

RESEARCH ARTICLE

A Study of Spirituality in a Public Sector Bank in India

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Abstract

Spirituality is becoming more and more a popular field of interest in management. Spirituality in management is about people sharing and experiencing some common attachment, attraction, and togetherness with each other within their work unit and organization as a whole. Managements tend to use more often criteria that relate to connectedness to others in society and connectedness to personal values together with business performance criteria in pursuing growth and development opportunities. The purpose of this study is to determine whether the organization, a leading public sector bank in India, is a spiritual workplace and the employees are spiritually fulfilled at work, whilst living the core values of the bank. The results indicate that the employees believe the bank to be a spiritual workplace and they are spiritually fulfilled at work and seem to be living the values. The findings of this study provide an opportunity to assess the employee satisfaction within the organization and to determine the link between spirituality at work and employee satisfaction as well as the link between spirituality at work and living the bank's core values. Also, it is believed that the results could be replicated across the bank's entire network, reaping the advantages and benefits of a spiritual workplace.

Keywords: *Spirituality, Spirituality in Management, Spiritual Audit, Spiritual workplace, Spiritual fulfillment, Workplace Spirituality.*

Introduction

Spirituality is the development of our inner well being for achieving happiness, peace and fulfillment. Spirituality in management is an upcoming academic field started in this century. Interest in workplace spirituality has increased steadily over the last decade and into the new millennium [1]. Debra and William Miller [2] asserted, "Increasing interest in spirituality in the workplace is due to an overall evolution in consciousness, which we are experiencing as human beings." In the modern business world, there are several enterprises and organizations refer their success to their spiritual attitude and practices. This new paradigm which is emerging in organizations has also been called as "the spirituality movement". Ashmos and Duchon [3] have described the spirituality movement as "a major transformation" where organizations make room for the spiritual dimension which has to do with meaning, purpose and sense of community. This new spiritual dimension embodies employees' search for simplicity, meaning, self-expression, and interconnectedness to something higher [4]. Spirituality movement in the corporation is an attempt to create a sense of

meaning and purpose at work and a connection between the company and its people [5].

The growing interest in spirituality is evident in corporations, corporate meeting rooms, and the business world as well. There are numerous social and economic changes and shifts in demographics of the workforce including layoff; downsizing, mergers, increased employee stress and burnout, decline in job satisfaction, environmental pollution, energy crisis, technological advancements; unethical corporate behavior; workplace violence, etc have contributed to the growing interest of spirituality in the workplace. It is widely believed that for companies to survive into the 21st century in the face of economical downturn and global competition, it would be helpful to tap into employees' spiritual resources. There is a growing interest in research on this subject among the academics, consultants and philosophers of management theory which is evident as professional management organizations like Management Academy and International academy of Business Principles have officially supported research and study on this subject.

The purpose of this study is to conduct a spiritual audit in the branch of a leading public sector bank in India with a view to assessing the impact of spirituality in the workplace. Research key questions addressed in this study are:

- To determine whether the branch of the bank under study is a spiritual workplace or not.
- To ascertain whether the employees of the bank are spiritually fulfilled at work and living the core values of the bank.
- More specifically, the aim of this study is to explore answers to the following research questions:
 - Does a banking workplace provide an atmosphere of a spiritual workplace?
 - Do employees of the bank feel spiritually fulfilled at work?

Spirituality

There are more than seventy definitions, and still, there is no widely accepted definition of spirituality [7]. The term “spirituality” comes from the Latin word “*spiritus*” or “*spiritualis*” that means breathing, breath air or wind. *Spiritus* is defined as “an animating or vital principle held to give life to physical organisms”. This implies spirit is the life force that inhabits us when we are alive and breathing [8]. Howard [9] concluded spirituality encompasses the way an individual lives out his or her sense of interconnectedness with the world through an ability to tap into deep resources. It encompasses truth, service, and wholeness. It is about self awareness and unity. Spirituality, as defined by Ian and Elizabeth [10] is “the basic feelings of being connected with one’s complete self, others and the entire universe” “Spirituality can refer to an ultimate or immaterial reality, an inner path enabling a person to discover the essence of their being; or the deepest values and meanings by which people live” [6]. However, according to Michael [11], the spirituality usually involves the following:

- An experience of love and connection to the world and others
- Recognition of the ultimate unity of all being, and through that, of the preciousness of the earth and the sanctity of every human being on the planet.
- A conviction that the universe is not negative or neutral but tilts toward goodness and love.
- A joyous and compassionate attitude towards oneself and others.

