

The Impact of Workplace Spirituality on Employee Commitment; A Study of Executive Level Employees in Apparel Industry in North Western Province

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ABSTRACT

Organizations are trying to increase employee commitment to achieving their objectives (Mowday, Porter, & Steers, 1982). However, employee commitment towards the organization has been different from the expectations. The aim of this study is to understand whether there is an impact of workplace spirituality on the commitment of executive-level employees in manufacturing companies (Altaf & Awan, 2011). Based on two theories, spiritual leadership theory and Maslow's hierarchy of needs theory, the study was carried out. According to this study, it is evident that the identified workplace spirituality does possess a significant, strong, and positive impact on employee commitment. Therefore, the researchers recommended focusing more on such spiritualities that would benefit the organization in terms of employee well-being (Allen & Meyer, 1991). The impact of workplace spirituality on employee commitment refers to the areas within the existing body of knowledge that have not been sufficiently explored specifically in the context of workplace spirituality in the apparel industry in North Western Province. The existing research on factors that influence workplace spirituality on employee commitment in general, might be a lack of research specifically focusing on the apparel industry in North Western province. Therefore, the research attempts to answer the research problem; "Is there a significant impact of workplace spirituality on employee commitment in the Apparel Industry in North Western Province? In answering such the research specifically aims to address the main objective (1) to identify the impact of workplace spirituality on employee commitment. And further identify three other sub objectives (1) Meaningful work (2) Sense of community (3) Alignment on values. The research findings of this study, there are strongly positive relationships between meaningful work, a sense of community and alignment of values on employee commitment. Therefore, the organization should pay more attention to the spirituality of the employee at all working hours. Here highlighted that the most influencing factor is a sense of community in employee commitment. In Sri Lankan context there is a certain degree of concern on the issue of lack of workplace spirituality in comparison to other countries of the world.

Keywords: Alignment on Values, Employee Commitment, Meaningful Work, Sense of Community, Workplace Spirituality

1. INTRODUCTION

Nowadays organizations are more competitive, and they are trying to become pioneers in their fields. Under that situation, they are trying to increase employees' commitment to achieving their objectives. But employees' commitment towards the organization has been different from the expectations. Background of this study to understand whether there is an impact of workplace spirituality on commitment of executive level employees in the Apparel Industry. The core of spirituality is about people sharing and experiencing some common attachment, attraction and togetherness within their work unit and the organization as a whole (Marschke, Preziosi, & Harrington, 2009). It is about care, compassion and support of others; about integrity and people being true to self and others. Evidence is mounting that major transformations are currently increasing in many organizations. In what is called spiritual influence it appears that organizations that have long been considered rational systems are considering making room for spiritual healing (Ashmos & Duchon, 2000). Workplace spirituality has been a common issue with the increasing market competition (Altaf & Awan, 2011). Workplace spirituality generates positive outcomes for employees and employers as the great organization effectiveness and high commitment of employees. Further universal work-place spirituality leads to a positive relationship with religion and positive outcomes (Gilligan & Furness, 2006). Stated that spirituality in the workplace is a basic requirement for employees in the world of business (Altaf & Awan, 2011). Therefore, lack of workplace spirituality leads to employee stress, turnover, absenteeism, poor employee creativity, etc. (Ranasinghe & Samarasinghe, 2019). Past researchers have studied employee commitment under the other factors in Sri Lankan Apparel industry but might consider workplace spirituality then this study is designed to fill the context and knowledge gap. Further, this study is expected to investigate the impact of workplace spirituality on employee commitment in the tone of the leading Apparel companies in Sri Lanka.

In Sri Lanka, the Apparel Industry has evolved drastically. Manufacturers are very competitive, and this has resulted in coming up with measures geared towards attracting new customers and retaining the existing ones to have a larger market share. Also are now bringing in more profits by being customer-focused. To attain this, they have increased their opening hours, introduced more products, and opened new branches for innovation. This has led to their employees working longer hours as overtime and greater and more complex workload, are there to complete. Therefore, employees have to face a lot of work pressure and many issues under poor work-place spirituality. Their employees become highly dissatisfied with their jobs and it finally leads to creating an employee-no-commitment situation in the organizations.

Spirituality in business having quietly blossomed for decades is an established trend that is about to metamorphose into a mega trend. Most organizations are affected by an abundance of disgruntled and demotivated employees who lack a deep sense of commitment towards organizational purpose and vision. The truth is that most employees consider work as a means to earn a livelihood. One

of the main reasons for this is that the current motivational paradigm does not incorporate the spiritual dimension of employees, and this missing link in the current understanding is considered to be the key to addressing the problems of low motivation and the ensuing organizational underperformance and ineffectiveness.

