

<sup>1</sup>Satish Chandra  
Mishra\*Dr. Pankaj  
Kumar<sup>2</sup>Manjula Khulbe<sup>3</sup>

## "Interrelation of Workplace Spirituality, Organizational Trust, and Performance in Small and Medium Enterprises (SMES): A Synergistic Approach"



**Abstract:** - Purpose- This research examines the interplay between workplace spirituality and organizational performance in Indian small and medium enterprises (SMEs), with a specific focus on organizational trust as a potential mediating factor. The study also considers the implications of these relationships for the long-term sustainability of these businesses.

Design/methodology/approach- The research collected information from various levels of personnel in Indian small and medium enterprises (SMEs), including owners, managers, supervisors, and employees. Questionnaires were distributed to 550 participants, with 428 fully completed responses being included in the final analysis in Delhi and NCR Region of India. To examine the data, the study employed structural equation modelling using Smart PLS 4.0 software.

Findings- There is a significant direct effect on the relationships between workplace spirituality and organizational performance and this was further established that there is moderately strong partial mediation of organizational trust between workplace spirituality and organizational performance. These will be useful for the SMEs organization to improve their performance for sustainability in the present global environment flooded with smart technologies.

Research limitations/Implications - To enhance organizational performance, workplace spirituality and the role of trust were examined, and this was established that SMEs must adopt workplace spirituality to increase their performance in the present dynamic global economy for their survival. This study will assist stakeholders, owners, managers, and academicians in thinking about suitable strategies for adopting and developing a culture of spirituality for their competitive advantage and for their sustainability.

Originality/value - This study is unique as this contributes to understanding the role of workplace spirituality and the role of trust in the organizational performance of SMEs, which have been neglected in India.

**Keywords:** Workplace Spirituality, Organizational performance, Organizational Trust, Small and Medium Enterprises (SMEs), Industry 5.0.

### 1. INTRODUCTION

Workplace Spirituality is acquiring paramount importance in organizational studies because of a paradigm change; yet it is still in the beginning stages and needs greater definition (Molloy & Foust, 2016; Pawar, 2017; Pradhan & Jena, 2015). There is lack of research in the Asian countries and more studies are required to establish as result differs depending on culture and countries, as most of the research on Workplace Spirituality has been carried out in the north America and western countries (Daniel, 2019; Ranasinghe, 2021; Van der Walt & De Klerk, 2014). The study of spirituality at workplace, as an academic research gap, is still in its developing stage in the twenty first century, where workplace spirituality play an important role in both the public and private organizations by creating an atmosphere of trust, commitment, engagement, workforce agility and empowerment for organization survival and excellence in the current situation of globalization and digitalization (Shellenbarger, 2000; Soliman et al., 2021) and retaining talented and committed employees are a matter of concern for the human resource department. It is still not clear of the effects of human robot coworking industrial system on psychological consequences of human being as new technologies has psychological consequences on the people who uses it and is challenges before the researchers to resolves them (Ikumapayi et al., 2023). Industry 5.0, which makes use of technology like artificial intelligence, robots, and the Internet, has many advantages for businesses, including increased productivity and efficiency but it has also created new difficulties for employee health (Hakan, 2023) (M. Khulbe, 2022(M. Khulbe, 2023)) Industry 5.0 is mostly focused on people and is human centric. Industries must address attitude gaps and offer specialized trainings, such as spirituality, for a successful transition to Industry 5.0, employees with a high spirit find their work to be more meaningful, motivating, and fulfilling, which eventually leads to a compassionate view of their organization (Saharan & Sharma, 2022). Managers and

\*Research Scholar, Department of Management Studies, DIT University. Email: satishemishra.10@gmail.com

<sup>2</sup>Assistant Professor, Department of Management Studies, DIT University. Email: pankaj.kumar@dituniversity.edu.in

