

Grit and workplace spirituality on psychological well-being among faculties of higher education institutions

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Abstract: The present research investigates the complex connection between grit, workplace spirituality, and psychological well-being among faculty members in higher education institutions. The study was focused on faculty members of public state universities in India (Bihar). The data was gathered through surveys and then examined using multiple regression analysis. Findings offer valuable insights into the factors that influence psychological well-being among faculty members. Precisely results indicate that grit and workplace spirituality are strong predictors of various aspects of psychological well-being. The study also revealed an interesting facet of workplace spirituality as the workplace spirituality was positively associated with psychological well-being, but a further analysis of its components showed a more complex relationship. The spiritual orientation dimension, representing an individual's adherence to their spiritual ideals at work, was discovered to adversely affect psychological well-being. This contradictory discovery indicates that an overemphasis on spiritual orientation in higher education could result in a contradiction between personal values and professional requirements, ultimately reducing psychological well-being. It emphasizes the importance of a balanced approach to workplace spirituality that enables individuals to incorporate their spiritual beliefs into their work without facing excessive stress or conflict. The results provide significant information for enhancing the welfare of educational professionals and may have wider significance for the education sector and occupational psychology.

Keywords: Grit, Higher Education, Psychological well-being, Spiritual orientation, Workplace spirituality.

1. Introduction

The primary objective of this research is to learn more about the connection between the psychological health of higher education educators in Bihar and the predictive power of grit and workplace spirituality. It is true to emphasize that the contemporary educators increasingly value tenacity over natural intelligence or academic aptitude (Tough 2013). For "grit" to be a valuable concept in educational interventions, it is crucial to determine whether it is linked to improved or diminished well-being. However, there has been limited study conducted on the correlation between grit and Workplace spirituality and its relation to well-being. In their study, Singh and Jha (2008) made a noteworthy finding on the relationship between grit and the psychological well-being of individuals. Their finding revealed that the prolonged exposure to challenging life events can adversely affect the emotional well-being of faculty members. On the other hand, Roberts (2009) states that individuals who possess high levels of grit exhibit a goal-oriented nature and an inherent motivation to persist in pursuing their objectives, even in the face of obstacles. While some teachers may achieve greater success than others, conventional indicators of aptitude such as certification, have little impact on explaining the differences. According to Duckworth, Quinn, and Seligman (2009), excellent teachers motivate their pupils and impart knowledge, leading to improved performance.

The term grit can be defined as the combination of passion and perseverance towards long-term goals. Research has shown a significant link between the ability to persist in the face of obstacles and the possession of grit (Duckworth, Peterson, Matthews, & Kelly, 2007). The prevailing notion that success may be attained by individuals with sufficient intelligence, talent, diligent exertion, and capabilities is widely embraced. Recently, there has been a strong emphasis on developing opportunities and exploring different strategies at the university level to boost intellectual abilities and improve academic achievement.

Grit, as a concept, has surpassed earlier virtues such as tenacity, toughness, and industriousness. Individuals who are undertaking a difficult task are more inclined to persevere with it in the long term. Individuals who lack grit are characterised by their susceptibility to distraction by new ideas, their tendency to lose interest in and abandon pursuits, and their inability to maintain focus on long-term undertakings due to easily being disheartened (Chang, 2014).

Grit is the quality of maintaining a consistent effort towards a goal, even in the face of obstacles, rather than questioning one's abilities or giving up when faced with difficulties (Duckworth et al., 2007). Grit encompasses the qualities of "perseverance of effort," which refers to the ability to persistently work hard towards a goal, and "consistency of interest," which refers to the ability to consistently maintain a clear understanding of one's long-term goals and pursuits (Duckworth et al., 2007).

The concept of "spirituality in the workplace," once regarded as a passing trend, is now gaining traction as a valid notion. It has garnered significant attention in academic research over the last twenty years due to its ability to create a secure environment for employees to actively participate in spiritual practices (Pawar, 2009 & Giacalone, 2010). Contemporary management research has recently emphasised that employee happiness goes beyond economic rewards as individuals anticipate encountering spirituality not just in their personal lives but also in their professional lives, as the latter consumes most of their waking hours (Neck & Krishnakumar, 2002).

