

Workplace Spirituality and its impact on Organizational Climate of MNCs

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ABSTRACT

Workplace spirituality emerges as a profound force that not only enhances the organizational climate but also significantly boosts employee productivity within MNCs. The primary objective of this research work is to recognize the role of workplace spirituality on the cumulative productivity of the employees of MNCs, and is there any significant need for spirituality in the climate of MNCs or not? A questionnaire related to workplace spirituality was distributed to 71 employees from several multinational corporations located in the Delhi-NCR. The data analysis was done with SPSS version 26. The simple correlation method is used to evaluate the effect of spirituality on the productivity of MNCs. The findings suggest that there is a symbiotic relationship between workplace spirituality and organizational climate, revealing that spirituality is indispensable for fostering a focused, stress-free, and highly productive work environment. Integrating spiritual practices in the workplace provides employees with deeper mental clarity and novel approaches to tasks, promoting both individual well-being and collective organizational success. The present study outcomes can broaden the applicability of spirituality in the workplace throughout the different MNCs.

Key words : Spirituality, Workplace Spirituality, Employees productivity, Organisational Climate.

INTRODUCTION

In the sphere of worldly & non worldly affairs economy & spirituality stand poles apart. Where one is inclined towards enhancing the materialistic & physical treasures of life, the other one is immensely dedicated to bring peace, meaning and a depth to the inner self. Spirituality is the way of life where one expands its perception of seeing the reality of each components of world. Here a person attaches & detaches himself from the functioning of 'SANSARA' in a meaningful manner. As we are heading towards a mere industrialized and globalised world with each passing day then as an individual the sense of responsibility, achievement and excellence is digging more into the minds of all employed here. This sense gets deeper and results into a state of mind which is frightened, limited, uncertain, pessimist and which is no longer seeking any wonders in its work. Workplace spirituality significantly enhances employee well-being and performance. Employees who find meaning and purpose in their work tend to be more engaged and productive (Milliman, Czaplewski, & Ferguson, 2003).

Here comes the need of a pillar which is strong enough to handle all the pressure generated from this chaotic environment. This shelter can be found under the umbrella of spirituality. One even if not being highly devoted here, thus have a reckoned idea of meeting relief here amid complications. Some studies show that a spiritual workplace fosters higher job satisfaction and organizational commitment. This is because spirituality at work aligns personal values with organizational goals, creating a more harmonious work environment (Giacalone & Jurkiewicz, 2003). Organisations, after examining the mental state and satisfaction levels of employees, are keen towards the betterment of this depressing situation hence leads to the deliberated occasional sessions of spiritual hence leads to the deliberated occasional sessions of spiritual awareness among these employees suffering from existential crisis. This

is primarily the reason of a high dive in the occurrence of these events lately in the corporate world. However mere organising impact will not be of lasting impact. Organizations that embrace spirituality tend to experience higher levels of innovation and creativity. Employees feel more empowered to take risks and think outside the box in a supportive and values-driven environment (Karakas, 2010).

A critical restructuring of the interior working of these companies will be a much welcoming step. In order to carry purpose and fulfillment in life, spirituality may become a useful tool. Coordination among these two can help in job satisfaction, work-life balance, business expansion, increased productivity and revolutionary transformation of existing component fabrication.

1. Literature Review

Organisational climate:

