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## THE STUDY ON ROLE OF WORKPLACE SPIRITUALITY AND WORK PERFORMANCE: A LITERATURE REVIEW

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### Abstract:

*It is a spoken truth that workplace spirituality has taken care in due to the development and concerns for human factor. The literature review starts out by discussing relevance spirituality and work place as an approach to address the concept in descriptive way and too acknowledge the results of following different organizational patterns related to the term "workplace spirituality". It then goes on to illustrate on different view point of authors, research scholars on the topic. How important is workplace spirituality in any organization for betterment. Breaking down the process of contemporary approach of workplace i.e. to run business for money making to holistic thinking (workplace spirituality). It promotes the employees benefits, values, creativity, and innovation. After looking at the frameworks & dimensions the review addresses the key positive measurement relationship between workplace spirituality & performance.*

### KEY WORDS:

spirituality. Workplace spirituality, Work spirit, Performance, Job satisfaction.

### 1. INTRODUCTION

Spirituality in the workplace means that employees find nourishment for both the vertical and horizontal dimensions of their spirituality at work. Spirituality in the Workplace is about individuals and organizations seeing work as a spiritual path, as an opportunity to grow and to contribute to society in a meaningful way. It is about care, compassion and support of others; about integrity and people being true to them and others. It means individuals and organizations attempting to live their values more fully in the work they do. Workplace spirituality evolve in making effort to find one's definitive purpose in life and to develop a strong relation between the employees and their and the numerous people associated with work, and to have consistency or breakeven point between one's vital values and norms of their organization (Mitroff and Denton, 1999. Workplace Spirituality or Spirituality in the Workplace is a movement that began in the early 1920s. It prominent the movement with individuals and employees who are seeking to live their faith, beliefs, values /or spiritual values in the workplace area.

"For example, spiritual individuals as those who follows there instinct for taking the decision in the workplace are more likely to display enhanced teamwork (Mitroff& Denton, 1999; Neck & Milliman, 1994), greater kindness & fairness (Biberman& Whitty, 1997), increased awareness of other employee's needs (Cash & Gray, 2000), increased honesty and trust within their organisations (Brown, 2003; Krishnakumar& Neck, 2002), higher incidences of organisational citizenship behaviour (Nur& Organ, 2006), and express more servant leader behavior (Beazley & Gemmill, 2006). They are also use to perceive

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the ethical nature of organizational issues more transparently (Giacalone&Jurkiewicz, 2003b) and are more preserved to corporate social performance and culture (Giacalone, Paul &Jurkiewicz, 2005). What is opaque, however, thus in the workplace spirituality literature is why and how an individual's spirituality influences their ethical performance within an organizational dimension's. Improvising on previous work carried out by Cavanagh & Bandsuch (2002), this paper develops a model using Aristotelian virtue ethics to address this lacuna." Within the framework of this paper of spirituality, Giacalone&Jurkiewicz (2003) suggest that future research can be conducted on such variables for further advancements and changes in the spiritual practices:

- 1.How people judge their work
- 2.How much time they spend in organization
- 3.The type of job profile they desire and accept
- 4.The methods of carrying their work
- 5.How they manage the work routines, colleague, customers, and products

#### DEFINING SPIRITUALITY

**Spirituality:** There are more than seventy definitions of spirituality at work, and still, there is no widely accepted definition of spirituality (Markow and Klenke, 2005). The Spiritual Science Research Foundation (SSRF) defines the word 'spiritual' as all elements beyond the boundary of the five senses, mind (i.e. our feelings, emotions and desires) and intellect (i.e. our decision making process and reasoning ability) Spirituality is that which comes from within, beyond the survival instincts of the mind. Each of us has a spiritual center, which is our connection to this source of inner knowing. Work life has become so demanding, fast paced, stressful, ambiguous, and chaotic that we are forced to seek values-based answers and ways of achieving personal stability from within. We have come to realize that our inner wisdom is the only source that will sustain our adaptation and stability in the long run. Spirituality is also sometimes known as "holistic thinking". Spirituality has been defined as our inner consciousness (Guillory, 2000), a specific form of work feeling that synergies action (Dehler and Welsh, 1994). A process of self-enlightenment (Barnett, Krell, and Sendry, 1999, p. 563).

