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Mediating role of Job Involvement between Workplace Spirituality and Work Satisfaction- An Evidence from Indian MSMEs

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Abstract

This research paper analyzes the effect of workplace spirituality (WPS) on work satisfaction (WS). Further meditating effect of job involvement was examined between WPS and WS. For this study, a sample of 215 respondents from MSMEs situated in Delhi & NCR have been collected. The hypothesized model used in the study has been validated using structural equation modeling. Where relations among constructs such as WPS, WS, and JI are validated. Meditation analysis was done using PROCESS Macro in this study. The study results indicate that there is a relationship between WPS and WS. It was evident from the study results that the variables (meaningful work, sense of community, and alignment of values) of WPS are positively associated with job involvement. Furthermore, it was evident from the study's outcome that job involvement has a partial mediating effect between WPS and WS. The study's findings suggest workplace spirituality is an essential aspect of improving job involvement among employees. It is recommended to the managers in MSMEs to emphasize on the practices of workplace spirituality among employees for the desired outcome. This study contributes to the body of knowledge related with workplace spirituality in an organization.

Keywords: Workplace Spirituality; Job Involvement; Work Satisfaction; Mediation; MSMEs; India.

1 Introduction

Religious doctrine is part of most human beings, but in the workplace, it is known and called workplace spirituality. It has the potential to bring transformation in people, organizations, and societies. It is related to employees' activities and tasks and helps them perform with commitment and reach a level of satisfaction (Dubey et al., 2020; Altaf and Awan, 2011; Milliman, 2003; Jurkiewicz and Giacalone, 2004). It is found that many academicians and researchers are focusing on exploring the dimensions of workplace spirituality. It is gaining significance in today's time. Research has highlighted that workplace spirituality is positively associated with the satisfaction of employees(Garg et al., 2019; Van der Walt, 2014; Ashmos and Duchon, 2000; Nasina, 2011) . Every concept is backed by appropriate theoretical evidence, in the case of workplace spirituality (WPS). It is at a developmental stage (Duchon and Plowman, 2005; Shankar Pawar, 2008; Roof, 2015) , but the concept is deep-rooted in the "organization and management theory" (Driscoll and Wiebe, 2007). The study has postulated the facts from Indian MSMEs (Micro Small and Medium Enterprises), where spirituality is persistent in every

sphere of life. The spiritual culture dominates at the work front. The MSMEs are playing an important and dynamic role in helping the economy grow. The MSMEs sector helps reduce the country's regional disparities (Singh. S., 2017). The MSMEs contribute a higher rate of employment opportunities followed by the agriculture sector and account for a major share in the export of the country. According to the 73rd round of the national sample survey (NSS) survey conducted by the Ministry of MSMEs, GOI, annual report (2017-18), the total employment generation by the MSMEs sector is 360.40 lakhs, 387.18 lakhs, and 362.82 lakhs in manufacturing, trade and other services across the country respectively.

The dynamic and turbulent business environment has altered the organizational structure. The tumultuous societal trends and global world of work have emphasized employee well-being and engagement (Petchsawang, 2017). Researchers have developed an interest in workplace spirituality and developed numerous theories (Kolodinsky, 2008; Milliman, 2003; Pawar, 2009) . Moreover, the positive impact of spirituality in the workplace is visible in terms of employee work Satisfaction (WS) (Lee, 2003), engagement (Roof, 2015), organizational commitment (Gatling et al., 2016), Job performance (Kumar, 2019; Lochab, 2020; Kumar, 2020), organizational performance (Lochab, 2021; Kumar, 2018) . Work has been done on Organizational productivity and group-level outcome (Fry and Matherly, 2006). Despite various scholars' specific contributions and exploration in the field of spirituality, an evident dearth in the application part of the concept is visible (Gatling et al., 2016; Pawar, 2009). To assess the concept of workplace spirituality in this study, we have used the integration profile (TIP) theory by Miller (2007), which was found useful in understanding "how individuals manifest their spirituality at work". It also includes the organizational response towards the manifestation of workplace spirituality. Miller (2007) "posited that there are four manifestations of workplace spirituality, either deliberately or subconsciously, dubbed, the 4 E's – Ethics, Expression, Enrichment and Experience, and workplace spirituality manifests in one of these forms only". The current study examines the significance of WPS in the MSMEs sector. The concept of WPS is extensively explored in the service sector but is neglected in MSMEs in India, which is dominantly part of the manufacturing sector (Aboobaker et al., 2020; Mahipalan and Sheena, 2019).

