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Review on Workplace Spirituality

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Article History	Abstract
	The Corona Pandemic was a time to learn and grow for people and organizations all around the world. The organizations understood the importance of efficient and innovative management techniques. Certain organizations were in fact thriving, with customers and employees valuing the organizations. despite the lower sales and insufficiency of funds. they were ready to forfeit a discount, pay more than the actual price and share their income to pool resources for the organization. Researchers found that organizational commitment was more in such organizations. On further analysing the reviews of researchers, it was observed that organizational spirituality started from an individual, usually the leader, and quickly became the organization's culture. There was an increase in workplace joy, health, commitment, creativity, security and a feeling of home within the organization. In this paper, we have attempted to summarize the concept of workplace spirituality from various original papers which were published on 'Web of science' database. The idea is to have a complete and concise understanding of the term workplace spirituality.

1. Introduction

Workplace Spirituality is presently a highly researched topic from not just psycology and Ethics orientation. Now adays it has seeped into management areas, specifically in HRM and generally adorsed by managers. Spiritual leadership is a much-studied trait in Chinese and European research studies. Even though this concept is relatively new, it has caught up very fast with the advent of spirituality as an office atmosphere. We can thank the eastern countries, especially our yogic culture (Corner, n.d.) for the individual's improvement and it seems the western countries weren't far behind in implementing it as a part of their organizational culture. In a world when multicultural, multireligious, multi racial people are a part of every organization which plans its market global, workplace spirituality is a needed phenomenon. There are some research work hinting on its negative effect, but its benefits cancel the negatives provided a little open mindedness and moderation away from religious dogmas are applied to it. In this article we will look at workplace spirituality as a whole and as to why it is accepted worldwide as an important part of management.

Defining Spirituality

Spirituality is prevalently understood as a science and not just religion, in management terms, worldwide. From our understanding from various review papers and original papers, Spirituality can be defined as the path an individual takes in motivating himself to reach the goal. The goal could be to reach anything with its own set of rules. The goal is usually a very long-term goal which requires constant effort and continuous self-motivation. It can also be called as inner wisdom.

Some other ways in which spirituality is defined are, "Spirituality has been defined as our inner consciousness (Guillory,2000), a specific form work feeling that energizes action (Dehler andWelsh,1994), ''a process of self-enlightenment''(Barnett et al.,2000, p. 563), ''a worldview plus a path'' (Cavanagh et al.,2001, p. 6), ''access to the sacred force that impels life'' (Nash and McLennan,2001, p. 17), and ''the unique inner search for the fullest personal development through participation into transcendent mystery'' (Delbecq,1999, p. 345).In these definitions, spirituality is mostly described as an idiosyncratic, multifaceted, elusive concept: difficult to be captured in a common definition. Laabs (1995) points out that ''defining spirituality in the workplace is like

capturing an angel – it's ethereal and beautiful, but perplexing'' (p. 63). The term ''spirituality'' comes from the Latin word ''spiritus'' or ''spiritualis'' that means breathing, breath, air, or wind (Merriam-Webster). Spiritus is defined as ''an animating or vital principle held to give life to physical organisms'' (Merriam-Webster). This implies spirit is the life force that inhabits us when we are alive and breathing (Garcia-Zamor,2003). Scott (1994) offers a parallel definition for spirit as ''the vital principle or animating force within living beings; that which constitutes one's unseen intangible being; the real sense or significance of something''. Spirituality, as defined by Mitroff and Denton (1999a), is ''the basic feeling of being connected with one's complete self, others and the entire universe'' . As noted above, the fuzziness, ambiguity, and the complexity of the construct makes spirituality a difficult research topic to investigate." (Karakas, n.d.)