Before examining the meaning of organizational climate within this research, it is preferable to identify in more specific terms the meaning of organizational climate. The organizational climate of an organization is like an individual's personality, that everyone has unique personality traits (Emery, 1999). Schneider's Model (1975): Schneider conceptualized organizational climate as the shared perceptions of organizational practices. He emphasized that climate is influenced by an organization's formal policies, procedures, and reward systems. Litwin and Stringer's Model (1968): They proposed that organizational climate is shaped by leadership style, structure, and systems. Their model includes dimensions such as structure, responsibility, risk, warmth, support, standardization, and conflict. The research paper by Berberoglu (2018) investigates that how the organizational climate in public hospitals influences both organizational commitment and perceived organizational performance. Organizational climate refers to the prevailing atmosphere and shared perceptions of the work environment within the hospitals. The research by Bowra, Zulfqarahmad, Zafar, Ahmed, Ahmed, Ishfaq, and Nawaz (2010) investigates the relationship between organizational climate (OC) and employee satisfaction within the pharmaceutical sector. The study provides empirical evidence to support the idea that organizational climate acts as a satisfier for employees in this industry. The findings suggest that a positive organizational climate contributes to increased employee satisfaction. Hellriegel and Slocum (1974) stated Organizational Climate as "a set of attributes which can be perceived about particular organisation and / or its subsystems, and that may be induced from the way that organisation and / or its subsystems deal with their members and environment".

From this point forward, organizational climate refers to a shared internal environment among its members that affects their actions and can be viewed as a measure of the importance of a certain set of organizational characteristics. When measured collectively, the number of climates within an organization may equal the number of individuals; therefore, individual behaviors become more important in evaluating the overall impact on climate and defining the stability of the work environment. It is important to see the climate as a comprehensive system. Even though departmental climates may differ, they will all be somewhat blended to represent the overall organizational climate.

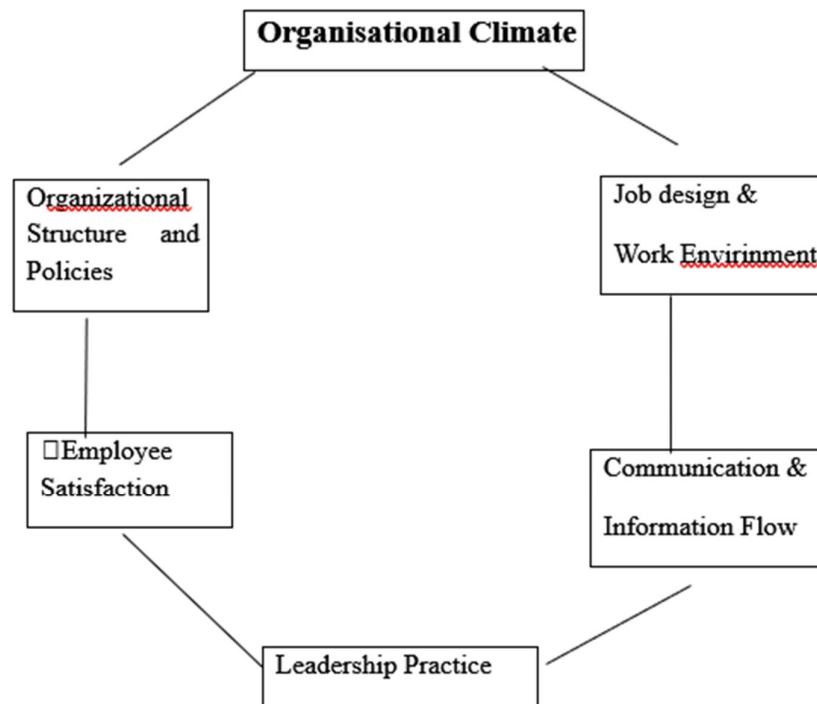


Figure 1

This diagram visually depicts how each component contributes to shaping the organizational climate, emphasizing their interconnectedness and influence on employee experience and organizational effectiveness.

Workplace Spirituality :

