Spirituality: An Emerging Need for Effective Management

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Abstract

Workplace spirituality has emerged as the most prominent features of corporate culture in today's economic environment.The sense of ethical responsibility among the corporate citizens has been raised due to conversations on spirituality in the workplace The personnel have seen an improvement in their feeling of duty thanks to the spiritual principles, which had a direct influence on the general productivity and organisational growth. Promotion of spirituality in the workplace is dependent on an individual effort to cultivate their spiritual consciousness and intellectual progress in a monastic setting. An additional way to produce leaders who embody ethical behaviour is to integrate spiritual practise into the everyday operations of the business. This article focuses on the way that people who wear business suits in an effort to attain all the material comfort of their jobs lose touch one of the most important aspects of life. In this study, the necessity of management employing a more humanistic approach in addition to a robotic one is addressed. This article also aims to assess the influence of spiritual leadership on employees. The overall objective of this research study is to understand the connection between spirituality and helping an organization's employees achieve success. The research concludes and supports the thought that Spirituality and management are interlinked.

Keywords –Spirituality, Workplace Spirituality, leadership, ethical behavior.

INTRODUCTION:

We are all basically spiritual beings. Spiritual people put a high value on caring for and loving themselves and others. It is more important to have a focus on the needs of the people, less on following social conventions, and a greater willingness to implement change and diversity.

Spirituality is defined by **Mitroff and Denton (1999)** as "the basic feeling of being linked with one's full self, others, and the entire cosmos." Hence, spirituality is usually observed as some internal element, a belief, value, emotion or attitude that moves person's behavior. **Reave (2005),** discovered that spirituality helps the individual become an influential leader who shows respect for others, exhibits fairness, acknowledges contributions, responds well to issues, and expresses care and concern.

It's worth remembering that people use both their hands and their hearts as they work (spirit). People find meaning and intent when they work with their hearts or spirits, a type of fulfillment that means the workplace can be a place where people can express their whole self and be fulfilled.

The corporate spirituality movement seeks to instill a sense of meaning and intent at work, as well as a bond between the organization and its workers. The spirituality movement, according to **Ashmos and Duchon (2000),** is "a big transition" in which organizations make space for the spiritual dimension, which has to do with meaning, intent, and a sense of community. Employees' quest for simplicity, sense, self-expression, and interconnectedness to something greater is embodied in this new spiritual dimension **(Marques, Dhiman, and King, 2007).**

Bringing ethics and spiritual principles into the workplace, according to **Krishnakumar and Neck (2002)** can lead to benefits in the areas of innovation, integrity, personal satisfaction, and dedication, which contributes to customer loyalty and brand credibility. Organizational enhancement can be effected through individual spirituality, according to King and Nicoll (1999), and the organizational atmosphere can play an important role in individual spirituality growth.

In order to reap the greatest benefits from highly engaged human resources, organisations must recognise and understand spirituality at work **(Saks, 2011).** Additionally, according to **Daniel (2010),** workplace spirituality is a critical component of an organization's culture that promotes trust, creativity, and respect, which has a significant impact on team

performance and can contribute in addressing and avoiding ethical challenges at work. The promotion of spiritual principles in the workplace does, in fact, improves employee dedication, efficiency, morality, and job satisfaction. **(Altaf& Awan, 2011;Brophy, 2015:Chawala&Guda, 2010; Gupta, Kumar & Singh, 2014:Kinjerski&Skrypnek, 2008:Pawar, 2009)**

Furthermore, spirituality may affect management through its impact on managers and the possibilities for spirituality to be integrated into corporate cultures. To have a crucial role in human resource development, spirituality is essential. productivity enhancement has been one of the key challenges for all organisations. Spiritually infused organisations will likely prioritise character, ethics, values, and innovation when it comes to training and development. An organization's capacity to identify and take use of human resources' favourable traits is improved if these aims are accomplished. A healthy corporate culture is achieved by giving employees a holistic view of spirituality. The fundamental aim of human resource management is to motivate individuals to seek a deeper sense of purpose in their work. Employees are able to both develop their technical talents as well as strengthen their professional relationships when they incorporate their idea of spirituality into their human resources programmes. Caring for individuals as if they were family members is a sign that a firm cares about its internal customers. People with this mentality help to keep the energising spirit of the company going by sustaining the beliefs that consumers, especially new customers, have that welfare is linked to self-sustainability. When a firm focuses on spirituality in a concentrated way, it increases the health and well-being of employees.