According to Ashmos and Duchon (2000) workplace spirituality refers to the recognition that employees possess an internal state that is cultivated and maintained through engaging in meaningful work within a communal setting. They created the initial assessment tool to measure the spiritual atmosphere in the workplace by conducting surveys among employees to gauge their personal affiliations and comprehension of their career. On the other hand, Milliman et al. (2003) agree with Ashmos & Duchon (2000) that a spiritual workplace is characterised by employees who are actively involved in work that holds significance for them and others. It is essentially a manifestation of one's true nature within.

Many organizations actively promote workplace spirituality due to its good effects on both employees and the whole company (Pawar, 2009., Chawla & Guda, 2010). Workers worldwide anxiously anticipate the chances to incorporate the spiritual principles that govern their life into their work (Neal, 2000). Workplace spirituality promotes the spiritual well-being of employees. It enables individuals to develop personally and make meaningful contributions to their communities (Ashmon & Duchon, 2000). Moreover, the study of spirituality in the workplace is still in its early stages (Petchsawang & McLean, 2017), but current literature shows many advantages for both employers and employees (Houghton et al., 2016)

According to Carl Rogers, a completely developed individual is someone who can really be themselves and is not burdened by societal expectations, false appearances or lack of genuineness (Rogers, 1961). The humanistic approach of well-being asserts that the endeavour to achieve self-actualization, engage in social interactions and fulfil basic psychological needs throughout one's life results in a state of wellbeing. Rogers (1961, 1964) proposed the organismic valuing theory of development which is embraced by individuals who are fully functional, also referred to as "flourishing" (Seligman, 2012). As a result, they are approaching their true identities. The organismic valuing hypothesis posits that individuals are driven by a fundamental desire for personal development and achievement. This intrinsic drive, however, can be hindered by cultural standards and subjective evaluations or it can be unleashed in the suitable context. To cultivate a more optimistic perspective, one can learn from individuals who are content by observing their behaviour in important aspects such as organisation, social interactions, broadening their perspectives and upholding strong ethical

principles. It highlights the positive emotions that are commonly felt by most individuals (Fordyce, 1977-1983). Bradburn's (1969) study on psychological well-being examines the positive and negative emotional reactions to everyday life and how individuals cope with stressful circumstances, rather than focusing on identifying persons with psychiatric problems.

2. Review of Literature

There is evidence that spirituality in the workplace is associated with increased levels of creativity, innovation, honesty, belief, self-improvement, happiness at work, engagement with work, dedication to staying, positive deviation from the norm, and organisational citizenship behaviour (Garg, 2020., Zhang, 2020, & Milliman et al. 2018). A "necessary" component of a healthy workplace is spirituality, as shown by recent research that how spiritually accessible workplaces boost employee happiness, loyalty, productivity, civic virtues, and organisational commitment (Pawar, 2009., Chawla & Guda, 2010., & Gupta et al., 2014). Intuition, creativity, honesty, respect, a sense of achievement, organisational citizenship behaviour, organisational performance, customer relations, adaptability, customer orientation, morally acceptable behaviour, engagement in work, and intentions to leave are all enhanced by spiritual experiences at work (Pawar, 2009 & Gupta et al., 2014). Several studies have shown that academic careers are "stressful" or "extremely stressful" for more than half of academics (De Nobile & McCormick, 2010). How much pleasure lecturers and professors derive from their work is highly related to the success of their pupils and the progress of knowledge (Capone & Petrillo, 2016., & Gonzalez-Rico, 2018).

It is becoming increasingly common for educators to place a higher value on endurance than they do on intrinsic intellect or academic competence (Tough 2013). However, in order for the concept of "grit" to be beneficial in educational interventions, it is needed to have knowledge regarding whether or not it is associated with improved or worse well-being. Individuals who have high levels of grit are more likely to be motivated in their day-to-day lives by a desire for flow experiences (also known as engagement) and a feeling of purpose in their endeavours (Von Culin et al. 2014).