<sup>3</sup>Research Scholar, Department of Management Studies. Email: Manjulakhulbe93@gmail.com

academics are becoming more conscious of the value of spirituality in the workplace and how it can boost an organization's ability to perform, strengthen its ability to survive during difficult times, and provide answers to many of the current organizations' problems with human resources (Garg, 2020). In the third millennium, spiritually oriented organizations—which are classified as organizational fourth waves—are crucial because spirituality has the power to enhance people's lives, inspire environmental consciousness, and encourage them to look beyond materialism (Garg, 2020; Vasconcelos, 2015). Spirituality-driven companies provide answers to workers who, because of distant work arrangements and hybrid work models that prevent face-to-face connection, feel alone and demotivated (Pew Research Center, 2020; Yin & Marhous, 2022). Organizational spirituality increases job involvement, identity, and reward fulfilment. Spirituality in an organization reduces resentment (Kolodinsky et al., 2008), and according to Fry et al., (2005), spiritual leadership helps to improve organizational commitment and productivity. Spiritual orientation improves organizational efficiency, production, and profitability (Jurkiewicz & Giacalone, 2004). Workplace spirituality increases organizational performance (Neck & Milliman, 1994; Pandey et al., 2009; Thompson, 2000). The theory of work adjustment (TWA) asserts that there is an association between workplace spirituality and outcomes could be explained as people and the workplace environment demand requirements from one another (Daniel, 2019; Dawis & Lofquist, 1984). Spirituality in the workplace inspires employees to work honestly and for the greater good (Iqbal et al., 2021).

Workplace spirituality improve job satisfaction (Mishra & Kumar, 2022).

Small and Medium Enterprises (SMEs) are key to the economic growth of a country by creating job opportunities and by providing employments opportunities and reducing regional diversity, help in reducing income disparity and contributing substantially to the national GDP (Shelly et al., 2020). SMEs constitute ninety-eight percent of all businesses in the Asia-Pacific area and accounts for around seventeen percent of the GDPs of low-income nations like India and forty percent of Pakistan, and around fifty percent of the GDPs of high-income nations like Singapore and Malaysia, and in India, SMEs account for forty-five percent of industrial output and fifteen percent of all the workers (Iqbal et al., 2021; Rehman, 2016).

The significant contribution in the domain of workplace spirituality is that this will help academicians, owners, managers, and stakeholders to think of adopting appropriate measures required for improving the performance of their organizations. Further, most of the empirical research on the impact of organizational trust on the relationship between workplace spirituality and performance of SMEs has not been done in India and this work also makes contributions to the study of workplace spirituality by increasing the measurability of the workplace spirituality construct with Indian SMEs. The research validates the hypothetical model with the existing literature with the basic aim of finding the relevance of spirituality at workplace on the performance of SMEs imperative for their sustainability.

## 2. LITERATURE REVIEW

### 2.1 Workplace spirituality (WPS)

WPS concept differentiates religion with spirituality. Religion is where faith and beliefs are the foundation of religion, viewed as being restricted by the practices attached to the rituals, and belief in a certain faith and tradition, whereas spirituality is personal thoughts and sentiments regarding some transcendent entity, as well as the idea that one is related to one's whole self, other people, and the entire cosmos (Benefiel et al., 2014; Mitroff & Denton, 1999; Pandey, 2017). WPS helps to understand a person ultimate purpose in life, to build great relationships with coworkers and people at work, and to ensure that one's convictions and the goals of the company are consistent or aligned (Milliman et al., 2003). Ashmos & Duchon (2000) describes this as an acknowledgement that workers have an inner life that is fed and nurtured by meaningful work that takes place in the context of community. WPS has a wide range of definitions from many academics, but there is agreement that when people are devoted to their job with a clear goal, they dedicate themselves to it. WPS is understood to be significant both at the individual level where workers feel spiritually connected to their workplace and work and at the organizational level where the spiritual value becomes an integral part of organizational culture for better informed behaviour, decision-making, and resource allocation. Spirituality at work is a means to discover fulfillment in the workplace, moral connections with coworkers, and alignment with company objectives (Mitroff et al., 2009). It needs to be encouraged at both the level for more participation and to modify the organizational planning and strategies as well as human resources practices like recruiting. (Pawar, 2009; Petchsawang & Duchon, 2012; Kolodinsky et al.,

2008). Workplace spirituality is not religion it promotes work environment where human connections are valued (Marques & Dhiman, 2014). Iqbal et al., (2021) assert that the primary impetus behind WPS is the pursuit of an individual to find meaning and purpose in the work that influences how people respond to their professions in which they work and makes the premise that people have inner motives, truths, and desires that drive them to act in ways that are relevant to both them and other people. Work is more than just being about their employment it's also about discovering meaning and purpose, attaining goals, exposing one's inner life demands by finding meaningful jobs, and supporting those who require assistance (Arnold et al., 2007). Work provides an employee with a social identity and work is more than just being tough or amusing and establishes a connection among the values held by an employee and with the organization's mission and its overarching goal where employees are engaged with the overall objective of the organization (Iqbal and Hassan (2016). Employees who believes that their mission is bigger than themselves contribute to society by aligning with the goals of organization where owners, managers and employees of an organization get along well with one another and that the organization exhibits concern for both its employees and the community (Ashmos & Duchon, 2000; Milliman et al., 2003). Spirituality motivates workers to accomplish their duties in an honest manner and with a purpose that extends beyond producing money for themselves and their companies( Iqbal et al., 2021; Van Dierendonck , 2004).