In this study, we attempt to explore whether there is an impact of workplace spirituality on commitment.

The major research question to be tested in the study by the author is as follows.

- *What is the impact of workplace spirituality on employee commitment?*
- *What is the impact of Meaningful work on employee commitment?*
- *What is the impact of a Sense of community on employee commitment?*
- *What is the impact of the Alignment of values on employee commitment?*

The major objective of conducting the study is noted as follows.

- *To identify the impact of workplace spirituality on employee commitment.*

Followed by the research questions aforementioned, the study further intends to achieve sub-objectives by the end of the study as follows.

- *To identify the impact of Meaningful work on employee commitment.*
- *To identify the impact of Sense of community on employee commitment.*
- *To identify the impact of Alignment of values on employee commitment*

Accordingly, by the completion of the study, the aforementioned objectives would be achieved providing insights for all the research questions identified.

2. LITERATURE REVIEW

In literature review, information has been collected from secondary sources of data which are available such as journal, thesis, articles and reports. According to the study in this chapter our main purpose is to review the relationship between workplace spirituality and employee commitment. And also, the relationship of these independent variables and dependent variables towards the problem. A theory is a statement that is a confirmation of well-argued concepts. This means correctly explaining a condition after specifying the rules that link each variable. On the other hand, it can be called a collection of interrelated ideas based on theories. Two theories, namely; spiritual leadership theory and Maslow's hierarchy of needs theory can be pointed out.

2.1. Spiritual Leadership Theory

Spiritual leadership theory was developed by (Louis & Mark, 2009). Basically, comparable to the motivation-based concept transformational leadership concerned with the relevance of the initiative can be called motivation. It can

be pointed out that motivation primarily affects employee performance and job performance. And when discussing further, he went ahead and defined religious concepts as a collection of characters, qualities and attitudes that one should naturally exercise, At the end of the day, both or several of them can be shown to realize a creative sense of spiritual well-being through one person and motivating other people to do the same. According to the (Louis & Mark, 2009) they proposed that the management and the whole organization. Organize this and the employees follow the spiritual sense of inner work life, performance ratio and such an organization always as a result, they create a desire for transparency in the organization. Always there is a positive or negative customer satisfaction from his/her seller. (Louis & Mark, 2009) Have improved their model of spiritual leadership to include life satisfaction. This model perfectly explains the work life and spirituality of an employee.

2.2. Maslow Hierarchy of Needs Theory

Abraham Maslow (1954) developed the theory of the hierarchy of needs. It assumes that a person can grow and develop until he attains the best dimension of the hierarchy of needs which is called self-actualization. It indicates that a person moves from one need level to another higher level until he/she reaches the highest level of personal need. According to Maslow's theory, the base of the hierarchy is physiological needs, which include biological needs, for example, water, oxygen and food. This category is essential to a person because a person without all needs would not exist. Personal safety needs come at the second level of needs of the individual and it comes after all the physical needs are met.

2.3 Employee Commitment

Employee commitment is defined by various authors from time to time. According to (Mowday, Porter, & Steers, 1982) employee commitment means a strong favorability to remain as a member of a particular organization, a desire to contribute high levels of effort on behalf of the organization, and work towards to achieve the values and goals of the organization. Three different forms of employee commitment were recognized by (Allen & Meyer, 1991) such as affective commitment, normative commitment, and continuous commitment. They show the varying degrees of employee relationships with organizations. Affective commitment denotes an emotional attachment to, an identification with, and involvement in the organization, whereas normative commitment is a feeling of obligation to be in the organization, and continuous commitment measures the cost attached with leaving the organization (Allen & Meyer, 1991) Stated that the Organizational 7 Commitment is a psychological condition linking determinants of employee relationship in the organization and implications for decision to stay in the organization.

2.4. Types of Employee Commitment

2.4.1. Affective Commitment

Affective commitment relates to how many employees want to stay with their organization. If an employee has an affective commitment towards their

organization, it means that they want to stay in their organization and often identify with the organization's goals, that they feel they fit in with the organization and are satisfied with their work. Affectively committed employees are valued and act as leaders in the organization and are often the greatest assets for the organization (Allen & Meyer, 1991).

