CHAPTER 1

INTRODUCTION

In today’s knowledge based economy, human resource development is considered to be a contributing factor to the success of corporate sector. More and more organizations are trying to enhance the capabilities of human capital for gaining a competitive advantage. The human resource development enhancement has invaded equally into the corporate sectors. For any meaningful outcome, influence of spiritual initiatives will have to be aligned with the corporate objectives and strategic planning of the organization. Human resource development has a key role to play in strengthening the spiritual qualities of an individual which influences the performance of the system. Moreover, as dynamism is creeping in the human resource development field, spirituality is becoming an indispensable component of the modern organizations. The time is now ripe to think of those spiritual attributes as an instrument tailor made to improve the qualitative output of an individual in service and manufacturing sectors.

In this new era of globalization, success of an organization is dependent on effective corporate management. In turn effective corporate management is dependent on human resource development. And it holds the key as far as quality is concerned. Nevertheless, the concept of spirituality in human resources development can play a significant role. Thus, the main thrust is on the development of methods and strategies to strengthen spiritual input in human resource development. The subject chosen for the study has several dimensions, which enhances the human resource development backed by spirituality. This research is timely as well significant in this developmental phase of the world economy which is open to global competition in both Service as well as Manufacturing sectors.
Human resource development has become a label for various forms and functions of developing human capabilities and drawing the best from human resources. Human resource development backed by spirituality as a unique approach. A balance and trustful approach, detaches all doubts, and relationship within an organization will be one of cooperation and understanding in nature. Popular authors like Thomas Moore enrich our appreciation of the magnificence and depths of human spirit.

Giacalone and Jurkiewicz (2003) define spirituality as a framework of organizational values evidenced in the culture that promote employees’ experience of transcendence through the work process, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy.

Several dimensions of spirituality in the work place can greatly enhance personal wellbeing and creativity, organizational harmony and long term business success. (Spirituality at work – Dan Butts August 1999)

Though human resources have been part of business and organizations since the first days of agriculture, the modern concept of human resources began as reaction to the efficiency focus of Taylorism in the early 1900s. By 1920, psychologists and employment experts in the United States started the human relations movement, which viewed workers in terms of their psychology and fit with companies, rather than as interchangeable parts. This movement grew throughout the middle of the 20th century, placing emphasis on how leadership, cohesion, and loyalty played important roles in organizational success. Although this view was increasingly challenged by

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more quantitatively rigorous and less "soft" management techniques in the 1960s and beyond, human resources had gained a permanent role within an organization.

Rao and Pereira (1986) have stated that, even though human resource development processes may have existed in the country earlier, a professional outlook to human resource development started only in the early seventies. According to Butts (1999), there is sufficient clarity and theoretical understanding of the meaning of spirituality and how it can apply to work especially in terms of personal satisfaction, peak performance, and overall business success that can also enrich communities, cultures, and the Earth itself. (p. 328)

Spirituality [is] an essential part of an individual’s holistic health and well-being. Here are five key concepts based upon research conducted by Martsolf and Mickley (1998)

- Meaning- significance of life; making sense of situation; deriving purpose.
- Values- beliefs, standards and ethics that are cherished.
- Transcendence- experience, awareness, and appreciation of a “transcendent dimension” to life beyond self.
- Connecting- increased awareness of a connection with self, others, God/Spirit/Divine, and nature.
- Becoming- an unfolding of life that demands reflection and experience; includes a sense of who is and how one knows. (p. 2)

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Wong (2003) stated “to be effective, spirituality needs to be integrated into the corporate culture and reflected in organizational policies and practices on a daily basis. If organizations want to reap the full benefits of spirituality on morale and productivity, an organizational transformation has to take place. When this happens you will see the following changes at the workplace:

- The organization will become purpose-driven and meaning-based.
- Management with a mission will replace management of efficiency and control.
- There will be a shift from fear-based culture to love-based culture.
- Management practices and decisions will be clearly consistent with spiritual values such as integrity, honesty, love, hope, kindness, and respect and nurturing.

Power of spirituality enhances the human resources to achieve qualitative output by integrating spirituality with human resource development.6

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Human resource development has to evolve as a productive field; Corporate must find various ways and means to utilize human resources in right manner. Managing the human resources development functions has many challenges, perhaps the most important issue is of service quality relationship of human resource development function and corporate functions.\(^7\) The buzzword in people management in India is HRD and not HRM (Saini, 2000,35)

Human resource management’s primary role was to add value by aligning its people strategies in support of the organization’s business strategies. Human resource management also began a foray into change management and organization development activities in support of the implementation of the strategic direction.\(^8\) (Brockbank, 1999)

Saini (2000) argues that Human resource management is more macro in its approach and is concerned with human resource strategies and systems while Human resource development deals more with the micro-issues of human processes leading to the development of human resources.\(^9\)

Efficiency and effectiveness of human resource development and its multi dimensional impact by spiritual development can fulfill fundamental


\(^8\) Brockbank, W. : If HR were really strategically proactive: Present and future directions in HR’s contribution to competitive advantage. Human Resource Management, 1999, 38, 337-352.

requirement of an organization. Streamlining these spiritual principles for the achievement of corporate management dynamism is being considered as the primary task to achieve organizational objectives. This can only be possible by means of spectacular merger of spirituality into the process of human resource development. Spirituality is an art and science of human perfection, which can have a significant impact on human resource development and its use in corporate management.

