

SPIRITUALITY AND WORK PLACE MANAGEMENT

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Since the beginning of modern education, spirituality is been consider as something which is only meant for the monks or saints. One has to leave the worldly affairs and works to pave the path of spirituality. This thought has gone so deep into our mind that we cannot believe that the materialistic and spiritualistic are the two sides of the same coin. Further we think that an employee or employer have nothing to do with anything related to spirituality.

However, spirituality is not about making people believe a system or a system of thoughts. It's about knowing that every person has within themselves, a level of truth and integrity, and that we all have our own divine power (Laabs, 1995)

CONCEPT OF SPIRITUALITY

Abraham Maslow known for his motivational theory of hierarchal needs in his later age, criticize his own vision of self-actualization by introducing a new dimension of needs. He propounded that the self-actualization can only be realize by taking one-self to some higher outside goal, in selflessness and spirituality. According to him a transcendental stage is the uppermost level of need for human consciousness. He concluded that there is peak experience in which human transcend his individual ego. One can experience an intense joy and harmony and become aware of ultimate truth and unity of all.

Spirituality cannot be define and understand by just words it can only be experienced. It is an approach how we deal with the unknowns of life, how we transact with the sacred (Huitt, 2003).

Copan (2001) in a research found that there are three belief system of humankind's spirituality namely naturalism, pantheism and theism. According to him Naturalists follow spirituality as sacred existence. Pantheists trust on the existence of God in everything and believe that the entire universe is either God or his manifestation. On the other hand Theists understand spirituality as a consequence of non-material soul, created by the God and this soul exists even after the material body ends (Collins, 1998).

NEED OF THE HOUR

There have been lot of wars and massacre in the history of world and now we are facing lot of scam and scandals (ICC Bank Scam, Satyam Scam, 2G Scam and PNB Scam etc.). Laws and Regulations are not able to stop these at all. Therefore, the only way to change the scenario is to introduce the Spirituality in the life of Managers.

A Human Being needs to be spiritual as he is a spiritual being; however, we forget what we forget and therefore, are not aware of the problem so not looking for the solution. Due to our concern for materialistic things, we lose our concern for spirituality; we are so engaged in gathering the name, fame, money, property and every valuable that we forget our value system.

Technological advancement had gone to the roots of the human society. Modernization of cities and rural areas has created a comfortable life for the human existence. But it is necessary to be aware of spirituality between all these progress and revolution. Human being can only have a momentary satisfaction with all the external comforts and luxuries. Human desires are fulfilled one after the other, but the prerequisite for peace, happiness, serenity and self-possessed existence are increasing. Only spirituality has the path to fulfill these ends.

SPIRITUALITY AT WORKPLACE

Due to increase in level of globalization, competition got tougher than tough and as a result workplace stress makes employees prone to stressful diseases. An environment of imbalance can be observed in the local institution as they are competing with the international companies (who have huge lot of resources). Whole functioning is been re-engineered by the locals to fit in the frame work of multinationals. However, due to scarcity of resources employees got the most of the burden. The situation got worsens when the organization adapted a mechanical approach instead of human approach. The situation will get further spoiled if not balanced at present.

Bhagwat Geeta prescribed that no one can escape the karma (the work). If there is no spirit than there would be no work, hence to give meaning to work there should be work spirit. Pragma M. Kumar and his co-authors cite an article characterizing the "spirituality in the workplace movement" as having become a "mini-industry". With regards to the Indian component of this industry, they state a large number of Vedant scholars are on a promoting spree of the U.S. counseling executives on the central message of Bhagwat Gita to put purpose before self".

According to Martin Ruttee (1996), Spirituality at workplace means workstation has more sense than just earning the money for survival. It doesn't mean only earning the daily bread and butter but a place of livelihood. By livelihood the author meant a place human being has both ends survival and are fully alive. Livelihood has, at its core, three meanings for work: survival (you're alive), enlivening

of the individual Self (you're aliveness), and enlivening of the collective Self (their aliveness) (Martin Rutte, 1996).