A lot of writing has been done on the topic of workplaces. The concept of workplace spirituality, as practiced by academics and professionals, dates back to the early 1920s. It became well-known as a movement among people who wanted to practice their spiritual and religious beliefs in the job. Spirituality is a condition or experience that can provide people purpose or direction as well as emotions of inner peace, comprehension, and support. Additionally, it offers a sense of connectedness to oneself, other people, the natural world, the cosmos, God, or any other supernatural force. Workplace spirituality is a concept that has gained attention in organizational studies and management literature. It refers to the recognition and incorporation of spiritual values, principles, and practices in the workplace. Workplace spirituality is a growing area of research that explores the impact of spiritual and ethical values in the workplace. Researchers have investigated how spirituality influences various aspects of organizational life, including employee well-being, job satisfaction, organizational commitment, and performance. Workplace spirituality is more focused on the theme of tolerance, patience, the feel of interconnectivity, purpose and acceptability of the mind to the norms of the organization, integrated together to shape personal values, whereas religion is marked by a specific belief system, a particular system of faith and set of beliefs (Afsar & Rehman, Citation2015). Workplace spirituality is associated with reduced stress and burnout among employees. Practices such as mindfulness, meditation, and fostering a sense of community contribute to a healthier work atmosphere (Petchsawang & Duchon, 2009). Finding one's life's ultimate purpose, forging close relationships with coworkers and other individuals connected to the workplace, and maintaining consistency (or alignment) between one's own convictions and the organization's principles are all components of workplace spirituality (Mitroff and Denton, 1999).

Spirituality at workplace includes :

- A perspective on oneself, one's work, and the company as a whole is called a vision.
- Lifestyle: an approach to life and the customs that are believed to fulfill that goal.
- Observing and considering how our workplace "talks back to us" is an experience.

Wong and Psych (2003) recognized the following spiritual characteristics in the context of the workplace :-

- ◆ Spirituality in the workplace contributes to a sense of fulfillment and contentment by helping workers discover a deeper sense of meaning and purpose in their work.
- ◆ It recognizes the significance of fostering the values, beliefs, and personal development of employees in their inner lives.
- ◆ Places a strong emphasis on fostering a feeling of community and connection among staff members in order to improve cooperation and teamwork.
- ◆ Encourages workers to have moments of transcendence at work, in which they connect with something more than themselves.
- ◆ The Ethical Foundation fosters moral conduct and values-based decision-making, which has a beneficial effect on the performance and culture of the business.

Businesses that embrace workplace spirituality assist staff members in discovering their "calling" or areas of passion in life and work, going above and beyond simply providing learning and development opportunities. These businesses support employees in applying their special talents within the company and place a strong emphasis on identifying and appropriately utilizing each person's gift.

Workplace Spirituality and Organisational Climate:-

Workplace Spirituality has a Strong Impact On Organizational Climate. According to Saxena and Saxena (2011), workers experiencing workplace spirituality can overcome problems such as depression, nervous problems, alcohol and cigarette use, incompetence, and being overweight. In view of this, Long and Mills (2010) claimed that spirituality at workplace is a requirement for the development of people and organizations. Workplace spirituality has the potential to deal with undesirable issues that can have an effect on the mental wellbeing of employees (Mitroff, 2003). Research done by Zulfqar, Ahmad & Liaqat, Ali & Nazir, Ahmad. (2012). is to measure the level satisfaction of the middle managers with organizational climate, working in the pharmaceutical industry in Pakistan. The satisfaction with organizational climate is important because of its effect on productivity and success of the company. The positive climate of the organization has positive relationship with job satisfaction while negative relationship with turnover and absenteeism. The organizations create positive organizational climate to retain employees by enhancing their morale and job satisfaction. Leaders who promote workplace spirituality often exhibit higher levels of ethical behavior and transformational leadership. This positively influences organizational culture and employee morale (Fry, 2003).

Rajput, Namita & sharma, Jyotsana & Oswal, Jyotsna. (2020). AN EMPIRICAL STUDY OF WORKPLACE SPIRITUALITY AND ITS IMPACT ON ORGANIZATIONAL COMMITMENT reveals that when people experience working environment other worldliness, the delegate's feels even more genuinely affixed to their affiliations and experience a sense steadfast to the affiliation.

Characteristics Distinguishing Spiritual and Non-Spiritual Organizations

Purpose and Meaning:

Spiritual organizations should prioritize a purpose that transcends financial gain and cultivate a sense of significance in their activity, as suggested by Wong and Psych (2003).

Non-Spiritual Organizations: Prioritize efficiency and financial objectives.