Barrett n.d. (p. 1) has argued that, successful business leaders of the 21st century will need to find a dynamic balance between the interests of the corporation, the interest of the workers, and the interests of society as a whole.\textsuperscript{10}

As Mitroff and Denton, (1999) stated, Unless Organizations become more spiritual, the fragmentation and ambivalence felt by individuals cannot be repaired. Unless organizations become more spiritual, they cannot reap the benefits of the full and deep engagement of their employees, their so called most valuable resource. In the simplest terms, unless organizations not only acknowledge the soul but also attempt to deal directly with spiritual concerns in the workplace, they will not meet the challenges of the next millennium.\textsuperscript{11}

Workplace is becoming stressful due to the fast phase of the growth and dynamism in the international level. Local institutions started competing with the international giants, the frame work in which they were functioning earlier changed to suit the multinational requirement. Due to this the speed and growth created the imbalance at the workplace. The human touch among the employees started diminishing instead the mechanical relationship or robotic approach began. Spirituality at work is a movement began in the 1990’s in


which individuals seek to live their spiritual values in the workplace. Employees find calm and contented to some extent with this approach.

Burack (1999) defined workplace spirituality by using three concepts of spirituality in the workplace as his working definition:

• Spiritual growth and advancement of the human experience involve mental growth – problem solving and individual learning will often be the main vehicles of individual development.

• Spiritual growth reflects the gratification of individual needs especially “belonging” and those of higher order such as a sense of achievement. The individual’s context for these is broad encompassing work-family connections and work-place settings.

• Spirituality in the workplace is communicated and reinforced through the institution’s leaders, organizational culture, policies and work design among other factors. Sensitivity to and interest in the person (employee) must be common to all approaches.\(^\text{12}\) (p. 281)

The paradigm shift in the concept and measures of development from economic development to human development has put people at the centre stage.\(^\text{13}\) (UNDP 2004-05)

A philosophy of people management based on the belief that human resources are uniquely important to sustained business success. An organization gains competitive advantage by using its people effectively, drawing on their expertise and ingenuity to meet clearly defined objectives. Human resource management is aimed at recruiting capable, flexible and

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committed people, managing and rewarding their performance and developing key competencies\textsuperscript{14} (Alan Price – HRM in a business context)

According to Sukumarakurup Krishna Kumar, Christopher P. Neck (2002), there are different dimensions for the meaning of Spirituality due to a very strong personal nature of the word itself.\textsuperscript{15}

Spirituality enables a business person to gain a more integrated perspective on their firm, family, neighbours, community & self. Hence business people and business faculty show greater interest in spirituality at the workplace\textsuperscript{16} Gerald F. Cavanagh (1999,)

Spirituality in the work place is more than a passing fancy; it is changing the fundamental nature of work. Individuals are searching meaning in their work, a meaning that transcends mere economic gain. These individuals are looking to their organizational leaders to help them in their search, and organizations, in turn are being challenged to maintain Spirituality.\textsuperscript{17} Gregory, Francis (1999 )

The objective of human resource development is to maximize the return on investment from the organization's human capital and minimize financial risk. Modern analysis emphasizes that human beings are not "commodities" or "resources", but are creative and social beings that make class contributions beyond 'labour' to a society and to civilization. The broad term human capital has evolved to contain some of this complexity, and in micro-economics the term "firm-specific human capital" has come to represent a meaning of the

\textsuperscript{14} Alan Price – HRM in a business context  
\textsuperscript{15} Sukumarakurup Krishna Kumar, Christopher P. Neck : Journal of Managerial Psychology, 2002, 153-158.  
\textsuperscript{16} Gerald F. Cavanagh, : Spirituality for Managers : context and critique. Journal of Organizational Change Management 1999, 12 , 186-199,  
\textsuperscript{17} Gregory, Francis : Journal of organizational change management, June 1999
term” human resources. "In a series of reports of the UN Secretary-General to the General Assembly over the last decade [e.g. A/56/162 (2001)], a broad intersectoral approach to developing human resources has been outlined as a priority for socio-economic development and particularly anti-poverty strategies. This calls for strategic and integrated public policies, for example in education, health, and employment sectors that promote occupational skills, knowledge and performance enhancement.18 (Wikipedia)

Human resource development is more people oriented than technology oriented and believes that spiritual inputs would bring about greater commitment, efficiency and growth of an individual. Hence, this study makes suggestions not only to improve the existing processes in the corporate management, but also proposes for the implementation of human resource development with spiritual inputs in corporate management.

