types of employees who have permanent

duration agreement, non-permanent company work is normal to work seasonal work (Vosko, 2000).

Normative Commitment: They showing their workers feeling who attach with a commitment to the arranging with skills and also to believe that holding a good meaning and things to try and done. Worker with well high normative statement stays because they believe that they have to do more with their expectation as much as the arrangement has to do to them (Meyer & Allen, 1991).

Section II: Review of Literature

This section of the paper contains the related studies conducted in Asian country and the rest of the world. Rego and Cunha (2007) has studied the 5 aspects of geographic point spirituality(team's feeling of society, positioning to build structure importance, feeling of greater contribution to society's, fun at work, facility for personal life on emotive, normative and continuance commitment. A sample collected for the study includes interview of 361 people from 154 organizations. Correlations between the variables, regression analysis and cluster analysis were applied. Based on dependent and independent values were collected from identical studies at the same time. That could develop the chance of normal methodology differences, resulting in associated inflation of applied mathematical relationships. More studies could use a double supply methodology. A longitudinal analysis style can also be accurate. The 5 spirituality dimensions make a case for forty-eight, sixteen and seven per cent of the distinctive differences of severally, the emotive, normative and continuously varieties of statement. These given findings suggested is once an individual's expertise geographic point spirituality, they experience a lot of effort attract to their organizations, expertise a way of loyalty towards them, and feel less instrumentally statement. Ajala (2013) tested the effect on geographic point of charitable thinking on employee's eudaemonia at the commercial sectors. The descriptive survey analysis style of the ex-post-facto sort was used for the study. a complete of 2 hundred and seventy – 5 (275)

participants were concerned within the study. The participants were drawn from 3 corporations representing 3 industrial sectors in Oyo state, Nigeria. The corporations and industrial sectors square measure Fan Milk Nig. Plc (Food & Beverages); Macmillan African nation commercial enterprise Ltd. (Publishing) and Sudith Oil & Chemical Ltd. (Agro Allied). {they square measure they're} in private closely-held institutions and are profit-orientated. From every firm, 100 (100) respondents were arbitrarily elite. Their ages ranged between 23years and forty-eight years with a mean age of twenty-six.5 years. 195 respondents (48.75%) had tertiary education qualifications, 172 (43%) had secondary certificates and solely 33(8.25%) had primary education. the smallest amount qualification of the respondents was the west. whereas spirituality at work is associate abstract idea, this empirical finding showed that every one of the 3 aspects of spirituality at geographic point (useful work, persistent work, and feeling of community) has an important role on the eudaemonia of staff. This study proposed that Management, HR personnel, Industrial Social staff takes into under consideration the employee's religious life's and also the importance and wealth of their unified ability for the eudaemonia of the workers and survival of the geographic point. Petchsawanga & amp; Duchon (2012) examined that however, an organisation would possibly alter a lot of efficient working execution by promoting their multiple emotions of its employee's religious personality in associated Japanese reference. One of the study show that people who often practice meditation tends to good workplace who have a charitable thinking and point are higher than those person who don't do daily exercise meditation which is not good for health and thus focussing on this they build a questionnaire to measure good vibes of soul, but also linked the management directed connected with a lack of worldliness with a behavioural pointing way of spirituality which is normally found in eastern, Buddhist-Centric cultures meditation. The question was unknowingly filled by 250 employees of a big