This research makes a unique contribution to WPS and helps MSMEs in India. Organizations cannot ignore the implications of WPS, which is the most critical factor in shaping the behavior of employees in this sector. It is making a significant contribution in the area of WPS. The study validates a hypothetical model that adds value to the existing literature.

Thus, the objective of this study is to examine the effect of workplace spirituality (WPS) on work satisfaction. Further, it also explores the mediating role of job involvement between WPS and WS in MSMEs in India.

2 Conceptual Framework

Spirituality at the workplace is considered an essential aspect of an individual's life. Their spirituality at the workplace is about articulating their innermost self through a sense of belongingness with work and community at work. Many researchers have shown that organizations that provide more opportunities for spiritual development to their employees usually perform better than others (Konz and Ryan, 1999). Mitroff (1999) define "spirituality as the basic feeling of being connected with one's complete self, others, and the entire universe". It is defined as the "acknowledgment that personnel has an innermost life which nurtures and is nurtured by significant work taking place in the perspective of a community" (Ashmos and Duchon, 2000). It is defined as "the yearning to discover the eventual purpose of life and live accordingly" (Cavanagh, 1999). Brown (2003) stated that workplace spirituality will provide a platform for employees to show or follow a cultural path that allows them to respect and helps in growing each other. It will assist in the design of work and help with team and community building.

Job involvement is the attitude replication for inner inspiration (Salanova, 2008). It is a psychosomatic state associated with the feeling of positivity and work (Schaufeli, 2004). Job involvement signifies an individual's optimistic attitude towards motivation for work (Law, 1998), highlighting that the individual concentrates more upon the work and pays attention to his job role. Lodahl (1965) defined it as "the degree of association of the person with his work psychologically or the degree of significance between the work and total self-image". Porter (1968) stated that the intrinsic aspect of work Satisfaction is rightly associated with job design factors in an organization and the job performance of employees. Law (1998) have rightly defined job involvement as the 'psychosomatic identity associated with people's work and an employee's association with his job situation and identity.

Locke (1976) has defined work Satisfaction (WS) as "a gratifying or optimistic emotional status Which has arisen due to the review of one's job or job experiences". Brief and Weiss (2002) stated that WS is the sum of all emotions, whether favorable or unfavorable, which arise from the job. Work Satisfaction occurs once personnel scuffle to achieve the rewards that usually are worth or surpass their accomplishments in the organization (Kaplan and Bickes, 2013). Brief (1998) has elaborated on work Satisfaction (WS) as "an inner state that is expressed by evaluation of the job, negatively or positively with some degree of intellectualism"..

2.1 Workplace Spirituality and Work Satisfaction

In their research, Noor (2011) concluded that spirituality is the chief indicator of work Satisfaction (WS) and is positively associated with it. They stated that spirituality at the organizational level should not be neglected as it influences employees' work satisfaction. Lefterova (2009) have stated that spiritual considerations are essential in retaining the employees in the organization. It is observed that a positive relationship exists between spiritual values and work Satisfaction (WS). Clark (2007) Work Satisfaction is more related to the transformation of people's beliefs and spirituality and will help integrate

and develop spirituality in the workplace. It is not directly related to spirituality. Through their studies, Van der Walt (2014) have explored that workplace spirituality and work satisfaction are associated. Garcia-Zamor (2003) through their research, found that spirituality in the workplace is associated with work Satisfaction (WS) and job commitment (JC). It highlights the significance of workplace spirituality.Altaf and Awan (2011) stated that spirituality in the workplace induces the feeling of WS among the employees and motivates them to perform better.

2.2 Workplace spirituality and Job Involvement

Milliman (2003) have promoted spirituality in the workplace in their research. The commitment of the employees can be enhanced by improving their organizational performance. Daniel (2010) stated that spirituality in the workplace is a part of organizational culture, which has positive effects on team effectiveness. Kolodinsky (2008) have narrated that spirituality at the workplace is related to JI, work satisfaction, and organizational identity. Milliman (2003), in their study, have found that workplace spirituality and job outcome are closely associated. A positive impact of spirituality on the work attitude of the employees was empirically tested through this research. In their research,(O'Leary, 2000) offer significant evidence for the relationship between workplace spirituality and organizational and employee performance.Pawar (2009) Stated through the research that spirituality accounts for nearly 33.4% variation in job involvement. They suggested that to improve the attitude of the employees. It is important to design organizational culture following the spiritual beliefs of the employees. (Krishnakumar, 2002), in their study, have narrated that the development of spirituality in the workplace will promote a sense of creativity, personnel fulfillment or achievements, and commitment that will eventually lead to enhancing job performance of employees in organizations.

H_1, H_2, H_3: Workplace spirituality, i.e. (meaningful work, sense of community, and alignment of values) is related to Job Involvement.