Community and Connectedness :

Spiritual organizations should encourage a feeling of belonging and community among its staff members (Milliman et al., 2003).

Non-Spiritual Organizations: Usually place a strong emphasis on competitiveness and individual achievement.

Ethical Values:

Spiritual Organizations: Integrate moral principles and practices into their daily work (Giacalone and Jurkiewicz, 2003).

Non-Spiritual Organizations: They could put financial gain ahead of moral principles.

Employee Well-Being:

Spiritual Organizations: Prioritize mental, emotional, and spiritual health as well as holistic well-being (Fry, 2003).

Non-Spiritual Organizations: Frequently place an emphasis on production and physical well-being.

Leadership Style:

Spiritual organizations have a strong emphasis on empathy and moral behavior, with leaders acting as stewards and servants (Fairholm, 1996).

Organizational climate and workplace spirituality are closely related, impacting and strengthening one another.

company spirituality is encouraging meaningful work, developing a feeling of community inside the company, and acknowledging and nourishing the inner lives of employees. Leaders who live out their spiritual beliefs foster moral behavior, provide for their staff, and enable fulfilling work, all of which improve morale, trust, and a positive work environment. Spiritual values instillation creates a culture that values compassion, respect, and trust, which makes it a welcoming and inclusive place to be. Workplace spirituality also fosters purpose, well-being, and job happiness in employees, which raises engagement and satisfaction levels and improves the atmosphere within the company. By encouraging collaboration and a sense of belonging, a strong sense of community and connectedness—a crucial component of workplace spirituality—further improves the atmosphere within the company. In summary, companies can cultivate a pleasant work environment that increases employee satisfaction, productivity, and overall organizational effectiveness by encouraging workplace spirituality.

2. Research Objectives:-

- I. To analyse the prevailing level of spirituality among the Employees.
- II. To study the relationship between workplace spirituality and organisational climate of employees in MNCs.
- III. To study workplace spirituality with respect to demographic variable (age, Gender and marital status) among the employees of MNCs.
- IV. To study the relationship between the workplace spirituality and Employee satisfaction of Employees.

4.Hypothesis of the study:-

H01:- There is significant need of workplace spirituality in employee satisfaction.

H02 :- There is significant relationship between workplace spirituality and cumulative productivity of MNCs as a whole.

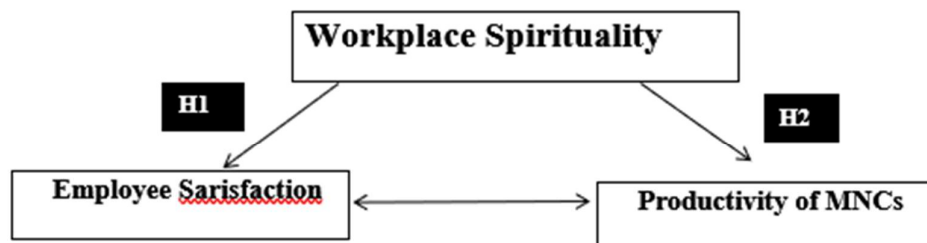


Figure 2. Research Framework

5 .Research Methodology :-

This study is descriptive and exploratory in nature. It is based on the qualitative and quantitative analysis of the information done through a survey of a sample of 71 employees of MNCs through Random sampling technique. The respondents are employees working in different levels of management in MNCs from top level to lower level. Data was collected using a structured questionnaire comprising of 20 items representing the independent and dependent variables. The questionnaire used a 5-point Likert scale to measure the responses (ranging from 1=strongly disagree to 5=strongly agree). SPSS has been used as a tool to find correlation between the two variables. 80 questionnaires were sent electronically out of which 71 responses were received, translating to a response rate of 88.75 percent which is considered as good.

RESEARCH FINDINGS

Table 1 shows the demographic shows the demographic characteristics of the respondents. 49.3 percent of the respondents were male, and 50.7 percent were female. Most of the respondents (57.7 percent) were in the age group of 26-35 years, followed by 2.8 percent in the age group 36-45 years and 39.4 percent in the age group of below 25 years. 43.7 percent of the respondents were graduates and 49.3 percent were postgraduates while 5 respondents (07 percent) were having a Bachelors degree with diploma.