- A deep trust that there is enough for all and feeling of fairness towards equality in distribution.
- A sense that the world is filled with a conscious spiritual energy that transcends the categories and concepts that govern reality and inclines the world towards freedom, creativity, goodness, connectedness, love, and generosity.
- A deep inner knowing that our lives have meaning through our innermost being as manifestations of ultimate goodness of the universe.

Workplace Spirituality

Laabs [12] points out that “defining spirituality in the workplace is like capturing an angel- it's ethereal and beautiful, but perplexing”. Workplace spirituality is expressing our desires to find meaning and purpose in our lives and is a process of living out one’s set of deeply held personal values [13]. Without the existence of the human spirit at work, there is no meaning in work. Workplace Spirituality is nothing but a spiritual culture that recognizes that employees have both mind and spirit seek to find meaning and purposes in their work, and desire to connect with other employees and be part of a community [14].

Workplace Spirituality is not about organized practices. It’s not about theology of about one’s spiritual leader. Rather, workplace spirituality is about recognizing that takes place in the context of an organizational community. In order for people to find self fulfillment not only in their personal lives, but at work as well, they must be able to express their values, dreams, and creativity. A future-focused corporate culture will make a place for such spiritual expression, which may take many different forms, resulting in benefits ranging from better internal communication to new product design [15]. Several studies show that in organizations that have introduced spirituality into the workplace have witnessed improved productivity, reduced turnover, greater employee satisfaction and increased organizational commitment. Spiritual organizations are concerned with helping employees develop and reach their potentials. They are also concerned with addressing problems created by work life conflicts. According to Robbins and Judge [16], the characteristics of Spiritual Organizations are as follows:

- **Strong sense of purpose:** Organizational members know why the organization exists and what it values.
- **Focus on individual development:** Employers are valuable and need to be nurtured to help them grow. These characteristics also include a sense of job security.
- **Trust and openness:** Organizational member relationships are characterized by mutual trust, honesty and openness.
- **Employee empowerment:** Employees are allowed to make work related decisions that affect them, highlighting a strong sense of delegation of authority.
- **Toleration of employee expression:** The organization culture encourages employees to be themselves and to express their moods and feelings without guilt or fear of reprimand.

Spirituality in Management

There's a wide range of important perspectives about spirituality in management. Some people say that it's simply embodying their personal values of honesty, integrity, and good quality work. Others say it's treating their co-workers and employees in a responsible, caring way. For others, it's participating in spiritual study groups or using prayer, meditation, or intuitive guidance at work. And for some, it's making their business socially responsible in how it impacts the environment, serves the community or helps create a better world. In general, key spiritual values embraced in a business context include integrity, honesty, accountability, quality, cooperation, service, intuition, trustworthiness, respect, justice, and service. Several scholars have been trying to answer the question why spirituality matters to the business world. Krishnakumar and Neck [17] offer two explanations for this. First, the meaning of work has changed and people spend more time at work than in the past. So people do not only like to experience spirituality in their personal life but also at their work. Second, there is an agreement amongst researchers that spirituality has several benefits to the organization. The benefits reveal a positive relationship between i) workplace spirituality and individual creativity ii) workplace spirituality and commitment to organizational goals iii) workplace spirituality and honesty and trust within organizations iv) Workplace spirituality and a sense of personal fulfillment.