3 Job Involvement as Mediator

In their research, (Olsen, 2017) stated that JI has a relationship with work satisfaction and work satisfaction among the employees. (Lambert, 2016; Lawler, 1970). stated that job involvement is a major antecedent for WS and organizational commitment (OC). (Wang, 2017) stated that WS and organizational climate have a positive influence on job involvement. A better organizational climate positively influences work satisfaction, which will lead to more commitment toward the job among the employees (Demir, 2018) concluded through their research that psychological capital is positively related to job involvement (JI) through the mediating effect of work Satisfaction. According to (Katrinli et al., 2008), job involvement has also mediated the relationship.

H_4: *Job involvement is related to work satisfaction*
H_5: *Job involvement mediates the relationship between Meaningful work and work satisfaction*
H_6: *Job involvement mediates the relationship sense of community and work satisfaction*
H_7: *Job involvement mediates the relationship alignment of values and work satisfaction*
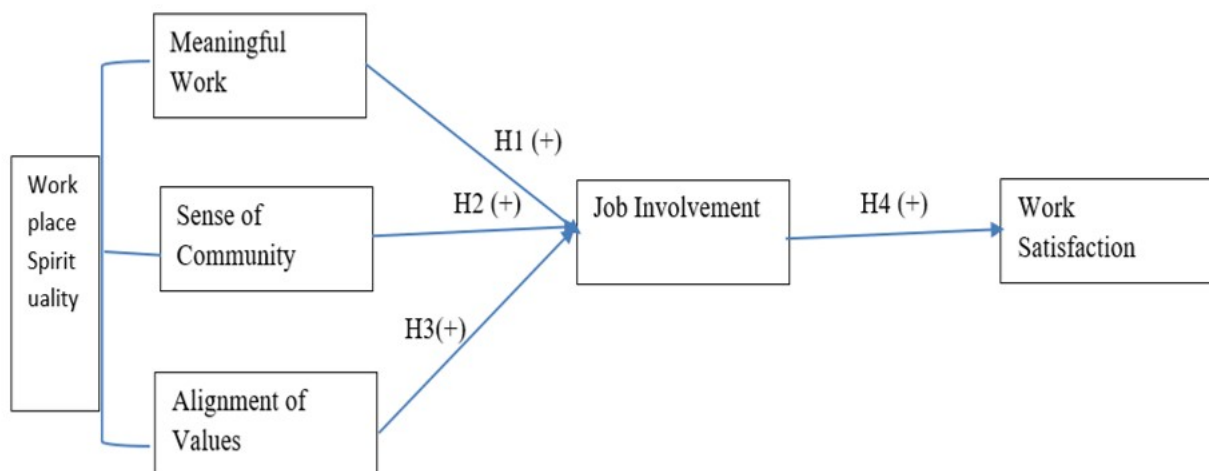

Figure 1. Proposed hypothesized model

4 Research Methods

The above Figure 1 proposed hypothesized model exhibits the relationship between various constructs selected for this study. It also highlights the direction of the relationship among all constructs. In the current study, five variables such as meaningful work, sense of community, alignment of values, job involvement, and work satisfaction have been studied. The present study has examined various objectives, which are to find out the relationship between workplace spirituality and work satisfaction along with mediating role of job involvement. A well-structured questionnaire was adapted for the purpose of this study. The questionnaire comprises 29 items. The reliability of variables was tested using these items and found that variables fulfill the reliability criteria. The study uses CFA, which is evaluated using AMOS software version 22, and found that variables satisfy the criteria of path analysis. The hypothesized relationship in the study was also validated using AMOS Software. The sample of the study was collected from employees working in micro, small and medium enterprises (MSMEs) situated in the Delhi & NCR region of India. Employees from three categories are selected for this study—the employees working at a lower level, middle level, and higher level in these SMEs. The sample for this study includes both male and female candidates of different age groups. The data was collected from industrial areas of Delhi & NCR through google form. The questionnaire was sent to more than 550 employees in various SMEs. A total of 297 responses were received, but only 215 responses were found suitable for this study. The response rate was 54% only. To find the mediating effect of job involvement between WPS and WS, the researcher has applied PROCESS macro by (Hayes, 2012) through SPSS.