(3800 employees) food and baking company located in Thailand, any of them doesn't participate in subsequent data collection. Some 206 questionnaires were filled with complete data (82.4% response rate). Respondents (65 males, 141 females) whose age is average between 21 and 30 years and had been serving for the association for about 5.8years.The responsible have earned a normal high school diploma before their education. Many studies depicted a pair of reports of aquatic-experimental study during which individuals exercise with inner eye meditation. The data didn't reveal and it directly affects the meditation basically, spiritual behaviour does not relate to work performance. Increase, the application of meditation is additionally find to part mediate the connection one and another work charitable behaviour that worker has and at last show their performance. Piryaei& amp; Zare(2013) interrogate the connection among work area charitable nature and two of the aspects of good work attitudes, that is, job satisfaction and organizational commitment) considering there is the role of a specific person charitable nature who have a good attitude. Workplace Spirituality scale (Milliman et.al,1993), daily religious experiences scale, DSES (underwood, 2006), Job in General Scale(JIGS, Ironson, Smith, Brannick, Gibson, & Paul, 1989) and affective commitment scale(Meyer and Allen,1990) was applied to 300full-time staff employed in an industrial company in Iran, were selected based on stratified random sampling method. Out of this sample, eighty-one (81%) were male with a mean age of 41 years. The data was interpreted through results of hierarchical regression analysis. The results generated from the test depicted that work spirituality factors (purpose of work, community at workplace and positive organizational purpose) were good vide correlated to the job satisfaction and arrangement statement between a specific person and employee's spirituality can modify the numbers of these organization. Benefiel, Fry & Geigle (2014) investigated the playing role of a spiritual and a religious person at the workplace (SRW) and found that it is relatively a new domain

of research that has emerged not typically related to the study of the science of faith and charitable reflector. This topic of aims to explore the underlying beliefs and past studies because according to the current update and research about spiritual concerning SRW. The owner was the first described the history of the effort to integrate devotions and trust into the geographic point, with their old establishment roots within the defenders Work Ethic and their involvement belong to the Faith at Work swapping in next level the author tend to understand the most important theoretical evolution during this space that have established a field of that suitable for good work and explanation, constructs, frameworks, and models. Then, it tends to study the spirituality within the geographic point and finally concluded that a pair of major streams have emerged already discovered. Similar findings concerning discover their vital impact on a specific person and structure Outcomes. Finally, it tends to show explicit dare to connect with eternity work and future definition buildings and analysis. Ke, J. L, Zhang, F.J.Yan, X.C,& Fu, Y(2017) analysed the study on geographic point spirituality settled is principally applied within the west lacking proof of China background and a focus to university academics, although there excellent work a group of member are being called soul engineer in China. To check the impact of geographic point charitable on worker relation with Chinese university academics, it collected 239 samples by the convenient sampling. Also, the final result came out of the design related the balance model test depicted so the work area devotion of university professor is playing a good role in there relations, stating that professional workers statement playing a partial to interpose the role. In the last, universities recommended that become powerful fate and their devotion manufactured through different ways. Singh & Chopra (2016) investigated the concept of Work area charitable thinking and work relationship and found it as an evolving concept of occupational health and positive psychology and described the workers inside life at work area in the way that society is

nurtured by meaningful work. It is celebrated to foster work behaviour by nurturing the fate of workers. The right present moment to study aimed to study the links among three factors, that is, geographic point spirituality, work relationship and continue with their patience. The data collection is done with a sample of 275 full-time workers in Delhi-NCR using suitable sampling. Then, the relationship among the given three factors were measured using correlation and the impact of demographic variables (age, tenure and educational qualification) on work area devotion, work profession and grit was analysed and then results were discussed using the tests ANOVA. The results depicted that there significant correlation statistics between work and work engagement (r = .359, p<0.05). ANOVA findings indicate that age, tenure and educational qualification significantly differentiated across workplace spirituality, work engagement and grit. Khari & Sinha (2017) stated that knowledge acts a crucial base for obtaining competitive advantage and it is sharing a dominant challenge faced by several organizations. In this paper, we tend to propose a positive role of geographic point spirituality (WPS) (at individual and collective levels) on data sharing intention (KSI) by using the idea of rotten planned behaviour. Petchsawanga, Pawinee and Duchon, Dennis (2012) these given papers represent two studies report that tested and arranging may not unable more manufactured work exercise and to motivate by their facial emotions of there workers spiritual itself an eastern reference. According to there showing knowledge about folks United Nations agency frequently apply a dail cal have higher geographic point spirituality scores than folks that don't frequently apply meditation. A report about quasi-experiment doing a pair of study within which folks practised inner mediator and the unable to show and failed in instantaneous result about intervention, but devotion will attach to figure their service. besides, in this application, the devotion of additionally find out a part of meditation their is a connection from another geographic point. Work area of devotion