McCormick(1994) defies spirituality as an inner experience an individual has that can be evidenced by his or her behaviors. Gibbons(2000) discusses spirituality in the lighting of deeply held values. Neck and Milliman(1994,p.9) defines spirituality as "expressing our desires to find meaning and purpose in our lives and is a process of living out one's set of deeply held personal values". Dehler and welsh(1994) explain that spirituality is an individual's inner source of inspiration. "The basic feeling of being connected with one's complete self, others, and the entire universe", is how Mitroff and Denton(1999) defines spirituality. Therefore, spirituality is generally viewed as some "internal substance", "a value, belief, attitude, or emotion", "that affects people's behavior"(Moore & Casper, 2006, p.109-110). In Indian philosophy system that may be called adhyatmavidya, or science of spirituality, the leading Advaita Vedanta philosopher Sankara, laid down the principle that reasoning should be allowed freedom only as long as it does not conflict with the scriptures. For King (1997: 668), spirituality is the search for direction, meaning, inner wholeness, and connectedness to others, to non-human creation and to a transcendent. Mitroff and Denton (1999a: 23-5; 1999b) provide the following explanation: spirituality is broadly inclusive and embraces everyone; it is universal and timeless, the ultimate source and provider of meaning and purpose in our lives; it asserts the sacredness of everything, including the ordinariness of everyday life; it provides the deep feeling of the inter-connectedness of everything; and it is integrally connected to inner peace and calm. Additionally, spirituality is not formal, structured, organized or denominational. As per Ashmos and Duchon, recognizes that people have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community

#### Gibbons (1999b) suggests a threefold typology of spirituality:

Religious spirituality is accepted as real in the major religions of the world. Its beliefs are theistic and its practices are demonstrated in ritual and ceremony both within the 'sacred space', be it church, synagogue, mosque or temple, and also in everyday activities.

Secular spirituality includes earth-centred, nature-centred and humanistic spiritualities. Its beliefs may be pantheistic or atheistic, and its practices include social and environmental activism.

Mystical spirituality can be seen within Christianity, Judaism and Islam, and is present in the Eastern traditions. Its beliefs are theistic and its practices, like those of religious spirituality, can take place in a dedicated sacred space or in everyday circumstances.

**Table 1**

Authors(S)	SPIRITUAL VALUES
Jackson , (1999, pp. 65-66) &Kriger & Hanson, (1999, p. 304)	Equality, Honesty, Compassion, Avoiding Harm, Respect, Peace, Justice, Forgiveness, Service, Duty Trustworthiness, Being a Good Citizen, Peace, Thankfulness
Synder & Lopez (2001)	Optimism, Hope, Humility, Compassion, Forgiveness, Gratitude, Love, Altruism, Empathy, Toughness, Meaningfulness
Giacalone & Jurkiewicz, (2003a, p. 14)	Integrity, Humanism, Awareness, Meaningfulness, Responsibility, Love, Inner Peace, Truth, Humility, Sense of Community, Justice
Fry (2003, p. 695)	Forgiveness, Kindness, Integrity, Empathy, Honesty, Patience, Courage, Trust, Humility, Service to Others
Jurkiewicz & Giacalone, (2004, p. 131)	Benevolence, Generativity, Humanism, Integrity, Justice, Mutuality, Receptivity, Respect, Responsibility, Trust
Fry, (2005, p. 56)	Honesty, Forgiveness, Hope, Gratitude, Humility, Compassion, Integrity
Marques (2005, p. 86)	Respect, Understanding, Openness, Honesty, Giving, Trust, Kindness, Peace & Harmony, Acceptance, Creativity, Appreciation, Helpfulness
Reave (2005, p. 658)	Meaningfulness, concern & caring, listening, Isolation.

**OBJECTIVE OF THE STUDY:**

The objective of the paper is to unfolded the meaning of spirituality and workplace relationship, the thin line difference between the two term. To review the basic traits of the spirituality which are being followed in organization and its impact on the social life of the employees and describing the work culture. Light on structure of topic: First of all the meaning of spirituality is going to be perceived in detail while reviewing the research paper who have already contributed their outcome in different perspective, after that questionnaire is going to be prepared and being filled for the vital information of the research and respectively test are being implemented on the data collected for the findings related to the hypothesis and evaluating the secondary data for parallel check and at last conclusion is going to be derived on the bases of finding and suggestion are made.

**THEORETICAL FRAMEWORK**

Spiritual practices and religion are central to most of individual as it provides identities and important aspects of their lives. Bringing spiritual aspects should be adequately addressed. It is difficult to analyze in following spiritual elements and in building spirituality in life and working place; as imposing spirituality and religion would be disadvantageous, hurtful, unjust and detrimental for some people. Spirituality practices and policies should put openness and respect for diversity at the center of their focus (Thompson, 2000). One should be able to speak openly and express their inner feelings, values and spirituality, regardless of fear, alienation or exclusion (Milliman, Czaplewski, and Ferguson, 2003; Thompson, 2000). Krishna Kumar and Neck (2002) developed an individual level model of spiritual enrichment called "the spiritual freedom model" It is important to acknowledge and know a person's emotional, intellectual, and spiritual needs, values, priorities and preferences. One needs to develop a bag full of experience and spiritual traits into life and working area to enable human hearts, spirits and souls to enhance and sweep. Individual and society both hand in hand should focus on the need of time and to reflect on the ways of incorporating spirituality, wisdom, reflection, inspiration, creativity, and compassion. 1. Meaning and purpose in life, 2. In trench values, 3. Transuding norms/experience, and 4. Society, surrounding/relationship.

