

Workplace Spirituality and Managerial Effectiveness

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Abstract

Workplace spirituality includes values like love, non-violence, honesty, peace, quality work and right conduct while some believe treating employees and workers in a caring and responsible way. The concept of workplace spirituality and managerial effectiveness is explained through various perceptions. Recent research has proved that spirituality at workplace can significantly boost the productivity and overall performance of an organisation. Latest studies now aim to provide analysis on how spirituality may be applied to various walks of life, at the private and personal level, and also at the professional and official level. As a result of this, there is now a broader vision as far as organisational techniques of workplace spirituality is concerned. The spiritual potential of each individual must be tapped into for a productive professional output. In this, professionals and the management of organisations themselves are slowly beginning to understand the importance of spirituality in work spaces. They now realise that the appropriate intertwining of spirituality and work. This paper seeks to address how spirituality is linked with workplace behaviour and productivity and how it can enhance the same.

Keywords: Managerial Effectiveness, Organization Effectiveness, Spirituality, Workplace Spirituality

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1. Introduction

The managers of an organization have a major role to play in its endeavor towards success, as they develop, formulate, and implement techniques in far sighted manner, along with keeping in mind short term needs. This is done to ensure the same through steady growth and development. Still, simply ensuring that managers are working according to the organisational demands is not enough to achieve success. Instead, what the organisation actually requires that efficient management is in place if they want to gain organisational progress at a consistent level.

The Manager's output is most impactful on an organisation. An organisation relies heavily on the output and efficiency of a Manager who is overseeing the various teams working on various projects of the company. How the Manager manages the work and handles the teams significantly influences the profitability of the company. Productivity and success are resulted only when there is a good team

effort, and a good team effort can be in place only when the Manager who is in charge of it, handles the work and distributes it well.

In this, managerial effectiveness has been mostly explained through organizational goal achieving behaviour. Bartol and Martin², define managerial effectiveness in terms of setting and achieving organizational goals. To go further, Guion argues that the effectiveness of the manager lies in accomplishing all aims of the organization. Indeed then, the manger's aims for the long term goals of the organization is the primary element in determining managerial effectiveness, as said by authors Srinivastava and Sinha. In this, it can be observed that in recent times, workplace spirituality is gaining significant attention, especially when it comes to organizational performance.

It can be said that spirituality has a deep seated link with the quality of an individual's existence. Initially, spirituality, in commonsensical terms, was linked up with religion and religious practices. Later, it became known as an independent way

of being which was not particularly linked with institutional/mainstream religious traditions. Indeed, while sacred texts and scriptures attributed religious processes to spirituality, in modern times the focus has shifted from the outward practice of religion to a more inward, and meditative process which is subjective and relative in nature. It is no longer considered necessary to practice religion in the formal sense to attain spirituality. Organised, institutional spirituality is no longer deemed the only method for the same. It has come to acquire a more abstract quality which makes it something that can be not just indwelling, but also intimate and individualistic. Spiritually is now said to be something that is so fundamental, that it is innate within us, and needs to be harnessed and evolved through proper channelisation of positive energies. The focus in recent times is more on the internal development of the mind, body, and soul, and a re-energisation of the spirit, which will in turn result in individuals gaining deeper knowledge of values, principles, traditions, humanity and even the cosmos. This would be effective in attaining spiritual growth and development of the human soul.

Thus, it can be said that spirituality, in contemporary times, is understood to be deeply intertwined with matters of the human spirit and the soul, as opposed to the material and physical aspects of the being. Accordingly, several sacred texts have generated discourse on matters of spirituality and have advocated specific patterns of behaviour and conduct that would allow for the attainment of the same. Spirituality is now understood to contribute to the office setup and work environment as it strengthens various positive works attributes like organizational performance, organizational commitment, positive work outcome, and spiritual leadership. Moreover, due to its all-inclusive nature, spirituality is used in a very utilitarian manner by some businessmen, while for some businessmen; spirituality is an individual and private concern that has more focus on personal and human values. Similarly, some businessmen relate spirituality to meditation, yoga and prayer sessions and hence use these methods at work. For some others, spirituality is directly linked with being socially responsible and environmentally sustainable. These organisations wish to ensure that the growth and development of the company does not adversely impact nature or society. Such socially conscious and humane work cultures can not just develop exponentially through sustainable methods of growth, but can also enable the advancement of the civilisation at large. The primary focus in this is not material profit, but holistic growth of all individuals and stake holders. It lays emphasis on how it can positively bring change in or impact the environment, serve the community, or contribute towards the betterment of the society as a whole. Thus, spirituality is a way of life that lends an individual a purpose in life, and positively impacts their outlook and thought process, as well as worth ethic.