Karakas [18] introduces three different perspectives on how spirituality supports organizational performance based on the extant literature: a) Spirituality enhances employee well-being and quality of life; b) Spirituality provides employees a sense of purpose and meaning at work; c) Spirituality provides employees a sense of interconnectedness and community. The key outcomes that everyone can benefit from spirituality in management are:

- **Boosts morale** - Engaging in practices that support spirit in the workplace can uplift the spirits of everyone involved.
- **Influences satisfaction** - Since the spirit in workplace encourages each individual to bring the whole self to both work and home, it increases satisfaction level in both areas.
- **Strengthens commitment** - Being aligned with an organization that fosters the essence of which you are enables you to feel and display a tremendous sense of loyalty.
- **Increases productivity** - When you feel a greater sense of connection to your work, you are more motivated to produce good work which in turn increases overall productivity.
- **Improves the bottom line** - Organizations which integrate spirituality, actually increase the financial bottom-line. These organizations believe that spirituality could ultimately be the greatest competitive advantage.

According to Corinne [19], bringing ethics and spiritual values into the workplace can lead to increased productivity and profitability as well as employee retention, customer loyalty, and brand reputation. A study done at the University of Chicago by Curtis [20] and published in *Management Accounting* found that companies with a defined corporate commitment to ethical principles do better financially than companies that don't make ethics a key management component. *Business Week* magazine reported on recent research by McKinsey and Company in Australia that found productivity improves and turnover is greatly reduced when companies engage in programs that use spiritual techniques for their employees. According to Ian and Elizabeth [10], the issue of whether spirituality and profits are compatible objectives is certainly relevant for anyone in business. The evidence, although limited, indicates that the two objectives

may be particularly compatible. In researching companies for his book, *A Spiritual Audit of Corporate America*, Ian and Elizabeth [10] found that “spirituality could be the ultimate competitive advantage”.

Benefits of Spirituality in Management

Research has shown that there are numerous benefits associated by integrating spirituality in the workplace. The employees and organization alike reap the benefits. This means higher profits, less absenteeism, higher morale, and less stress. Brandt [21] suggested “by recognizing and appreciating colleagues not only for the professional roles they play, but also for the interesting, diverse and worthwhile people they are, you will take the most effective step possible toward a more spiritually sustaining workplace”. Wong [22] asserted “A healthy dose of spirituality and meaning at the workplace is good for business, because it improves moral and productivity”. These are just two of the many benefits of incorporating spirituality in the workplace. Other benefits include, but are not limited to higher profits, less absenteeism, more positive attitudes, increased commitment, greater satisfaction, and team performance. When an individual feels connected with self, others, and the organization, optimal performance is achieved, thus rendering the organization a success. Following are some of the important benefits which can be derived by integration of Spirituality in Management:

- An awareness and deep realization of the importance and impact of spirituality in management leads to long term sustainable development and survival of the business.
- Enable to derive meaning and purpose in workplaces which will be long lasting in pursuit of profitability.
- Inspire the leaders to create a solid mission statement incorporating the dimensions and aspects of spirituality. Enable the leaders to become masters of change and be active role models.
- Empower the leaders of business and industry to bring about a transformational change in their personal and professional lives. Inspire the leaders to train the current and future employees in implementing the mission statement incorporating the dimensions and aspects of spirituality.

- Awareness among the educationists to introduce and implement syllabus based on spirituality for the current and future students of Management Studies all over the world.

Literature Review

Spirituality is seen in the majority of mainstream literature as a way to find meaning in work, a meaning that extends further than economic gain. Spirituality is about people who perceive themselves as spirited beings, whose spirit needs energizing at work [23]. Extensive literature review shows that spirituality is becoming more and more a popular field of interest. Over the last decade, scholars report a steady increase of interest in spirituality at work issues among management researchers and practitioners [24], [1], [3], and [25]. Howard [9] mentions “the explosion of interest in spirituality as a new dimension of management...probably the most significant trend in management since the 1950s.” Wagner and Conley [26] suggested that there has been “an organizational fourth wave”, referring to an aftermath of Toffler’s [27] technological third wave and they called this as “the spiritually based firm”. Karakas [18] has exclusively reviewed about 140 papers in the literature on workplace spirituality.