services. Fanggidae, Suryana, Efendi &Hilmiana (2015) a contest in one another arrangement of knowledge, to be dependent on universities to supply good hard work. To grow knowledge of development in business speciality of a college teacher . in private universities East Nusa Tenggara Province, Indonesia, who don't apply for suitable college teacher to increase and for good knowledge A college teacher in Kupang town to plan article get an outline their connection in another one devotion of work area and there structure statement and a college teacher work solution. need to meet the devotion of psychological, quality of professional college teacher will create a motivational work for environment in favourable situation Pradhan, Jena & Merino (2016) to build a paperwork to compress till date a perceptive a devotion point of mensuration geographic. To pledge of a college teacher, the factory of professionalism is about returning to the extent of any exclusive which related to return in academies, the heuristic framework side by side measure a work area of devotion were installed so questionnaire were processed. the resource get an experiment to examine from a specialist on its commitment and detailed. Content validity ratio (CVR) the resource were being conducted itself holding back the items were taken for area services. Their is three hundred and sixty one govt. Responsible use to manufacturing the arrangement of services in India feel the forty four thing measure to judge a separate sides of devotion at geographical point. Till date work area of devotion is reason to comfort which is improve and comfort the resource and installed with the favour of design-related balance of impersonating. revealed the interpersonal relationship of separation was not closed a four various reason that prepare the latest devices of geographic point religiosity: devotion policy, kindness, full of mean and importance of honesty.

Long term inspection according to the next level floor The inner stability of the entire measure (α = .78), and the rest of the five full sub-measure (α's ranging from .75 to .87). in the end 30 items was maintained with the main 4 vital reason of

geographical point. Devotion measure S.P.Singh& Malhotra (2017) highlighted there is the increasing welfare in the area of work field devotion and glass ceiling. Till the date there is no revelation about searching the attachment with one and other two articles and the another connection in the paper of work devotion and glass ceiling believe in explanation . the combination of mediator role of glass ceiling believe in the connection with another one work area charitable and conscious winning which was come out to be first most value able arrangement outcomes which is also installed .in the first place model of work area devotion and ceiling believes is given within who have 3 detailed of work area charitable (community, meaningful work and inner life) on the way of glass ceiling related four believes (acceptance, resignation, denial and resilience). And the second one mediator of glass ceiling believes with connection with one and another one devotion of work area for conscious winning (career satisfaction, work engagement, physical & psychological well-being and job happiness) is showing to finalize the consultation between theoretical and experimental and the attachment of the proposed by model. Gupta (2017) work area charitable has been researched for a decade and while there have been papers studying the same, it is still not adequately applied in real-time in the workplace. This is thanks to the most important constraint of lack of systems approach to the whole gamut of the input, throughput and output of the workplace spirituality systems and processes. There is also heaps of confusion close the definition and therefore the that means of the thought of workplace spirituality. This paper makes an attempt to fill this gap in analysis by inventing the various dimensions of workplace spirituality. It addresses the various implications for organizations and relates it to motives beyond the bottom line for managers and organization sat large. This paper is concluded with a model which may be empirically tested in further studies. The major contribution of this paper is within the sort of collecting all major analysis studies in the form of an empirically testable model.