## 2.2. Organizational Performance (OP)

Organizations to perform and compete in today's global, unregulated, and ever-shifting economic climate are required to innovate their goods and processes, enhance their quality, productivity, and costs, and develop unique values that cannot be replicated by their rivals (Becker & Gerhart, 1996). According to the universalistic model of human resource management, there is a positive correlation between HRM and OP (Khulbe & Kumar, 2024). HRM improves not only the performance of the organization as a whole, but also the performance of the majority of the particular aspects of the organization (such as efficiency, development, innovation, and quality) with the primary components of effectiveness (which occurs when the organization accomplishes its goals) and efficiency (which occurs when the firm uses minimum resources feasible to achieve its goals), satisfaction of (employees, customers and stake holders), innovation (of product and process, skill acquisition and development that promotes innovation), and quality (among the percentage of high-quality things) are three factors that contribute to success(Katou & Budhwar, 2007). Organizations are positioned in the corporate world is according to their achievements concerning its objectives, overall performance based on managerial skills, values, effectiveness and efficiency, leadership skills, recognition of employer's appreciated attributes, responsibility and competitiveness, and individual performance that can impact company performance in the short, medium, and long term (Contu, 2020). (Khulbe et al., 2023) Also, have done Analysis in Engagement showing that performance is associated with engagement too.A company's performance might be affected by its geographical location (Iqbal et al., 2021). According to Matzler et al. (2008), innovations boost the overall performance of an organization when individual expertise is coupled with that of the organization. An organization's performance and effectiveness can benefit from increased employee motivation (Dobre, 2013). According to Jenatabadi (2015), the performance of an organization is concerned with its capacity and capability, as well as the interaction between performance and organizational goals (effectiveness), stakeholder satisfaction (relevancy), and organizational resources (efficiency). According to Sarmiento et al. (2007), and Bharadwaj and Jamal (2020) factors that contribute to improved employee performance include pay and promotion, fairness, working conditions, employee perks, job stability, camaraderie, incentives, recognition, and a workplace that instils spirituality in employees. When spirituality is present in the workplace, employees are inspired to perform their jobs with honesty and a sense of purpose that goes beyond simply generating financial gain for the company (Iqbal et al., 2021; Van Dierendonck, 2004). The performance of an individual can have an impact on company performance in the short term, medium term, and long term.

## 2.3 Organizational Trust (OT)

There are many definitions of trust. Trust is the state of being able to confidently depend on the character and truth of the organization and its representatives (Jurkiewicz & Giacalone, 2004). Mayer et al. (1995) defined trust as the readiness of one party to be vulnerable to the activities of another party on the basis of the expectation that the other will execute a particular action significant to the trustor, regardless of the trustor's ability to monitor or control the actions of the other party. OT is the trust that exists between coworkers, managers and subordinates between employers and employees and between different organizations or toward an institution, and is essential

to recognize that any operationalizations of the theoretical concept of trust must demonstrate sensitivity to the particular qualities of the trustees and trustors who are involved, and both researchers and practitioners are looking to the concept of trust as a means of achieving their goals (Mollering et al., 2004). Employee's willingness to be exposed to the organization's actions is referred to as organizational trust (Tan & Lim, 2009). OT refers to the favourable circumstances that a member of the organization has created for themselves as a result of their responsibilities, relationships and experiences gained while working for the organization, as well as their intents and conduct ( Sokmen & Yasrebdoost, 2022). Trust building within an organization is an important component for developing and generating social exchange relationships both in terms of their discretionary nature and their process of reciprocity (Cohen & Cohen, 2015). Ability (a set of skills, competencies, and traits that enable a party to exert influence within a certain domain), and benevolence (benevolence is the degree to which a trustee is thought to wish the trustor well, aside from an egocentric profit motivation). The relationship between trust and integrity (entails the trustor's opinion that the trustee upholds a set of standards that the trustor finds acceptable) are three crucial qualities of a trustee (Mayer et al., 1995). OT is the favourable perception that a member of the organization has about the intentions and behaviors of other members of the organization based on their roles, connections, and experiences within the organization. (Sokmen & Yasrebdoost, 2022).