2. Review of Literature

2.1 Managerial Effectiveness

All organizations are aware of the potency of the managerial class within it. It has been widely acknowledged that managers have a huge role to play in the functioning of the organization. For this reason, researchers have been forced to investigate the factors that determine such effectiveness. According to Balaraman³, managerial effectiveness is dependent on behavior of an individual such as how managers communicate, schedule and plan, delegate work and train subordinates. Effectiveness as collective energy of individual managers in the organization. Other factors recognised by researchers are trends and culture, as said by Pathak et al, Smith and Schwartz, and Vallabh^{31,35,39}. Personality also plays a role^{4,17,32}. Even according to Narayan and Rangnekar and Ravichandran, managerial effectiveness is determined by human resource practices^{25,33}.

2.2 Spirituality

Spirituality can be viewed as an area with a broad spectrum. It has come to acquire different meanings, and can take different forms for people belonging to different walks of life/careers/cultures/races. Some believe that spirituality is related to religion while for others it does not hold true entirely. In actuality, spirituality means being humane, and incorporating the power of humanity within us. Writers like Mitroff and Denton²³ have said that specifically, “spirituality inculcates the supreme power that rules the entire universe”. It is a feeling, and a kind of proclivity/propensity that comes from inside. It is method though which it becomes possible for individuals to maintain a link with the society and the nature, without become too exclusivist and individualistic. Faith, self-knowledge, love, honesty, forgiveness, optimistic, are all part of spirituality (Freke). According to Taylor, spirituality is finding oneself and being creative, flexible, fun, and having vision in cultural context, spirituality is the state where consciousness is higher than the body mind centred ego and living under such consciousness.

2.3 Workplace Spirituality

Mitroff and Denton in their book believe firmly that religion has very little role to play in spiritual endeavours²³. God has very little to do with it. Thus, spirituality has no connection with religion and belief. Spirituality is about giving and service, forgiving and loving, meaning and morality¹⁹. Spirituality in fact eschews all kinds of associations with religious practices and in fact comes from within, and takes root, irrespective of their religion, as said by author named Graber¹⁰. Three views regarding workplace spirituality are given by Krishna Kumar and Neck¹⁸. The intrinsic concept is that spirituality comes from within, and the existentialist view is that it comes through the individual.

Organizations have started realizing that by incorporating spirituality at workplace they can boost loyalty and improve the morale of the workers. Authors like Vaill argued that spirituality is important as it can be used to focus on the duties of a manager of an organization³⁸. This is all the more significant because spirituality at workplaces and formal setups are gaining more and more focus because people want to feel interconnected and synchronized at workspaces⁴⁰. According to him, managerial leader leads and guides people who are spiritual. Thompson, found that people who are spiritual at their work put compensations and other benefits secondary and give more importance to respect³⁶. It must be said that there is a requirement of uniting people who have variegated spiritual commitments and routines¹³.

Spiritual leaders benefit organisations as well as employees. Under spiritual leadership, employees become even more focused and responsible, become more accountable at work committed towards work, develop a stronger sense of calling and experience, they even develop a sense of self-growth and from leaders as well³⁴. Spiritual leaders make sure that the employees feel engaged, foster unity in a diversified workforce, are sensitive to the stakeholders, promote integrity and encourage a sense of connection⁸. Some further qualities that they acquire are experimental mindset, innovativeness, open-mindedness, harmonious workspaces, kindness, compassion, loyalty and respect.