Individuals are motivated to pursue happiness by a sense of purpose, by a sense of significance, or by the desire to enjoy pleasure (Seligman, 2002). Von Culin et al. (2014) revealed that persons who are cynical are less likely to actively seek out experiences that are enjoyable. Taking into consideration the current outbreaks, Bono et al. (2020) investigated the ways in which grit influenced the anxiety and mood of pupils. During their investigation, the researchers found a substantial correlation between the concept of "grit" and the degrees of satisfaction and involvement that students reported experiencing in the classroom. The argument that they presented was that educating pupils to endure in the face of hardship could be beneficial to the emotional well-being of the students. Another idea that was put forward was that it would be beneficial to the mental health of students to encourage them to cultivate characteristics such as resilience, flexibility, and steadiness.

According to the findings of Yadav et al. (2022) there is a positive association between the presence of spirituality and empathic concern in the workplace and the general psychological well-being of police officers. Further, the findings of Paul & Jena (2022) also suggest that there is a significant connection between spirituality in the workplace and professional well-being and that this connection is mediated by positive psychological capital. Kumari et al. (2024) also confirms the favorable link between spirituality in the workplace and psychological well-being. Workplace spirituality factors such as meaningful work, spiritual orientation, compassion, and value alignment were found to be substantially predicting various measures of psychological well-being.

3. Objectives

The present study aims to identify the characteristics that foster Grit and spirituality in the workplace and the ways in which these aspects influence psychological well-being of faculties of higher educational institutions. Further, the current study is being carried out to investigate the following;

1. To determine the relationships among different dimensions of grit, workplace spirituality, and psychological well-being among faculties of higher education institutions in Bihar.

2. The find out the predictors of the components of grit on the components of psychological well-being among faculties of higher education institutions in Bihar.
3. The find out the predictors of components of workplace spirituality on the components of psychological well-being among faculties of higher education institutions in Bihar.

4. Hypotheses

1. There would be relationships among different dimensions of grit, workplace spirituality, and psychological well-being.
2. The components of grit would significantly predict components of psychological well-being.
3. The components of workplace spirituality would significantly predict components of psychological well-being.

5. Methods

5.1. Procedure and Participants

The populations that were selected to take part in the survey were chosen using a technique called purposive random sampling. The researchers visited the state universities in the Indian state of Bihar, which are places of higher educational institutions. They then pursued participation from the faculty in the survey. At first, the respondent was shown the material on an individual basis. Subsequently, the informed consent was obtained, and it was emphasised that the confidentiality of the information would be respected. After establishing proximity to the respondents, the questionnaire was promptly distributed to them for completion. Three hundred and thirty-four faculty members from Bihar's public institutions filled out a self-report questionnaire. The group consists of 204 males and 130 females out of a total of 334. A total of 257 respondents were in married, while 75 were single. The ages of the participants vary from twenty-five to sixty-five. Academic positions of Assistant Professor, Associate Professor, and Professor were given to the participants. In order to facilitate additional research, this data was shared.

5.2. Measures

Information on spirituality and psychological well-being in the workplace was gathered using standardised instruments. On a scale from "strongly disagree" to "strongly agree," respondents were asked to rate a series of statements or questions on a five- or six-point scale in each questionnaire.

Demographic Description: This section contains information about age, gender, experience, and status of their marital life.

Grit: The Grit Scale was utilized to measure it (Duckworth et al., 2007). This 12-item evaluation was rated using a 5-point Likert Scale ranging from 1 (totally dissimilar to me) to 5 (very much like me). Example items included, "Setbacks don't discourage me" and "I become interested in new pursuits every few months". Previous research had found the overall internal consistency of the Grit Scale to be 0.72. Scores can range from a minimum of 12 points (low grit) to a maximum of 60 points (high grit).

