

The Interconnectedness of Religiosity and Job Satisfaction among Employees

Varsha R^{1*}, Dr. N. Balakrishnan²

ABSTRACT

According to Przepiorka and Sobol-Kwapinska (2018), “Religion has an important effect on people’s behaviors and interacts with different aspects of life. At the same time, it has a significant impact on a person’s spirituality and psychology as well as personal development”. According to Camp (1994), “Job satisfaction is the extent to which an employee enjoys one’s job”. (Muhammad Yafiz,2022) conducted a study on the relationship between Islamic religiosity and job satisfaction among Muslim teachers in Malaysia. According to the results, there is a positive significant relationship between Islamic Religiosity and job satisfaction of Muslim teachers of Malaysia which states that Muslim teachers’ job satisfaction increased with an improvement in their Islamic religiosity. The present study aim to identify the interconnectedness of Religiosity and Job Satisfaction among Package drinking water company employees. On the whole, 100 employees from various units of Package drinking water company which includes chemistry and microbiology laboratories, efficient jar and bottle filling areas, jar and bottle washing area, a high-capacity water plant, and a robust raw water motor area were selected for the study by Random Sampling Technique. Standard questionnaires were employed to collect data, which was then analyzed using Pearson's correlation coefficient in Statistical Package for the Social Sciences (SPSS). According to the results, there is a significant and positive relationship between Package drinking water company’s employees’ religiosity and job satisfaction as $P = 0.510$ and $T = 0.000$ which is significant at the 0.01 level. In accordance with the study findings, employees with higher level of religiosity enjoy higher level of job satisfaction.

Keywords: Religious Orientation, Job Satisfaction, Interconnectedness

RELIGIOSITY

Religiosity is the complex and multifaceted phenomenon, characterized by diverse practices, festivals and traditions with daily worship, pilgrimages and scriptural study being integral parts of religious life. Religiosity can be defined as people’s orientation towards religion or their motivation for being religious (Allport & Ross,1967). Allport and Ross (1967) emphasized the motivational difference that existed between the two types of religious orientations in terms of how people approached and perceived their religion. Intrinsic religious orientation (IRO) was characterized by an approach to religion which emphasized

¹M.Sc. Applied Psychology, Department of Psychology, Annamalai University.

²Assistant Professor, Department of Psychology, Annamalai University.

*Corresponding Author

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the importance of religion in the spirituality of individuals. On the other hand, extrinsic religious orientation (ERO) was emphasized by a more instrumental approach to religion which focused on accomplishing ulterior motives such as social standing, participation in a religious community, etc. (Vats et al., 2021) Religion is one of the most important factors that determine what people's behaviors and attitudes should be in the workplace environment, and what the right attitude will be. As it is known, all religions in general have positive behaviors, principles and teaching that facilitate a morally good and personally satisfying life for individuals and societies (Canda and Furman,2009).

JOB SATISFACTION

Colquitt et al., (2009) defined job satisfaction as “a pleasant emotional state that results from evaluating Someone's work and what you think about your work”. Luthans (2002), stated that there are the five dimensions of work are the most significant job characteristics that trigger affective responses from people, namely the work itself, wages, promotion opportunities, supervision, work colleagues. The five dimensions can be explained as follows: 1) the work itself. The extent to which individuals are given interesting tasks, learning opportunities, and the ability to accept responsibility when working. 2) Pay. The amount of financial remuneration received and the extent to which this is seen as equivalent to others in the organization; 3) Promotional opportunities. Chances for advancement within the organization.; 4) Supervision. Supervisors possess the ability to offer technical assistance and behavioral support; 5) Co-workers. Ostroff (1992) feels that employee's satisfaction of job is an essential ingredient to organizational accomplishment/performance. Religiosity and spirituality are well-known factors that can increase job satisfaction, commitment, and performance (Mathew et. Al.,2019).

THEORY ON RELIGIOUS ORIENTATION

Allport (1966) and Allport & Ross, (1967) approached the religious orientation as, “Extrinsic religion is a self-serving utilitarian, self-protective form of religious outlook, which provides the believer with comfort and salvation at the expense of out-groups. Intrinsic religion marks the life that has interiorized the total creed of his faith without reservation, including the commandment to love one's neighbor. A person of this sort is more intent on serving his religion than making it serve him.”

