WORKPLACE SPIRITUALITY AND ORGANIZATIONAL EFFECTIVENESS: TOWARDS AN UNDERSTANDING OF INTERRELATIONSHIP

*SreenuTelu and **Yoginder S. Verma
*Ph.D Scholar in the Department of HRM and OB, School of Business and Management Studies at Central University of Himachal Pradesh, Dharamshala, Himachal Pradesh, India.
**Professor in the School of Business and Management Studies and has held the position of Vice Chancellor at Central University of Himachal Pradesh, Dharamshala, Himachal Pradesh, India

Abstract- Workplace spirituality or spirituality at workplace is a concept which is gaining momentum in academic research as well as business organizations. This is not only because of the individual's need to search for meaning through work but also because of the benefits associated with it for organizations. Organizational effectiveness is another such concept no organization can afford to disregard. In this article, along with different perspectives of spirituality at workplace and organizational effectiveness, the possible relationship between these two concepts has been explored through their associated organization related concepts.

Keywords: **Spirituality at workplace and organizational effectiveness.**

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Spirituality at workplace is need of the hour because of the notion that emphasizes on spiritual needs of employees which are not left at home before coming to work besides physical, emotional and cognitive needs (Duchon and Plowman, 2005).Mirvis (1997) states that workitself is the source of spiritual growth and connection to others. A study by Marques, Dhiman& King (2003) provides 19 themes such as 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 workplace, interconnectedness, encourage diversity, and acceptance (Altaf and Awan, 2011). Workplace spirituality has been defined somewhat in similar manner by various authors (Chawla and Guda, 2010). It is definedfor example, as the meaning in work and sense of community (Mirvis, 1997); spiritual identity (Mitroff and Denton, 1999); meaningful work and sense of community (Milliman,Czaplewski and Ferguson, 2003); notion of calling which is similar to meaningful work and membership, transcendence through work process which is similar to meaningful work and sense of community (Giacalone and Jurkiewicz, 2003); inner power, meaningful work, sense of community (Marques, Dhiman and King, 2005); inner life, meaningful work and sense of community (Beyer, 1999); Spiritual connection which is similar to inner life, meaningful work, sense of community and mystical experience (Kinjerski and Skrypnek, 2006);and inner life, meaningful work and sense of community (Ashmos and Duchon, 2000).

Organizational effectiveness is another concept in this article which is defined according to Daft (1995) as "the degree to which the organization realizes its goals" (Zheng, Yang and McLean, 2010).Organizational theorists seem to agree that organizational effectiveness is multidimensional (Campbell et al., 1974; Steers, 1977b), and there is also reason to believe that the determinants of organizational effectiveness vary (Steers, 1977a; Stevens, Beyer, and Trice, 1978). Although general organizational theory holds that the structural features of an organization should fit the demands of environment and technology (Burns and Stalker, 1961; Woodward, 1965; Lawrence and Lorsch, 1967), organizational design, alone, will not ensure organizational effectiveness. Even where the structural prerequisites have been met, there remains a crucial requirement that the members of the organization behave in a manner supportive of organizational goals. Hence, organizational effectiveness was measured as employee turnover rate, employee tardiness, absenteeism and operating expense and organizational adaptability(Angle and Perry,1981). The highly abstract nature of the construct and the lack of agreement as to its structure accounts for a major portion of the confusion in the effectiveness literature. The highly abstract nature of the construct is something that keeps effective literature in disarray. At the theoretical level, Goodman and Pennings(1997) have argued that effectiveness is central theme of organizational analysis and that it is difficult to conceive of a theory of an organization that does not include the effectiveness construct. Because of vast amount of literature consists of variables for the construct of organizational effectiveness, there was a need to bring some integration to this literature. In this attempt, Scott suggested a three model integration which consists of the rational system model, natural model and open system model. According to him, rational system model is on productivity (number of units produced for given time) and efficiency (number of units produced for given number of input units). The natural system approach considers production function as well as activities required for the unit to maintain itself wherein focus is according to organic view on morale and cohesion. The open system model consists of system elaborating and system maintaining functions wherein activities stressed by this model are adaptability and resources allocation. Seashore has also proposed a three model of integration of its literature by proposing natural system model which combines Scott's natural and open system model whereas his goal model is very similar to Scott's rational model. The third model is decision process model in which organization is the one which optimized the process of getting, storing,