2.4.2. Continuous Commitment

Continued commitment refers to how employees feel they want to stay with their organization. In employees who are continuously committed, the reason that elicits their commitment and the primary reason for commitment is the need to stay in the organization. Organizations vary with the need to stay in place, but the main reasons are the lack of work alternatives and remuneration. When employees feel they need to move to another organization they can move (Allen & Meyer, 1991).

2.4.3. Normative Commitment

Normative commitment relates to how much employees feel they need to stay at their organization. Employees are those who feel they have to be normatively engaged. Normatively committed employees feel that their organization will have disastrous prospects and feel a sense of guilt about leaving. Such guilt for reasons may vary. However, they are often associated with employees feeling that they will create a void in their knowledge/skills, which will increase the pressure on their colleagues. Such feelings can and do negatively impact the performance of employees in an organization (Allen & Meyer, 1991).

2.5 Workplace Spirituality

Workplace spirituality is one workplace feature which is likely to enhance multiple forms of employee well-being. There is high power to affect all things. Further, he has indicated that people have different orientations to religion and spirituality as well some people see spirituality and religion as positive and negative and also have found five different ways to be spiritual. Workplace spirituality means that employees understand each other employee's mental situation and also (Ashmos & Duchon, 2000) emphasized that there are three dimensions of workplace spirituality. The first one is a relationship that the employee has with other human beings in the company, the second one is about launching activities at work that give meaning to the person's life, and the third one is concerning the understanding of one's power and its use in the workplace studies of Workplace spirituality has been increased because of the confluence of disparate events and social economic and environmental problems are generated through human greed and lack of love and compassion, therefore, a lot of companies have more concerned to workplace spirituality. (Neck & Milliman, 1994) Have identified that people are concerned about spirituality at present as well and they have identified that workplace spirituality creates positive behaviour in employees and builds interaction with the universe to reach a potential level. (Mitroff & Elizabeth, 1999) have indicated that people don't have to be religious instead to be spiritual then spirituality is a basic belief to controlling the unique region, therefore, there is high power to affect all

things further he has indicated that people have different orientations to religion and spirituality as well as some people see 9 spirituality and religion as positive and negative and also have founded five different ways to be spirituality.

The relationship between workplace spirituality and employee commitment then workplace spirituality affects organizational performance, reduces employee turnover, employee development, and high profit (Petchsawanga & Duchon, 2012) as well as there is a widespread belief that for companies to survive into the 21st century in the face of the economic downturn and global competition, leaders and employees must tap into their spiritual resources. Workplace spirituality predicts the interrelation of each employee and it affects the development of a feeling of trust between employees and the organization further this is integrated cooperative feeling with employees therefore cumulative performance of employees can be improved through employee motivation. According to (Afsar & Rehman, 2015) religion and workplace spirituality are people apart as well as workplace spirituality is concerned about patience, the feeling of interrelation, purpose, and acceptability of the mind to the norms of the organization, integrated to shape personal values, whereas religion is marked by a specific belief system, a particular system of faith and set of beliefs and emphasized that workplace spirituality is affected to develop sustainable work environment and inspire the employee's work.

2.5.1. Meaningful Work

Although the term spirituality is new to the workplace, finding meaning in the workplace is not new to employees (Ashmos & Duchon, 2000). Meaningful work comes out at individual level in the organization. Meaningful work is doing something that connects with our values, sparks our interest and engages our moral sense and for many workers it describes a job where their everyday efforts are valued and connected to something. Meaningful work is fostered when employees understand their strengths, interests, and abilities and how they can do the job well and support the organization's mission. According to the (Ashmos & Duchon, 2000) Understanding the meaning of work means recognizing employees as spiritual beings.