Difference Between Spirituality and Religionism

Spirituality is distinguished into two forms. The first one is Pure Spirituality, which is basically a peaceful state of mind derived from self-awareness, we call this as 'Deep, transcendental meditation'. The second one is Applied Spirituality, where the individual applies his individual spirituality into action.(Pawar, 2009)

"spirituality is defined as the journey to find a sustain-able, authentic, meaningful, holistic, and profound understanding of the existential self and its relation-ship / interconnectedness with the sacred and the transcendent. Spirituality is distinguished from institutionalized religion by being characterized as a private, inclusive, non-denominational, universal human feeling; rather than an adherence to the beliefs, rituals, or practices of a specific organized religious institution or tradition. This distinction is important in the spirituality at work literature, as manifested by Mitroff and Denton's (1999b) study where 60% of the respondents had positive views of spirituality while the rest had negative views of religion." (Karakas, n.d.)

Defining Workplace Spirituality

Workplace Spirituality is the spirituality followed by individuals within an organization in different forms.

History of workplace spirituality Research

The earliest known studies seem to be from the 1920s. although the significant recordings are seen in the research from 1979, "an awareness that one's life has a meaning and a purpose (Moberg 1986; Ellison 1983; Paloutzian and Ellison 1982; Stoll 1989) fulfilling the three dimensions of spiritual relationships (Stoll 1979; Banks 1980; Hungelmann 1985): transpersonal (i.e., with God), interpersonal (i.e. with family, friends, and others), and intrapersonal (i.e., with inner self). Spiritual well-being deals with the activities performed by human beings to achieve the level of satisfaction they desire and to find a direction and purpose for their life (Trott 1996). According to the very extensive research done by James B. Maginnis II 2001 (spiritual well-being of workers), spiritual well-being is how successful a person is in achieving his desires and meaning of life and, therefore, maintaining an interconnected existence (Altaf et al., n.d.). The momentum of the research in this area was high after 1990, when job insecurity became evident, (Pryor and Bryt 2000), Globalization added to this (Idris et al. 2011).

"These changes in management include a shift from an economic focus to a balance of profits, quality of life, spirituality, and social responsibility concerns (DeFoore and Renesch,1995; Walsh et al.,2003), a shift from self-centeredness to interconnectedness (Capra,1993), a shift from self-interest to service and stewardship (Block, 1993; Neck and Milliman, 1994), and a change from materialistic to a spiritual orientation (DeFoore and Renesch, 1995; Fox, 1994; Neal, 1997). Strategies of empowerment (Byman, 1991; Conger and Kanungo, 1988) to enable and increase employee involvement and participation (Cotton, 1993; Hyman and Mason,1995) …"Wagner-Marsh and Conley(1999) suggested that there has been ''an organizational fourth wave,''… Ethical scandals, corporate crimes, downsizing, layoffs, mergers and acquisitions, September 11, global terror, market crashes, financial crises, and global competition characterize a business environment full of turmoil and uncertainty (Biber-man and Whitty,1997; Cacioppe,2000; Giacalone and Jurkiewicz,2003a; Neal,2000). There is evidence in the literature that downsizing and layoffs have decreased the morale and commitment of employees (Brandt,1996; Duxbury and Higgins,2002; Giacalone and Jurkiewicz, 2003a)."

Studies Looked On Web Of Science Workplace Spirituality

There were a total of 141 papers for the search result of Workplace Spirituality in the webofscience database of which 80 were business papers and 20 were psychology interdisciplinary papers and 11 were social science interdisciplinary papers few were paid articles and only the abstract was available,

most of them were based on healthcare industry, a few on Hotel management and a few more on insurance and education industries.

Distinguishing Workplace Spirituality Based on The Type of Interaction

There are different dimensions of workplace spirituality like humility, empathy, gratitude.

"workplace spirituality using seven principles: creativity, communication, respect, vision, partnership, energy, and flexibility." According to this source, the greater emphasis of workplace spirituality is not related to religion, rather expressing greater humanity, similar to this research being conducted (http://www.itstime.com/rainbow.htm). An extensive study done on workplace spirituality has given 19 themes of workplace spirituality (Marques et al.2003), including, Ethics, Trust, Belief in God or Higher Power, Respect, Understanding, Openness, Honesty, Being self-motivated, Encouraging creativity, Giving to others, Trust, Kindness, Team orientation, Few organizational barriers, Sense of peace and harmony, Esthetically pleasing Moderating Affect of Workplace Spirituality" (Altaf et al., n.d.).