2.4 Workplace Spirituality and Organization Effectiveness

Nowadays organizations are focusing more at improving the quality of performance both efficiently and effectively. Many people are dissatisfied with their jobs and feel restless and insecure in the organization they work. Studies suggest that issues like job-fulfilment, financial security, self confidence and team spirit are not to be found easily amongst the employed individuals in the economy. Change in the work environment due to actions like restructuring, reengineering, downsizing has caused demoralization in spirituality²¹. Spirituality has therefore emerged as inspiring and flexible concept which is catering towards the needs and aspirations as well as the pressures faced by the employees^{2,6,28}. Recent findings point out that spirituality has a surprisingly fruitful impact on the mechanics of an organisation. Factors mentioned above have resulted in positive change in the organisational performance, profitability and its effectiveness.

The need for spirituality in office spaces first began to be felt in the early twentieth century when it was finally seen that spirituality is required not just in the private, domestic, and community level, but also at the professional level. Individuals wishing to practice spirituality in their workplace lead to this movement, and took root first in the U.S. after which the trend slowly spread to the rest of the world.

In recent times, the practice of spirituality has come to acquire more meaning, given the fast-paced modern life which is full of tensions and stress. Spirituality has been observed to relieve that to a great extent. More and more organisations are embracing workplace spirituality to ensure a better work culture. Activities such as bereavement programs, integration of family with work, inclusivity under which there are diversity programs that allow for the intermingling and adaptation of diverse groups into the office space etc, have allowed the employees to strive for a meaning in their work and connect with the others, as well as the community. The measures taken within work cultures for the ability of workers to achieve spirituality while they pursue their careers have been seen to have therefore had a positive impact not just on the work environment and organisational growth, but also in the development of the worker as an individual.

Other facets of spirituality within workplaces, which face constant debate and changes as the methods are evolved over time and adapted to suit the different needs of different work cultures are: sustainability, community service and social service, development of principles and core values. In this, the practice of sustainability ensures that each individual is aware of the slowly dwindling natural resources that is available to humankind, and that everything derived from the nature must be used judiciously without exploitation. Technological advancement must not come at the cost of nature at any point. This lessens wastage, and allows for decision-making which is environmentally and socially helpful and safe. The long-term implications of all kinds of decisions towards growth are seen, and the negative sides of such development are tackled with through systematic strategising. The company reviews the possible rewards and off-sides of the business decisions and takes steps for the greater good instead of just the benefit and profit of the company. Similarly, community and social service lays focus on the concept of “giving back” to the community instead of just taking. Managers and employees are aware of this responsibility and take decisions accordingly. In the same way, the development of principles also focuses on the idea of togetherness, while discarding the individualistic way of being. Helping workers in synchronising one’s growth, creativity and work methods, benefits the organization tremendously. It allows the employees to hone sound professional and personal relationships, and develop management and other work skills. In this, workers are motivated into delving into the influence that the interpersonal interactions between employees have on their collective psyche.

The basic idea behind workplace spirituality therefore draws heavily from the moral ethical values, values, inspired living, motivation, a balance between personal and professional space, and managerial issues. Organisations that deal with spiritual upliftment are now helping other organisations to achieve spirituality in workplace. They are deeply concerned with equipping employees in companies acquire a spiritual state of mind and reach their true

spiritual potentials, by gaining an insight into their inner selves, and by connecting with their inner soul. They are focused on resolving issues that deal with conflicts in work places between employees.

In many studies in the past, spirituality in workplace has been found to have links with management as well. In a study conducted in 2005, a positive relation has been established between spirituality in offices and the performance of the organization over all. Another study of secondary school principals in Malaysia by authors like Abdullah (2009) shows the links between efficiency and effectiveness and spiritual state of being. Writers like Kolodinsky have also established such links between spiritual growth and work output¹⁶.

The study has found positive relation between spirituality and factors like high levels of job satisfaction, greater involvement in job, and identification with the organization. A positive relation is also shown among workplace spirituality and attitudes in workers⁷. Commitment towards organization they work in^{20,26,37}, job satisfaction²⁹ and the happiness quotient in life¹⁵.

In contemporary times, with the growing trend of profit-seeking in the organisation level at the global level, as well as in the international job scenario, it can be seen that spirituality and material benefits and long-terms profits are compatible and in fact inter-dependent. Several research prove that in organizations where there is spiritual practices on a regular basis, have actually shown better work output and efficiency as well as commitment to growth. This in turns results in a better sense of satisfaction due to the increased productivity. The individuals are in such cases can be seen to be more driven and passionate about the work assigned to them. They are more focused, and because of the peace of mind that they have due to the practice of spirituality at workplace, they are able to function more productively. A great team spirit and drive can be seen in such offices.