Table 1 : Demographics Profiles

Sr. No.	Demographics Variable	Options	Frequency	Percentage
1	Age	Below 25	28	39.4
		26-35	41	57.7
		36-45	02	2.8
2	Gender	Male	35	49.3
		Female	36	50.7
3	Marital Status	Single	56	78.9
		Married	15	21.1
		Other	00	0
4	Educational Qualification	Bachelor	31	43.7
		Bachelor+Diploma	5	7
		Master	35	49.3

Reliability Analysis

Every variable used in the study had its internal consistency evaluated using the Cronbach Alpha. In this study, the cronbach Alpha Coefficient is 0.929 (see Table 2), Showing a very good internal consistency.

Table 2: Reliability Statistics

Scale Name	Coefficient alpha values	Number of items
Workplace Spirituality	0.827	8
Employee Productivity	0.926	11
Total	0.929	19

Status of Workplace Spirituality**Table 3 : Need of workplace spirituality in Employee satisfaction**

Item Statistics	Mean	SD	Decision
Do you realize worthiness in the nature of your work?	3.89	1.166	High perception
Do you feel a great sense of accomplishment while performing your task?	3.86	1.150	High perception
Are you contended with the contribution you are making to your organization?	3.86	1.138	High perception
Do you require a periodical boost of motivation to continue with your job?	3.90	.988	High perception
Is there any chance of you relying on spirituality to cope with the stress?	3.87	.970	High perception
Is your work producing excessive amount of distress which is complicated to handle?	3.63	1.124	Moderate perception
Were you ever got yourself in a situation where you need a break from work badly?	3.86	.990	High perception
Do you think increasing the material aspect at work will bring peace with you?	3.56	1.180	Low perception

INTERPREATION :-

Note: N= 71, Decision – weighted average $30.43/8 = 3.80$

In this study, Author will make the decision using the perceptions of the respondents, thus to do this, he'll use the weighted average value. To calculate the weighted average value, he'll simply sum up the mean values for the items, then, divided by the total number of the items.

1. The results imply that the respondents place a high mean value of 3.89 and the nature of their work, consider it to be worthy, and feel a strong sense of success when completing tasks. This is consistent with spiritual teachings that highlight discovering meaning and purpose in one's deeds.
2. A mean score of 3.86 indicates that workers feel a great sense of accomplishment in their tasks. This suggests that they find their work to be interesting, demanding, or meaningful, which causes them to feel good after they finish it.
3. The mean score of 3.86 indicates that respondents are happy with their contribution to the organization. This shows that they are satisfied with the significance and worth of their work and that their efforts are valued and acknowledged inside the company.
4. Employees that don't rely on outside sources of motivation feel naturally motivated and involved in their work, as seen by the high mean score of 3.90. This illustrates how a strong feeling of spiritual practices and intrinsic motivation supports both performance and job satisfaction.
5. With a mean score of 3.87, employees consider spirituality to be a possible resource for stress management. This implies a comprehension of the function of spirituality in fostering resilience and mental health in workers.
6. With a mean score of 3.63, respondents feel that their work environment is rather distressing. Although not overly so, this indicates aspects of the workplace that present difficulties or stress for workers.
7. With a mean score of 3.86, the widespread belief that workers require breaks from their jobs suggests that there may be room for spiritual practices and other stress-reduction strategies.
8. The poor opinion of material incentives' efficacy points to a realization of materialism's limitations in terms of long-term fulfillment. Rather, non-material elements like purpose and personal fulfillment are valued by respondents, suggesting that spiritual practices and ideals may be more successful in fostering contentment and serenity in the workplace.

At last, it can be said that there is a significant need for workplace spirituality in terms of employee satisfaction. Hence, hypothesis 1 is proved.

Does your company conducted any specific initiatives, programs or cultural activities related to spirituality in the workplace that you find beneficial for you or your company?