Spirituality in general, and in the workplace in particular, has become an important topic in recent years, reaching even the front page of the Wall Street Journal says Miller [28]. A study reported by Ian and Elizabeth [29] in MIT’s *Sloan Management Review* concluded that, “People are hungry for ways in which to practice their spirituality in the workplace without offending their co-workers or causing acrimony”. *Business Week* reported that 95% of Americans reject the idea that a corporation’s only purpose is to make money. 39% of U.S. investors say they always or frequently check on business practices, values and ethics before investing. *The Trends Report* found that 75% of consumers polled say that they are likely to switch to brands associated with a good cause if price and quality are equal.

The growing interest in workplace spirituality is also evident in bookstores, virtual bookstores and the recent spirituality books on the issue. A search on “spirituality and business” on Google Book yields around 359,000 results, while the same search on Amazon.com gives more than 1,835 book titles; though not all results are directly related to the core issue. Some of these books on spirituality at work or spirituality and leadership have been among the best sellers, such

as *A Spiritual Audit of Corporate America* [10], *Liberating the Corporate Soul* [30], *Spirit at Work* [31], *The Soul of a Business: Managing for Profit and the Common Good* [32], *Leading with Soul* [33] and *The Heart Aroused: Poetry and Preservation of the Soul in Corporate America* [34]. A proliferation of book titles (currently over 1000) such as Patricia's [35] *Megatrends 2010*, Gilbert's [36] *Capturing the Heart of Leadership: Spiritual Community in the New American Workplace*, Jay's [37] *Spirit at Work: Discovering the Spirituality in Leadership* reflect a growing national movement to bring spiritual values into the workplace. Some books on this theme, such as Stephen's [38] pioneering famous book *The Seven Habits of Highly Effective People*, have sold millions of copies.

There are many national newsletters and associations based on spirituality at work, as well as several national conferences held on this theme. The prestigious American Management Association [39] held a conference on *Profiting from a Values-Based Corporate Culture* on how to tap into the 4th dimension of spirituality and ethics as crucial components for success.

Core Values of the Bank

The organization, at which this research was conducted, is the largest public sector banking and financial services company in India by revenue, assets and market capitalization. As of March 2012, it had assets of US\$360 billion and 14,119 branches, including 173 foreign offices in 37 countries across the globe. The bank provides a range of banking products through its vast network of branches in India and overseas. It is a regional banking behemoth and is one of the largest financial institutions in the world. It has a market share among Indian commercial banks of about 20% and is the 29th most reputed company in the world according to Forbes. Also, SBI is the only bank featured in the coveted "top 10 brands of India" list in an annual survey conducted by Brand Finance and The Economic Times in 2010 [6].

The core values of the bank, as stated in the profile and policy document are pictorially shown in the pie diagram below:

This research was undertaken in one of the main branches of the bank situated in Coimbatore in the state of Tamilnadu. This branch offers the full range of product services offered by the bank.

This branch was chosen for the study as the researcher had close contacts with some of the top management staffs. Also, a conducive and positive atmosphere was observed for conducting such a study. This branch is typical of other branches, and may be representative of the branch network in terms of services offered, layout, operational policies and procedures. The results of the study in this branch may be extrapolated onto the entire bank's branch network. Also, the findings of this study provides an opportunity to assess the employee satisfaction within the branch and to determine the link between spirituality at work and employee satisfaction as well as the link between spirituality at work and living the bank's core values.

However, as requested by the management of the bank, the identity of the bank has not been disclosed in this study.

Research Objective

The purpose of this study is to conduct a spiritual audit in the branch of a leading public sector bank in India with a view to assessing the impact of spirituality in the workplace through the perspectives of employees and the study comprises of the following two objectives viz.:

- To determine whether the branch of the bank under study is a spiritual workplace or not.
- To ascertain whether the employees of the bank are spiritually fulfilled at work and living the core values of the bank.