Defining Intra Personal Spirituality
We can define an individual's personal spirituality as per the work of Heaton et al. (2004) "It is an individual-focused approach in which spirituality of an individual is sought to be enhanced with the likely outcomes including employee experience of workplace spirituality in terms of workplace spirituality values such as respect and love and organizationally positive outcomes."

Its factors as per various papers are generalizable to respect, love, ethical motives, peace and soul satisfaction.

Its measurable benefits are positive outcomes in behaviour, values and spirituality beginning to seep into neighbouring individuals, reduced absenteeism, intrinsic job satisfaction, job involvement, a deeper sense of purpose and meaning.

Defining inter personal spirituality
According to Marques et al., Integral approach model, states that "Each individual is individually driven by an inner power, which raises and maintains his or her sense of honesty,...kindness...and courage, consequently leading to the collective creation of an aesthetically motivational environment characterized by a sense of purpose, high ethical standards, acceptance, peace, trust..., thus establishing an atmosphere of enhanced team performance and overall harmony...'' The initial or starting point of workplace spirituality reflected in this definition of Marques et al. (2005, p.88) is an individual's awareness that ''each is individually driven by an inner power.'' Further, in discussing their model, Marques et al. (2005, p.88) outlines the starting point of spirituality at work as a set of internal values of an individual such as honesty, kindness, and courage and , ''this set of values typifies the worker that performs at his or her highest level of spiritual awareness...due to this spiritual awareness and the internal set of values, this worker realizes his or her interconnectedness with the work environment.''

According to Mirvis 1997, there are four corners for "group spirituality" -" consciousness of the self, consciousness of others, group consciousness, and organizing in harmony with...unseen order of things."

Its factors are, as discussed in the definition, honesty, kindness, courage, sense of purpose, acceptance, peace, trust, inter connectedness, inclusiveness, compassion, joy and serenity,

It also has measurable benefits like high ethical standards, performance with spiritual awareness, care, transcending individual differences, community building, job satisfaction, lowered stress and reduced turnover.

Defining Organizational Spirituality As A Close Proximity To Workplace Spirituality
Organizational spirituality is the overall interactions that happen in an organization with individual and inter-personal spirituality. The only importance is that in organizational spirituality the goals are set by the leader to benefit the organization and the employees, along with the valued inputs of the employees. Therefore, the employees are empowered to give suggestions based on their individual and interpersonal spiritual capabilities. Specifically, Jurkiewicz and Giacalone (2004, pp. 130–132), note that, "The degree of workplace spirituality evident in a culture is indicated by the positive expression of these values.'' A workplace spirituality facilitation approach emerging from this description would suggest that an organization's possession of certain values would result in workplace spirituality facilitation. Thus, this view reflects an organization-focused approach to workplace spirituality facilitation. Pfeffer (2003) outlines certain elements in terms of which the vital

force or spirit can manifest in organizational workplaces. Pfeffer (2003, pp. 31–32) indicates that being able to realize one's full potential as a person, having a work that has social meaning or social value, feeling a part of larger community, and ''being able to live and work in an integrated fashion'' are the elements of spirit in organizational workplaces…… The linkage of ''individual-focused spiritual development of employees'' with ''individual experiences of workplace spirituality'' depicted in the lower part of the model is consistent with the earlier outlined individual-focused views of spirituality at work (e.g., Chakraborty, 1993; Heaton et al., 2004), which suggest that individual spiritual development results in positive improvements in various areas of employee (or individual) functioning. ''(Pawar, 2009)

The factors noted are benevolence, generativity, justice, respect, meaningfulness, trust and morale, and its measurable benefits are employee empowerment, employee's emotion expression, work ethics, community bonding, commitment and productivity,