Workplace Spirituality- Pradhan, Jena, and Soto (2016) made a 5-point Likert scale to measure Spirituality in the workplace. Items that show Spirituality, compassion, meaningful work, and how values are aligned. Alpha reliability analysis showed that the total scale has a high level of internal consistency, which is .78, and that the five subscales have a range of .75 to .87.

Psychological Wellbeing Scales: Developed by Ryff & Keyes (1995) consisted of 42-item scale measures level of autonomy, personal development, environmental mastery, sense of purpose, positive relations, and acceptance of oneself. Between 0.81 and 0.85, the range of test-retest reliability coefficients was found. Between 0.86 and 0.93, the internal consistency coefficients were in that range.

5.3. Research Design

The current study utilised a quantitative approach, where the researcher used a non-experimental correlational and comparative design to examine the relationships between the variables being studied and to answer the research objectives.

Table 1.
An overview of descriptive statistics.

Variables	N	Mean	Standard deviation
Consistency of interest	334	20.98	3.473
Perseverance of effort	334	20.66	3.100
Grit	334	41.63	5.580
Spiritual orientation	334	36.92	9.716
Compassion	334	12.52	4.723
Meaningful work	334	25.48	10.401
Alignment of work	334	19.10	5.791
Workplace spirituality	334	94.01	29.197
Autonomy	334	27.22	3.235
Environmental mastery	334	28.84	3.377
Personal growth	334	24.62	3.217
Positive relation	334	27.14	3.718
Purpose in life	334	28.94	3.277
Self-acceptance	334	25.70	2.975
Psychological wellbeing	334	162.47	14.430

6. Results and Discussion

Descriptive data for the dimensions of the variables under consideration, which include grit, workplace spirituality and psychological wellbeing, are presented in the Table 1. An important finding is that the average value for consistency of interest is higher than the average value for perseverance of effort. Spiritual orientation also has the highest mean value among the four components that make up workplace spirituality.

Psychological wellness is multi-faceted, including not one but six different aspects, which must be acknowledged. Finding one's life's purpose stands out among these aspects. In general, the descriptive data show that the individuals were relatively well-adjusted psychologically, had moderate levels of grit and tended to be spiritually engaged at work.

Table 2.
Inter-construct correlations.

Variables	CI	PE	G	SO	CO	MW	AW	WPS	AU	EM	PG	PR	PL	SA	PWB
CI	1														
PE	0.439**	1													
G	0.867**	0.829**	1												
SO	0.207**	0.000	0.129*	1											
CO	0.252**	0.054	0.187**	0.880**	1										
MW	0.256**	0.039	0.181**	0.912**	0.927**	1									
AW	0.131*	-0.018	0.072	0.832**	0.803**	0.833**	1								
WPS	0.227**	0.019	0.152**	0.965**	0.944**	0.975**	0.902**	1							
AU	0.120*	0.126*	0.145**	-0.167**	-0.155**	-0.165**	-0.120*	-0.163**	1						
EM	0.078	0.250**	0.188**	-0.333**	-0.322**	-0.315**	-0.245**	-0.324**	0.569**	1					
PG	0.080	0.281**	0.206**	-0.227**	-0.164**	-0.161**	-0.177**	-0.194**	0.372**	0.513**	1				
PR	0.287**	0.434**	0.420**	-0.161**	-0.113*	-0.093	-0.108*	-0.127*	0.462**	0.637**	0.462**	1			
PL	0.153**	0.369**	0.300**	-0.214**	-0.183**	-0.193**	-0.066	-0.183**	0.380**	0.503**	0.404**	0.414**	1		
SA	0.010	0.002	0.007	-0.193**	-0.175**	-0.138*	-0.076	-0.157**	0.420**	0.488**	0.265**	0.372**	0.211**	1	
PWB	0.174**	0.346**	0.300**	-0.296**	-0.254**	-0.243**	-0.182**	-0.262**	0.732**	0.855**	0.692**	0.784**	0.670**	0.617**	1

Note: CI=consistency of interest, PE=perseverance of effort, G=grit, SO=spiritual orientation, CO=compassion, MW=meaningful work, AW=alignment of work, WPS=workplace spirituality, AU=autonomy, EM=Environmental mastery, PG=personal growth, PR=positive relation, PL=purpose in life, SA=self-acceptance, and PWB=psychological well-being. (N=334).