Shukla & Singh (2018). Work area devotion of a latest detailed about department knowledge and searches on propose to near that area of the quite evolutionary work area devotion isn't about management on secular meditation, it didn't concerning worship or theology rather than acknowledgement of folks have to take care of their personal inner lives and its cherished by meaty add the context of community. Arrangement that motivate that devotion or a charitable culture to observe that people have the same spirit and mind, They try to find out that devotion of real meaning in their work and aim about that, and have a feeling to contact with other people and be a member of the group of society. various concept line up from a new formation transformational communicate with the leaders and similar to the concept of arrangement charitable. organizational behaviour in the area of researches the impact of a specific person, arrangement with the good quantity of member and shape always have on manners. Just like that OB improve to know the feeling and manners of workers, a bit way awareness of charitable can helping out in a good way understandable workers manners in the twenty-first century. an assumption of resourceful n the composition is to improve a huge and include topics And these stressful situations, important and ethics, inspiration the leader and their daily life ups and down Day by day the devotion value has increased because of specified time and have a better lifestyle and like that as single parents families, geographical mobility short time nature of employment etc. Grow the requirement for participation and relation, to plead inspirable private lives importance with other professional lives, intense sense of intent in the work is loyalty, honesty, trust and respect etc. Everyone contributions for a spiritual to be centred point in the arrangement. this day's workers use to doing most of the work in their wake up hour with their workers and employs, they try to find the intention behind their work as their social equality is removed beside what kind of they wanted to do and which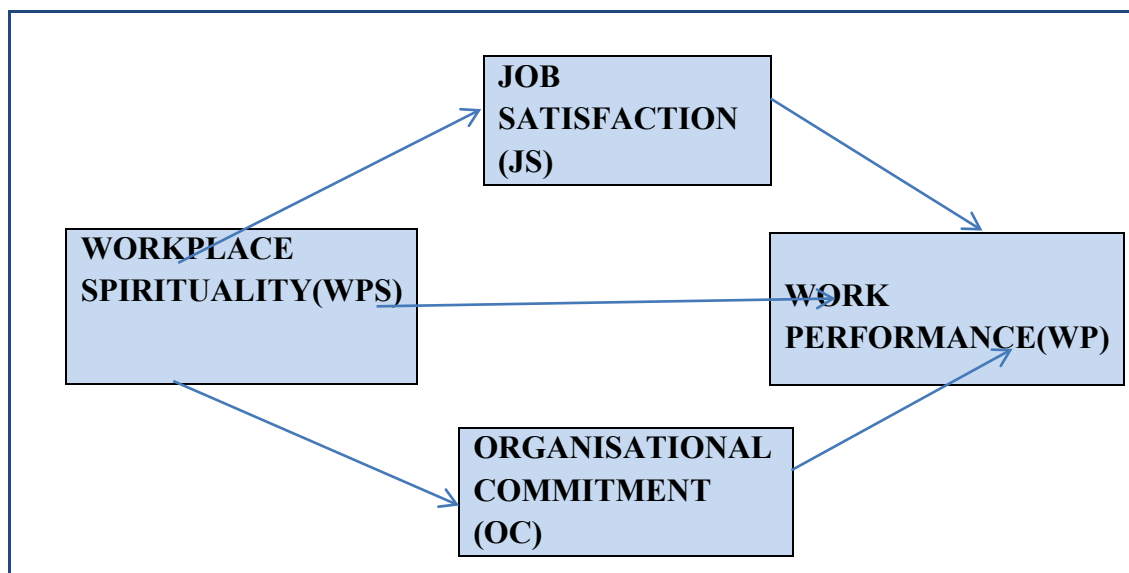 types of arrangement they are connected with the wheel in temper is given by encouragement of workplaces charitable. work area spirituality has been an explanation from both arrangement and specific through their point of view. Organizational perspective to specify as a "framework of organizational values evidenced in the culture, facilitating their sense of being connected to others in a way that provides feeling of completeness and joy" from a specific person point of view like to devotion work area. "finding ultimate purpose in life, developing connection with others, and having alignment with organizational values."

SECTION: 111 DATA AND METHODOLOGY

The present study uses primary data collected through modified standardized questionnaire developed by (Petchsawang and Duchon, 2008) for workplace spirituality and modified questionnaire of organizational commitment (Allen and Meyer, 1990). The man objective of the study is to explore the factors affecting Workplace Performance and how Workplace Spirituality affects Work Performance in Educational Institutions in Delhi NCR.To fulfil the above objective available 5-pointlikert scale questionnaire was modified as per the requirement and distributed to 500 respondents in the educational institutions in Delhi NCR selected on the basis of convenient sampling. Total four hundred and twenty-five (425) questionnaires were distributed, a good response of questionnaire was recorded and unresponsive questionnaire was eliminated. After data cleaning Three hundred ninety-six (396) questionnaires were used for final analysis. The scale was tested for reliability and sampling adequacy before running the factor analysis. After meeting all the assumptions (Sampling Adequacy, sufficient correlation, etc), factor analysis was run on the collected data set.