**Factors that emphasis on to this trend and which are to be taken care of are:**

· Collaborations and take over Detroit the psychological adjustments that employee had a job security for life long. This makes stand most of the people to search for more of a sense of inner security

rather than looking for external security from an organization.  
Baby Boomers collapse at the middle age describing in a large demographic segments of the population seeking a meaningful questions about their life and purpose of living and working with full enthusiasm.  
The decade has created an opportunity for individual all over the world to light on the topic on where the human origin has come from, where it is too be leaded in the future, and what role corporate are supposed to play in the future of the human advancement.  
Workplace diversity and cultural shocks has also enhanced this topic for the commitment and relatedness for employees  
Retain and gain the best employees in the organization and thus for hand full of profit is the major part.

#### LITERATURE REVIEW

**T. Winters Moore(journal of management and marketing research):** The paper on workplace spirituality tries to find out the role of individual difference on the concerned place and corporate culture. The paper define spirituality as “expressing a desire to find meaning and purpose in our lives and is a process of living out once set of deeply held personal values” Neck and Milliman (1994 Pg. 09). The work place spirituality is being conferred by diversity as discrimination, ethical concern, in group/ out group effects and accommodations. Components of work place spirituality are self-work immersion interconnected and meaning from work. Limitation of this paper occurs when you hire employees came with the baggage of certain spiritual traits,behavior, norms and thus reflect into the process of amalgamation of pluralistic corporate culture. They are in the process of ASA theory (by Schneider 1987) i.e. attraction-selection-attrition and TMT's (top management team- by Schneider 1987 and Giberson et al 2005) as TMT start with the preposition of their own spiritual profile. The proper described the certain preposition i.e. Organization's modal spirituality profiles are congruent with TMT's modal spirituality profiles, individual differences of TMT's vary directly with the differences of employees and thus with the spiritual profile of the employees, interconnectedness are according to each of the individual (religious beliefs, race, age, sex). The work on the spiritual profile, self-work immersion i.e. “holism and wholeness”, self-actualization interconnectedness, constructs of spirituality.

**Dr. Fahri Karakas(2009, springer):** Spirituality and performance in organization is always a topic of discussion and thus through different perspectives spiritualities can benefits employees and supports organizational performance. This paper introduces potential benefits and caveats of bringing spirituality into the workplace and providing suggestions to inculcate spirituality positively in organization. Howard(2002) argues the “explosion of interest in spirituality as a new dimension of management probably the most significant in managing since the 1950's. Workplace spirituality is more or less evident in book stores or in history. This also promotes the framework of corporate social responsibility which keeps the spiritual values and principals committed to social responsibilities. This paper distinguished from institutionalized religion by being characterized private, inclusive, universal human feeling rather than beliefs, rituals. Three perspectives of spiritualities have been integrated in this paper i.e. human resource perspective (quality of life), philosophical perspective (sense of purpose and meaning at work), interpersonal perspective(sense of interconnectedness and community). As the problem which occurs through discussion is problem of indoctrination of coercion and alienation on the part of employees is subjective, problem of compatibility that is a challenge to incorporate spirituality issues into the work place. The other major problem is a risk of spirituality becoming a fed or a being used as a management tool to manipulate employees. So to achieve spirituality at work, major concerns and caveats of bringing spirituality at work should be adequately addressed. MarioFernando: The field of workplace spirituality has continued to grow from the perspective of human relation, organizational development, total quality management, and quality of working life. Others phenomenal interest in spirituality at work has motivated the academic community to take step to promote the subject and be a change management. As from organizational prospective, a key factor for this growing interest is various benefits claim that arise from enacting spirituality at work. As several studies have provided evidence of spirituality i.e. correlated with organizational performance, higher profits, effective decision and other. Work place spirituality is accepted as “best practice” therefore without spiritual talk new discussions can be adopted it is economically and socially beneficial.

**KsenijaNapan(2007-2008) :**The paper explore different ways of enquiring about spirituality in a known dogmatic way the positivists paradigm proposes the area of human sprits, and relationships and meaning in life the personal spirituality traits relations to their work in how it can be utilized for creating more empowering contexts where employee and organization grow. Spirituality and social practices have been

considered as a collaborative enquiry. (Spirituality at work, because you can't leave home without you) Changes happen regularly and we often resist them in Buddhist traditions, the Nobel truth have much to teach us about how we interact and how we deal with change as the first says pain is inevitable.