retrieving, allocating, manipulating and discarding information. Cameron proposed four model integration of the literature. They are goal model, system resource which is similar to Scott's open system model and internal processes which is parallel to Seashore's decision process model. Last model is participant satisfaction or strategic constituency model which is an elaboration of the natural system model by Scott and Seashore. Though each theorist provided with integration models which are somewhat different from each of others, the construct of effectiveness comes with difficulty in deciding which concept belong in the construct and their relations to each other and particular clusters of concepts (Quinn and Rohrbaugh, 1983).

Understanding the relationship between workplace spirituality and organizational effectiveness through associated concepts:

To understand the relationship between workplace spirituality and organizational effectiveness, it is important to know about the concepts which are associated with both of them. Hence this article first discusses about the organization related variables that are related to workplace spirituality and the variables that are antecedents of organizational effectiveness. Then it subsequently attempts to understand the interconnectedness between both of these concepts.

Workplace spirituality is considered to be combination of organizational spirituality and personal spirituality. Here personal spirituality encompasses the individual values brought to the workplace and organizational spirituality was described as reflecting an individual's perception of the spiritual values within an organizational setting.In a study, organizational spirituality was found to be positively related to job involvement, organizational identification and work reward satisfaction and negatively related to organizational frustrations whereas personal spirituality was positively related to intrinsic, extrinsic and total work reward satisfaction. The interaction of personal spirituality and organizational spirituality was found related to total work rewards satisfaction (Kolodinsky, Giacalone and Jurkiewice, 2008). In another study done by Gupta, Kumar and Singh (2014), it was also found to have positively associated with job satisfaction wherein workplace spirituality was measured by four dimensions such as meaningful work, sense of community, organizational values and compassion. When workplace spiritualty is taken as positive organizational purpose, meaning in work and community at work, it was found related to not only job satisfaction but also job involvement and organizational commitment (Pawar, 2009). Further, it was found to have impact on three forms of commitment such as affective, normative and continuance commitment when measured by five dimensions which are team's sense of community, alignment with organizational values, sense of contribution to the society, enjoyment at work, opportunities for inner life (Rego& Cunha, 2008). Workplace spirituality measured by psychometric dimensions such as compassion, mindfulness, meaningful work and transcendence was found to be related to work performance (Petchsawanga&Duchon, 2012). Based on extensive review of articles on spirituality at workplace, Karakas (2009) found that spirituality enhances employee's well-being and quality of life, provides employees a sense of work and meaning at work and a sense of interconnectedness and community. Chawla and Guda (2010) has conducted a study and found that workplace spirituality was positively related to job satisfaction, job commitment and negatively related to propensity to leave organization wherein workplace spirituality was measured by three first level measures which are inner life, meaningful work and sense of community and at individual, work unit and organizational levels. Lenka, Suar and Mohapatra (2010) in another study, considered workplace spirituality (WPS) with three dimensions such as meaningful work, conditions for community and alignment with organizational values and found its relationship with job satisfaction, affective commitment, customer satisfaction and service quality. Altaf and Awan(2011) has found that WPS was associated with job satisfaction wherein WPS was considered as presence of fairness, honesty, morale values, needs, employee development, respect, support, and encouragement at workplace. Garg (2017) studied spirituality at workplace by measuring it with: Swadharma (meaningful work and meditative work), authenticity, Lokasangraha, sense of community (collaborative decision-making) and Karma capital and found that it was related to job satisfaction, job commitment and work life balance satisfaction. It extends its association with leader's critical decision making in a qualitative study based on religion based workplace spirituality (Fernando and Jackson, 2006). Pruzen (2009) in another qualitative study found that workplace spirituality would lead to happiness of customers and employees, customer satisfaction, concern for retailers and suppliers and take intentions of business clients into consideration. Daniel (2010) proposed a theoretical model that states that workplace spirituality will have significant effect on team effectiveness. Moreover WPS was found associated with organizational commitment (Marschke, Preziosi and Harrington, 2009).