Table 1. Demographic detail of respondents (N=215)

	Groups	Frequency	Percentage
Age	20-30	149	69.3
	31-40	50	23.3
	41-50	9	4.2
	Above 51	7	3.3
Gender	Male	159	73.9
	Female	56	26.0
Profile/Job categories	Low	63	29.3
	Medium	94	43.7
	High	58	26.9
Education	UG	81	37.7
	PG	121	56.3
	Any other	13	6.0
Marital Status	Married	38	17.7
	Unmarried	177	82.3

Table 1 comprises the data on the demographic characteristics of the respondents. It is clear from the above table that the age of the respondents has been characterized into four categories. These are 20-30, 31-40, 41-50, and above 51 years. These age categories are 69.3, 23.3, 4.2, and 3.3, respectively. The gender of the respondents is categorized as male and female only. Male comprises 54.9 and female 45.1 percent, respectively. Respondent's job profiles are categorized into three job categories; low, medium, and high. These categories are 29.30, 43.72, and 26.97, respectively. The educational background was categorized into UG, PG, and any other. This composition is 37.7, 56.3, and 6.0 percent, respectively. The marital status of the respondents is 17.7 % are married, and the rest fall in the category of unmarried.

4.1 Measures

DeVellis (1991) has defined reliability as "the proportion of variance attributable to the true score of the latent variable". For the present study, construct reliability has been measured (Fornell and Larcker, 1981; Hair et al., 1998). It is evident from the previous research that the value of alpha should be greater than 0.70 is considered to be an acceptable level of internal consistency among measures item. In some cases where the measures are not validated previously, these values of 0.60 to 0.70 are also considered acceptable as suggested lower limits for reliability (Bryman and Cramer, 2005; Santos, 1999). In a few studies where Cronbach's alpha value of 0.60 is also accepted in the case of exploratory research (Bagozzi and Yi, 1988). According to Nunnally (1978) instrument which is newly developed can be accepted with an alpha value of 0.60; else, 0.70 should be the criteria.

   Meaningful work. One of the variables of workplace spirituality is meaningful work. It is measured using six statements given by (Ashmos and Duchon, 2000), holding a reliability value of 0.828, CR= 0.839, and AVE =0.468.Malhotra (2011) note

that "AVE is a more conservative measure than CR. Based on CR alone, the researcher may conclude that the convergent validity of the construct is adequate, even though more than 50% of the variance is due to error." (Malhotra, 2011).

Sense of community. One of the variables of workplace spirituality is a sense of community. It is measured using seven statements given by Ashmos and Duchon (2000), holding a reliability value of 0.750, CR= 0.711, and AVE =0.309. Malhotra (2011) note that "AVE is a more conservative measure than CR. Based on CR alone, the researcher may conclude that the convergent validity of the construct is adequate, even though more than 50% of the variance is due to error." (Malhotra, 2011).

Alignment of values. One of the variables of workplace spirituality is the alignment of values. It is measured using 8 statements given by Ashmos and Duchon (2000), holding a reliability value of 0.802, CR= 0.805 and AVE =0.341. According to Malhotra (2011) note that "AVE is a more conservative measure than CR. On the basis of CR alone, the researcher may conclude that the convergent validity of the construct is adequate, even though more than 50% of the variance is due to error." (Malhotra, 2011).

Table 2. Reliability statistics of measurement items

Construct/alpha/CR/AVE	Items	Mean Score	SD	Factor Loading	SRW
Meaningful Work	MW1	4.321	0.7262	0.506	0.669
	MW2	4.409	0.6113	0.505	0.747
	MW3	3.865	0.9694	0.684	0.703
(alpha= 0.828; CR=0.839; AVE=0.468),	MW4	4.205	0.7202	0.589	0.761
(Ashmos and Duchon, 2000)	MW5	4.247	0.8591	0.654	0.536
	MW6	4.223	0.6880	0.617	0.666
Sense of Community	SC1	3.284	1.0715	0.883	0.184
	SC2	3.609	1.1298	0.869	0.144
	SC3	3.963	0.7845	0.677	0.761
(alpha=0.750; CR=0.711; AVE=0.309),	SC4	3.874	1.0222	0.626	0.639
(Ashmos and Duchon, 2000)	SC5	4.200	0.7746	0.799	0.79
	SC6	3.860	0.9759	0.632	0.64
	SC7	2.893	1.2540	0.766	0.291
Alignment of Values	AV1	4.353	0.6737	0.575	0.553
	AV2	4.242	0.7344	0.610	0.556
	AV3	4.428	0.7446	0.820	0.492
(alpha=0.802, CR= 0.805; AVE=0.342),	AV4	4.451	0.6529	0.772	0.606
	AV5	4.679	0.6147	0.842	0.568
(Ashmos and Duchon, 2000)	AV6	4.600	0.5944	0.776	0.644
	AV7	4.274	0.7575	0.689	0.649
	AV8	4.195	0.8366	0.640	0.596
Job Involvement (alpha=0.862; CR=0.866; AVE=0.618), (Kanungo, 1982)	JI1	4.372	0.6565	0.666	0.826
	JI2	4.302	0.6882	0.681	0.801
	JI3	4.247	0.7297	0.533	0.728
	JI4	4.265	0.6110	0.664	0.786
Work Satisfaction (alpha=0.820, CR=0.834; AVE=0.561), (Nathan, 1991)	WS1	3.884	0.8595	0.511	0.645
	WS2	4.163	0.7713	0.611	0.788
	WS3	4.251	0.6643	0.594	0.866
	WS4	4.172	0.7692	0.703	0.675