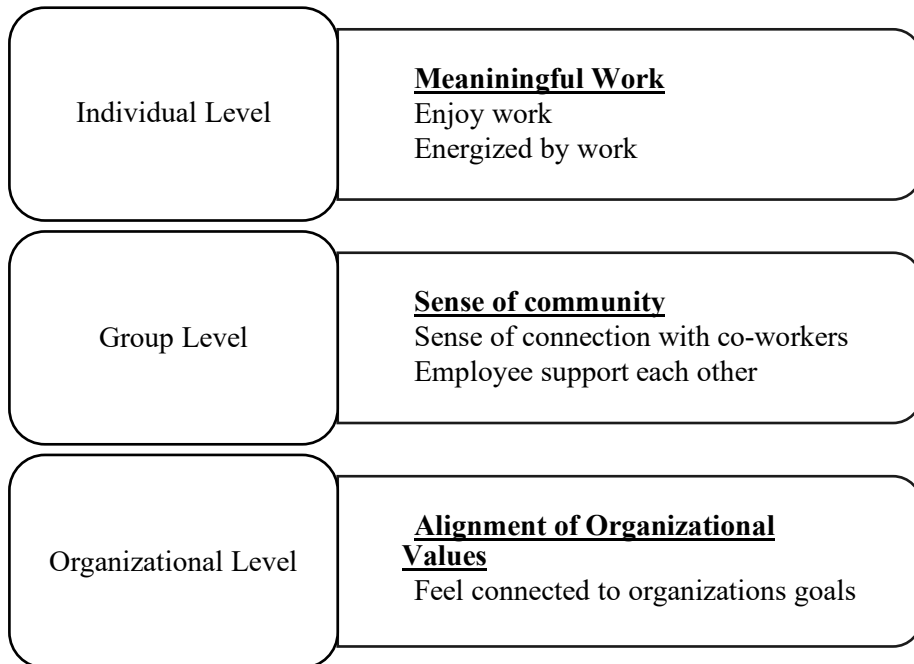


Figure 1. Workplace spirituality and work environment

Source: (Czaplewski, Ferguson, & Milliman, 2003)

2.5.2. Sense of Community

Sense of community is a concept in community psychology, social work as well as several other research disciplines such as urban sociology that focuses more on the characteristics of community experience than on the structure, formation or otherwise of community. A spiritual dimension at the level of a certain employee group or work unit in an organization, which expresses not only the search for meaning in a spiritual person's work, but also the need to connect with other employees. Spirituality in the workplace is not always about individuals' desire to engage in work that they believe is important.

2.5.3. Alignment of Values

According to the (Milliman.J, Czaplewski, & Ferguson, 2003) , this part of workplace spirituality emphasizes the congruence between organizational values and the values of individual employees. The alignment of the values of the organization and the people happens when the individual recognizes that he has a responsibility towards the society based on his self-concept. On the other hand, when they believe that they are working for the common good rather than being selfish in achieving their profit goals through their organization (Ashmos & Duchon, 2000).

2.6. Workplace Spirituality and Employee Commitment

Employees who are able to investigate the meaning of their assigned function, bring their whole selves to work, engage their full potential and work diligently to achieve organizational goals (Gavin & Mason, 2004). Commitment mindsets are generally influenced by spiritual culture and the potential outcomes are in the form of a sense of calling and sense of membership with one's profession and organization (Pradhan & Jena, 2022). WS in the context of employee commitment, such as linking the job or profile (affective bonding), feeling obligated to one's organization (normative conformity) and living up with a sense of obligation to one's organization (continuance choice) need to be explored across different contexts and cultures (Allen & Meyer, 1991).

2.7. Conceptual Framework

The following figure depicts the conceptual framework for the study. The intention of developing a conceptual diagram for the study is to identify the dependent and independent variables of the study for the data analysis purpose. According to the variables identified above, meaningful work, sense of community, and alignments of values are identified as the independent variables under the major variable of workplace spirituality.

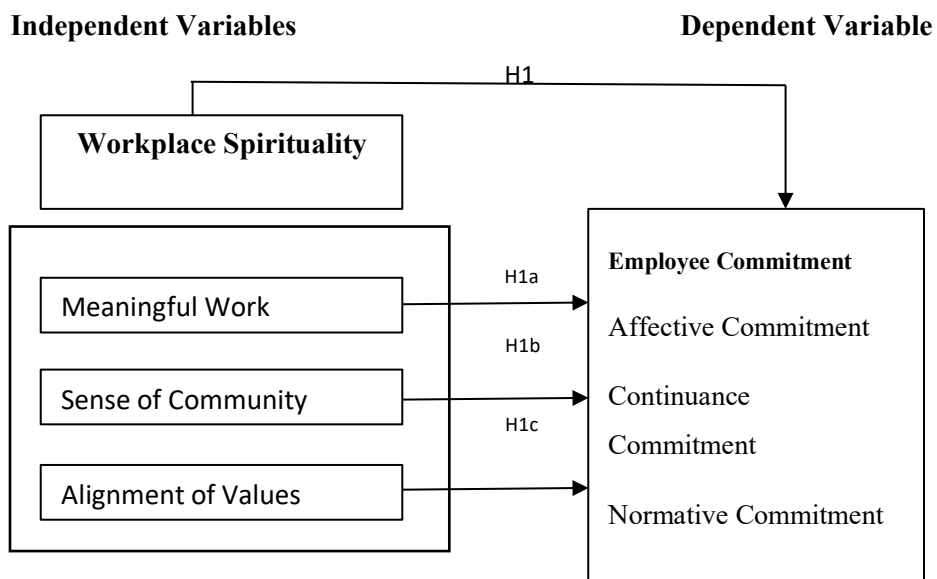


Figure 2. Conceptual Framework of the Study

Source: Author, 2023

Development of Hypothesis

The following hypotheses are developed and are expected to be tested in the 'Analysis and Discussion' section of the study. The development of the hypotheses was based on the theoretical foundation and the variables identified in relevance to the preceding studies discussed.