REVIEW OF LITERATURE :

According to **Dossey and Keegan ,** Spirituality enhanced a person's humanity by encouraging them to think about values like honesty, love, caring, wisdom, imagination, and compassion. Increasing these qualities in advanced care and personal development According to **Mitroff& Elizabeth A. Denton(1999)**In addition to "being linked with one's whole self, others, and the entire cosmos," spirituality is described as the basic experience of connectedness that everyone feels with their entire selves, along with everyone else and the entirety of the universe. If they had found a way to describe this concept in one word, they called it "interconnectedness.

In another study that has been developed by **Garg (2017),** workplace spirituality has been correlated with employee well-being. Employee well-being is comprised of three elements: work dedication, job satisfaction, and work-life balance. Because of this, the link between these factors has been explored empirically by conducting numerous tests of workplace spirituality. In this instance, it has been shown that a specific usage of required condition analysis has been done to pinpoint a gap in the literature and cover the current lack of information. The major finding supported by this study was that workplace spirituality affects the employees' general well-being.

Thakur and Singh (2016) They carried out a study in order to grasp the present workplace spirituality situation in India, namely in the Indian industries. The goal was to have a better understanding of how things function in the workplace by focusing on the things that are advantageous and/or challenging. The second-source-based study was useful in helping the organisations to conceptualise a spirituality model that may aid in the organization's work flow and the generation of a pleasant work environment. Furthermore, having performed a comprehensive review on current literature, this article has come to the conclusion that incorporating workplace spirituality may be easily and realistically implemented. Study mentioned in the research article goes on to look at testing the conceived model empirically in the future.

Sheng and Chen (2012) examined the rise in workplace spirituality. They've devised a holistic framework that enables the company's management to identify the challenges of spiritually growing their workforce. Researchers believe that executives in corporations are now placing value on spirituality since it boosts employee morale and helps build their confidence. The researchers conducted a study and built a cause and effect connection model based on the several diverse influences on workplace spirituality. The data-driven investigation has shed light on public opinion. The impressive contributions of distinguished academics that have helped shed light on the ideas of workplace spirituality and how this relates to many aspects of professional life organisation.

OBJECTIVE OF THE STUDY
1. To identify and describe the emerging role of spirituality at workplace
2. To identify the characteristics of spiritually oriented firms.

3. To understand the role that spirituality plays in helping managers to become transformational leaders.

RESEARCH METHODOLOGY:

The data for the present research was collected through secondary sources. Extensive review of literature of some 25 researches was done to achieve the research objectives. Various research paper, articles available online, reviews of certain books have been used for collection of this secondary data.

Objective 1: To identify and describe the emerging role of spirituality at workplace

The previously mentioned traditional model of management disregarded spirituality in the workplace, but now spirituality in the workplace is reflective of people's need to discover their purpose of existence outside of their work-life. The classical model had a large part of it focused on the successful completion of the organisational objective while disregarding the sentiments of others; moreover, employee's emotional well-being had no function in the achievement while the organisation was in charge. Nowadays, spiritual awareness is useful for identifying if the current working situation is serving the individual's needs. The Indian employees have discovered an essential foundational principle of spirituality that presents itself in three distinct ways, all of which relate to their ability to make ethical decisions and their work attitude around ethical concerns. As employees, we all prefer to work in an environment where we can actively engage and question our deeper ideas and our true sentiments from the depths of our spirit. The two primary motivations for helping employees achieve a state of humanistic well-being are to relieve their fear and to assist them in mastering their inherent strengths. But other companies have raised the offer to get brilliance and self-motivated people by competing with them other. Some say that "Vivekananda also says, "Don't waste your energy with chatter, sit in quiet and become a spiritual dynamo, and you will be satisfied with your work." Being spiritual makes people satisfied with their work. A spiritual value that enhances an individual's emotional intelligence has a beneficial impact on both organisational and employee performance. Using this can help people focus on having a more comprehensive and compelling vision for their business, which can promote innovation or modernism. Likewise,