II.   OBJECTIVE OF STUDY
The goal of the study is to explore cause-and-effect relationship between various parameters of work field and devotions , job satisfaction, arranging the statement and work performance.

Authors' Proposed Model

VARIABLES Identified.

Following is the list of 29 statements identified from existing literature review and existing scales available.

0	Items
1	I feel deep Compassion for others and wish to relieve others
2	I feel guided by a supernatural power about my work.
3	I experience a sense of meaningfulness out of work
4	My values and morale are taken due care in my organization to boost work spirit.
5	I am able to maintain work-life balance that makes me happy and healthy.
6	My connection with supreme power provides positive energy and guidance for my work.
7	I experience joy and happiness at work
8	I receive recognition tor a job well done
9	I believe management is concerned about me
10	Compensation given to me for my job is good
11	All my talents and skills are used at work
12	I feel good about my work/ job
13	I feel secure about my job
14	In totality I believe work is good for me
15	I am very happy being a member of this organization
16	I am loyal to this organization because I have invested a lot in it, emotionally, socially, and economically
17	My organization deserves my loyalty because of its treatment towards me

18	I am loyal to this organization because my values are largely its values
19	I would be very happy to spend the rest of my career with this organization
20	I often feel anxious about what I have to lose with this organization
21	I really feel as if this organization's problems are my own
22	Quantity of work and timeliness of service (efficiency) of employee
23	Quality of work by employee
24	Cooperation and teamwork by employee
25	Relationship and behavior with team members of the employee
26	Attendance and discipline record of employee
27	Employee's Learning and development skill
28	Employee's Initiation and creativity
29	Employee's compliance with service protocol

III. SECTION 1V: ANALYSIS AND INTERPRETATION OF RESULTS

The overall objective of the study is to gain insights of impact of work place spirituality on workplace performance, through questionnaire using modified existing scales and detailed information on their demographic profiles entailed in questionnaire. The questionnaire from the started pre-tested using a pilot study with some prominent academicians, researchers and various experts from the industry to get their opinions and feedback on the constructs and items used in the study. Based on their suggestions, a structured questionnaire was prepared using modified standardised scales. The last questionnaire comprised of 5 parts with a total of 33 questions. Section I of the questionnaire contained 4 questions on demographic factors of the respondents including gender, Age, Education and Occupation. Section II of the questionnaire consists of 7 questions on Work place Spirituality. Section III of the questionnaire consists of 6 questions on Job satisfaction. Section IV of the questionnaire contained 7 questions on Organizational commitment. Section V of the questionnaire contained 8 questions on work performance. All these questions were measured with a 5-pointLikert's Scale that ranged from strongly disagree to strongly agree. This study used a survey research design to attain the objective of the study. Structured and standardized scales are used. To analyse the assumption of workplace charitable on arranging statement commitment, Job satisfaction and work performance. Once data collection procedures and the construction of various data files were complete, a variety of analyses is conducted. These analyses included descriptive statistics for the sample and instrument items, Reliability Analysis, Exploratory Factor Analysis.

1) **Demographics of The Study:** The composition of the sample in our study in terms of demographic descriptive is given in table 4.1 below.

Table 4.1 Demographic descriptive

		Frequency	Percent	Valid Percent
Valid	Male	225	56.8%	**57**

Female	171	43.2%	**43**
Total	396	100.0	**100.0**

1.Descriptive of study: It is very important in statistical analysis to first understand the nature of data i.e. mean and standard deviations of the data used .The table 4.2 shows the results of the descriptive of all the variables used in the study i.e. all *29 variables*, there are *7 statements* relating to Workplace Spirituality (*WPS1 To WPS 7*), 7 statements of job Satisfaction (*JS1 to JS 7*), 7 statements relating to Organizational Commitment (*OC 1 to OC 7*), 8 Statements relating to Work Performance (*WP 1 to WP8*).