- *H1: There is a significant impact of workplace spirituality on employee commitment.*
- *H1a: There is a significant impact of Meaningful work on employee commitment.*
- *H1b: There is a significant impact of Sense of community on employee commitment.*
- *H1c: There is a significant impact of Alignment of values on employee commitment.*

3. METHODOLOGY

Research Methodology is a systematic approach to solving research problems, and some researchers regard it as a science that studies how research is conducted scientifically. Accordingly, the contemporary chapter intends to elaborate on the scientific approach to the study (i.e., the impact of workplace spirituality on employee commitment in the apparel industry in North Western Province).

3.1. Research Approach

This study is an experimental study because this study wishes to know whether there is an impact of workplace spirituality on employee commitment. Since the author has followed the quantitative method for data collection. In a quantitative study, the researchers are utilizing a deductive approach to identify the relationship associated between two or more variables and the data contrast the supporting evidence for the developed hypotheses of the study. Predominantly a quantitative research methodology was followed, where the research variable measurement was done through historical data and this analytical survey was mainly based on a 5-point Likert scale. So according to research circumstances experimental investigation type is the most favorable type for this research study.

3.1.1. Research Philosophy

Research philosophy addresses the origin, nature, and progression of knowledge. Thus, it is defined as a view about how facts regarding a phenomenon should be obtained, assessed, and used. According to this study, the author used the positivist philosophy since it is based on quantitative observations that lead researchers to statistical analysis.

3.1.2. Unit of Analysis

In this research study, the analyzing unit is the executive-level employees who are working at ABC Group. Each and every response of the respondents can be treated as an individual data source.

3.2. Operationalization of Variables

Table 1 Operationalization of Variables

Variable	Dimensions	Source
Workplace Spirituality (Independent Variable)	Meaningful work	(Ashmos & Duchon, 2000)
	Sense of community	
	Alignment of values	
Employee Commitment (Dependent Variable)	Affective	(Allen & Meyer, 1991)
	Continues	
	Normative	

(Source: Created by Author, 2023)

3.3. Population, Sample, and Sampling Technique

3.3.1. Population

The entire group of factory network is located in North Western Province. Which has 5 large-scale manufacturing Factories. Accordingly, the population will be all the executive level employees in ABC Group in the Apparel Industry and the total population of this survey is 150 executive level employees.

3.3.2. Sample

According to Sekaran (2010) collecting data from a sample was more efficient and effective than collecting data from the entire population as it tends to generate more reliable results. There are 150 executive-level employees in the ABC Group of company and 110 of those employees were selected for the sample.

3.3.3. Sample Technique

The researcher used simple random sampling as the sampling technique. Simple random sampling means every element in the population has a known and equal chance of being selected as a subject. The reason for selecting this sampling technique is that it has the least biases and offers the most generalizability.

3.4. Data Collection and Analysis

Data collection is a vital part of a research study. It can determine the cost and success of a research project. Different data collection methods Data collection methods can be classified into primary data and secondary data.

3.4.1. Data Collection

Primary data is defined as those collected the first time collected. Primary data is used for the purpose of the study Data can be obtained from observation, direct communication with the respondent, survey or questionnaire. Mostly, the researcher will prefer to use the questionnaire. In this study, the questionnaire is chosen as a primary data collection method and it gives the opportunity to collect more data at once. It is more convenient for researchers and it is the best time-saving technique.

Secondary data can be gathered from books, journals, newspapers, magazines, magazines and internet resources. Internet resources and Journals are used to retrieve journals and articles. Secondary data can be collected by using journals, directories, articles, and periodicals. Not only that, in this highly 20 technologically developed environment researchers can use electronic sources to retrieve data and directly store it digitally. It is easier to research and collect data and analyse results.

3.4.2. Data Analysis

The research is a quantitative study and the quantitative technique used to analyze this research. The author expects to use a special data analysis software package for the data analysis process and it will be done by using IBM SPSS Statistics. Moreover, the author will present the findings through the data analysis method of regression analysis. Due to the use of statistical and primary data, the quantitative approach is used to determine the conclusions of this data analysis. As a result, the statistical technique is thought to be a good fit for such research.