Indeed, discussions on the manner in which spirituality has been improved, resulting directly a more holistic growth is important. It is further important to have spirituality in workspace because it allows for organizations to be more ethical so as to foster ethical decision-making in their offices. This in turn allows for a greater development of spirituality and leads to a sense of oneness and solidarity in the office space.

2.5 Main Objective of Research

The primary aim of the research:

- To understand the links between spirituality in workspace and good management.
- To determine the impact of spirituality in organizations on the efficacy of management.

Hypothesis

- There is an exact and direct link between spirituality at workspace and management ethics.

- There is a direct impact of spirituality significant impact of workplace spirituality on managerial effectiveness.

3. Data and Methodology

In this study a survey was done to examine the link between spirituality in workspace and management. About hundred managers were selected by convenient sampling from the public space in India with operations in the energy. This particular sector was selected owing to its growing importance in investment sector, and now it is observed that several that all lot of effective managers are needed⁹. The data was collected by personally distributing the questionnaires to managers after explaining them the conceptual framework of spirituality and managerial effectiveness; in return the response rate with complete questionnaire was only about 82%. The standard deviation of sample was 9.2 and mean age of sample is 37 years. It must be mentioned that from the total of 82 managers who were surveyed, 51% were graduates, and 49% were post graduates.

3.1 Measures

The primary motive is to determine the link between spirituality and managerial effectiveness. The survey makes use of the questionnaire system.

Ashmos and Duchon spirituality scale is used by adapting 24 items. In the original scale there were 7 dimensions whereas in study 3 dimensions are chosen in work and its complete sync with with moral values with that of organizational values². These values are selected because of its importance and recognition in the previous study²² and this value systems show how there is an involvement of employees in workplaces²⁷. It can be found that seven items are found in “meaning in work” and eight in the “alignment of personal values with the organizational values”. There are eight in so far as “sense of community” is concerned. The above-mentioned values system which is selected have been rated at 1 to 7 Likert’s scale with lowest as 1 which shows lowest agreement and 7 the highest agreement. Responses were derived through summations. The threshold limit is 0.7 which shows that the scale is dependable³⁰. For calculating the management efficiency another scale was developed Gupta 1996, this consists of a total of forty five from which the negative items were 10 and positive items were 45. These items have been rated on a Likert’s type scale of 1 to 5 in which 1 shows disagreement and 5 shows agreement. The scores of management have been obtained by totaling the responses the Cronbach alpha was calculated and was found to be 0.79. This scale is chosen because of its importance in determining the level of efficiency in Indian managers in supervisory roles¹¹.

4. Analysis and Interpretation of Results

The objectives of the paper are achieved by using the coefficient correlation in spirituality in workspace and effectiveness in management which is shown below in Table 1.

Pearson correlation shows the positive relation between workplace dimensions i.e., meaning in work, community feeling, and synchronising of moral values with organizational values with managerial effectiveness. From the correlation it cannot be interpreted the extent to which the workplace spirituality and managerial effectiveness are related. In order to do this, we have used regression analysis.

Table 2 shows the value of R is 0.60. Which indicates that workplace spirituality and managerial effectiveness are significantly related? The reason for this can be that managerial effectiveness is not dependent solely on motivation and other

external factors but also spiritual prowess which brings good and positive energy and behaviour.

Table 3 shows the step wise regression analysis to check the effectiveness with factors of spirituality in workspace. The table shows that meaning in work accounts for twenty six percent of variance in estimating managerial effectiveness. Correspondingly, meaning in work together with sense of community gives thirty percent of variance in predicting managerial effectiveness. Finally adding all the variables account to thirty five percent of variance in forecasting managerial effectiveness. The reasons for this can be that managerial effectiveness is when managers find meaning in their work as it gives them the motivation¹². Sense of community helps managers in relieving their stress as it provides them with emotional support and thus leads to effectiveness in work¹⁴. Linking personal values with organizational values creates a favourable environment for performing better and thus having managerial effectiveness²⁴.