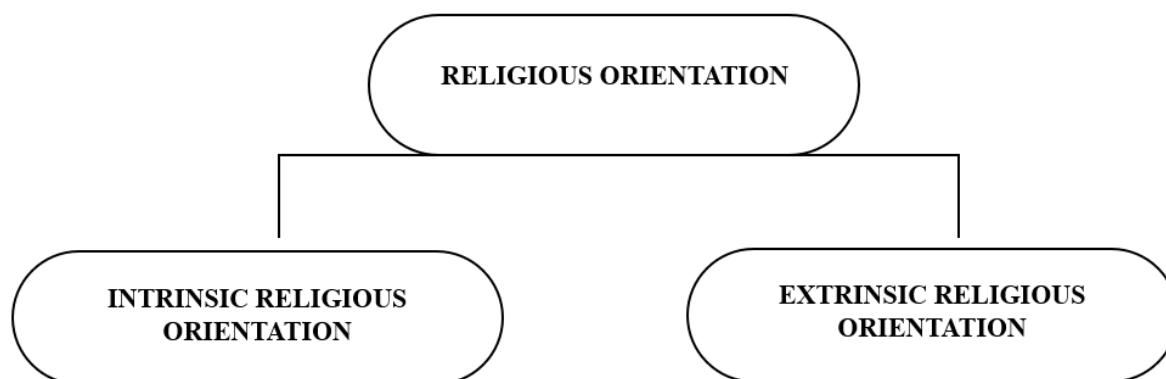


Fig.1. Classification of Allport's religious orientation

CONTRIBUTION OF PSYCHOLOGY TO RELIGIOSITY

Religion has a specific contribution from three major schools in psychology, “Psychoanalysis, with its discovery of the unconscious, may help in clarifying religious language, in understanding religious symbolism, in distinguishing sources of guilt feelings, in establishing

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a morality that takes into account unconscious sources of behaviour, in purifying our religious motivations, in warning us against a superstitious, magical type of religiosity, and in guarding us from pathological forms of religious expression. Behavioristic or experimental approach, behaviorism has quite a contribution to make to religion in the important areas of learning and education in general. Humanistic orientation has promoted values that are common to most religions: freedom, responsibility, meaning and purpose in life, dignity and wholeness of the person, and so on.” (Alfred Darmanin,1988).

DIMENSIONS OF RELIGIOSITY

Dimensions of religiosity refers to the various aspects that make up an individual’s religious experience.

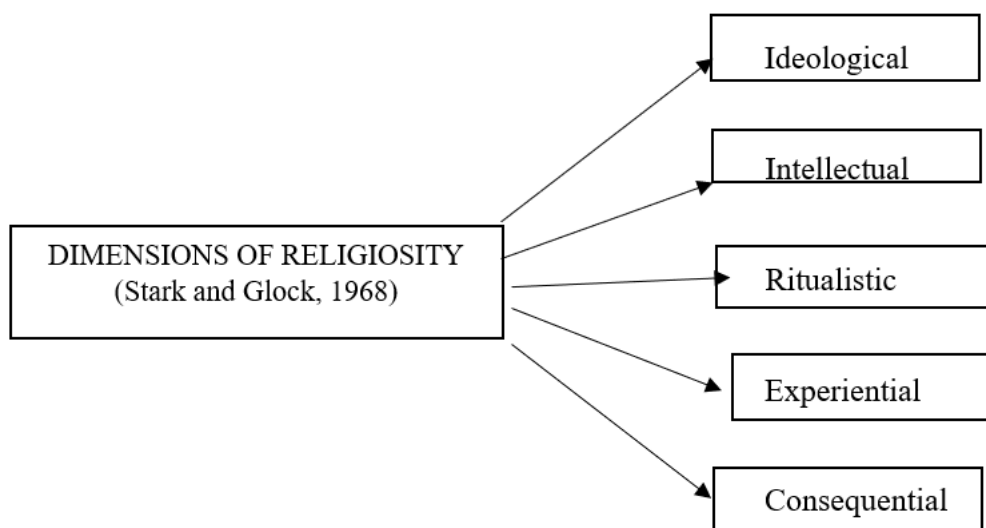


Fig. 2 Classification of Stark and Glock’s Dimensions of Religiosity

DIMENSIONS OF JOB SATISFACTION:

Understanding dimensions of job satisfaction is very essential for any organizations,

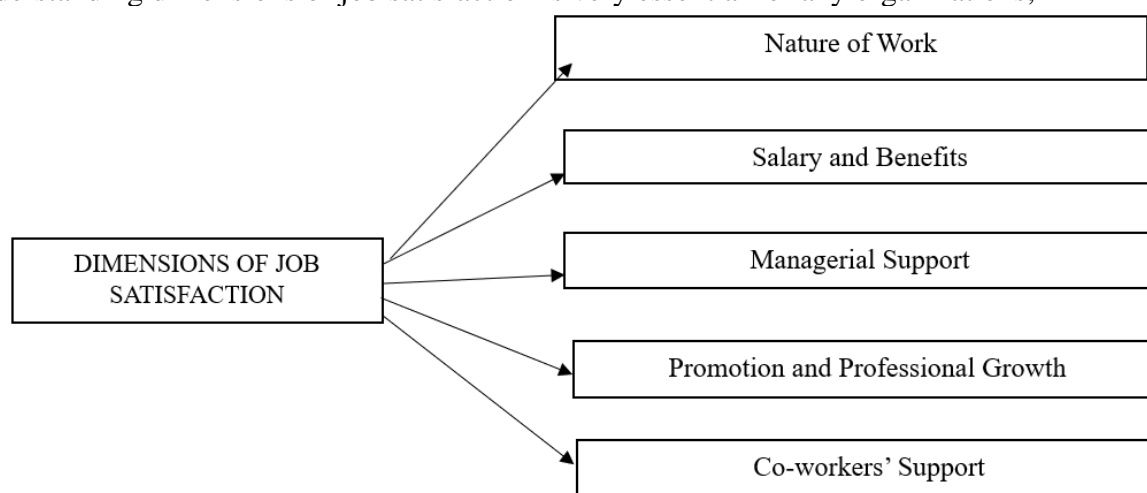


Fig.3 Classification of Dimensions of Job Satisfaction.

INFLUENCE OF RELIGIOSITY ON INDIVIDUAL’S JOB SATISFACTION:

Locke (1976) defines job satisfaction as a pleasant feeling obtained from the evaluation of various aspects of the job. From the study it has been proven that slacking, lack of sense of

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responsibility, absence from work, lack of proper guidance from clients, lack of proper protection and care of the property, lack of attention to the quality of work and the tendency to be easy-going can be related to dissatisfaction with the job and doing high-quality and desirable work and timely and effective presence in the workplace (Tastan & Davoudi 2020). Stone-Romero and Stone (1998) argued that, if religion teaches people to be proud of their work and to feel morally obligated to do good work, then employees perform more effectively and produce high quality output.

Background of the Study

Religiosity, the degree of religious commitment and involvement, has been identified as a crucial aspect of individuals' behavior and well-being. Over the past few years, researchers have started to investigate the link between religiosity and job satisfaction, acknowledging the potential impact of religious beliefs and practices on workers' attitudes and experiences in the workplace. Despite the increasing research on job satisfaction, the influence of religiosity on employees' attitudes and behaviors related to work is not well-studied. The majority of existing literature has focused on organizational factors, neglecting the potential impact of religiosity on job satisfaction. According to preliminary evidence, religiosity can have a significant impact on job satisfaction. For instance, according to Natlianis and Raja (2002), religiosity exerts a positive influence on job attitude such as loyalty, co-operation, obedience, and commitment. Meyer and Allen (1991) exerted that religiosity influences the employees' perception regarding organizational goals and the desire of employees to retain the membership in organization. Furthermore, religiosity can have an impact on job satisfaction by intertwining with other individual and organizational factors, such as personality, leadership style, and organizational culture.

DEFINITION OF KEY TERMS:

- **Religiosity:** Religiosity includes having belief in and reverence for God or a deity, as well as participation in activities in that faith, such as attending service/worshipping regularly and participating in other social activities with one's religious community (Adeyemo and Adeleye, 2008). An orientation, behavioral set and lifestyle considered important by the large majority of people worldwide (Sedikides, 2009). Religiosity refers to the various dimensions associated with religious beliefs and involvement (Bergan and McConatha, 2000).
- **Job Satisfaction:** Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007).

