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SPIRITUALITY AT WORKPLACE – A LITERATURE REVIEW

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ABSTRACT

The activity of connecting with the internal self may be defined as spirituality. Spirituality is sometimes used interchangeably with religion.Empirical work on workplace spirituality emerged in the 1990s.Spirituality is one specific dimension of values. Spirituality in business has received increasing attention over the last decade. The study mentioned various positive effects of workplace spirituality, organizational commitment, reduced intention to quit, increased intrinsic work satisfaction, and job involvement are a few positive effects which has been mentioned in research of other scholars.

KEYWORDS: *Spirituality, workplace spirituality.*

INTRODUCTION-

The activity of connecting with the internal self may be defined as spirituality. Walsh in 2002 defines spirituality as a transcendental relationship with that which is sacred in life, something which is divine beyond the self (Emmons, 1999), it is the act, feeling, the experience of individuals in relation to what they consider as divine (Teotia, 2012)

Spirituality is sometimes used interchangeably with religion. But (James, 1890)distinguished the two concepts defining "spirituality as firsthand, experimental religion that is direct and immediate and religion as secondhand, institutional experience that is inherited and traditional". Koenig in 2001 said, "where religion, on the one hand, represents an institution, formal, outward, doctrinal, authoritarian expression, spirituality, on the other hand, is an individual, subjective, emotional, inward, the unsystematic freezing expression" (Teotia, 2012)

Empirical work on workplace spirituality emerged in the 1990s. (Mitroff & Denton, 1999)*A Spiritual Audit of Corporate America* is widely regarded as the first truly empirical study specifically on workplace spirituality.

According to Ashmos and Duchon (2000), workplace spirituality has been associated with a number of key dimensions such as meaning, purpose, and a sense of community and connection to others. Other definitions have included the experience of transcendence, inner life, and feelings of completeness and joy. Milliman et al. (2003)identified and measured three dimensions of workplace spirituality: meaningful work, community, and alignment with organizational values. Spirituality at the workplace may be defined as the state when employees are motivated to perform their work without any external driver. They find a connection with their work and feel energized and passionate about it. Kinjerski and Skrypnek (2004) argue that spirit at work is a distinct state that "involves physiological arousal, positive affect, a belief that one's

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work makes a contribution, a sense of connection to others and common purpose, a sense of connection to something larger than self, and a sense of perfection and transcendence".

Spirituality is one specific dimension of values. Spirituality in business has received increasing attention over the last decade. Fry (2003)suggests that workplace spirituality incorporation is a part of organizational change required to make a transition to a suitable organizational form required for the future. Evidence suggests spirituality may impact organizational effectiveness (Krahnke et al., 2003). Workplace Spirituality, when evidenced by employees, encourages them to demonstrate extra-role, pro-social behaviors - behaviors which are not part of the job description. These organizational citizenship behaviors are performed by the employee as a result of personal choice, contributing positively to the overall organizational effectiveness (Podsakoff et al., 2000).

There appears to be a high correlation between spiritual well-being and organizational openness, self-efficacy, and organizational commitment (Leigh, 1997). Beazley (1997) found a correlation between a high level of spirituality and honesty, humility, and service to others. Lloyd (1990) found organizations high in workplace spirituality outperform those without it by 86%. A link has also been established between workplace spirituality and individual creativity (Freshman, 1999). More recently,(Milliman et al., 2003) found a positive correlation exists between intrinsic work satisfaction and job involvement. Additionally, Jurkiewicz and Giacalone (2004) found organizations high in workplace spirituality grow faster, increase efficiencies, and produce higher rates of return on investments. Moore-Davis (2007) they defined workplace spirituality as "aspects of the workplace, either in the individual, the group, or the organization, that promote individual feelings of satisfaction through transcendence".

Pfeffer (Saks, 2011) defined four fundamental dimensions that people seek in the workplace that are associated with workplaces that build the spirit: interesting work that permits individuals to learn, develop, and have a sense of competence and mastery; meaningful work that provides some feeling of purpose; a sense of connection and positive social relations with coworkers; and the ability to live an integrated life so that work roles and other roles are not inherently in conflict.

Jurkiewicz and Giacalone (Saks, 2011) argue that organizations that exhibit spirituality "create an environment where integration of the personal and professional selves are possible, engaging the whole person in the work process". Mitroff & Denton (1999)found that those associated with organizations that were perceived as more spiritual indicated that they were able to bring more of their "complete selves" to work. In a study on workplace spirituality and employee work attitudes, Milliman et al. (2003)found that three dimensions of workplace spirituality (meaningful work, sense of community, alignment with organization values) were significantly related to five job attitude variables (i.e., organizational commitment, intrinsic work satisfaction, intention to quit, job involvement, and organization-based self-esteem). Kolodinsky et al. (2008)found that organizational spirituality was positively related to job involvement, organizational identification, and work rewards satisfaction and negatively related to organizational frustration.

According to Teotia(2012), Spirituality is an expression that cannot be compartmentalized as it is a way of life and exhibited through an individual's actions, values, beliefs, and behavior. From this statement, it is clear that Spirituality is an intrinsic need that integrates the whole individual and has been found to have positive effects on human psychology or health.

According to Heine, Proulx, &Vohs, 2006 (Kendall, 2012), Spirituality can be viewed as the outward expression of the pursuit of meaning and the effort to connect self with the external world, which both typifies the human condition. Psychologists have long theorized that the drive for meaning, in particular self-transcendent meaning, is innate in human beings.

When higher meaning can be found in work, it becomes intrinsically motivating (Chalofsky, 2003). Meaningful work thus bridges motivation theory and workplace spirituality.

Spirituality has positive effects on individuals' health, and this has been found mention in a few researches. Brady et al. (1999)mentioned spirituality having positive effects on patients having the ability to cope with serious and chronic illness. According to (Maton, 1989) Spirituality (closeness to god or sacred) has

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been shown to have a positive effect on an individual's self-esteem and reduce depression. (Rogers et al., 2002)have shown in their research that people with spiritualistic bent have shown to have higher Relational Maturity. Spiritual people have a better purpose in life (Teotia, 2012).

CONCLUSION

Spirituality has been found to have positive effects at the workplace as well. J.F Milliman defined workplace spirituality as the purpose and meaning an individual gets in his work, a sense of community by which the employees operate (Teotia, 2012). It has mentioned various positive effects of workplace spirituality, organizational commitment, reduced intention to quit, increased intrinsic work satisfaction, and job involvement are a few positive effects which he has mentioned in his research.

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