Table 4:

	Valid Frequency	Percent	Valid Percent	Cumulative Percent
1	47	66.2	66.2	66.2
2	24	33.8	33.8	100.0
Total	71	100.0	100.0	100.0

Does your company conducted any specific initiatives, programs or cultural activities related to spirituality in the workplace that you find beneficial for you or your company?

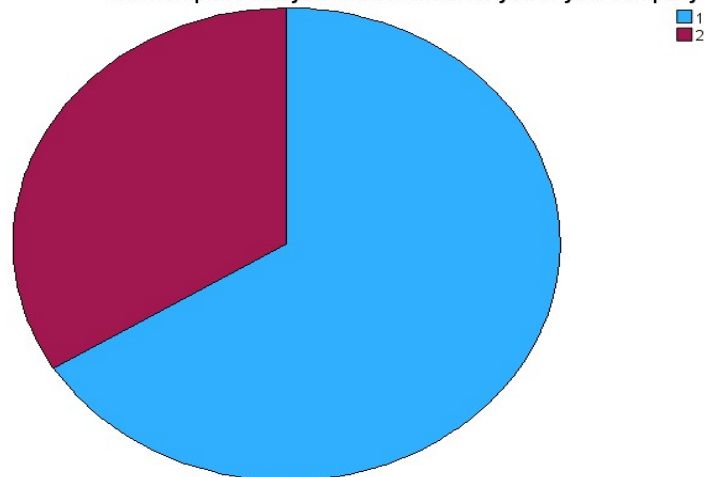


Figure 1

Based on this analysis:

- 66.2% of the employees says that their company provided some initiative, program, or cultural activity related to spirituality in the workplace.

- 33.8% of the employees says that their company does not provided any initiative, program, or cultural activity related to spirituality in the workplace.

Relationship of workplace Spirituality and Productivity of MNCs

The data analysis to test the viability of the hypothesis and to conclude a practical relationship of the variable under study has been mentioned below:-

Table 5 : Pearson Correlation

Correlation			
		PD	WSP
PD	Pearson Correlation	1	.667**
	Sig. (2-tailed)		<.001
	N	71	71
WSP	Pearson Correlation	.667**	1
	Sig. (2-tailed)	<.001	
	N	71	71

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

PD = Productivity of MNCs

WSP = Workplace Spirituality

From the analysis presented in the above table a meaningful discovery has been made in light of the research objective. It has been noted that the correlation coefficient (r) value between workplace spirituality and is 0.667 which shows a positive association between both the variables. The P value is <0.01 which means the relationship is statistically significant. So it can be said that an increase in the level of spirituality in the workplace can also increase the productivity of MNCs.

Hence, H2 is supported.