4. RESULTS AND DISCUSSION

4.1. Demographic Variables

The descriptive statistics on each of the demographic variables are conducted as follows.

4.1.1. Gender of the Respondents

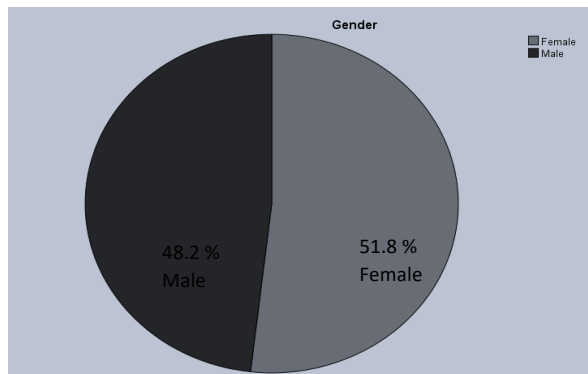


Figure 1 Gender of Respondents

(Source – Based on survey data)

As per the above diagram, it could be noted that the majority of the respondents of the sample are female with a percentage of approximately fifty-one point eight (51.8%) and the rest of the sample are males with a percentage of forty-eight point two (48.2%). However, as the study does not significantly rely on the gender of the individuals, instead focusing on the workplace spirituality which would be similar for both the genders, having a female majority in the sample is expected to be justifiable.

4.1.2. Age of the Respondents

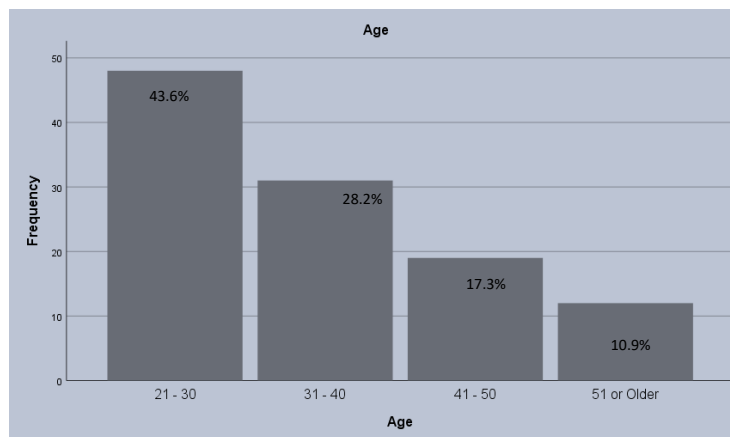


Figure 2 Age of the Respondents

(Source – Based on Survey Data)

The majority of the sample are noted to be in the age group of 21-30 years holding a percent of approximately sixty-five (43.6%) and the minority of 51 and above with a percentage of eight (10.9%). Less significant differences are noted in the two age categories notably 31-40 years and 41-50 years with

percentage values eighteen (28.2%) and sixteen (17.3%) respectively. However, this composition consists of different age groups and it is not expected to have a significant impact on the survey and it means most of the respondents of the sample are in their young and strong age.