Research Questions

The aim of this study is to explore answers to the following key research questions:

- Does a banking workplace provide an atmosphere of a spiritual workplace?
- Do employees of the bank feel spiritually fulfilled at work and living the values?

Research Method

The methodology adopted is descriptive field study based on survey research. Survey research is defined as 'a specific type of field study that involves the collection of data or a sample of elements drawn from a well-defined population through the use of a questionnaire'. It is relatively easy and practical. Research can confidently generalize the finding from selected sample to entire population. It provides ideal conditions for exploration of the process. The methodology is based on the primary and secondary data. This study depends mainly on the primary data

collected through the research instrument which is a well-framed and structured questionnaire to elicit the well-considered opinions of the participants. Multi-Stage Random Sampling

Method was used in the study to select the sample. A multistage random sample is constructed by taking a series of simple random



Fig. 1: Core Values of the bank

samples in stages. In a multistage random sample, a large area such as a country is first divided into smaller regions (such as states) and a random sample of these regions is collected. In the second stage a random sample of smaller areas (such as counties) is taken from within each of the regions chosen in the first stage. Then, in the third stage, a random sample of even smaller areas (such as neighborhoods) is taken from within each of the areas chosen in the second stage. If these areas are sufficiently small for the purposes of the study, then the researcher might This study is confined to the main branch of the bank under study which is situated in the city of Coimbatore in South India. The participants were chosen randomly from all the managerial staffs of the branch which is considered as the sample domain. Total of 70 questionnaires were distributed to senior, middle and junior level

stop at the third stage. If not, he or she may continue to sample from the areas chosen in the third stage, etc, until appropriately small areas have been chosen. (Valerie J Easton and John H McColl's Statistics Glossary v1.1) Similarly, in this study out of the several banking organizations, a particular bank is chosen as the first step and from the whole banking network, a branch is taken in the next stage of random sampling and then the participants were selected within the branch in the third step of random sampling.

managerial staffs and the responses obtained in a rational manner. After scrutiny of the questionnaires, some were rejected due to incomplete responses. Finally, the completed questionnaires were used for the current study. Sample demographic characteristics are shown in Table-1.

Table 1: Sample demographics

	Description	Respondents	Percentage
Gender	Male	42	60
	Female	28	40
Marriage	Married	58	83
	Single	12	17
Age	25-35	16	23
	36-50	40	57
	51+	14	20
Education	High School	4	6
	Graduate	48	69
	Post Graduate	18	25
Status	Senior level	14	20
	Middle level	40	57

Experience (Years)	Junior level	16	23
	0-5	7	10
	6-15	26	37
	16-25	23	33
	25+	14	20

Results and Discussions

Two sets of research questionnaires viz. spiritual work place and spiritual fulfillment at work were structured with 16 simple questions each encompassing the two objectives of the study.

Measurements were made on a 5 point Likert [57] scale. Results for 'Spiritual Workplace' and 'Fulfillment at work' are tabulated in Table-2 and Table-3 respectively.

Table 2: Results of questionnaire I – Spiritual workplace

S.No	Statement describing workplace	Not at all	Very Seldom	Sometimes	Very often	All the time	No response
1.	The workplace is a safe environment generating a positive and pleasant atmosphere	1	5	17	33	14	
2.	The management takes good care of the employees		5	20	26	19	
3.	The differences in culture, personalities and skills are respected valued and used	1	4	17	26	22	
4.	There is energy, fun and creativity in the workplace		5	13	27	25	
5.	There exists an atmosphere of trust in the workplace	1	8	19	29	12	1
6.	There is tolerance for diversity of people and differences		5	19	24	21	1
7.	There is a service orientation in the workplace		3	12	34	21	
8.	There is a sense of shared values and common purpose for inspiration and motivation		5	20	26	19	
9.	There is a sense of community and connectedness among the staff		4	20	27	19	
10.	There is strong teamwork in which people count on one another for help and support	1	5	14	31	18	1
11.	There is open communication and information sharing without fear of reprisal	1	8	21	23	16	1
12.	Employees have opportunities to learn and develop their skills		4	13	29	23	1
13.	Employees feel empowered and involved in the management	1	4	16	32	16	1
14.	Employees experience job security without fear of unexpected retrenchment	1	3	20	30	16	
15.	Employees feel recognized and acknowledged for the work done	1	6	16	26	20	1
16.	Employees feel valued and experience a sense of meaningful contribution to business		6	17	31	16	

