



WORKPLACE SPIRITUALITY IN INDIAN ORGANISATIONS

Dr. Poonam Sharma

Assistant professor in commerce

Dronacharya govt college Gurugram

Abstract:

The paper's goal was to create and validate a thorough instrument for gauging spirituality in the workplace. A heuristic framework, a scale on workplace spirituality, and a questionnaire were designed based on literature reviews and input from academic and industry professionals. Experts provided empirical opinions on the dimensions and assertions of the instrument. The instrument's content validity ratio (CVR) was determined, and the items that were kept were taken for a field survey. 361 executive respondents who worked in industrial and service organizations in the Indian subcontinent answered the 44-item scale that evaluated several aspects of workplace spirituality. This assisted in optimizing the contents of the suggested instrument using structural equation modeling and validating the elements of workplace spirituality. The four unique components that make up the new workplace spirituality tool—spiritual orientation, compassion, meaningful work, and value alignment—were identified using exploratory factor analysis. The reliability study revealed that the five subscales (with α values ranging from .75 to .87) and the overall scale ($\alpha = .78$) had a good degree of internal consistency. Ultimately, 30 items from the Workplace Spirituality Scale were kept, along with four significant determinants.

Keywords: scale development, validation, SEM, Indian setting, spiritual orientation, meaningful employment, compassion, alignment of values, and workplace spirituality.

Introduction

Due to its religious and communal connotations, companies were hesitant to address spirituality in the workplace a few decades ago. However, companies now understand that in order to fully use their workforce, they must provide their workers a purpose for their work or a sense of identity as part of the business (Anthony 2015). Numerous research that highlight the connection between workplace spirituality and organizational outcomes support this significant shift. Over the past 20 years, there has been an exponential increase in the number of management books written on spirituality, along with a corresponding development in conference proceedings and symposia talks on "work place spirituality" across continents. Remarkably

The Journal of Organizational Change Management, and the journal produced 122 papers citing spirituality between 1992 and 2014, 36 of which had spirituality as their primary emphasis. "There seem to be as many definitions of spirituality at workplace as there are researchers!" at this point, it seems. (Chatterjee, Singhal, 2006). "Why is there such an intensified curiosity to learn the nuances of workplace spirituality?" is the question that emerges in this context. One possible response to this query is that individuals are increasingly striving to feel meaningfulness in this knowledge and information age, as we have seen. inside their personal as well as professional life (Ray 1992). Work has surely taken on a more prominent and time-consuming role in the life of a professional in the current



worldwide society. As a result, cutting-edge professionals nowadays understand that balancing one's personal ideals with professional objectives requires a spiritual consciousness (Sandra 2015; Pradhan, Jena 2016). This entails figuring out one's life's purpose by introspection, assessing one's interactions with the people in one's community, and achieving self-transcendence by enabling oneself to improve the lives of others.

Modern spirituality implicitly supports a deeper comprehension of human identity and psycho-social growth in the workplace because of its link with purpose. But the research that is now accessible has provided a number of This calls for carrying out a thorough investigation by precisely defining the workplace spirituality measure and creating tools that can verify the construct's fundamental elements. This publication is structured to address this research need. Firstly, the literature on workplace spirituality and its many aspects that have been studied thus far has been examined.

We have conducted interviews with academics and business professionals around India to learn about their perspectives on the current situation of spirituality in the workplace. A scale questionnaire on workplace spirituality and a heuristic framework were suggested based on the literature and input from academic and industry professionals. Experts' empirical opinions on the proposed questionnaire's dimensions and statements were gathered. Along with the investigation, an exploratory factor analysis was performed.

1. Theoretical basis for spirituality in the workplace

In modern times, there has been a growing emphasis on spirituality, the spirit, and spiritual phenomena. In his widely acclaimed book "The Practice of Management," one of the greatest management thinkers of this genre, Drucker (1954), stated that "the spirit that motivates, that calls upon a man's reserves of dedication and effort, that decides whether he will give his best or just enough to get by." The phrase "spirit" has since gained popularity, and businesses are currently investigating the proper mindset, or spirit, from their most important asset—human capital (Johnson 2007). The Latin word spiritus, which meaning "breath of life," is where the word spirituality first appeared. Its definition is the appreciation of life's transcendental or non-material elements. Ritscher (1998) attempted to define spirituality as "the awareness that there is something more to life than just our narrow, ego-oriented view of it," in an attempt to draw a connection between spirit and spirituality. The idea that life is more than meaningless, pompous superficiality is aptly captured by this term. Our understanding of this remarkable and transcendental idea is far from comprehensive, despite several attempts to describe and comprehend workplace spirituality. The different definitions and conceptualizations of workplace spirituality put forth by multiple writers are briefly discussed in the section that follows.