#### **2.4 Relationship between WPS & OP**

According to Gibbons (2000), WPS incorporates the idea that employees should be able to identify themselves with their beliefs in the workplace. According to Fisher (2003), a contented and pleased worker is a more productive worker in comparison with others. Organizational spirituality is positively correlated with job engagement, organizational affiliation and reward satisfaction ( Roof, 2015; Saks, 2011). A spiritual orientation improves an organization's performance by increasing its levels of effectiveness, productivity and profitability (Jurkiewicz & Giacalone, 2004). WPS contributes to an increase in the performance of a company (Neck & Milliman, 1994; Pandey et al., 2009; Thompson, 2000). According to Kolodinsky et al. (2008), there is an inverse association between the spirituality of an organization and the level of organizational irritation, and it has been demonstrated that spiritual leadership can increase organizational dedication and productivity (Bodia & Ali, 2012; Fry, 2005). WPS and job satisfaction showed a positive correlation with one another, corroborated by many other researchers (Kolodinsky et al., 2008 ; Milliman et al., 2003; Mishra & Kumar, 2022; Pawar, 2009). A positive organizational environment may be built in an organization by encouraging WPS, which occurs when employees work as team members collaborate and grow in trust, creativity, respect, and mutual understanding (Daniel, 2010). This type of environment allows for the growth of a better organizational culture. Spirituality plays an important part in the company because of the impact it has on the attitudes and actions of the staff members. Ahmad & Omar (2014) found that it is possible to increase an employee's level of job satisfaction by providing them with opportunities to fulfill their spiritual requirements while they are on the job, and working conditions have an effect on employee's job satisfaction including job participation as well as employees' dedication to the fulfillment of organizational goals (Shravasti & Bhola, 2015). According to Petchsawang & McLean (2017), most contemporary conceptions of spirituality in the workplace share characteristics such as compassion, mindfulness, the pursuit of meaningful employment, and transcendence. WPS is associated with meaningful work, meaningful life, interpersonal relationships, and working environment (Kumar, 2018), to the extent that people enjoy their jobs, job satisfaction is the most crucial component of work. More job satisfaction also correlates with decreased turnover, according to some research (Judge et al., 2017). The association between WPS and job satisfaction was mediated by the positive and negative effects at work with the positive effect exerting a strong influence on job satisfaction and a negative influence on the negative effect at work (Karingada & Sony, 2018). According to Garg et al. (2019), WPS and job satisfaction have a good relationship and mediate the importance of organizational citizenship behavior. Workplaces with high levels of spirituality have greater organizational commitment and better working conditions, claim Jin & Lee (2019). The impact of WPS on job satisfaction and organizational productivity is favorable (Hassan et al., 2016)

#### **2.5 Mediating role OT on the relationship between WPS and OP**

The relationship between WPS and trust is intricate as it creates an environment of trust in the organization. WPS is being recognized for its role in increasing the trust of its workforce (Van der Walt & de Klerk, 2014). Organization system that predicts performance developed on trust amongst employees affects organizational commitment, employee satisfaction, and organizational satisfaction (employee-led, bottom-up approach) and