**Maslow (1968, 1971, and 1996)** came with a derivation of his human development views referring to the 'being values' like wholeness, goodness, self-sufficiency, etc. He considered these values are connecting to human self. These being-values are not deficiency-needs. These are vital-needs or enhancement-needs with which we can never get bored of and in building are self. This is in direct contrast to the basic needs, which can definitely satisfy. Under good conditions people can integrate these values in daily life. Maslow (1971) summaries such integration in terms of the transcendent self-actualization. For him, transcendent self-actualization carries a spiritual importance and incubates in the recognition of the valuable life.

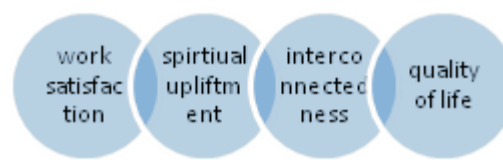


Figure 1

**Meaningful work:** human life is not only limited to the livelihood (Ashmos and Duchon, 2000). **Hopefulness:** Individual determination that goals can be achieved and belief that successful plans can be formulated and pathways can be identified to attain the goal (Snyder, 2000). **Authenticity:** Meeting of individual's actions and behaviors with their inner, centralized values and beliefs (Pareek, 2002). **Sense of belongingness :** Experience of interconnection and interrelation of employees (Jurkiewicz and Giacalone, 2004). **Lokasangraha:** Working for world maintenance (Radhakrishnan, 1951); Concern for society and nonrenewable resources that come from environment. **Respect for diversity:** settlement in a diversified way of accommodating the implicitness and diversities of societies and people and functions on mingled opportunity and caring responsibility (Zohar, 2004). **Meditative work:** Experience of being involved in work, losing personal upfront to self, and initializing the one with the corporate activity (McCormick, 1994). (Spirituality at work, because you can't leave home without you) Changes happen regularly and we often resist them in Buddhist traditions, the noble truth have much to teach us about how we interact and how we deal with change as the first says pain is inevitable. In addition, job satisfaction, motivation, spirit of life, spirituality in the workplace was analyzed as standalone variables

#### LIMITATION:

Our review suggests that conceptualization of spirituality and related constructs is a foundational requirement for better theorizing in the field of spirituality in management. Moreover, most of the studies in the literature are 'with-in organization' studies which are likely suffering from "same source bias" Selection of variables and biases towards the selected organization can be a hindrance for knowing the subject clearly. There are so many researches undertaken on the word "Spirituality" and the related synonyms which might build a different parameter to acknowledge the topic. Limitation hampering the research could be inadequate measurement tools; (2) limited theoretical development Building the judgment on the provided data may be a further step. There are so many variables which have been known and justified might be framed according to the study and thus the difference in meaning would prevail.

#### CONCLUSION

Though providing a sense of worthiness and security in an insecure job as a jargon of new world, so one of the functions of inner self is to satisfy the need to know what is right and what we are doing. It may be a matter of waiting and seeing. For all I know, organizational spirituality and its synonyms may be being used in a different perspective as a proven way of enriching organizational life. The dogmatic way should be deprived in much optimism. As there can be numerous variables which could be studied and identified based on the study of this topic as variable constraint should not be treated for further research.

**Table 2**

Positive outcomes	Negative outcome
promote wholeness and integration include ethics and aesthetics in the workplace assist in the development of emotional and spiritual competence encourage holistic ways of working develop community at work enhance self-motivation n believes Provide ample space to each employee for their betterment and organizational development. Follow the holistic and MBO(management by organization) approach	control the workforce 'push' acceptance of organizational goals and practices manipulate meaning avoid conflict, if not cooperation is preserved following the defined norms of the particular organization dealing with the workforce diversity monotony of behavior and perception should be switched openness and relatedness with the organization culture

**FINDINGS/SCHOOL OF THOUGHT:**

Three different dimensions are being followed on how spirituality uplifts life, based on the extant literature: a) Spirituality lights the quality of life; b) Spirituality define a sense of objective and meaning to life; c) Spiritual traits provide a sense of belongings to the society. The spiritual individual's desire for a higher definition, personal connection and transcendent beliefs at their workplace does not relate to an outward focus only; it also merges a desire to describe their self. For such humans, spirituality is also a state of inner being, a step towards wholeness.

**Table 3 Major problems and area of research**

PROBLEMS	AREA OF RESEARCH
Issue of misunderstanding religion and spirituality as a same word. Societal pressure to follow or not their beliefs Family upbringing to hold the specific practices irrespective of their learning	Religion and spirituality are different term and have different aspects. How often we are followed by the surrounding besides having our own views Do small elements of our life frame our decisionsfi

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