Table 1. Pearson correlation

| Variables | Meaning in work | Sense of community | Alignment of values | Workplace spirituality |
|--------------------------|-----------------|--------------------|---------------------|------------------------|
| Managerial effectiveness | 0.51* | 0.40* | 0.53* | 0.59* |

*significant at p < 0.01

Table 2. Standard regression

| Dependence variable | Independence variable | R | R ² | SE | F-value | d.f | Beta |
|--------------------------|------------------------|------|----------------|-------|---------|------|------|
| Managerial effectiveness | Workplace spirituality | 0.59 | 0.35 | 12.00 | 46.43* | 1,83 | 0.59 |

* significant at 0.01 level.

Table 3. Step wise regression

| Dependent Variable | Independent Variable | R | R ² | SE | F-Value | d.f. | Beta |
|--------------------|----------------------|------|----------------|-------|---------|------|------------------|
| ME | X1 | 0.51 | 0.26 | 13.84 | 13.84* | 1,83 | 0.51 |
| ME | X2 | 0.55 | 0.30 | 13.58 | 18.54* | 1,83 | 0.41, 0.20 |
| ME | X3 | 0.59 | 0.35 | 13.00 | 16.24 | 1,82 | 0.25, 0.12, 0.34 |

*Significant at p < 0.01 level

5. Summary and Conclusion

Workplace spirituality is gaining expansion in recent times. In the recent times, the work culture, especially given the hectic corporate systems with the growth of the multinationals in the time of globalisation, has changed severely. Recent trend towards retrenchment, downsizing, restructuring, slash and burn practices have had debilitating impact on employee morale. Professional

and organisational concepts of efficiency and competence have been altered so that here is rampant exploitation of employees. Work place idioms like “Job-for- life” “Loyalty and absolute loyalty to the employer” have been twisted. Indeed, due to the increased levels of competition, the fear of losing one’s job looms large over all individuals working in different organisations. The intermingling of the traditional and cultural with the modern and capitalistic has thus proved to be beneficial. How workplace

spirituality works is because of the dual nature of it. It impacts the employee's psyche and also boosts the growth of the organisation that the employee is working as part of. The organisations are therefore heavily invested and focused upon the development of spirituality in workplaces to be able to reap the benefits of the same. As is said by some researchers, an active spiritual life can help employees find meaning and purpose in their lives and imbibe deeply cherished personal values.

Indeed, spirituality is a bent of mind, it is an inclination in an individual's mind which cannot be forced or streamlined by a religious body. Using spirituality in the professional aspect of life can greatly help one understand one's true potential. A company's overall performance can be significantly improved and boosted through these techniques wherein the employees adopt spiritual values. More employers are encouraging spirituality to boost loyalty and enhance morale. Responses from respondents concluded that Indian managers practice spirituality at the workplace. Conferences, symposia, workshops and short duration training courses can help in creating awareness about spiritual based leadership and workplace spirituality and its implications among masses. A standard pattern should be created in the present set up to accommodate spirituality in the existing framework of business set up to motivate business houses to introduce spiritual values in their business organisation without much disturbance. It is now known that simply high salaries and good incentives which offer lucrative gains will not provide satisfaction to a worker. They need to go a step further and ensure that they have a healthy mind, body, and soul, and that their spirits are rejuvenated if they have to be economically productive. If an organisation has to work well, then the individuals need to be treated humanely.

Conferences/spirituality in seminars/workshops on workplace has also helped at the international levels. Special websites that are devoted to helping organisations gains workplace spirituality are also available. As researchers have pointed out, that the corporate sector has zealously began to incorporate spirituality with the help of conducting workshops, seminars, conclaves, in order to specifically nurture the soul, so as to help employees achieve spiritual growth.

The above-given study thereby attempted to find the relation between workplace spirituality and managerial effectiveness. The results showed that the two are related to each other in a positive way, workplace spirituality is recognised as interpreter of managerial effectiveness. The findings from this study can help in the OD practice by allowing for a sense of community and oneness to develop in the workplace. The results have thrown up several possibilities of further study. It can be seen clearly that the only way ahead is the incorporation of spirituality in office spaces to boost the performance of organisations.

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Annexure-I

WORKPLACE SPIRITUALITY AND MANAGERIAL EFFECTIVENESS

ORIGINALITY REPORT

19%

SIMILARITY INDEX

PRIMARY SOURCES

| | | |
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