between management and employees (policy-driven, top-down) (Diffie-Couch, 1984; Zand, 1972). Trust in the workplace is an important aspect in enhancing the performance of organizations because it acts as a mediator between human resource strategies and performance (Coyle- Shapiro & Kessler, 2000; Gould-Williams, 2003; Guest & Conway, 1997). Spiritual organizations promote an environment of transparency and trust between their management and employees by providing opportunities for the exchange of information, ideas, and socialization (Garg & Rastogi, 2006). The level of trust that exists between employees and employers is what determines both the long-term viability of the business and the level of engagement that workers have in their work (Peters et al., 2014; Tan & Tan, 2000). Management of high-performance organizations believes that maintaining relationships with employees, will encourage trust, and belief between the employees that managers and coaches are honest, sincere, role models, and are supportive and they will protect them from outside work interference that is essential of a high-performance organizations and further, their management conceives that trust is the basis for a relationships at all the levels that helps to set strong ethical standards by treating people fairly, valuing employee loyalty, and maintaining relationships with employees (de Waal, 2007). WPS for an organization can cultivate a positive organizational climate in which employees can develop trust, creativity, respect, and a deeper understanding of one another while working together on the projects (Daniel, 2010). Integrating trust into an organizational culture encourages employees to take risks, maintains open lines of communication, and welcomes diversity (Daniel, 2019). It is the mutual connection, friendliness, and trustworthiness between individuals working at a workplace that contributes to a culture of motivation within a company, which in turn boosts the overall performance of the organization as a whole (Hassan et al., 2016). Organizational relationships and organizational culture based on trust motivate individual performance and employees cooperation towards harmony and unanimity between employees (Afsar & Rehman, 2015; Soliman et al., 2021). Trust either directly or indirectly, combined with the freedom to practice one's faith, produces a conducive environment at workplace behavior that is helpful to employee performance, learning, and teaching owing to improved coordination (Bird et al., 2012; Dirks & Ferrin, 2002; Paul et al., 2020). WPS is important for creating an atmosphere of trust, workforce agility, empowerment, engagement, and commitment (Soliman et al., 2021). Trust mediates between WPS and job satisfaction (Hassan et al., 2016). Organizational trust fully mediates between organizational spirituality and knowledge-sharing attitude (Khari & Sinha, 2018). Trust partially mediates between WPS and job performance (Daniel, 2019). WPS has the mediating effect of trust on Organizational Citizenship Behaviour and WPS has the mediating effect of trust on Employee Engagement for enhancement of performance (Ranasinghe, 2021). Organizational trust is fully mediated between organizational spirituality and Knowledge Sharing Attitude (Khari & Sinha, 2018). Trust mediates between Workplace spirituality and Employee Burnout (Khari & Sinha, 2021). Trust mediates between WPS and knowledge-sharing behavior and work engagement (Khan et al., 2022). Sokmen & Yasrebdoost (2022) found that the geographical location and tradition of countries impact the relation between WPS and OP and OT.

### 3.HYPOTHESIS DEVELOPMENT

The goal of this research is to investigate whether the hypothesized association between the variables WPS and OP and OT exists in the context of small and medium enterprises. Accordingly, the research question as well as the hypotheses have been developed by the purpose.

- a) Determine the mediating role of organizational trust in the relationship between workplace spirituality and organizational performance.

For determining the conceptualization of workplace spirituality and organization performance and the mediating role of organizational trust in the relationship between workplace spirituality and organization performance, the following hypotheses have been proposed.

**H1:** There is a significant relationship between workplace spirituality and organization performance.

**H2:** Organizational Trust has a mediation effect on the relationship between workplace spirituality and organizational performance.

### 2. RESEARCH METHODOLOGY

This section's goal is to talk about and explain the research methodology that was applied to this study and the quantitative methodology (Dana & Dana, 2005) was used in this investigation.

#### 4.1 Pilot Study

To determine the rationality and appropriateness of the instruments, a sample of fifty-five respondents drawn from SMEs was pretested as part of a preliminary investigation to ascertain that the respondents fully understood the questionnaire and the difficulties (these respondents were not considered in the actual study). The responses revealed that in this study, participants were sufficient for the frequency and complexity of the questionnaire.

#### 4.2 Sample

According to Teddlie and Yu (2007), "purposive sampling is also known as nonprobability sampling, purposeful sampling, or qualitative sampling." According to Babbie (2008), "researchers choose purposive sampling technique for samples that are likely to be knowledgeable and informative about the phenomenon." The respondents for the research were chosen using purposive and convenience sampling through snowball sampling techniques, and small enterprises identification was done as per the Government of India's definition of SME as, an organization where investment in plant, machinery, and equipment does not exceed rupees ten crores and turnover does not exceed fifty crores are defined as small enterprise and for medium enterprises the investment in plant, machinery and equipment does not exceed rupees fifty crores and turnover does not exceed two hundred fifty crore were taken into consideration for deciding small enterprises.

#### 4.3 Data collection

The sample respondents are from small and medium enterprises from Delhi and NCR, India, consisting of owners, managers, officers, supervisors, and workmen using purposive and convenient sampling through snowball sampling techniques. 550 questionnaires were distributed to the participants of small manufacturing enterprises and only 428 questionnaires with a hundred percent response were considered.

