

# Workplace spirituality- Impact on organization and employees

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## Abstract

*The experience of spirituality in the workplace can lead the organization to success. This feeling of inter connectedness and understanding energise the people to work towards their objectives. The experience of spirituality also helps people to attach meaning to their work and provide satisfaction and happiness. Thus the paper is about workplace spirituality and how much impact it has on organization and employees.*

**Keywords: - Spirituality, workplace spirituality, dimensions, organizational commitment, employee productivity**

## 1. Introduction

Spirituality is an energy, meaning, purpose and awareness of life (Cavanaugh, 1999). Spirituality is an experience which can provide people with direction, meaning, support, inner wholeness and also provide the feeling of understanding and connectedness (B. Anupama and Dr.Y.v.v.s.s.s.Varaprasad, 2015). Workplace spirituality is a framework of organisational values evidenced in the culture which promotes employees' experience of transcendence through the work process, it also provide feelings of completeness and joy to people by facilitating their sense of being connected to others (Giacalone and Jurkiewicz, 2003).

## 2 Workplace spirituality in literature

### 2.1 Workplace spirituality- Definitions & Dimensions

(Dunchon and Plowman, 2005) defined workplace spirituality in terms of its following components:- A recognition that employees have an inner life, An assumption that employees desire to find work meaningful, A commitment by the company to serve

as a context or community for spiritual growth. Gotsis and Kortezi (2008) defined workplace spirituality as an experience of transcendence, interconnectedness, personal completeness and joy. According to (Harrington, 2004) workplace spirituality is about people perceiving themselves as spirited beings, and their spirits desire and need to be energized through work. It is about feeling real purpose and meaning at work. People also share and experience some common attachment, attraction, and togetherness with each other within their work unit and the organization as a whole.

Workplace spirituality is a state or experience which will provide individuals a direction or meaning, or provide feelings of understanding, support, inner wholeness or connectedness (Smith and Rayment, 2007). According to Ashmos and Duchon (2000), Workplace spirituality is the conditions for community, meaning at work, inner life, blocks to Spirituality, personal responsibility, positive connection with other individuals, contemplation, work unit community, positive work unit Values, organizational values, individual and organisation.

According to (Kinjerski & Skrypnik, 2006; Luis Daniel, 2010) there are three dimensions of workplace spirituality: engaging in work, community sense, and inner life connection. A person's inner self is oriented toward his work and interaction to the community in work environment is known as workplace spirituality. Bella, Quelhas et.al (2018) analyzed three dimensions of spirituality: first, inner life or spiritual identity. The dimension of inner life is comprised of a necessity to organize existential issues such as values, self-image and belonging. The attendance to this need leads to a state of serenity generated by harmonization of these existential questions. Second, sense of purpose or meaningful work. The dimension of purpose comprises a necessity to recognize meaning in daily actions. The attendance to this need leads to a state of serenity generated by finding justification and motivation for daily actions. Third, sense of community or connection.

This dimension is comprised of a necessity for reciprocity and respect for individuality. The attendance to this need leads to a state of serenity generated by sharing and acceptance of authenticity.

## 2.2 workplace spirituality- Impact on organization and employees

According to B. Anupama and Dr.Y.v.v.s.s.Varaprasad, (2015), Spirituality can shape individuals' behaviour in a productive way and Spiritual understanding makes people to accept the situations and act proactively. Bella, Quelhas et.al (2018) found workplace spirituality as an organizational effort to support spiritual growth of their employees. Workplace spirituality exists in the culture and it increases peer knowledge and enables their feelings toward others (Giacalone & Jurkiewicz, 2003).

According to Marschke Eleanor, Preziosi Robert et.al, (2009) a spiritual vision bind an employee to the company and enhance job performance and organizational commitment. They also stated that there is a positive relationship between spirituality in the workplace and organizational commitment which can transform individual and organizational life. Arme'nio Rego and Miguel Pinae Cunha (2007) found that when people experience a sense of community in their work teams, they feel that their values are aligned with the values of the organization and consider that they do meaningful and useful work. People also experience joy at work and consider that the organization gives them opportunities for their inner life. With a sense of community, they will also show higher affective and normative commitment and lower continuance commitment. (Neck & Milliman, 1994) stated that USA executives who prefer more individualistic culture are now moving toward spiritual values, which in return enhance worker's commitment toward the organization.

(Fry (2003), Fry *et. al.*, (2005), Malone and Fry (2003)) stated workplace spirituality lead to positive individual performance and also results in positive human health and psychological wellbeing, productivity. According to Reave (2005) the positive impact of spiritual values and practices lead to leadership effectiveness and subsequently to employee commitment, productivity, and customer satisfaction

etc. Garcia-Zamor (2003), Fairholm (1998), Fry (2003), Fry *et al.* (2005), Giacalone and Jurkiewicz (2003) and Millman *et al.* (2003), found that spirituality is associated with the positive work related attitudes, including productivity. Likewise, spiritual leadership fosters spiritual well-being, which then positively influences employee life satisfaction, corporate responsibility, organizational commitment and productivity, and financial performance (Fry & Slocum, 2008).

(Gangaram Biswakarma, (2018) conducted a study In Nepalese hospitality organizations to find out the impact of workplace spirituality on employee productivity. It was found out that workplace spirituality dimensions positively predict employee productivity. It was also found that employees have positive perception about the meaningfulness of their work, they enjoy their job and feel joy to come to work. They also feel that they are the part of the organization as a family, they have team spirit, supports & caring environment among them, and the employees are linked with a common purpose. Employees have their work harmonious with their personal life values. They have resemblance of organizational values, their individual value and their inner life. They feel slightly positive about the values prevailing in their organization and about their future with the organization. Among all the dimensions, sense of community/team is the major predictor of workplace spirituality, followed by sense of contribution to the community, alignment between organizational and individual values, and sense of meaningful work.

According to Marques (2005) WPS has many benefits for the organization like enhanced trust among people, increased interconnectedness, and assist to create more motivated organizational culture which would lead the organizational performance completely and it will eventually lead the organization toward excellence.

## 3. Conclusion

This paper was an attempt to find out the real meaning of workplace spirituality and its importance in terms of its impact on employee performance, productivity, commitment and sense of community. The conclusion from this study is that Workplace spirituality has a positive impact on performance, productivity and commitment and it can lead an organization towards excellence.

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