2. Development of measurements

We have adhered to psychometric theory during a rigorous scale building procedure in order to create a parsimonious scale to evaluate workplace spirituality (Gerbing, Anderson 1988; Nunnally, Berstein 1994). We have started by carefully going over the literature that is currently accessible and the corresponding scales related to spirituality or spirit in the workplace. Eighteen distinct components have been identified through content analysis of the



transcripts that are accessible and are thought to be related to the construct. Mystic experiences, spiritual ties, inner-life opportunities, empathy, a sense of fulfillment at work, a sense of community service, and values alignment with the organization are the contributing variables. Through discussions with academics and subject matter specialists in the field of industrial and organizational psychology, these aspects have been double verified.

3. Identified dimensions of workplace spirituality

3.1. Spiritual interdependence

It describes a situation in which one has a profoundly meaningful sense of unity with their work. People who are spiritually connected look for their own particular significance within the context of the cosmos (Thibault et al., 1991). Under such conditions, a feeling of enlightenment and satisfaction is prevalent. According to Kinjerski and Skrypnek (2004), spirituality at work is the transcendent experience of workers who are deeply committed to their work, who perceive it as having a higher purpose and meaning, who believe that their work facilitates their ability to express themselves, and who feel a strong sense of community with their coworkers, with whom they spend the majority of their working hours.

3.2. Empathy

A emotional connection to the other or an empathetic concern, compassion is action-oriented and aimed at reducing or alleviating the suffering of others. Krishnan (2007) conducted an operationalization.

Being spiritually "one with all other beings" According to him, spirituality is the synthesis of three dimensions: an individual's knowledge base and belief systems come in first; followed by their inner life and internal life; and finally, their external life and institutional action come in third. His notion is heavily inspired by the Upanisadic ideal of the unity of all entities in the universe. Sengupta (2010) introduced a further significant concept of workplace spirituality in the Indian setting. "SS" stands for "Spiritual Synergy," and "PS" stands for "Positive Spirit" in his SS*PS paradigm of practical spirituality. According to him, the (SS*PS) promotes a considerate mindset, positive thought-action, and positive mental attitude.

3.3. Useful labor

A person who feels that their work plays a substantial and important role in their lives is said to be engaged in meaningful employment. According to Rigoglioso (1999), the desire for spiritual sustenance is what motivates people to look for deeper significance in their job. Duchson and Plowman (2005) restate the same point, stating that an employee must believe that the job they do is valuable and important in relation to the values they maintain. According to Sheep's (2006) definition, "meaning in work" is about finding the answers to basic concerns like what labor is for, if it is a part of a larger, supreme plan, etc. Meaning in work is defined by Kinjerski and Skrypnek (2004) as fulfilling work with a greater purpose.



3.4. Coordinating values

Simply put, alignment refers to being "broadly consistent with" one's underlying value system. According to Milliman et al. (2003), a crucial organizational component of workplace spirituality is alignment with company values. A professionally expressed declaration of values unites the professional with the organization, increasing concentration and energy towards achieving organizational goals. Alignment with the organization's vision and values is based on the idea that each person exists to serve society and other people. Workplace spirituality, according to Mitroff and Denton (1999b), is an attempt to find a degree of harmony or consistency between one's own values and those of one's employer.

Conclusions and directions for further study

Some of the first empirical data demonstrating the predictive validity of the aspects of workplace spirituality have been presented by the study through the application of rigorous research methodologies. The tool has produced a workplace spiritometer that has been verified in an Indian setting. The study has several research implications and recommendations for academics and business professionals looking to learn more about how workplace spirituality affects worker satisfaction and organizational efficacy. The Workplace Spirituality Scale (WSS) is a reliable psychometric tool that is simple to use in organizational behavior and human resources research and practice. Construct validity is a significant barrier to the creation of a scientific scale of this kind, though. In essence, construct validity grows with time and It is necessary to conduct more study using randomly chosen populations to evaluate the validity and generalizability of the suggested measuring approach. The concept of spirituality is very individualized and subjective. As a result, it is also suggested to cross-validate the instrument across cultural boundaries using a variety of techniques, such as direct supervisor opinions, targeted peer group discussions, and one-on-one employee interviews. Future studies should identify the moderators, mediators, and other relevant variables related to the notion of workplace spirituality in order to establish a good and tested theory on it.

Disclosure paragraph

By signing this, we affirm that we have no competing personal, professional, or financial interests.

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