#### 4.4 Research tool

The PLS approach for structural equation modeling (SEM) was utilized to create a clear and straightforward model to find out the relationship between WPS and OP and the mediating role of organizational trust in the relationship between WPS and OP. The PLS-SEM technique was utilized for numerous reasons (Barroso et al., 2010; Hair et al., 2013; Reinartz et al., 2009). First, the amount of data collected is small in comparison to the large numbers of SMEs in India, and when compared to other statistical methods, Smart PLS 4.0 allows for the use of smaller sample sets. Second, Smart PLS 4.0 -SEM is becoming increasingly beneficial in explaining complex behavioral research (Fassott et al., 2016) and finally this study focuses on predicting a model of WPS and OP and the mediating role of OT in SMEs.

##### 4.4.1 Instrument

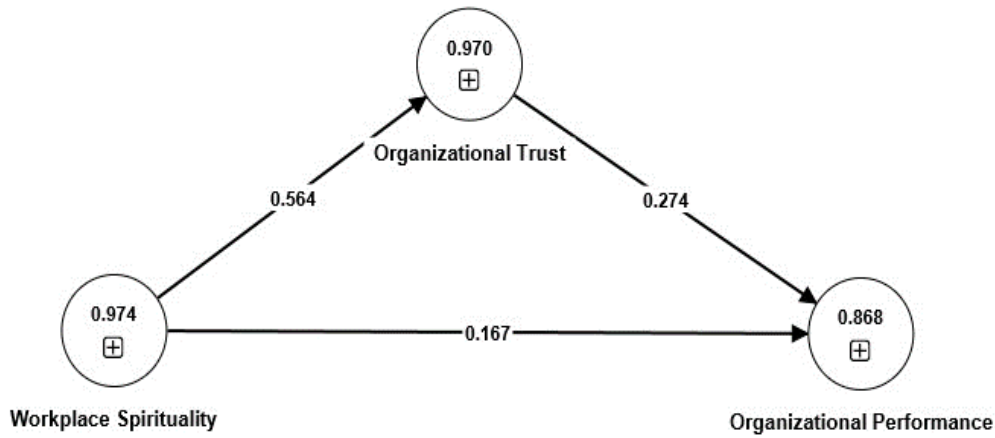
- a. **Workplace spirituality (WPS):** Six items for evaluating meaningful work, seven for evaluating a sense of community, and eight for evaluating alignment of organizational values representing three dimensions of WPS were considered and were adopted from the scale of Ashmos & Duchon (2000). A 5-point Likert scale, with 1 signifying strongly disagree and 5 signifying strongly agree was used.
- b. **Organizational performance (OP):** Four elements of OP consisting of efficiency, efficiency, development, and innovation, as defined by Katou & Budhwar (2007) were adopted. A 5-point Likert scale, with 1 signifying strongly disagree and 5 signifying strongly agree was used.
- c. **Organizational trust (OT):** Three elements of OT, as defined by Mayer et al., (1995) were considered consisting of six items for measuring ability, five items for measuring benevolence, and five items for measuring integrity were considered. The responses were measured by a 5-point Likert scale with the range (1) as strongly disagree to (5) as strongly agree.

### 3. RESULT ANALYSIS AND FINDINGS

SMART PLS 4.0 is the one used most frequently used software for structural equation modeling (SEM) analysis in this study, the WPS with OP, WPS with OT, and OT with OP,

**Exploratory factor analysis:**

SEM has formative and reflecting measuring indicators. A SMART-PLS test was needed to rule out any reflected indication with low loading and its design. Variables around one match the factor solution better, while loads of 0.40 or higher are acceptable. This initial test has 21 reflective WPS items. The software was configured to 300 iterations with a 7-stop criterion. For model validity and reliability (Figure. 1).



**Figure 1: WPS and OP and OT as mediators in Small and Medium Enterprises**

**Construct reliability and validity:** Composite dependability evaluates reflecting structures' internal consistency. Composite reliability will assess reflecting construct internal consistency. It is planned to consider the exterior loadings for the interchangeable reflecting indicators, making it more appropriate to test the internal consistency in reflective measurement models than Cronbach's alpha, which assumes that the population's indicator loadings are identical, increasing its sensitivity to the number of indicators. WPS and OP average variances exceeded 0.5 (Table 1).

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Organizational Performance	0.867	0.868	0.867	0.621
Organizational Trust	0.970	0.970	0.969	0.664
Workplace Spirituality	0.974	0.974	0.974	0.637

**Fornell - Larcker criterion:** Cross-loading values determine the optimal discriminant validity test. The square root value of the extracted average variance (AVE) is compared to its structural model correlation values for each construct with other constructs. This study's AVE values were greater than their correlation values with other constructs, hence the Fornell - Larcker Criterion accepted discriminating validity for each construct (Table 2).