4.1.3. Educational Qualifications of the Respondents

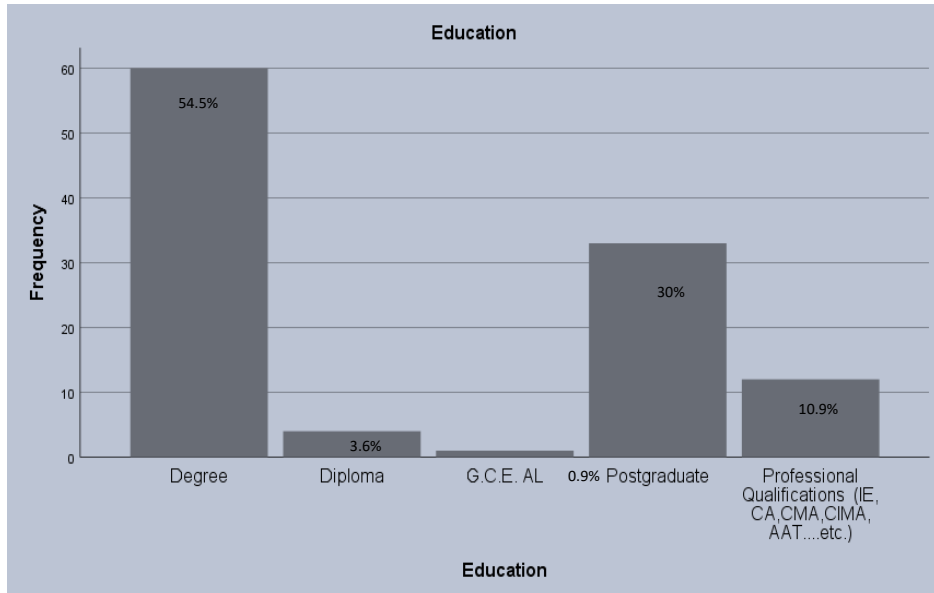


Figure 3 Educational Qualifications of the Respondents

(Source – Based on survey data)

According to the above figure, it shows the majority of the sample having a degree with a percentage of 54.5% and 0.9% percent of the sample having G.C.E AL qualification. And also, only 3.6 % have a diploma and only 10.9% have professional Qualifications and approximately thirty percent (30%) of the respondents holds a postgraduate's degree

4.1.4. Marital Status of the Respondents

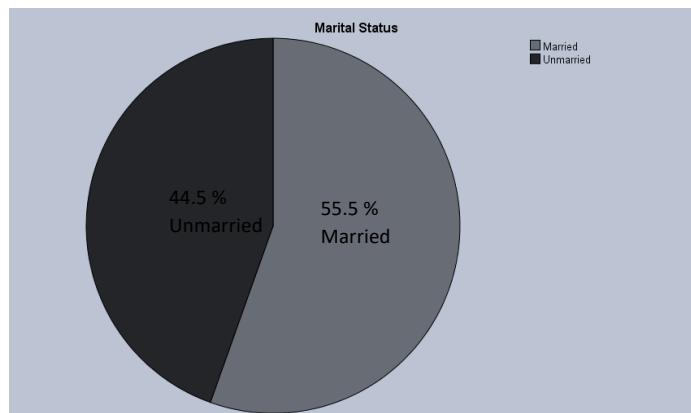


Figure 4 Marital Status of the Respondents
(Source – Based on survey data)

The majority of the sample are noted to sixty-one (61) respondents are unmarried employees and forty-nine (49) respondents are married employees

4.1.5. Work Experience of the Respondents



Figure 4 Work Experience of the Respondents

(Source – Based on survey data)

As the study was majorly focused on the executive level employees of this Group in North Western Province in Sri Lanka, the work experience was recorded with 29.1 % executive level employees as noted in the above figure as

young employees and minority of less than one year experienced with a percentage of three point six (3.6%). However, it was another highlighted fact that the figure shows that there are equal experienced respondents in years between 3 to 5 and 5 to 10 in percentage of 20%. This group consists with well experienced employees around 27.3%.

4.2. Reliability of the study

Reliability is generally examined through the interpretation of Cronbach's alpha, which is a reliability coefficient that indicates how well the items of set are positively correlated to one another.

Table 2 Reliability Statistics

Variable	Dimension	No of Items	Cronbach's Alpha
Employee Commitment	Affective commitment	5	0.880
	Continuance commitment	5	0.904
	Normative commitment	5	0.866
Workplace Spirituality	Meaningful work	5	0.852
	Sense of community	5	0.865
	Alignment of values	5	0.874

(Source – Analyzed Data – 2023)

According to the above test, it is clear that all the variables are very reliable. Questionnaire used to collect data in the independent variables and dependent variables as Cronbach's alpha value of all independent and dependent variables is greater than 0.8 as mentioned above.

4.3. Regression Analysis

A regression analysis is performed to determine whether there was an effect on the dependent variable represented by the independent variable as the regression coefficient value. Constant, regression coefficients in the model represent the mean change in the dependent variable per unit of change independent variables.

4.3.1. Impact of Workplace Spirituality on Employee Commitment

The following hypotheses were developed and tested to measure the level of impact of the independent variable (i.e., Workplace spirituality) on the dependent variable, Employee Commitment.

- *Objective: To identify the impact of workplace spirituality on employee commitment of executive-level employees in the Apparel Industry in North Western Province.*

Hypothesis 01

H1: There is a significant impact of workplace spirituality on employee commitment.

Table 3 Coefficient of Workplace Spirituality
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.058	.264		.220	.826
	WS	.979	.057	.857	17.280	.000

a. Dependent Variable: EC

(Source – Based on survey data)

There is a significant impact of workplace spirituality on employee commitment. The standardized coefficient Beta being 0.857 denotes that there is a strong relationship between the workplace spirituality and employee commitment as it is greater than 0.700. Hence, hypothesis (H₁) is accepted at 0.05 significant level which proved that there was a significant and a strong positive impact from workplace spirituality on employee commitment.