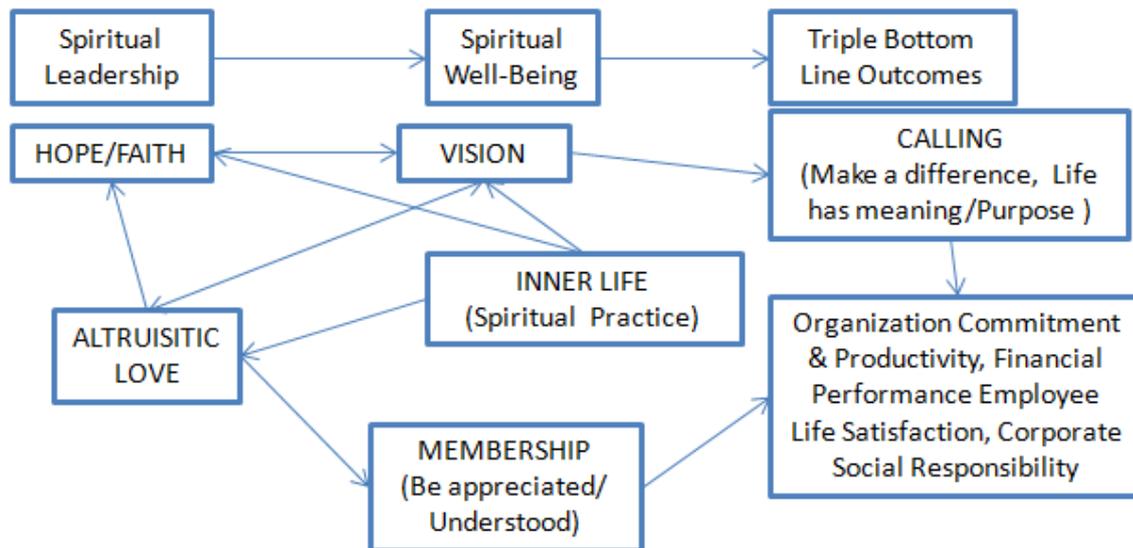


Fig. 1. Model of Spiritual Leadership (Fry, 2003)

Source: www.slam.org.au, Journal of Spirituality, Leadership and Management, Vol 6.

Fry (2003) in an article titled “Toward a theory of Spiritual leadership” depicts that spiritual leadership creates a sense of togetherness among the body, mind, heart and spirit (the four fundamental of existence) and motivates for higher performance. The practice of spirituality in leadership increases the organizational commitment and personally experience joy, peace and serenity. It is helpful in creating intrinsic satisfaction.

Dr. Fahri Karakas (2016) in a research paper developed a model describing how spirituality leads to effectiveness and better performance in organizations. According to him there are three

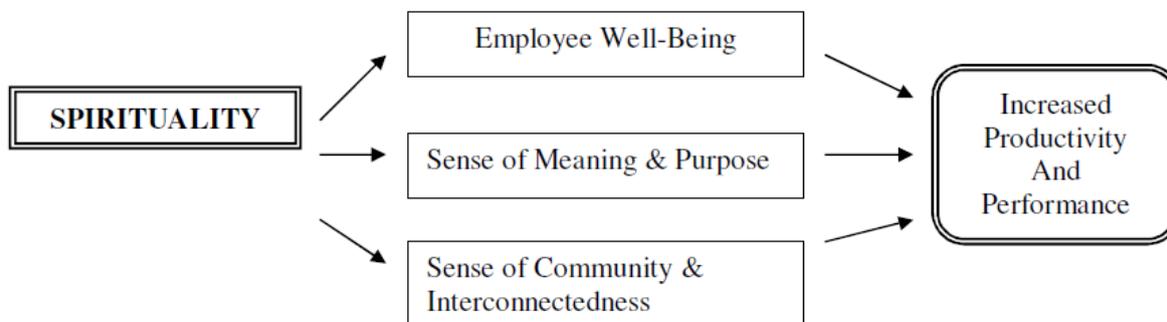


Fig. No. 2 Three Perspectives of Spirituality and Performance

Source; International Management Practice, Education, and Learning Centre

Perspective namely Employee Well-Being, Sense of Meaning & Purpose and Sense of Community & Interconnectedness. Interplay between these three perspectives can provide us a more comprehensive understanding of how spirituality leads to effectiveness and better performance in organizations

THE MOVEMENT

Spirituality at work is a movement began in the 1990's in which individuals seek to live their spiritual values in the workplace. Employees find calm and contented to some extent with this approach.

This new spiritual dimension embodies employees' search for simplicity, meaning, self-expression, and interconnectedness to something higher Marques, Dhiman, and King, (2007) According to Karakas, Fahri (2010), incorporating spirituality at work a) increases employees' well-being by increasing their morale, commitment, and productivity; b) decreases employees' stress, burnout, and work holism in the workplace.²

Karakas, Fahri (2010) in one of their research concludes that

MANAGING THE SPIRITUAL WORKPLACE

Spirituality and Workplace seemed as opposites in early years of industrialization. Spirituality at workplace considered as incompatible or irreconcilable. Benefiel (2003) noted that "spirituality and management, once thought incompatible, have in the past decade fallen in love". Spirituality in management science is neither a new term coming up as fashion nor it is very old that people forgotten. However, now we are in a transition phase of old and new and hence the concept of work as survival has changed to work as livelihood. Therefore, new managerial techniques and structures are required to tackle the changes in this context.

LITERATURE REVIEW

This new spiritual dimension embodies employees' search for simplicity, meaning, self-expression, and interconnectedness to something higher (Marques, Dhiman, and King, 2007). This paper will contribute to the spirituality at work literature by inquiring its benefits for employees and its relationship with organizational performance. To start doing this, it would be useful to review the growing interest in spirituality at work literature and the definitions of spirituality.

Spiritual dimension brings search for simplicity, meaning, self-expression and interconnectedness to the higher level within the employees (Marques, Dhiman, and King, 2007). Scholars report a steady increase of interest in spirituality at work issues among management researchers and practitioners in North America (Cavanagh, 1999; Giacalone and Jurkiewicz, 2003b; Ashmos and Duchon, 2000, Tischler, 1999).