	Organizational Performance	Organizational Trust	Workplace Spirituality
Organizational Performance			
Organizational Trust	0.274		
Workplace Spirituality	0.167	0.564	

**The coefficient of determination (R<sup>2</sup>):** This study shows that the R<sup>2</sup> values of endogenous latent variables in the structural model of research are 0.75 as high, 0.50 as intermediate, and 0.25 as low. In Figure 2, R<sup>2</sup> for the

endogenous hidden variable (OP) is 0.522. This finding means that WPS can explain 52.2 percent of the total variation in OP.

**Model fit test and Structural equation modeling results:** SRMR should not be more than 0.08. The NFI number can be anywhere from 0 to 1, and the closer it is to 1 (Hair et al., 2013), the better the fit. This study's SRMR score was 0.045, which means that it fit well. In addition, the NFI value is about 0.842, which fits the study model well (Table 3).

	Saturated model	Estimated model
SRMR	0.045	0.045
d_ ULS	1.741	1.741
d_ G	1.231	1.231
Chi-square	3453.336	3453.336
NFI	0.842	0.842

**Path coefficients significance using the bootstrapping test:** T-statistics can be used with PLS-SEM to test how meaningful the path coefficients are, and the bootstrapping method can be used to check the T-test results. In this study, the P-value coefficients between WPS as exogenous factors and the endogenous variable OP are less than 0.05. So, the path coefficients of structural equation modeling for this relationship are statistically significant if is less than 5 percent and T-Statistics values are greater than 1.96 (Table 4).

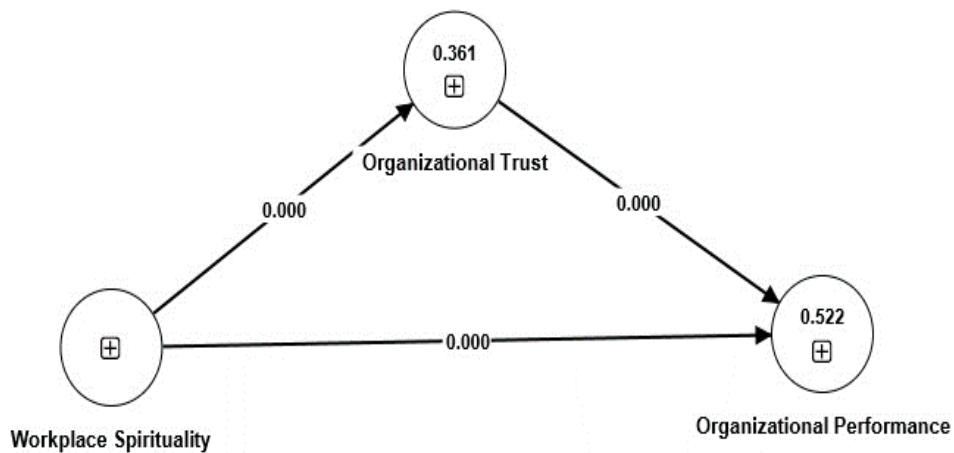


Figure 2: WPS and OP and OT as mediator in Small and Medium Enterprises

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Organizational Trust -> Organizational Performance	0.453	0.452	0.069	6.534	0.000
Workplace Spirituality -> Organizational Performance	0.354	0.352	0.072	4.879	0.000
Workplace Spirituality -> Organizational Performance	0.600	0.600	0.053	11.291	0.000

Organizational Trust					
Organizational Trust -> Organizational Performance	0.453	0.452	0.069	6.534	0.000

**Total Direct Effect**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Workplace Spirituality -> Organizational Performance	0.272	0.272	0.053	5.174	0.000

**Mediation analysis**

Type of effect	Effect	Path coefficient	T Stats	Remark
<b>Total effect</b>	WPS-OP	0.354	4.879	Significant total effect
<b>Indirect effect</b>	WPS-OT-OP	0.272	5.174	Significant indirect effect
<b>Direct effect</b>	WPS-OP	0.352	11.291	Significant direct effect
<b>VAF</b>	IE/TE	0.272/0.354=.768 (77%)		
<b>Conclusion:</b> Moderately Strong Partial Mediation of Organizational Trust between Workplace Spirituality and Organizational Performance exists.				

As presented in the above table and based on the analysis of mediating effect, trust has moderately strong partial mediation on the relationship between WPS and OP. There is a significant total effect and there is a significant direct effect on the relationships between WPS and OP.