Table 3: Results of questionnaire II – Spiritual fulfillment at work

No	Fulfillment at work	Never	Occasionally	Sometimes	Often	Almost always	No response
1.	Feel enthusiastic about work	2	3	15	23	27	
2.	Feel truly committed to work		1	8	24	37	
3.	Feel empowered in work	1	2	16	25	25	1
4.	Experiencing job security	1	8	17	22	22	
5.	Feel a sense of meaningfulness and fulfillment at work	2	3	19	24	22	
6.	Feel energized and enjoy doing work	2	3	17	24	24	
7.	Feel making valuable contribution in work		1	16	20	32	1
8.	Feel the potential is recognized and used effectively at work	1	4	15	27	21	2
9.	Feel management's commitment to employees' personal growth		2	17	21	29	1
10.	Experience free expression in workplace without fear of reprisal		6	25	20	19	
11.	Feel being acknowledged for work well done		2	18	24	25	1
12.	Feel a connection and a part of the organization	2	4	17	23	24	
13.	Experience a sense of community, a common bond between colleagues		4	15	26	25	
14.	Feel an atmosphere of mutual trust exists in work team	1	6	20	22	19	2
15.	Feel the remuneration is reasonable for the work performed	7	17	17	19	10	
16.	Feel being treated with dignity and respect		6	14	28	22	

Statistical analysis for mean, standard deviation, standard error mean and the application of t-test to compare the mean values with hypothetical

mean value 3 were carried out. Results are shown under Table-4 and Table-5.

Table 4: Statistics of questionnaire I – Spiritual workplace

No	Statement describing workplace	Mean	Standard Deviation	Standard Error Mean	t-test
1.	The workplace is a safe environment generating a positive and pleasant atmosphere	3.77	0.904	0.108	7.142
2.	The management takes good care of the employees	3.84	0.911	0.109	7.740
3.	The differences in culture, personalities and skills are respected valued and used	3.91	0.959	0.115	7.975

4.	There is energy, fun and creativity in the workplace	4.03	0.916	0.110	9.391
5.	There exists an atmosphere of trust in the workplace	3.57	0.958	0.115	5.404
6.	There is tolerance for diversity of people and differences	3.83	0.934	0.112	7.865
7.	There is a service orientation in the workplace	4.04	0.806	0.096	10.820
8.	There exists shared values and common purpose for inspiration and motivation	3.84	0.911	0.109	7.740
9.	There is a sense of community and connectedness among the staff	3.87	0.883	0.106	8.254
10.	There is strong teamwork where people count on one another for help and support	3.81	0.940	0.113	7.687
11.	There is open communication and information sharing without fear of reprisal	3.60	1.013	0.122	5.346
12.	Employees have opportunities to learn and develop their skills	3.97	0.876	0.105	9.758
13.	Employees feel empowered and involved in the management	3.79	0.903	0.109	7.732
14.	Employees experience job security without fear of unexpected retrenchment	3.81	0.889	0.106	7.660
15.	Employees feel recognized and acknowledged for the work done	3.79	0.996	0.120	7.011
16.	Employees feel valued and experience meaningful contribution to business	3.81	0.889	0.106	7.660