Job involvement. It is measured using four statements given by Kanungo (1982), holding a Cronbach value of 0.862, CR= 0.866, and AVE =0.618.

Work Satisfaction. It is measured using four statements given by Nathan (1991), holding a Cronbach value of 0.820, CR= 0.834, and AVE =0.561 From the above table it is evident that it fulfills the criteria of convergent validity but lack to fulfill the criteria of discriminant validity. To validate the conversant validity in the study it is needed to have CR values more than 0.7 and AVE should be more than 0.5 (Fornell and Larcker, 1981). According to Gotz et al. (2009), the examined values

Table 3. Convergent validity and discriminant validity

	CR	AVE	MSV	ASV	JI	MW	SC	AV	WS
JI	0.866	0.618	0.766	0.657	0.786				
MW	0.839	0.468	0.681	0.643	0.767	0.684			
SC	0.711	0.309	0.721	0.603	0.730	0.825	0.556		
AV	0.805	0.342	0.743	0.635	0.862	0.821	0.690	0.585	
WS	0.834	0.561	0.766	0.690	0.875	0.792	0.849	0.804	0.749

of AVE should be more than 0.5 which establishes the convergent validity. Further, it demonstrates that the construct is able to describe greater than its variances of the variance. The outcome of composite reliability (above 0.7) and AVE (above 0.5) where it is concluded that the measurement scale are reliable and unidimensional (Bagozzi and Yi, 1988; Anderson and Gerbing, 1988). As it is clearly elaborated in researches that for discriminant validity to be in the acceptable range, the mandatory conditions are: a) MSV<AVE, b) ASV<AVE (Gaskin).

Table 4. Correlation

	Age	Gen	Profs	Edu	MS	WS	JI	AV	SC	MW
Age	1									
Gen	0.015	1								
Profs	0.610**	0.047	1							
Edu	0.168*	0.166*	0.105	1						
MS	0.697**	0.102	−0.502**	−0.147*	1					
WS	0.011	0.002	0.177**	0.026	0.006	1				
JI	0.013	0.014	0.165*	0.022	−0.023	0.933**	1			
AV	0.009	0.033	0.147*	0.009	−0.017	0.884**	0.931**	1		
SC	0.029	0.022	0.208**	0.041	−0.006	0.915**	0.813**	0.789**	1	
MW	0.039	0.071	0.199**	0.044	−0.029	0.869**	0.843**	0.895**	0.899**	1

Gen; Gender, Prof; Profession, Edu; Education, MS; Marital Status, WS; Work Satisfaction, JI; Job Involvement, AV; Alignment of Values, SC; Sense of Community, MW; Meaningful Work

Table 4 contains correlation values of variables. It also presents the value of r (coefficient of correlation) of the variables. The results confirm the relationship between work satisfaction and job involvement (0.933), alignment of values and job involvement (0.931), alignment of values and sense of community (0.789), job performance, and innovation (0.954), sense of community and meaningful work (0.899).

Table 5. Modification Indices

|	CMIN/DF	CMIN	df	GFI	CFI	TLI	IF	RMS	RMR
Model 2	2.224	318.012	143	0.866	0.923	0.908	0.924	0.076	0.030
Model 1	3.196	1173.102	367	0.704	0.755	0.729	0.758	0.101	0.077

The CFA method primarily conclude that how specific factor in the model represent the data. It can be assessed using the model fit indices. if parameters of model fits are found to be good, the model gets validated. The integrated model has been found with a good fit. The model is showing the values mentioned such as CMIN/df = 2.224 (it can high till 5.0, (Kline, 1998), GFI = 0.866(>0.80, (Hooper et al., 2008) CFI=0.923 (>0.90, (Hu and Bentler, 1999), TLI = 0.908 (>0.90, (Hooper et al., 2008) RMSEA = 0.076 (<0.07, between 0.08 to 0.10, (MacCallum, 1996), IFI=0.924 and RMR= 0.030. The model used in this study has indicated the significant path statistically. All paths are found statistically significant here p<0.05.