REVIEW OF LITERATURE

In the word of Denney and Tewskbury (2013), "a literature review is a comprehensive overview of prior research regarding a specific topic shows the reader what is known about a topic, and what is not known, thereby setting up the valuenale or need for a new investigation".

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Studies in Relation to Interconnectedness of Religiosity and Job Satisfaction

The previous studies help to conceptualize and hypothesize phenomenon, and do critical appraisal which may contribute to design more appropriate methodology.

(Tamam. B.et.al.,2024)	The higher the Religiosity owned by employees, the Job Satisfaction of digital startups in Malang City will increase.
(Hossain, M.Z.,2024)	Both the principals' servant leadership style and their Islamic religious values significantly influence teachers' job satisfaction.
(Yafiz,M. et.al.,2022)	Positive significant relationship between Islamic religiosity and job satisfaction of Muslim teachers of Malaysia.
(Briena. A.et.al.,2021)	Religiosity is a complex concept and multi-foci, some parts (altruism) having a direct effect on how an employee executes their job while others (practice and belief) do not have such an effect.
(Novitasari, D.et.al.,2020)	Religiosity has a significant effect on teacher performance. Job Satisfaction has a significant effect on teacher performance. Organizational Citizenship Behaviors (OCB). Significantly influence the performance of private teachers in Tangerang.
(Bednarczuk, M.,2019)	Religious bureaucrats are more likely to be satisfied with their jobs than nonreligious bureaucrats.
(Onyemah et.al.,2018)	Religiosity strengthens the positive relationship between salespersons' organizational commitment and their satisfaction with their supervisor.
(Mathew et al., 2018)	The level of teacher religiosity significantly affected their performance. In essence, the level of religiosity of teachers in schools is expected to improve their performance because the beliefs and fundamental motives of religious communities are to carry out their daily activities as a manifestation of belief in God Almighty.
(Ghorbani N,2017)	Significant positive correlation between religious values and job satisfaction among Iranian employees.
(Rezapour Y et.al.,2016)	The findings shows that religious beliefs and faith at work can significantly influence job satisfaction among rehabilitation experts.
(Hassan et.al.,2016)	Religious Teachings and values enhance individuals' understanding about the meaning and importance of the job; it positively influences employees' satisfaction and performance
(Ghazzawi et.al., 2016)	Religiously committed employees perceive their job positively and have more job satisfaction.
(Rezai H, et al.,2016)	The role of religion in the Iranian people's lives, it seems that offering religious instructions to rehabilitation experts can help them find meaning in their lives and gain greater job satisfaction.
(Darto et.al.,2015)	People with a high level of religiosity mostly have positive attitudes such as responsibility and tolerance, and they are committed to their jobs and organizations.
(Wening N., Choerudin A.,2015)	The result of the research indicates that (1) there are affect religiosity (commitment and behavior dimension) to organizational commitment and (2) the organizational commitment affect to job satisfaction.
(Amaliah et al., 2015)	Religiosity has a positive and significant effect on Job Satisfaction, employees who have a strong religious foundation may be better able to face challenges and failures in the workplace better. This can help them maintain high job satisfaction despite obstacles
(Kutcher et al.,2010)	Employees with an intrinsic religious-orientation show less satisfaction to their work, while employees with extrinsic religious-orientation tend to have a higher stress level.

SPECIFIC STUDY

Muhammad Yafiz, et.al., (2022) conducted a bivariate analysis between Islamic religiosity and job satisfaction of Muslim teachers in Malaysia with the overall population of 2200 based on Simple Random sampling technique in selecting participants. Data were collected and analyzed by Pearson's Correlation Coefficient using Statistical Package for Social Science (SPSS). According to the findings, it has been proven that there is a significant relationship between Islamic religiosity and job satisfaction of Muslim teachers in Malaysia.

Amaliahc. I. et.al., (2015) analyzed the impact of the values of Islamic religiosity on Islamic job satisfaction among 359 embroidery employees from Tasikmalaya West Java, Indonesia, Industrial Centre. Questionnaires were used to collect data while Ordinary Least Squares (OLS) was used in analysing the data. From the study the researcher proven that every individual's religious value has a positive impact on one's job satisfaction.