RESEARCH METHODOLOGY

A pre-test-post-test with non-equivalent comparison groups design (Campbell and Stanley 1963) is designed to conduct the research. The participants were chosen randomly from seven business sectors viz. Insurance, Finance, Teaching, State Government, Healthcare, Manufacturing, IT Software and Trading establishments which are considered as the sample domain. 60 volunteers who have been the members of “Evolve Aerobics and Yoga” for last one year were selected randomly. 30 volunteers (experimental) out of the 60 were undergone a spiritual course and rest 30 (comparison groups) were not. All the 60 informants were given a questionnaire at the beginning of the research before the spiritual course being started and after the completion of the course. Most of the subjects were under 40 years of age, and most of them were married. Almost all the participants were graduates and most have been working in the organizations for more than 5 years. Chi-square tests show that the experimental and comparison groups do not differ in terms of demographics, in terms of gender, age, marital status, religion, education, work experiences, and workplace ($p > .05$). The spiritual course content of 4 weeks of instruction and practice of various form of yoga and also included learning about the philosophy of spirituality and group discussion regarding meditation practice.

Data Analysis

Table 1 Mean score table for spirituality and work performance

	Experimental Group (N=30)		Comparison Group (N=30)	
	M	SD	M	SD
Spirituality score Pre	3.91	0.41	3.80	0.40
Spirituality score Post	3.85	0.35	3.75	0.40
Work performance Post	17.62	3.21	16.74	2.12

Pre = before participation in session on Spirituality;

Post = after joining session on Spirituality.

The author observed the association between session on Spirituality and the frequency of meditation practice. A repeated measures ANOVA reveals an interaction such that those study participants who participated in Spiritual sessions, perceive meditation better and practice meditation more frequently than those in the comparison group ($F(2.58) = 18.23, P < .001$ (see

Figure 3). When we analysis the mean score of the workplace spirituality, it shows that both groups have no much difference for pre and post-test within the group, nor between the group (see table 1). These analyses suggest that the 4 weeks training did not have an effect on spirituality scores. Although the data in table 1 shows that there is high score for work performance by the experimental group but could not consider as statistically significant ($p > .05$).

The data in Table 1 suggest that session on Spirituality is not related to work performance. While the work performance scores for individuals who completed the training are higher than scores for the comparison group (17.62 (SD = 3 .21) vs. 16.74 (SD = 2.12), however the difference does not reach conventional levels of statistical significance ($t(58) = .95, p = .35$) (see Table 1).

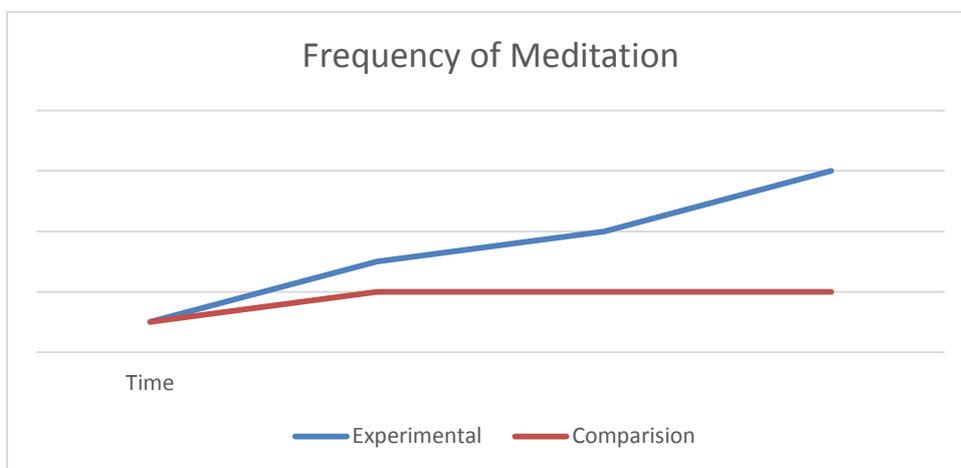


Figure 3. Frequency of Meditation

CONCLUSION

The research was done with an expectation that the experimental group will have some insightfulness (i.e. spirituality scores would be higher after session) about the spirituality which will lead some transformation in their work performance. However, the when the data is processed it was not backing up the expectation.

The session on Spirituality might have some effect on the participants but measure doesn't show that. This is probably because of a re-calibration effect (false sense of their own). Along with this, effects of meditation can be measured only after 6 month continues training therefore; the data collected is insufficient for the test. However, data support a link between long term meditation practice and work performance.

To conclude, the research provides pragmatic indication of significant, constructive relationship between spirituality and actual work outcomes; not approach towards work, not about obligation or job contentment. The overall connection between spirituality and work performance supports the findings reported by Duchon and Plowman (2005) and confirms a theoretical assumption that

bringing spirituality to the workplace positively affects organizational outcomes (Neck and Milliman 1994, Biberman and Whitty 1997, Burack 1999, Cavanagh, 1999, Mitroff and Denton 1999, Cacioppe 2000, Pratt and Ashforth 2003, Jurkiewicz and Giacalone 2004, Kinjerski and Skrypnek 2004).

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