Table 4.2: Descriptive of Study

Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
WPS_1	396	1	5	2.73	.042	.835	.301	.123	-.334	.245
WPS_2	396	1	5	2.86	.045	.887	.111	.123	-.790	.245
WPS_3	396	1	5	2.72	.044	.883	.313	.123	-.492	.245
WPS_4	396	1	5	3.09	.046	.913	-.306	.123	-.667	.245
WPS_5	396	1	5	2.99	.048	.953	-.080	.123	-.865	.245
WPS_6	396	1	5	3.02	.048	.958	-.087	.123	-.926	.245
WPS_7	396	1	5	2.86	.045	.901	.063	.123	-.628	.245
JS_1	396	2	5	4.03	.035	.706	-.691	.123	.985	.245
JS_2	396	1	5	3.98	.035	.699	-.685	.123	1.293	.245
JS_3	396	1	5	3.98	.035	.704	-.591	.123	.977	.245
JS_4	396	1	5	3.98	.034	.686	-.589	.123	1.152	.245
JS_5	396	1	5	4.05	.035	.695	-.568	.123	.938	.245
JS_6	396	1	5	4.07	.035	.692	-.874	.123	2.231	.245
JS_7	396	2	5	4.09	.035	.692	-.391	.123	.041	.245
OC_1	396	1	5	3.45	.047	.933	-.440	.123	-.146	.245
OC_2	396	1	5	3.50	.047	.935	-.496	.123	-.140	.245
OC_3	396	1	5	3.54	.046	.917	-.683	.123	.346	.245
OC_4	396	1	5	3.72	.042	.844	-1.062	.123	1.455	.245
OC_5	396	1	5	3.37	.048	.960	-.323	.123	-.390	.245
OC_6	396	1	5	3.64	.043	.865	-.733	.123	.516	.245
OC_7	396	1	5	3.71	.044	.870	-.851	.123	.874	.245
WP_1	396	1	5	3.74	.038	.758	-.726	.123	.981	.245
WP_2	396	1	5	3.88	.036	.713	-.924	.123	2.083	.245
WP_3	396	1	5	3.88	.037	.727	-.654	.123	1.133	.245
WP_4	396	1	5	3.76	.038	.758	-.758	.123	1.058	.245
WP_5	396	1	5	3.76	.036	.709	-.683	.123	1.096	.245
WP_6	396	1	5	3.90	.041	.814	-.717	.123	.603	.245
WP_7	396	1	5	3.82	.037	.728	-.544	.123	.846	.245
WP_8	396	1	5	3.25	.045	.900	-.095	.123	-.447	.245
Valid N (listwise)	396									

As seen from the results all most all the variables standard deviation is ¼ of mean hence we can say that there is no problem in the descriptive of the data.

111) Reliability of Scale: Reliability an extent to which a questionnaire, in short, it is the stability or consistency of scores overtimes or across rates. Keep in mind that reliability pertains to scores, not people and the factor analysis was applied to identify the underlying factors of the questionnaire. *Cronbach's alpha reliability coefficient* was managed to calculate the reliability of all items in the questionnaire. Reliability measures are given below in table 4.3.

Table 4.3:Reliability Statistics of Scale

Cronbach's Alpha	N of Items
.942	28

The results reveal that reliability values are better than the standard value that is 0.94so; it is to think that reliability of the scale is capable.