GENERAL STUDY

Mohammed Zaber Hossain, et. Al., (2024) conducted a study to examine interplay of principals' religious values, servant leadership and job satisfaction among teachers in Bangladeshi schools and colleges, with the sample size of 335. Purposive sampling technique is been used in selecting participants. As it is quantitative approach, SPSS and Smart PLS 3.3 software were used to analyze the collected data. In which SPSS was used to develop the descriptive statistics, while Smart PLS 3.3 software was used to test the framed hypothesis. According to the findings, teachers' job satisfaction is positively impacted by principals' religious values and servant leadership style, with servant leadership serving as a mediator in the relationship.

Tamam.B.et.al., (2024) carried out an explanatory analysis in evaluating the influence of quality of work life, work environment, religiosity on organizational citizenship behavior (OCB) and in examining the role of job satisfaction as a mediator among employees of Malang City Digital Startup, covering 124 participants as a sample size. The collected data were analyzed using Smart PLS application version 4 in order to test the framed hypotheses. According to the findings, Quality of Work Life, Work Environment and Religiosity has a significant positive effect on Organizational Citizenship Behaviour through Job Satisfaction.

Amri et.al., (2021) analyzed the effect of religiosity and service quality on job satisfaction covering 120 employees from 10 micro, small and medium enterprise (MSME) industry at Indonesia. Questionnaires were distributed to collect data and the collected data were analyzed using Structural Equation Modeling (SEM), Smart PLS v. 3.0. From the study, it has been proven that Religiosity has a positive and significant impact on employee job satisfaction, as well as on the quality of service.

Bal Y & Kökalan Ö. et.al., (2021) undertook research to examine the influence of religiosity on the relationship between burnout and job satisfaction among 326 employees from the banking, education, and tourism sectors in Turkey. Researcher preferred Snowball sampling technique to cover target population. The data were analyzed using IBM SPSS Amos version 25 for testing the hypotheses. From the studies, It has proven that There is a negative correlation between the burnout levels of employees and their job satisfaction. In addition, intrinsic religious orientation had a positive impact on the relationship between burnout and job satisfaction, while extrinsic religious orientation had no influence on the negative relationship between burnout and job satisfaction among employees.

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Jamal, A. et.al., (2021) examined the influence of religiosity on servant leadership and job satisfaction of education office workers in Pekanbaru City with the sample size of 121. Simple Random sampling technique is been used in selecting participants. The collected data were analyzed using Smart PLS application version 4 to test the framed hypothesis. According to the findings, Servant leadership has a significant impact on the performance of employees, which means it has a significant impact on improving the performance of employees working at Pekanbaru Education Office.

Novitasari, D. et.al., (2020) carried out an investigation to determine the influence of religiosity, transformational leadership, and job satisfaction on the performance of women teachers in private schools in Tangerang, which is influenced by organizational citizenship behavior with the sample size of 224 based on Simple Random sampling technique. The collected data were analyzed using Smart PLS 3.0 software to test the framed hypothesis. According to the findings, the influence of religion, transformational leadership, and job satisfaction on teacher performance is positive and significant, both directly and indirectly through mediating organizational citizenship behavior.

Khan, H. et.al., (2019) examined the influence of job satisfaction on the relationship between Islamic work ethics and job outcomes among people employed in various telecom companies in Pakistan with the sample size of 250. Simple Random sampling technique is been used in selecting participants. Data were collected and analyzed using Statistical Package for Social Science (SPSS) to test the framed hypothesis. According to the findings, the relationship of Islamic work ethics, knowledge sharing behavior, and work engagement is positively significant.

Hassan. M. et.al., (2016) undertook research on examining the relationship between workplace spirituality dimensions and work satisfaction by examining trust as a mediator among teachers with the sample size of 174 based on convenience sampling technique. The data were collected and analyzed by Multiple Regression. According to the findings, there is a positive correlation between work place spirituality and job satisfaction, and trust among workers could influence the relationship between work place spirituality and job satisfaction.

Rezapour Y, et.al., (2016) investigated the role of religious beliefs, faith at work, and spirituality in predicting job satisfaction among rehabilitation experts from an educational clinic affiliated to the Tehran University of Medical Sciences with the sample size of 163 which encompasses 74 speech and language pathologists and 89 occupational therapist. Simple Random sampling technique is been used in selecting participants. The Islamic religiosity scale, faith at work scale, spirituality and spiritual care rating scale, and Dunnett's job satisfaction questionnaire are the instruments, used for the research conduction. Data were collected and analyzed by Multiple Regression and Pearson's Correlation Coefficient. According to findings, religious beliefs are more likely to predict job satisfaction among Iranian rehabilitation experts.