The regression Table 6 indicated the values of meaningful work (MW) which is associated with job involvement (JI). Where b= (0.891), se= (0.039), t= (22.867) and p<0.05. therefore, the hypothesis (H1) is supported in the study. Second, from the regression Table 6 it is found that sense of community (SC) is associated with job involvement (JI). Where b = (0.636), se = (0.031), t= (20.401) and p<0.05. Therefore, the hypothesis (H2) is supported. Third, from the regression Table 6 it is found that alignment of values (AV) has associated with job involvement (JI). Where b= (0.912), se= (0.024), t= (37.268) and p<0.05. therefore, the hypothesis (H3) is supported. Fourth, from the regression Table 6 it is found that job involvement (JI) is associated with work satisfaction (JWS). Where b= (1.011), se= (0.027), t= (37.944) and p<0.05. Therefore,

Table 6. Regression table of MW, SC, JI and AV

Path	Estimate	Std Error*	t*	Sig.*	Hypothesis
Meaningful work and Job Involvement (R2=0.711)	0.891	0.039	22.867	0.000	Supported
Sense of Community and Job Involvement (R2=0.661)	0.636	0.031	20.401	0.000	Supported
Alignment of Values and Job Involvement (R2=0.867)	0.912	0.024	37.268	0.000	Supported
Job Involvement and Work Satisfaction (R2=0.871)	1.011	0.027	37.944	0.000	Supported

the hypothesis (H4) is supported.
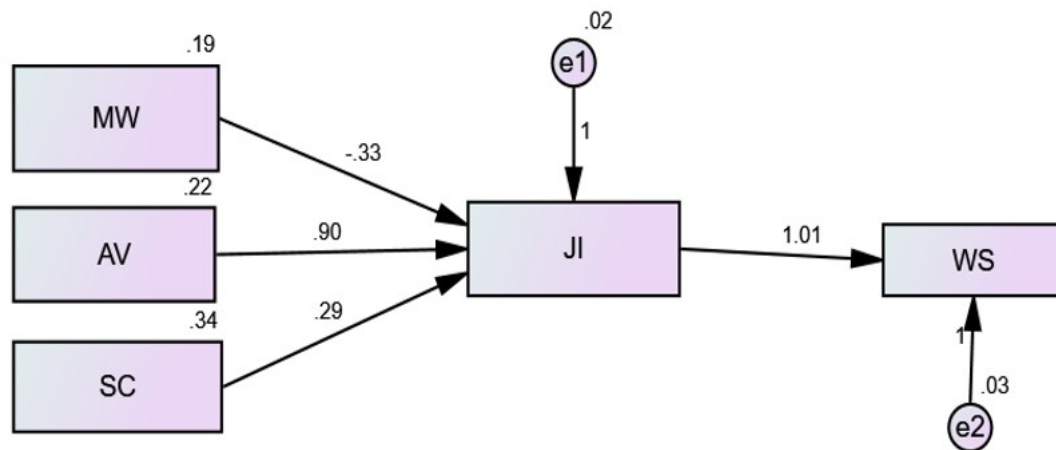
Figure 2. Structural Equations Modelling (SEM)

Table 7. Mediation Analysis Predicting work satisfaction

Bootstrapping	Direct effect	Indirect	boots	95% confidence interval		Status
				LLCI	ULCI	
MW →JI→WS	0.3266	0.6692	0.0467	0.5775	0.7613	Mediation
AV →JI→WS	0.1169	0.8211	0.0728	0.6833	0.9681	Mediation
SC →JI→WS	0.3915	0.3843	0.0315	0.3224	0.4467	Partial Mediation

N = 215
LLCI = "lower–level confidence interval; ULCI = upper–level confidence interval"
*significant at the 0.05 level; **significant at the 0.01; ***P#0.005.

It is evident from the meditation analysis that Job involvement (JI) has a meditating effect on meaningful work (MW) and work satisfaction (WS). The relationship between MW to JI and MW to WS was associated (Table 6). The result of the study found that the relationship between JI to WS was significant (Table 6). Moreover, the values between lower confidence interval CI and upper confidence level CI for indirect effect did not find zero (7), reflecting indirect impact (Zhao, 2010). It is evident from the data that the indirect effect is quite large from the direct effect in the table mentioned above. Therefore, it can be concluded that there is an indirect effect and a direct effect in the study. Here, it can be concluded that a partial mediation (Jacoby and Jaccard, 2010) happened in this study. Therefore, hypothesis (H5) was supported.