1V) Exploratory Factor Analysis: Exploratory is a minor rule to showing the underlying manufacture of a relatively big set of changeable. The fact of analysis has been applied to discover the factors affecting work performance. Exploratory resource of analysis whose overarching goal is to recognise the underlying commitment one and another measured changeable. It has resulted in the following factors such as workplace spirituality; job satisfaction and Job statement. the given elements name, Variable convergence, cumulative%, Eigen value, and Loadings, Variance% are in these following tables. Sample adequacy was tested using KMO and Bartlett's test, the results of which are given in table 4.4

Table 4.4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.931**
Bartlett's Test of Sphericity	Approx. Chi-Square	9016.261
	df	406
	Sig.	**.000**

Kaiser - Meyer-Olkin Measure of sampling Adequacy is found to be .931 which signifies that it is greater than 0.6; hence we can conclude that the sample is changeable. Bartlett's Test of Sphericity is also established to be significant which states that all the statements contained in the questionnaire are sufficiently correlated to each other i.e. sig value is < 0.05 owing to which the null hypothesis is rejected.

Null hypothesis (Ho): There is not much correlation with the another one statements.

(H1): There is a correlation with any other statements.

Hence the null hypothesis is rejected and we can say that all the statements contained in the questionnaire are sufficiently correlated with each other.

Communalities table exhibit acceptable extraction level of all the statements contained in the questionnaire >0.5, see Table 4.5

Table 4.5 Communalities

	Initial	Extraction
1. I feel deep Compassion for others and wish to relieve others	1.000	.506

2. I feel guided by a supernatural power about my work.	1.000	.763
3. I experience a sense of meaningfulness out of work	1.000	.659
4. My values and morale are taken due care in my organization to boost work spirit.	1.000	.634
5. I am able to maintain work-life balance that makes me happy and healthy.	1.000	.725
6. My connection with supreme power provides positive energy and guidance for my work.	1.000	.766
7. I experience joy and happiness at work	1.000	.563
8. I receive recognition tor a job well done	1.000	.753
9. I believe management is concerned about me	1.000	.800
10.Compensation given to me for my job is good	1.000	.805
11.All my talents and skills are used at work	1.000	.830
12. I feel good about my work/ job	1.000	.774
13. feel secure about my job	1.000	.682
14. In totality I believe work is good for me	1.000	.598
15. am very happy being a member of this organization	1.000	.636
16. I am loyal to this organization because I have invested a lot in it, emotionally, socially, and economically	1.000	.774
17. My organization deserves my loyalty because of its treatment towards me	1.000	.751
18. I am loyal to this organization because my values are largely its values	1.000	.790
19. I would be very happy to spend the rest of my career with this organization	1.000	.741
20. I often feel anxious about what I have to lose with this organization	1.000	.747
21. really feel as if this organization's problems are my own	1.000	.791
23.Quality of work by employee	1.000	.698
24. Cooperation and teamwork by employee	1.000	.768
25.Relationship and behaviour with team members of the employee	1.000	.688
26.Attendance and discipline record of employee	1.000	.715
27.Employee's Learning and development skill	1.000	.528
28. Employee's Initiation and creativity	1.000	.623
29. Employee's compliance with service protocol	1.000	.420

Extraction Method: Principal Component Analysis.

In table 4.6 of total variance explained it is evident that 4factors are derived from the questionnaire with Eigen values greater than 1. With total variance explained as 40% of the first factor, 13.2% for the second factor and 8.4% and 7.8% for the third and fourth factor respectively. After the rotation, sums of square loadings % of variance explained were balanced as follows 19% for the first factor, 18.46% for the second, 16.75% for the third, and 15.44% for the fourth factor. The cumulative % of the total variance of all the 4 factors was 69.9% respectively.

Table 4.6 : Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %

1	11.245	40.159	40.159	11.25	40.159	40.16	5.346	19.09	19.094
2	3.719	13.281	53.44	3.719	13.281	53.44	5.168	18.46	37.552
3	2.36	8.43	61.87	2.36	8.43	61.87	4.689	16.75	54.299
4	2.203	7.869	69.739	2.203	7.869	69.74	4.323	15.44	69.739
5	0.796	2.844	72.583						
6	0.731	2.61	75.193						
7	0.641	2.289	77.483						
8	0.599	2.14	79.623						
9	0.525	1.875	81.498						
10	0.485	1.732	83.23						
11	0.458	1.636	84.867						
12	0.439	1.569	86.435						
13	0.388	1.387	87.822						
14	0.37	1.322	89.144						
15	0.344	1.228	90.372						
16	0.304	1.087	91.459						
17	0.3	1.071	92.53						
18	0.296	1.056	93.587						
19	0.27	0.964	94.55						
20	0.249	0.889	95.439						
21	0.229	0.818	96.257						
22	0.183	0.654	96.911						
23	0.18	0.642	97.554						
24	0.168	0.599	98.153						
25	0.153	0.545	98.699						
26	0.139	0.497	99.196						
27	0.132	0.472	99.668						
28	0.093	0.332	100						

Extraction Method: Principal Component Analysis.