Khorshid. S, et.al., (2015) explained the view on the effects of spirituality at workplace and teacher's self-efficacy on job satisfaction through a research conduction by covering 366 teachers through clustering random sampling method. Questionnaires were distributed to collect data from the sample population. The collected data were evaluated by using LISREL Software and the path analytic technique. The study proven that the creation of spirituality in the workplace and the establishment of spiritual values in the teacher's profession and work can yield numerous advantages, including improving teacher

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effectiveness in classrooms by fostering and strengthening self-efficacy beliefs, and ultimately, increasing the teacher's satisfaction with their profession.

Neubert, M.J., & Halbesleben, K. et.al., (2015) gained insight into the relationships of spiritual calling with job satisfaction and affective organizational commitment after accounting for a range of demographic, religious, and work controls by involving 771 adults from the United States representing the nation. From the study, it has been proven that there is a positive relationship between spiritual calling and both job satisfaction and organizational commitment.

Wening N. & Choerudin A. et.al., (2015) studied the impact of religiosity on beliefs, commitment, and behavior dimensions in relation to organizational commitment, job satisfaction, and personal performance among lecturers of private and public university in Yogyakarta, Indonesia with the sample size of 100 based on purposive sampling technique. Regression analysis were made in order to test the framed hypothesis. According to the findings, Religiosity does not influence organizational commitment. The study also found that individual commitment was not affected by the respondent's belief.

METHODOLOGY

Methodology is the systematic, theoretical analysis of the methods applied to a field of study. It comprises the theoretical analysis of the body of methods and principles associated with a branch of knowledge. Typically, it encompasses concepts such as paradigm, theoretical model, phases and quantitative or qualitative techniques. (Irny, S.I. and Rose, A.A., 2005).

Need and Significance of the Study

Despite gradual shifts in societal attitudes towards religion, religious beliefs have shown remarkable resilience across centuries. The persistence of religiosity highlights the significant impact of religion on individuals' lives, impacting their values, worldview, and interactions. The majority of job satisfaction research has centered on demographic and organizational factors, such as age, gender, job classification, and organizational culture. While these factors are undoubtedly significant, the potential impact of religiosity on job satisfaction is still largely unexplored. The increase in diversity and globalization in contemporary workplaces makes this oversight particularly noteworthy.

Objective

The objectives was formulated based on the need and significance of the study.

- To find the relationship between Religiosity and Job Satisfaction among employees.

Hypothesis

A hypothesis is a statement that is tentative, can be tested, and can be falsified, and proposes a relationship between two or more variables, which is the groundwork for empirical research.

- H_1 There will be a significant relationship between religiosity and job satisfaction among employees.

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Variables Used in the Study

Independent Variable

- In this study Religiosity is considered as an independent variable as it manipulates the other variable.

Dependent Variable

- This study defines Job Satisfaction as a dependent variable as it changes as a result of manipulating the independent variable.

Sampling Method

This study employed a quantitative method, by utilizing a Simple Random Sampling Technique, which is based on probability sampling. As the study used random sampling technique, every individual in the population got an equal chance of being selected, that ensured unbiased representation to generate findings to the larger population. The sample size is 100, aging from 18 to 57 which covers both male and female employees from various units which includes chemistry and microbiology laboratories, efficient jar and bottle filling areas, jar and bottle washing area, a high-capacity water plant, and a robust raw water motor area in Winway Packaged Drinking Water Company located at Kumbakonam.

Instruments Used

The following instruments were used for data collection,

- Rajamanickam's Religious Attitude Scale was developed by Prof. Rajamanickam in 1989.
- Paul's Job Satisfaction Survey was introduced by Paul. E. Spector in 1985.