As the outcomes of having spirituality at workplace have been discussed, it is important and inevitable to know how workplace spirituality is measured in quantitative studies since outcomes depend on the way WPS is measured. An instrument 'Meaning and Purpose at Work' based on psychometric data developed by Ashmos and Duchon (2000) measures the respondents' 'perceptions of their own inner life', the 'meaningfulness of their work', and their personal sense of 'community at work'. It also measures the respondents' trans-personal sense of spiritual collectiveness at a 'work unit-level' by generating data on 'Work Unit Community' and 'Work Unit Meaning'. This instrument was also deployed in a study of healthcare organizations by Duchon and Plowman (2005) on performance.

As far as organizational effectiveness is concerned, customer satisfaction and profitability are considered as the two measures of organizational effectiveness in study conducted to understand the effects of employee satisfaction, organizational citizenship behavior and turnover on organizational effectiveness. This study has provided the evidence that shows the effect of HR outcomes on organization outomes (Koys, 2001) whereas Lee and Choi (2003) adopted measures which encompass organizational members' perception of the degree of the overall success, market share, profitability, growth rate and innovativeness of the organization in comparison with key indicators (Zheng, Yang and McLean, 2010).In a study done by Cameron (1978) to measure the organizational effectiveness in higher educational institutions, he studied student educational satisfaction, student academic development, student career development, student personal development, faculty and administrator employment satisfaction, professional development and quality of faculty, system openness and community interaction, ability to acquire resources and organizational health which were considered as effectiveness dimensions (Cameron,1983).

As antecedents of organizational effectiveness are to be discussed,organizational culture was found to have impacted the organizational effectiveness and knowledge management was found to have mediatedfully this relationship. Organizational strategy and organizational structure did also have influence on organizational effectiveness. Here organizational effectiveness was taken as "the degree to which an organization realizes its goals" (Daft, 1995) and organizational culture was measured by adaptability, consistency, involvement and mission (Denison, 1990; Denison and Mishra,1995; Denison and Neale, 1996; Fey and Denison, 2003).Organizational structure was characterized by centralization (Ferrell and Skinner,1988), organizational strategy was described as the extent to which the respondents perceive their organization's strategy as having four characteristics such as analysis, proactiveness. defensiveness and futurity (Venkatraman, 1989) and knowledge management was taken from Gold et al. (2001) which encompasses three management processes (Zheng, Yang and McLean, 2010).In another study done by Lee and Sukoco (2007)entrepreneurial orientation and knowledge management capabilities were found to have positive influence on organizational effectiveness whereas social capital was found to mediate these relationships. As per Wiener (1988), organization values do provide guides to decide organizational goals, policies and strategies. Hence, the nature of the values that are part of organizational culture are vital in the impact of culture on organizational effectiveness.Climate of self-determination and participation in employee ownership initiatives which was retirement planwherein an employee can invest the sum total of some of part of their income and the equal amount contributed by company in investment avenues of the respective company as part the retirement plan were positively related to level of ownership beliefs. Ownership beliefs were found positively related to the ownership behavior and one aspect of organizational effectiveness employee attitude towards the organization. Ownership behavior was positively related to another aspect of organizational effectiveness the financial performance. Here climate of self-determination was measured by participative management, recognition and training. Many studies have studied job satisfaction and organizational commitment as measures of employee attitudes towards organization(Wagner, Parker and Chrisiansen, 2003). Lawler (1991) about high involvement work processes states that "the advantages of the involvement approach are said to include higher quality products and services, less absenteeism, less turnover, better decision making, and better problem solving, in short, greater organizational effectiveness". In a study it was found that high involvement work processes such as power, information, reward and knowledge had a direct influence on organizational effectiveness that was measured with organizational indices employee turnover and return on equity and an indirect effect on it through employee morale or workforce psychological work adjustment which was characterized by job satisfaction, organizational commitment and turnover intention (Vandenberg, Richardson and Eastman, 1999).By proposing theory of flexible leadership, Yukl (2008) states that organizational effectiveness depends on three primary performance determinants which are efficiency and process reliability, human capital and adaptation to the external environment. It is the decisions and actions of the leader that influence those performance determinants. The difficulty involved in influencing these determinants and the relative importance of them depend on aspects of situation such as the type of organization or industry; environment which encompasses resource availability, intensity of competition, economic, political or technological change; and constraints on executive action involving oversight by owners or government agencies, or stemming from legal restrictions.Here organizational effectiveness is defined as the extent to which the organization "is able to survive, perform its mission, and maintain favorable earnings, financial resources, and asset value". These four sets of variables such as organizational effectiveness, performance determinants, situational variables and leadership decisions and actions are included in conceptualization of the flexible leadership theory at organizational level.Out of three categories of effectiveness, employee attitudes is one such criteria which encompasses job satisfaction and organizational commitment whereas operational effectiveness and financial effectiveness are remaining two criteria wherein operation effectiveness represent organization's innovative products and processes as well as product and service quality; and financial effectiveness which takes organization's pursuit of external measures of success such as growth and profitability into consideration wherein growth is about increase in revenue and/or number of employees.