increasing staff engagement and collaboration is achievable by increasing spiritual values. In order to know how to quantify and develop spiritually oriented individuals, it is thus important to know what we mean by spiritually oriented personnel and how this may be quantified.Many workers hope their workplace will provide them with a sense of purpose. For many people, their entire social identity is wrapped up in their profession. People are now following the code of behaviour instead of relying on their emotions. Many people have developed a more practical attitude instead of a sentimental one.Leadership spirituality is inseparable from the topic of work-place spirituality, since it plays an increasingly significant role in the workplace. Many studies show that creating an overall sense of well-being and health is easier when done in a way that is consistent with the employees' spiritual values. Workplace spirituality helps the employees feel like they are part of the company. Caring attitude should be built in employees and they should cooperate and understand one another.

Another possible result of workplace spirituality programmes is better productivity, as well as reductions in absenteeism and attrition. A primary benefit of working for a company you believe to be spiritual is less fear, greater ethical standards, and a higher level of commitment from employees. Studies have shown that businesses that treat their employees humanely tend to be more productive, adaptable, and innovative. Most significantly, workplace spirituality has emerged as a significant competitive advantage. In response to this, a greater demand for spirituality in the workplace is being raised and it is accelerating.

Objective 2: To identify the characteristics of spiritually oriented firms.

The issue raised in the modern times is that : How can we tell whether an organisation is spiritual or not? To what extent are spiritual organisations different from other types of organisations? Extensive review of literature has given the following common characterstics/feature of a spiritual organization.

1. **Magnanimity:** Spiritual organizations promote happiness of its employees and are kind and generous towards other organizational stake holders they emphasize on relationships, ethics, inspiration and reflection. Also eliminating distress among employees.

2. **Strong sense of purpose:** Spiritual organization support the cultures of having a meaningful purpose. Profits though important are not the primary value of the organization. Such organisations train employees for self-leadership and self-awareness and to understand their value and self-worth.

3. **Trust and respect**: Spiritual organizations are characterized by mutual trust, honestly, and openness. Employee are treated with esteem and value, consistent with the dignity of each individual.Fostering an environment of trust in the workplace where employees can work, learn, and contribute together for a more significant cause.

4. **Encourage unity in diversity:** spiritually oriented firms Create an environment of inclusion, diversity in the company. Promoting and encouraging diversity of thoughts, ideas and Flexible thinking among employees

5. **Foster creativity:** such organisations believes in Encouraging employees' creativity as they are aware that Being creative enables people to become more involved in their tasks and find meaning in their work.

6. **Personal attention:**Knowing each employee individually to create a better work environment, boosting team morale and productivity are also important characteristics of organisations having spiritual environment. The organisation, through line-management, takes a personal interest in their development and success. Successes are noticed and celebrated.

7. **Encourage and nurture mental and physical health :**Spiritually oriented organisations believe in Implementing meditation and yoga among the employees. Meditation and yoga help people become more self-aware, eliminate stress and stress-related problems, and improve their overall well-being.

8. **Participative :** Participation in collaborative dialogue is encouraged – instruction and control minimized.

Objective 3: To understand the role that spirituality plays in helping managers to become transformational leaders.

Leadership is not only about titles or position; it's also about bringing spiritual ideals and principles to the workplace. a real care for the "whole" person, not

simply the employee In serving others, spiritual leaders try to answer fundamental questions, such as:

- Who are we as a group?
- Do we have something to offer? What are we trying to accomplish?
- Our values and ethical ideals are our guiding principles.
- Will we leave behind a legacy?