A Change In Leadership
From Democratic and coach style leadership, to transformational and spiritual leadership, the expectations on a leader despite deliverance of organizational goals has changed from authoritative to supportive to humbleness and humility. (e.g., Duchon and Plowman, 2005; Klenke, 2003), the theory of spiritual leadership (Fry, 2003; Fry et al., 2003) provides a comprehensive description of leadership's role in workplace spirituality facilitation. Spiritual leaders are supposed to be "comprising the values, attitudes, and behaviors that are necessary to intrinsically motivate one's self and others so that they have a sense of spiritual survival through calling and membership.'' (Fry et al, 2003). Leaders are hence expected to have high inter personal spirituality to be able to expand it in action and thereby make organizational spirituality a success, ie) practice and action.

Reave (2005) who reviewed several studies to suggest that spiritual values and practices of leader can result in several positive outcomes at the level of individual employees as subordinates, group or organization, and leader as an individual.

The Need of Work Place Spirituality
Workplace Spirituality has shown to have proven outcomes like, job satisfaction, intrinsic motivation, increased trust, security and commitment towards the organization. It has also assured physical, psychological and emotional health benefits. It also promotes genuine care, support, strong bonding and mutual gratitude. However, there are not much experimental analysis on this area. Also, the effects of workplace spirituality seem to be have a compounding effect which gives extreme benefits at a community level. But the actual level of increase has not been studied to theorize. (Naseer et al., 2020).

Thus Workplace Spirituality can be mind-enriching, heart-fulfilling, and spirit-growing for employees, and still be financially rewarding at the same time. The benefits as per findings of other researchers: Improvement in personal functioning (e.g., improvement in abilityto overcome fatigue), interpersonal functioning(e.g., improved conflict handling), and organizational functioning (e.g., improved interdepartmental understanding) (Pawar, 2009). Spirituality in workplace improved the health of the workers in the organization.(Diego-Cordero et al., 2021). Spiritual employees had better health even in an aggressive environment and their work showed fewer negative outcomes when compared with the other non-spiritual employees, even though initial vulnerability was observed (Sprung et al., 2012). (There is a significant improvement in the subjective happiness of the individual. Gratitude was also observed (Mahipalan & S, 2019) .

A very big shift in perspectives of the organization was observed. Organizations were perceived as a safe place which stems from affective attachment to the organization. It resulted in a sense of purpose and loyalty (Rego & Pina E Cunha, 2008).. At some multicultural organizations, individual and workplace spirituality had inverse relationship (Walt & Klerk, 2015). It moderates job overload and satisfaction(Altaf & Awan, 2011). Organizational spirituality influences the workplace spirituality more than individual spirituality, on meanings and community facets(Pawar, 2017) The creativity of the employees increased, and it was found to be a result of intrinsic job satisfaction. (Jianglin.et.al)

Problems With Workplace Spirituality
Of the main four problems, first two are when spiritualism becomes religionism, especially when there are diverse religious communities in the work place and, proselytism (faith conversion) takes centerstage. Keeping different faiths and religionism outside the purviews of spirituality and the organization as a whole is easier said than done. The third problem is with manipulation and taking for grated the employee's goodwill and positivity. This is why the organizations with spiritual leadership thrive better, as the spiritual leader treats the others as a whole individual and therefore

constructive conflicts and improved performance happen without compromising values and the process becomes ethical. The fourth problem is the lack of research in framing theories and models to be adapted into the organization. This is an emerging field, hence the research is just growing. This problem will become rectified with more research.(Karakas, n.d.).

2. Conclusion

Work place spirituality has become the main term of change in transcendental leadership, OCB (Organizational Citizenship Behavior}, Organizational Development and Organizational Culture. By incorporating further research, we may have, not just emotionally stable, ethical and positivist Organizations but a very tolerant, higher conscious global village, with less incivility and negative behavior, as a whole.

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