**4. DISCUSSION**

The objective of the current SME study was to investigate the applicability of the effect of WPS on OP as well as to find the mediation impact of OT between WPS and OP (Figure 2) in SMEs. The finding is based on the perception of owners' and employees' beliefs about the influence of WPS on OP as inferred in tables 6 and 7, which indicates there is a significant total effect and there is a significant direct effect on the relationships between WPS and OP. This finding suggests that WPS has a significant impact on the overall organizational performance in the SMEs, which supports hypothesis 1, in line with the other research on WPS concerning organizational performance (Driscoll et al., 2019; Garcia-Zamor, 2003; Garg et al., 2019; Kumar et al., 2022). Regarding hypothesis 2, the findings of the mediation effect analysis, trust exerts a moderately strong partial mediation (VAF – 77%) on the connection between WPS and OP, and this hypothesis 2, is therefore moderately strong and partially supported. The result is similar to the findings of Daniel (2019).

Sl	Hypothesis	Description	Status
1	H1	WPS and OP	Supported
2	H2	OT has mediation effect on WPS and OP	Moderately strong partially Supported

## 5. CONCLUSION

SMEs are one of the most crucial for Indian economy. Validating the idea and practices of workplace spirituality in this area will help academicians, researchers, and practitioners and owners regarding understanding the role of WPS on OP in the small and medium organizations. The concept of WPS in SMEs is altogether new research conducted in India, which signifies that even in SMEs, WPS behaves the same as in other organizations (Daniel, 2019; Kumar et al.,2022). The purpose of the current research was to examine the influence of WPS on OP in SMEs and confirms that WPS has a significant influence on their performance. The study is unique as it brings to the notice that the impact of WPS on OP should be examined and addressed for achieving a better performance of the organizations and excellence for sustainability in the current situation of globalization and digitalization. Owners and stakeholders of SMEs need to develop spirituality at the workplace and efforts to be made so that the employees have trust in it, by building a culture of better coordination and good collaboration in the hybrid mode of working, face less contacts and new technologies and smart machines. Empirical studies on WPS has highlighted that it is about dedication to work, honesty with the job, equality with people, and the well-being of all that helps an organization to perform better and bring prosperity and positivity to the employees (Garg et al., 2019; Kumar et al.,2022).

## 6. IMPLICATION

The finding of our research establishes the relevancy of WPS for SME owners, managers, academicians, policymakers, and stakeholders in understanding that spirituality in the workplace is also applicable to them like in big organizations. The SMEs have an important and dynamic role in helping the economy grow and help to reduce the country's regional disparities by generating employment (Singh & Paliwal, 2017). This has theoretical and managerial implications for academicians and for the owners and managers of SMEs to design suitable strategies and plan accordingly. Employees need to have the impression that their employers and management care about and support their health and happiness and believe that the employees also have a stake in the overall operation and performance of the organization. Both the employer and the employees can demonstrate varied degrees of spirituality, depending on how well the business integrates them with workplace spirituality. This research also suggests WPS has a positive impact on OP, thus imperative for management to bring a culture where WPS can be promoted and displayed in the SMEs.

With the integration of workplace spirituality in the work culture, this study is convinced that management can significantly develop employees' perceptions toward dimensions of workplace spirituality. These will help the organization to build confidence among their employees and will be one of the important drivers for enhancing the performance of an organization. Organization influenced by workplace spirituality performs better than other organizations having either little or no workplace spirituality by 86 percent (Lloyd, 1990). The result of the study indicates that workplace spirituality is crucial for the survival of SMEs as it positively influences organizational performance in the present era of Industry 4.0 and Industry 5.0.

## 7. LIMITATIONS AND FUTURE RESEARCH

The limitations of this study are, that a comparatively small sample size from SMEs operating in Delhi and NCR, India, was considered for the study thus the result may not be generalized. Second, the study was limited to the use of quantitative research tools only. Researchers might look at the proposed framework with a larger sample size of medium and small enterprises from others geographical region for generalization. Furthermore, a triangulated strategy for data collecting is required to investigate complex research problems about organizational performance and the relationship between each dimension of workplace spirituality with each element of organizational performance. With the flooding of new technologies and smart machines, the effect of human robotic coworking on the user and on human psychology is not clear more studies are required. Future research may investigate by using other moderators like genders, educational background, integrity, and experiences to assess their impact for organizational performance.

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