In an attempt to examine the association between different culture types such as clan, adhocracy, market and hierarchy and different criteria of organizational effectiveness, it was found that job satisfaction had strong association with clan culture and a moderate relationship with adhocracy and market cultures whereas commitment was strongly related to clan cultures and market cultures. Subjective innovation was strongly related to market than adhocracy culture and adhocracy than clan cultures whereas quality of products and services was strongly related to market cultures than adhocracy cultures. Here the effect size was not significantly larger for market cultures than clan cultures.The criterion for financial effectiveness encompasses three subjective measures such as subjective profit, subjective market performance and subjective growth and two objective measures objective profit and objective growth. Subjective profit had small but significantly related to market, adhocracy and clan cultures and market cultures was strongly and positively related to profit than clan and adhocracy. Similarly, subjective market performance was positively related to clan as well as market cultures wherein effect size for market cultures was stronger that for clan cultures. Subjective growth was strongly positively associated with market cultures than clan and adhocracy cultures. Objective profit and objective growth had strong positive correlation with market cultures than adhocracy cultures.

The variables that were found to be associated with workplace spirituality here are of the primary importance to explore the path to achieve organizational effectiveness. Those variables that were related to WPS may not directly lead to organizational effectiveness. But they may create an environment in the organization which leads to achieving the antecedents of organizational effectiveness. For instance, having spirituality at workplace may ensures the presence of job involvement, organizational identification, work reward satisfaction and total work reward satisfaction, organization commitment or affective, normative and continuance commitment, work performance. It enhances employee wellbeing and quality of life and provides a sense of work and meaning at work and sense of interconnectedness and community. It is also related to job satisfaction, customer satisfaction, service quality, work life balance satisfaction, leader's critical decision making, team effectiveness and organizational commitment. It leads to happiness of customers and employees, customer satisfaction and concern for retailers and suppliers and takes intentions of business clients into consideration.

When workplace spirituality ensures the presence of leader's critical decision making, it is imperative to conclude that any leader who is critical of his or her decisions cannot do away with enhancing or creating antecedents that will make organization realize its goals. Hence, it is plausible to draw conclusion that organization which ensures the presence of job involvement, identification with organization or organizational commitment, work which provides meaning, sense of interconnectedness and community, will have organizational culture that could be antecedent to organizational effectiveness. This kind of organization which may give an opportunity for employee to have climate of self-determination that leads either directly or indirectly to employee attitude and financial performance two aspects of organizational effectiveness. When workplace spirituality enhances employee wellbeing and quality of life, this could be done through sharing ownership of the organization by schemes in which employees can invest some of their income in shares of the organization they work for wherein organization itself contributes some part of it. This kind of participation in employee ownership initiatives has direct impact on organizational effectiveness.As WPS leads to happiness of customers and employees and most importantly takes the intentions of its business clients into consideration, it might have a positive impact on employees' perception about the organisation they are working for that could very well make them involved in work which has direct effect on organisational effectiveness. Further, the human capitalwhich could be nurtured by workplace spirituality, efficiency and process reliability which could be the outcome of it, adoption to the external environment without compromising on ethics may lead according to a theory by Yukl (2008) to organizational effectiveness.

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