Rotated component matrix

In table 4.7 of rotated component matrix, varimax with Kaiser Normalization is used using Principal component Analysis extraction method with Rotation converged in 6 iterations. Results exhibit four factors, first factor consist of following 7 statements contained in the questionnaire namely (8, 9, 10, 11, 12, 13, and 14) with factor loadings > than .7 and was named as Job satisfaction. Similarly, 7 statements namely (15, 16, 17, 18, 19, 20, 21) were named as Organisational commitment with factor loadings >.7 and other set of statements namely (1, 2, 3, 4, 5, 6, 7) were named as workplace spirituality with factor loadings > .7. Statements (23. 24, 24, 25, 26, 27, 28, 29) were named as Work Performance with factor loadings > .7. One statement was dropped from the analysis owing to low factor loading i.e. 22 statement. Hence, we conclude that three factors were derived which affect work

performance i.e. Organisational Commitment, Job satisfaction, Work place spirituality, see table 4.7.

Table 4.7: Rotated Component Matrix

	Component			
	1	2	3	4
11. All my talents and skills are used at work	.852			
12. I feel good about my work/ job	.843			
10. Compensation given to me for my job is good	.835			
8. I receive recognition tor a job well done	.829			
9. I believe management is concerned about me	.811			
13. feel secure about my job	.783			
14. In totality I believe work is good for me	.702			
21. really feel as if this organization's problems are my own		.844		
18. I am loyal to this organization because my values are largely its values		.823		
16. I am loyal to this organization because I have invested a lot in it, emotionally, socially, and economically		.822		
19. I would be very happy to spend the rest of my career with this organization		.810		
17. My organization deserves my loyalty because of its treatment towards me		.795		
20. I often feel anxious about what I have to lose with this organization		.794		
15. am very happy being a member of this organization		.706		
2. I feel guided by a supernatural power about my work.			.835	
6. My connection with supreme power provides positive energy and guidance for my work.			.834	
5. I am able to maintain work-life balance that makes me happy and healthy.			.813	
3. I experience a sense of meaningfulness out of work			.771	
4. My values and morale are taken due care in my organization to boost work spirit.			.729	
7. I experience joy and happiness at work			.708	
1. I feel deep Compassion for others and wish to relieve others			.688	
24. Cooperation and teamwork by employee				.831
25. Relationship and behaviour with team members of the employee				.802
23. Quality of work by employee				.788
26. Attendance and discipline record of employee				.779
28. Employee's Initiation and creativity				.716
29. Employee's compliance with service protocol				.603
27. Employee's Learning and development skill				.579

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization. [A]
a. Rotation converged in 6 iterations.

Reliability statistics of all factors were checked using Cronbach's Alpha Based on Standardized Items and the results were found be reliable for all 4 factors.i.e. > .8 and adequate level of correlation

was found amongst all the statements with correct

level of descriptive statistics see table 4.8

Table 4.8 Reliability statistics

factor	Cronbach's Alpha	N of Items
Factor 1	.943	7
Factor 2	.942	7
Factor 3	.911	7
Factor 4	.8.94	7

Section V: Summary, conclusions and implications: The first objective of learning was to find factors affecting work performance. After applying Exploratory Factor Analysis three factors were found, Job satisfaction, Workplace spirituality and organisational commitment. These factors have strong implications for strategic policy making and retention rate in the organisation. The management of higher educational institution will find the research very helpful in boosting the morale of the staff and Job satisfaction of the workers.