The results of the study indicate the meditation analysis that Job involvement (JI) has a meditating effect on the alignment of values (AV) and work satisfaction (WS) too. The relationship between JI to WS was appropriate Table 6. The lower and upper confidence interval values are not found zero 7, which shows an indirect effect (Zhao, 2010). It is clear from the result of the study that the indirect effect was quite big as against the direct effect, as reflected in 7. Therefore, it is found that indirect and direct effects are there in the study. Here it can be concluded that a partial mediation is present in the study (Jacoby and Jaccard, 2010). Thus, hypothesis (H6) was supported.

The result of the study found that Job involvement (JI) has a meditating effect on the sense of community (SC) and work satisfaction (WS) in this study. It is found that JI and WS are related in the study Table 6. The values between the lower and upper confidence intervals are not found zero 7, which shows an indirect effect (Zhao, 2010). It is reflected from the result

of the study that the indirect effect is less than the direct effect 7. Therefore, it can be concluded that a direct effect and an indirect effect are present in this study. Here it can be concluded that a partial mediation is there in this study (Jacoby and Jaccard, 2010). Thus, hypothesis (H7) was supported in this study.

5   Discussion

Workplace spirituality practices have become a common phenomenon in organizations. It has attracted the attention of researchers, academicians, and managers in corporate in the recent past. The idea of spirituality is simple and brings positivity to the organizations. As the universal definition of workplace spirituality is concerned, no definition has been considered final. People have a different orientations towards this concept as per their values and beliefs. But there is a consensus about its positive impact on employee prosperity, well-being, development, involvement, and satisfaction. Workplace spirituality is about dedication to work, honesty with the job, equality with people, and the well-being of all. Empirical studies on workplace spirituality have indicated that it helps an organization bring prosperity and positivity to employees (Garg et al., 2019).

The result of the study indicates that meaningful work has a significant effect on job involvement. The MSMEs in India are making their presence and helping the economy to grow at a fast pace. In today's time lot of changes are happening in this sector. Around 63 million MSMEs contribute approximately 30% of India's gross domestic products. This sector is a catalyst for deciding the fate of the country. The result of the study indicates the same that people find meaning in their work which is helpful for job involvement and, at the same time, helps the company to grow as well. Similar results are indicated in previous research as well (Garg et al., 2019). The result of the study indicated that a sense of community has a significant relationship with job involvement as people's workplace behavior is significantly influenced by their values and norms, which are the reflections of their social environment. MSMEs work in close cooperation with one another and have very strong associations among them, which is why the result of the study reflects the same. In previous research also, similar results are found (Boyd and Nowell, 2020).

The social environment is most crucial in developing the standard behavior of people. It allows learning from society and sharing your values with others in organizations. The result of the study has found that alignment of values develops a sense of belonging and development of people in MSMEs. Alignment of values helps in developing a sense of belonging and which is found important for job involvement. Few similar types of research indicate the same results as well (Chan et al., 2019). Previous research has indicated an association between WPS and WS (Van der Walt, 2014; Altaf and Awan, 2011; Chawla and Guda, 2010; Clark, 2007) . It is found that employees in organizations are developing relationships and engaging in meaningful ways (Word, 2012). The previous research also finds a similar result in workplace spirituality and job involvement (Word, 2012; Lucie, 2014). Workplace spirituality is important to achieving the work satisfaction of employees in the organization (Eliyana and Sridadi, 2020; Jin et al., 2017). The result of the study indicated that job involvement partially mediates workplace spirituality (WPS) and work satisfaction (WS), which signifies that workplace spirituality is alone sufficient for work satisfaction. Job involvement is not a very significant variable between WPS and WS. As of implication is concerned, it can be said that job involvement is the natural outcome of WPS. Hence, it can be said that workplace spirituality impacts job involvement and work satisfaction among employees in an organization.

6   Implication

In today's time, workplace spirituality is gaining significant importance in organizations. It is bringing a new way of work culture where employees are found to be more satisfied and engaged with their jobs. Employee work satisfaction is essential to achieving the desired objective of an organization. This study suggests that workplace spirituality has a significant positive effect on work satisfaction. It is meant for the organization managers to bring a culture where workplace spirituality can be promoted in MSMEs. It is also recommended that whatever tasks are assigned to the people in an organization must have the potential to add value to work. Which also helps in engaging people with their jobs. It must have a sense of community aligned with values and contribute toward job involvement in MSMEs. Practitioners must look at such practices and allow people to conduct their behavior in line with workplace spirituality. This study has significant implications for practitioners. The result of the study indicates that workplace spirituality is vital for job involvement and work satisfaction in an organization.