He tries to make his company a place where everyone who works there has shared values, beliefs, and a tradition.Leadership in spirituality connotes that the emphasis will be on personal strength rather than formal positions of authority; on being inclusive rather than domineering; and on self-discovery rather with understanding and connection as opposed to self-assurance. The study of spirituality in leadership is not a matter of leaders' beliefs about religion or attempts to influence subordinates.Wholeness in leadership is more focused on the personal growth of team members, supervisors, workers, and customers.

When a leader infuses spirituality into his or her leadership, people will find meaning and significance within themselves and want to help others find their inner selves. A spiritual approach to leadership seeks to enable employees to see themselves as having value and purpose by fostering a sense of belonging and interconnectedness. Leadership that embraces spiritual concepts and principles at the workplace is spiritual leadership. Insightful Leadership that seeks to assist people in finding purpose in their job utilises spiritual principles. In leadership, spirituality is about more than holding a formal position of authority. It's about people, diversity, and transformation. And spirituality is not the same as compliance. Many approaches to spirituality in leadership are acceptable, and you don't have to try to convert your colleagues to a particular religion or go out of your way to encourage your team to embrace your beliefs. Transformational leadership theory differs between the transactional and transformational leadership. Transactional leadership concentrates on the responsibilities and work expectations of roles and tasks and is based on reward incentives that are dependent on accomplishments. Transformational leadership focuses on creating mutual trust, empowering other team members, and setting ambitious, long-term goals. In

Bernard M. Bass's transformational leadership theory, there are four major facets of effective leadership, each of which includes having charismatic appeal, inspiring others, offering stimulating conversations, and having consideration for others. An influential leader that displays these characteristics will encourage employees to aim high in their career, while putting the long-term success of the company ahead of their own personal gain. Thus, it appears that transformative leadership styles are linked to spiritual leadership. Additionally, including spirituality in leadership could influence how employees perceive trust, the willingness of the business to help them, and their level of commitment. These characteristics are often linked to organisational performance.

CONCLUSION :

The study concludes that the company's spiritual health is important and also plays a vital role in the success of the firm. It is necessary for people with spiritual beliefs to put aside their personal self-interest in order to have an impact on and benefit the greater good. Self-awareness, inner consciousness, purpose, and ultimate concern are key components of spirituality. People with spiritual virtue are valuable assets to a company because they provide certain advantages that are beneficial to the organisational growth. It is possible to wind up the following conclusion: Strategic leaders, with their spiritual morality, show a special frame of information which facilitates inner development and personal beliefs of an individual. It is clear that spirituality is a critical factor in inspiring and managing the company's people resources. Even though the employees' materialistic needs are being met by high salaries, they also have a greater need to practise a humanistic approach in the workplace, to promote a positive attitude and to establish a healthy working environment in order to empower the workforce and lead to the development of the organisation. This builds employee loyalty and elevates the organization's position in the global market. All these elements aid in demonstrating that spirituality at work does not currently have widespread adoption, but it is essential for organisations to implement this practise, which will aid in retaining their devoted and talented staff. This conclusion may be reached: Management and spirituality are a symbiotic mix.

SUGGESTIONS:

1. Certain seminars and workshops should be conducted to help the personnel better understand spirituality and its relevance to their daily lives.

2. Individual spirituality can be nurtured or enhanced by daily spiritual practices like morning prayers, yoga , meditation , employee get together etc.

3. It is important to concentrate on stress-free administration, which may ultimately result in employees' well-being.

4. Spirituality should be incorporated into Management Education and training, if possible.

5. Every year, they issue an annual report as well as note the impacts that adopting spiritual values has on the company.at their place of employment. By broadcasting this, it will spread awareness in the community about the importance of place of work spirituality.

6. A corporate leader willing to be innovative, honest, real, and trustworthy will encourage such qualities in their staff. Despite whether or not they believe in God, those who work will feel that their employment is an act of worship. A company's culture should be a reflection of the spirit of its employees, rather than a result of their faith.

7. Leaders of companies should make sure they understand the needs of their workers. Workplace life should not be viewed as less important than the outside world.

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