Table 5: Statistics of questionnaire II – Spiritual fulfillment at work

Fulfillment at work		Mean	Standard Deviation	Standard Error Mean	t-test
1.	Feel enthusiastic about work	4.00	1.022	0.122	8.190
2.	Feel truly committed to work	4.39	0.748	0.089	15.504
3.	Feel empowered in work	3.97	0.925	0.111	9.241
4.	Experiencing job security	3.80	1.058	0.126	6.328
5.	Feel a sense of meaningfulness and fulfillment at work	3.87	1.006	0.120	7.247
6.	Feel energized and enjoy doing work	3.93	1.012	0.121	7.678
7.	Feel making valuable contribution in work	4.14	0.852	0.103	11.722
8.	Feel the potential is recognized and used effectively at work	3.81	0.958	0.116	7.975
9.	Feel management's commitment to employees' personal growth	4.06	0.885	0.107	10.469
10.	Experience free expression in workplace without fear of reprisal	3.74	0.958	0.115	6.485

11	Feel being acknowledged for work well done	3.99	0.867	0.104	9.999
12	Feel a connection and a part of the organization	3.90	1.038	0.124	7.256
13	Experience a sense of community, a common bond between colleagues	4.03	0.900	0.108	9.557
14	Feel an atmosphere of mutual trust exists in work team	3.66	1.015	0.123	6.213
15	Feel the remuneration is reasonable for the work performed	3.60	1.134	0.136	4.425
16	Feel being treated with dignity and respect	3.94	0.931	0.111	8.476

The dominating outcome with the highest mean value (4.04) was 'there is service orientation in the workplace' followed closely by the next factor with a mean value (4.03) being 'there is energy, fun and creativity in the workplace'. The last two items having mean values of 3.60 and 3.57 are 'there is open communication and information sharing without fear of reprisal' and 'there exists an atmosphere of trust in the workplace'.

From Table-5, concerning statistical analysis of the results for 'spiritual fulfillment at work', it is found that the mean values range from 3.60 to 4.39 and the respective standard deviations also show the consistency of the statement. The t-test values are positive and range from 4.425 to 15.504. Also, it is noticed that the results are statistically significant at 5% level. The dominating outcome with the highest mean value (4.39) was 'feel truly committed to work' followed closely by the next factor with a mean value (4.14) being 'feel making valuable contribution in work'. The last two items having mean values of 3.66 and 3.60 are 'feel an atmosphere of mutual trust exist in work team' and 'feel the remuneration is reasonable for the work performed'. Based on the findings, it can be inferred that most individuals are positive about their work place confirming that their bank is a spiritual workplace. The study reveals that the participants experience strong perception about having a sense of spiritual fulfillment at work and 'living up to the values'. The findings of this study enable the bank to assess the employee job satisfaction within the organization confirming the link between spirituality at work and employee satisfaction as well as the link between spirituality at work and living the bank's core values.

Conclusion

The objective of this study was to determine whether the bank is a spiritual work place and the employees feel a sense of spiritual fulfillment at work and living the values. The results have

shown that the bank, as a workplace, is a spiritual workplace as characterized by the sixteen indicators measured in this study.

Employees of the bank have affirmed that they feel a sense of fulfillment at work spiritually and demonstrated that they are living the values. The findings of this study provide an opportunity to assess the employee satisfaction within the organization and to determine the link between spirituality at work and employee satisfaction as well as the link between spirituality at work and living the bank's core values. Also, it is believed that the results could be replicated across the bank's entire network, reaping the advantages and benefits of a spiritual workplace.

Based on the study, following recommendations are proposed for organizational implementation:

- The bank should make efforts to help employees feel comfortable expressing themselves and it is important to encourage people to maintain balance between work and personal values.
- Employees must be cared for and counseled in order to increase their satisfaction in the organization based on the spirituality aspects identified as per the study.
- The management team should exercise initiatives and strive hard to implement spiritual practices at all levels of the organization in other branches of the banking network.
- The management should arrange spirituality related coaching classes/courses such as 'Art of living', yoga and meditation classes, attending seminars/conferences for their employees to learn and enhance their knowledge and benefits of spirituality in management.
- The leadership need to show their employees that they are valued based on who they are as

an individual rather than what they can do for the bank.

- Efforts should be made to include spirituality as a subject in management training programs of the bank.

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