This study has investigated the impact of workplace spirituality on work satisfaction in MSMEs in India. India is a country where that has a very old tradition of practicing spirituality in an individual's life. It is considered a way to enlighten the human spirit by converting individuals into a divine souls. The practice of spirituality in the workplace is a new age practice (Aboobaker et al., 2020). Here in this study, the researchers try to find out how the practices of WPS are helping to achieve WS in MSMEs? This study validates the significance of spirituality in the workplace and its effect on work satisfaction. It signifies that the concept of workplace spirituality is equally significant in MSMEs as it was found in other types of industries in India. It makes an important theoretical contribution where we tested the mediating effect of job involvement between WPS and WS in MSMEs and found that it mediates the relationship.

Though workplace spirituality is explored in different industries, it was neglected in MSMEs in India. This study fills this gap and comes up with significant findings which indicate that WPS is necessary for job involvement in MSMEs. Academicians and researchers can explore the concept of WPS in a more detailed way, and the findings of this study will

help them design their research model. Researchers can utilize the results of this study to develop hypotheses for their research. Workplace spirituality balances the employees and motivates them to work hard for their betterment. The study provides various implications in human resource management and further progression related to employee job involvement. Workplace spirituality helps in employee engagement and work satisfaction. Workplace spirituality is the driver for work satisfaction in maximum employees. Further, organizations may consider conducting spiritual workshops regularly to boost employee morale. (Gupta et al., 2014) found that many big organizations' such as IBM and Microsoft, have incorporated the practices of spiritual teaching and lectures and meditation/yoga classes to enhance the spirituality/wisdom of employees at the workplace.

7 Conclusion

Workplace spirituality as a concept is not being explored in MSMEs in India. MSMEs are one of the most important pillars of the Indian economy. Validating the idea and practices of workplace spirituality in this industry may help academicians, researchers, and practitioners. Keeping this aspect in mind, we have examined the concept of WPS, JI, and WS in MSMEs in India. At the same time, it was found in the study that WPS has a significant effect on JI and WS. The concept of WPS in MSMEs is altogether new research conducted in India, which signifies that even in MSMEs, WPS behaves the same as in other sectors.

Spirituality in the workplace motivates individuals to interact with peers and subordinates and develop a culture that brings prosperity to everyone's life there. Though machines can not be avoided in companies, men are at the core of all activities in all types of companies. Today's need is to develop a sense of belongings among all employees for one another. The attributes of workplace spirituality, such as meaningful work, a sense of community, and alignment of values, can be practiced by the people in organizations. Meaningful work reflects the significance of the task assigned to the people in an organization. A sense of community is important to develop belongingness among each other. A sense of community brings group cohesiveness and helps in achieving organizational objectives. The alignment of values is to develop a sense of unity with the existing organizational culture. Workplace spirituality is an enabling factor in achieving job involvement and work satisfaction. The study highlights the association between workplace spirituality (WPS), work satisfaction (WS), and job involvement (JI).

Job involvement has been evaluated as a mediator in this study. The results postulate that alignment of values will lead to high job involvement and, after that, high work satisfaction in MSMEs. It means that organizational support, treating their employees with fair practice, and strengthening the value system always touches individuals' souls and align with the organizational tasks. The findings of this study are the same as in previous studies conducted by(Osman-Gani and Ismai, 2013) which emphasize that employees will return in a positive frame if treated well. Employees reciprocate exponentially in a situation when they know that their organization will take care of them (Rego, 2008). The sense of community and meaningful work variables are loosely aligned with job involvement and work satisfaction. The reason supporting the fact could be that workplace spirituality is in the early phase of development (Benefiel et al., 2014; Roof, 2015).Thus, it can be concluded that employees work with high spirit and morale if supported by a conducive organizational culture.

Limitations and Future Scope for Research

The study has explored the role of workplace spirituality on work satisfaction among employees in an organization. However, appropriate measures have been taken to conduct this study. But the study is not free from limitations as well. First, the generalization of the results cannot be made in the case of other industries since the sample belongs to MSMEs in the Delhi-NCR region only. Second, the sample size of the study was small. For further research, cross-cultural samples are appreciated for the study. Third, the study was limited to the use of quantitative research tools only. Further, research work can be carried out using a qualitative research approach since spirituality is more of a theoretical concept. Fourth, the study was confined to three variables, namely workplace spirituality, job involvement, and work satisfaction.

Future research can be suggested, which can include other essential factors of spirituality such as mindfulness, religiosity, values, ethical norms, individual personality traits, organizational factors, and emotional intelligence. Similar studies can be conducted in the area of the services sector and other geographical regions of the country. Workplace spirituality can be explored extensively in Indian higher educational institutions. It will help in developing new theories and models in the area of spirituality and satisfaction. This study can be done keeping in mind the mediating role of religiosity and moderating role of control variables such as gender, education, place of residence, family type, etc.

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