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

*Correlation is significant at the 0.05 level of significance (2-tailed).

The findings of the study indicate that there is a substantial association between the factors that were investigated, specifically grit, spirituality in the workplace and psychological well-being, either directly or indirectly. As a result, it implies that there is a connection between both characteristics, demonstrating that psychological well-being improves in association with strength of character. In spite of this, many parts of workplace spirituality have been shown to have detrimental relationships with psychological well-being. Grit, on the other hand has been shown to have a favourable correlate with happy emotions. To be more specific, it was shown that the aspect of spiritual orientation which pertains to the degree, to which an individual adheres to spiritual principles while at work, has a negative impact on psychological well-being. Within the context of higher education in Bihar, this contradictory finding brings to light the possibility of a clash between one's personal convictions and the obligations that accompany one's professional responsibilities. When an excessive amount of emphasis is placed on spiritual orientation, it may result in a dissonance between an individual's convictions and the needs of the workplace, which ultimately leads to a decline in psychological well-being.

Table 3.

Stepwise linear regression analysis with predictor variables (IV) of grit and workplace spirituality and its dimensions and criterion variables (IV) of psychological wellbeing (DV) and its dimensions.

Predictors	R	R square	R square change	Beta	F change	Sig. of F change
1. Criterion variable: Overall psychological well being						
a. Perseverance of effort	0.346	0.119	0.119	0.346	45.044	0.000
b. Spiritual orientation	0.455	0.209	0.088	-0.296	36.544	0.000
c. Alignment of work	0.472	0.223	0.016	0.228	6.789	0.010
d. Consistency of interest	0.484	0.234	0.011	0.120	4.670	0.031
2. Criterion variable: Autonomy						
a. Spiritual orientation	0.167	0.028	0.028	-167	9.535	0.000
b. Grit	0.237	0.056	0.028	0.169	9.848	0.002
3. Criterion variable: Environmental mastery						
a. Spiritual orientation	0.333	0.111	0.111	-0.333	41.504	0.000
b. perseverance of effort	0.417	0.174	0.063	0.250	25.050	0.000
4. Criterion variable: Personal growth						
a. Perseverance of Effort	0.281	0.079	0.079	0.281	28.505	0.000
b. Spiritual orientation	0.361	0.130	0.051	-0.227	19.549	0.000
5. Criterion variable: Positive relation						
a. perseverance of effort	0.434	0.189	0.189	0.434	77.143	0.000
b. Spiritual orientation	0.463	0.215	0.026	-0.161	10.955	0.001
c. Consistency of interest	0.486	0.237	0.022	0.170	9.571	0.002
6. Criterion variable: Purpose in life						
a. Perseverance of effort	0.369	0.136	0.136	0.369	52.241	0.000
b. Spiritual orientation	0.427	0.182	0.046	-0.214	18.589	0.000
c. Alignment of work	0.478	0.228	0.046	0.388	19.834	0.000
d. Compassion	0.491	0.241	0.012	-0.129	5.393	0.510
e. Workplace spirituality	0.490	0.240	0.001	0.735	0.434	0.000

The results presented in Table 3 demonstrate that each aspect of spirituality and grit in the workplace offers a significant predictor of psychological well-being. It is important to note that perseverance of effort emerges as the most influential predictor, accounting for 11.9% of the variance. The results of this study repeatedly indicate that it is the most accurate predictor of psychological well-being across all aspects. In addition, the only factors that can accurately predict environmental mastery and personal development are spiritual orientation and the ability to persevere through various efforts. The only three characteristics of grit and workplace spirituality that emerge as important predictors of

positive relationships are those that are related to the job. One's purpose in life can be predicted by a number of factors, the most important of which are perseverance of effort driven by grit and spiritual orientation, alignment of work and compassion derived from workplace spirituality.