4.3.2. Impact of Meaningful work on Employee Commitment

The following hypotheses were developed and are tested to measure the level of impact of the independent variable (i.e., meaningful work) on the dependent variable, Employee Commitment.

- *Objective: To identify the impact of meaningful work on employee commitment of executive level employees in the Apparel Industry in North Western Province.*

Hypothesis 02

H1a: There is a significant impact of meaningful work on employee commitment.

Table 4 Coefficient of Meaningful Work

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.963	.292		3.297	.001
	MW	.782	.063	.769	12.512	.000

a. Dependent Variable: EC

(Source – Based on survey data)

There is a significant impact of meaningful work on employee commitment. According to the results of regression, the Beta being 0.769 denotes that there is a strong relationship between Meaningful Work and Employee Commitment. Hence hypothesis (H₂) is accepted at a 0.05 significant level which proved that there was a significant and strong positive impact from meaningful work on employee commitment.

4.3.3. Impact of Sense of Community on Employee Commitment

The following hypotheses were developed and tested to measure the level of impact of the independent variable (i.e., sense of community) on the dependent variable, Employee Commitment.

- *Objective: To identify the impact of a sense of community on employee commitment of executive-level employees in the Apparel Industry in North Western Province.*

Hypothesis 03

H1b: There is a significant impact of a sense of community on employee commitment.

Table 5 Coefficient of Sense of Community

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.011	.259		3.908	.000
	SC	.788	.057	.802	13.937	.000

a. Dependent Variable: EC

(Source – Based on survey data)

There is a significant impact of sense of community on employee commitment. According to the results of regression the beta being 0.802 denotes that there is a strong relationship between Sense of Community and Employee Commitment

Hence, hypothesis (H₃) is accepted at 0.05 significant level which proved that there was a significant and a strong positive impact from sense of community on employee commitment.

4.3.4. Impact of Alignment of Values on Employee Commitment

The following hypotheses were developed and are tested to measure the level of impact of the independent variable (i.e., alignment of values) on the dependent variable, Employee Commitment.

- *Objective: To identify the impact of alignment of values on employee commitment of executive level employees in the Apparel Industry in North Western Province.*

Hypothesis 04

H1c: There is a significant impact of alignment of values on employee commitment.

Table 6 Coefficient of Alignment of Values

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.005	.288		3.487	.001
	AV	.772	.062	.770	12.534	.000

a. Dependent Variable: EC

(Source – Based on survey data)

There is a significant impact of alignment of values on employee commitment. According to the results of regression, the beta being 0.770 denotes that there is a strong relationship between the Alignment of Values and Employee Commitment Hence hypothesis (H₄) is accepted at 0.05 significant level which proved that there was a significant and strong positive impact from alignment of values on the employee commitment.

5. CONCLUSION

The current study was designed and conducted by the researcher to identify the nature of impact of workplace spirituality on employee commitment in the apparel industry in the north western province of Sri Lanka. The research findings of this study, there are strong positive relationships between meaningful work, a sense of community and alignment of values on employee commitment. Therefore, the organization should pay more attention to the spirituality of the employee at all working hours. Here highlighted that the most influencing factor is a sense of community on employee commitment. In Sri Lankan context there is a certain degree of concern on the issue of lack of workplace spirituality in comparison to other countries of the world.

Therefore, the relevant authorities and decision makers of the organizations can organize and arrange several programs which would provide a ground to enhance the employee well-being programmers and awareness sessions which would enable them to improve their commitment effectively. Furthermore, the findings of the study would give guidance to the relevant authorities to execute appropriate procedures with suitable criteria on appraising the performance where the employees would be much more motivated to improve their commitments. As a whole, the proper implementation of these recommendations is expected to provide the organizations with positive impacts which would benefit not only in the short-term, but also in long-term.

The major limitation is the respondents were limited to one industry and not having enough time to find another industry. Researcher expectation is collecting data randomly and it is also a limitation because not having enough time to collect respondents from all of the executives in this company. Moreover, future researchers can also study the not only impact of workplace spirituality on commitment for but also impact of meaningful work, sense of community and alignment of values on commitment for the whole Apparel industry in Sri Lanka. And also, different characteristics of the studies can be included for future research and furthermore can be add moderator or mediator. Apart from this concept can also be used in banking and service delivery sectors.

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