HOW WOULD YOU RATE THE IMPACT OF SPIRITUALITY IN OUR ORGANISATION

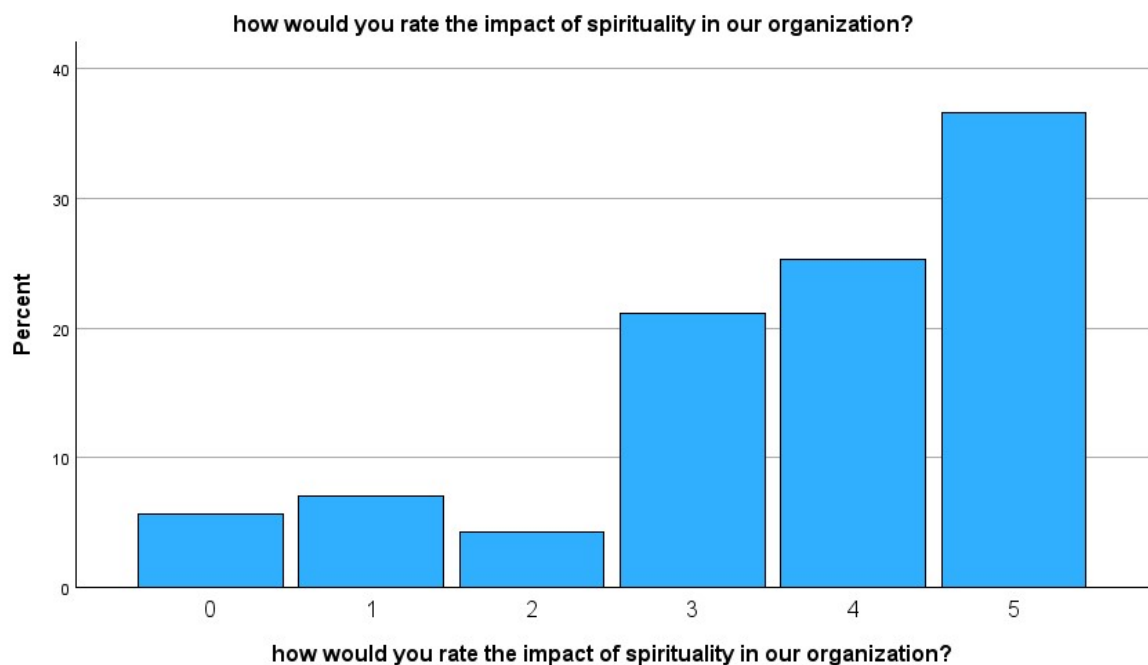


Figure 2

- Rating 0- 4 responses, representing 5.6% of the total responses.
- Rating 1- 5 responses, representing 7.0% of the total responses.
- Rating 2- 3 responses, representing 4.2% of the total responses.
- Rating 3- 15 responses, representing 21.1% of the total responses.
- Rating 4- 18 responses, representing 25.4% of the total responses.
- Rating 5- 26 responses, representing 36.6% of the total responses.

Interpretation

- ❖ A substantial positive influence was indicated by the majority of respondents (36.6%) who ranked the impact of spirituality in the company as a "5".
- ❖ A sizable portion (25.4%) also gave it a "4" rating, confirming a favorable effect albeit one that was just less strong than the maximum grade.
- ❖ A moderately positive influence was indicated by the '3' rating given by about 21.1%.
- ❖ Just 17.4% of the replies were given one of the lowest scores (0, 1, or 2). This suggests that some respondents believe spirituality has little to no effect on the organization.

Overall, based on this data, it appears that spirituality has a generally positive impact on the organization, with a significant portion of respondents attributing it to be highly impactful. However, there's also a notable portion that perceives it to have a moderate impact.

DISCUSSION AND CONCLUSION

This study has made an effort to investigate the connection between workplace spirituality and how it affects MNC organizational climate. The result of this study suggests that there is a positive association between workplace spirituality and employee productivity. It was discovered from this research that spirituality is very needed in the workplace. Spirituality in the workplace facilitates improved mental concentration for the task at hand. When a person gives their all for their organization, it will directly affect productivity, and thus the company will be able to reach a better position in the future. Being spiritual is a wonderful way to reduce stress. Spiritual practice not only soothes the body and mind, but it also opens up fresh perspectives on how to accomplish tasks more effectively. Additionally, it was noted that spiritual activities are far more common than materialistic pursuits; in other words, employees find greater serenity in non-materialistic pursuits. The survey indicated that more than 50% of employees reported that their employers ran spirituality-related initiative programs that they found helpful (see Table 4). and consequently, this allows organizations to attract and retain their employees. For those employees who follow a spiritual path, job and spirituality are inextricably linked. Integrating spiritual practices into daily life fosters additional significant advantages for the workplace in addition to spiritual development. For human flourishing, spiritual wellness is a crucial aspect of well-being. However, a person's spiritual health and job life don't have to be distinct. There are many original and significant methods to apply spirituality in the workplace.

Employers should think about how employee wellness initiatives might enhance spiritual well-being if they are interested in the advantages of workplace spirituality for organizational performance. Workers who receive assistance in a variety of wellness-related areas may feel more engaged, which improves team performance.

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