The major objective of this research was to investigate the extent to which grit and spirituality in the workplace are predictive of psychological well-being among faculty members working in higher education. The intercorrelation analysis revealed that there is a significant connection between grit, spirituality in the workplace, and psychological well-being among faculty members working in Bihar's universities. To be more specific, the findings indicated a strong positive association between workplace spirituality and the idea that, in addition to the perseverance and drive for long-term goals that are inherent in grit, it is vital to cultivate a spiritually oriented work environment in order to protect the well-being of employees.

Recent studies have shed light on the predictive relationship that exists between participation in spiritual or religious practices and increased levels of pleasure and well-being in the workplace (Daaleman et al, 2001., & Kim et al., 2004). Further, a separate study found that employees place a higher value on the sense of meaning that they gain from their work than they do on the monetary benefits that they receive (Etzioni, 1995). In order to satisfy the needs of employees for competence, it is necessary to make use of the abilities they already possess and to make it easier for them to acquire new skills within the context of their job duties (Van den Broeck, et al., 2008). Also, studies have highlighted the necessity of employees having a strong feeling of significance and purpose because of the work that they do (Learner, 1996).

In addition, Huta and Waterman (2013) assert that the eudemonic perspective on well-being places an emphasis on achievement, excellence, growth, and meaning which is in line with the humanistic organismic valuing theory. Daukantaite and Soto Thompson (2014) demonstrated a robust link between self-consistency and various forms of well-being, suggesting that perseverance and consistency of interests could serve as indicators, which is consistent with the existing body of literature.

Individuals who have social ties that are supportive of them tend to demonstrate higher levels of well-being and are more suited to deal with challenges with resilience, as stated by Schuler (1982). In addition to this, Schuler (1982) highlights the favourable impact that social support has on both resilience and well-being. Furthermore, Kleiman et al. (2013) believe that grit, which is a forward-looking drive, may create optimism, which in turn enables individuals to be able to identify purpose and experience a sense of meaning in their life.

7. Conclusions

There is no denying that the importance of a teacher is remarkably high in a culture that places a premium on education. The important yet stressful responsibility of passing on information comes hand in hand with the honourable duty of doing so as a teacher. Educators are acutely aware of the ever-present challenges that come with teaching and learning. Emotional strain and high expectations of performance are only two of the many difficulties teachers face on the job. The already challenging realities of modern life can be made even more so by these expectations, which can lead to teachers feeling overwhelmed. Therefore, it is crucial to establish an acceptable professional atmosphere in order to ensure the psychological well-being of teachers while being gritty to achieve some goal. The well-being of university professors is strongly correlated with their exposure to spiritually uplifting work environments, according to recent studies and components of grit also found to be the strong predictors of psychological well-being. Therefore, universities and colleges that make an effort to foster a spiritually supportive work environment help their staff flourish because they are able to realise their full potential. This highlights the need for concrete steps to create a positive and encouraging atmosphere for teachers.

8. Implications

The findings of this study provide organisations with significant information, suggesting that they can analyse the perseverance of potential employees throughout the hiring process. After that, employees who have demonstrated high levels of grit should be given meaningful tasks to complete in

order to ensure that they remain engaged. When personnel understand the significance of their work, they are more likely to remain committed to their jobs. This sense of purpose can be further strengthened by providing them greater autonomy in the execution of tasks, which may result in a reduction in stress connected to work.

Additionally, the research suggests that the perseverance of employees can be developed by the implementation of training programmes, which may generate a domino effect. The evaluation of the combined influence of workplace spirituality and grit on work engagement is a ground-breaking study that has the potential to revolutionise the field. This research makes a considerable contribution to the existing body of literature in this field, which is crucial given that grit is still a relatively new notion.

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