Rajamanickam's Religious Attitude Scale (1989)

In the study, the tool utilized was Rajamanickam's Religious Attitude Scale. Religious attitudes involve a tendency to respond positively or negatively towards different aspects of religion, such as God's nature, prayer and worship, formal religion, priests, future life, spirits, and the spirit world. It could be either a favorable or unfavorable response that involves taking some sort of action that is overtly directed toward God, etc. The Religious Attitude Scale of Prof. Rajamanickam was designed in 1958 and the revised with a few modifications in 1962. The test was finally rewritten and revised in 1988 with new additions including 60 statements addressing various religious beliefs, such as the nature of God, prayer and worship, formal religion, priests, future lives, and the spirits and world. Each area is covered by 10 statements, Out of 60 statements, there are 30 positive and 30 negative statements. In which each area is comprised of 5 positive and 5 negative statements. Each statement has 5 categories: strongly agree, unable to decide, disagree, and strongly disagree. The participant must highlight one of the responses they agree with the most, in order to study the religious behavior among individuals from all backgrounds through the provided response.

Paul's Job Satisfaction Survey (1985)

The other instrument used in the study is the Job Satisfaction Survey (JSS), a nine-facet scale that includes 36 items to evaluate employees' attitudes toward their job and job aspects. Each statement has 6 categories: Disagree very much, Disagree moderately, Disagree slightly, Agree slightly, Agree moderately, and Agree very much. Translated versions are available in more than 30 languages, where the Original version (English) is been used in the current study. About half of the items require reverse scoring as it is written in both directions. The nine facets include salary, advancement, supervision, fringe benefits,

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performance-based rewards, operating procedures, coworkers, work conditions, and communication. This is usually used to gain insight into an individual's satisfactory status of one's working condition.

Methods Of Data Collection

The data was collected from employees from various units of Winway Packaged Drinking Water Company located in Valayapetai, Kumbakonam. With the sample size of 100 based on the participants involved were informed about the purpose and need of the study conducted on Religiosity and Job Satisfaction. The data were collected by administering both the questionnaires (Rajamanickam's Religious Attitude Scale was developed by Prof. Rajamanickam (1989) and Paul's Job Satisfaction Survey was introduced by Paul. E. Spector (1985)) with proper procedural explanation in employee's native language (Tamil). Before the conduction, permission was taken from both the management and the employees. Employees were given a guarantee of confidentiality for the collected data.

Statistical Used

The data was collected and analyzed by using Statistical Package of Social Science (SPSS) Version 23.0. The results are inferred through statistical techniques like Descriptive and Inferential statistical methods were used for data collections.

INCLUSION AND EXCLUSION CRITERIA

Inclusion Criteria:

- Only employees working in G.S. Products were part of this study.
- Participants were limited to general shift employees.
- Various occupational levels of employee were included.
- Data collection was confined only current, active employees of the company.

Exclusion Criteria:

- Temporary or contractual employees were excluded.
- Other company employees are not part of this study.
- Employees with conflicting work schedules (night shift) were excluded.

RESULT AND DISCUSSION

Analysis and Interpretation of Data

Table shows the scores of correlations between religiosity and job satisfaction.

Variable	Religiosity
Job satisfaction	.510**

**correlation is significant at the 0.01 level

SOURCE: Primary data

H₁: There will be a significant relationship between religiosity and job satisfaction among employees

The above table shows the correlation between religiosity and job satisfaction among employees. The obtained results shows that the value (.510) is positively correlated at the level of 0.01. hence the alternative hypothesis is accepted and null hypothesis is rejected. So it is concluded that there is a direct relationship between religiosity and job satisfaction.

CONCLUSION

The study aims to summarize the relationships between the religiosity and job satisfaction among employees. The research design used for quantitative research design. This study adopts simple random sampling technique. The sample size is 100, were collected from Winway Packaged Drinking Water Company's employees by administering both the questionnaires (Rajamanickam's Religious Attitude Scale was developed by Prof. Rajamanickam (1989) and Paul's Job Satisfaction Survey was introduced by Paul. E. Spector (1985)). The study concluded that greater religiosity is associated with higher job satisfaction among employees.

Limitations

- Due to constraints of time and resources a larger sample size was unattainable.
- Though it is a religious-based study, it is limited to certain religious group (Hindu)
- The entire socio-economic variables are not included in this study.

Suggestions of the Study

According to the findings of the present study, there are some suggestions that can be given for further study. The present study had a limited sample, the researcher could include more samples. The samples were from limited age groups, including a wide range of age groups could be good for further results to compare the age factor. The geographic scope of the study can be extended beyond the company selected for this study.

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