1.1 DESCRIPTIVE INFORMATION OF HUMAN RESOURCE DEVELOPMENT

The following table explains the various dimensions of human resource development. From the table we can articulate the impact of micro dimension of human resource development on Macro variables. Eventually micro and macro changes lead to improvement in the organizational structure and performance.

Human resource development is the framework for helping employees to develop their personal and organizational skills, knowledge, and abilities. Human resource development includes such opportunities as employee training, employee career development, performance management and development, coaching, succession planning, key employee identification and organization development. The focus of all aspects of human resource development is on developing the most superior workforce so that the
organization and individual employees can accomplish their work goal in service to customers\textsuperscript{19} Susan M Heathfield (2011)

The past thirty years have been of interest in organizational development. Because it witnessed a seamless interest in the integration of spirituality with work. Now many organizations are deliberately integrating spirituality with work.\textsuperscript{20} Skelley, (1996) Biberman & Whitty (1999)\textsuperscript{21}

Managers are capable enough to influence the employees by empowering their improved contribution. In the competitive world organizational effectiveness can increase the employee level performance.

The input of spirituality should necessarily consider the ability of the system to integrate the people and process. So Spirituality lays more emphasis on inner transformation which can reflect on external transformation.

1.2 LITERATURE REVIEW

In this section an attempt has been made to review a few relevant studies. For easy understanding and convenience it has been divided into three sections. In section I studies on Human resource development have been reviewed. In section II studies on the essentials of corporate management have been reviewed. In the section III studies on workplace spirituality have been reviewed.

Section I : Human Resource Development

There are a good number of studies on human resource development focusing on the essentials, approaches, mechanism, challenges and so on.

\textsuperscript{19} Susan M Heathfield about .com, 2011


Introduction

Against the background of our study we are focusing on the studies, highlighting the human resource development approaches and implementation mechanism.

1. According to Watkins (1989), human resource development is fostering long term; work related learning capacity at individual, group and organizational level.

2. According to The American Society for Training and Development (2000), human resource development is the process of increasing the capacity of the human resource through development. It is thus a process of adding value to individuals, teams or an organization as a human system.

3. According to The South Pacific Commission (2001), human resource development is equipping people with relevant skills to have a healthy and satisfying life.

4. Swanson & Holton (2001) stated, human resource development moreover is said to rest on a theory base consisting of three field’s economics, systems and psychology, which are highly relevant to a wide range of human resource development concerns.

5. According to Swanson & Holton (2001), these three broad areas work in conjunction, as human resource development seeks to enhance and influence human behavior (psychology) in an organizational (systemic) context, for the purpose of ultimately adding (economic) value to human resources for the benefit of the organization. The constant focus on human concerns demands that human resource development should also maintain a strong emphasis on business and personal ethics.


24 The South Pacific Commission (2001)


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6. **Swanson and Holton (2001)** stated, human resource development is a process for developing and unleashing human expertise through organization development and personal training and development for the purpose of improving performance.\(^\text{26}\)

7. **According to McLean and McLean (2001)**, human resource development is any process or activity that, either initially or over the long term, has the potential to develop work based knowledge, expertise, productivity and satisfaction, whether for personal or group/team gain, or for the benefit of an organization, community, nation, or ultimately, the whole of humanity.\(^\text{27}\)

8. **Adams et al… (2003)** states, employees are more productive when shown affection by the organization than when they are not.\(^\text{28}\)

9. **Lynham and Cunningham (2004)** stated, human resource development is a process or processes of organized capability and competency based learning experiences undertaken by employees within a specified period of time to bring about individual and organizational performance improvement, and to enhance national economic, cultural, and social growth.\(^\text{29}\)

10. A study by **Don McIntosh (2006)** has observed that, human resource development involves organization-wide training, learning, and development efforts with the potential to introduce large-scale change in an organization, mainly in the way of verifiable human performance improvements.\(^\text{30}\)

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\(^{30}\) Don McIntosh : Professional and Personal Definitions of Human Resource Development,© 2006
11. Further Don McIntosh (2006) explains, in practical terms, the core practice of human resource development consists of two major areas of activity; training and development and organizational development. Both can improve human performance because human expertise is their central goal.

12. According to Haslinda A. (2009), human resource development is a series of organized activities conducted within a specified time and designed to produce behavioural change.

13. According to Mala Dutt (2010), while economic growth is important, it has to be accompanied by improvements in quality of life of the people for the development process to be sustainable in the medium to long run.

Section II : Corporate Management

In this section a few relevant studies have been reviewed to concretise the framework of our study. Studies focusing on the importance of corporate management, studies on the essentials of corporate management and studies highlighting the role of empowered professionals have been reviewed to understand the framework of the study.

A. Studies highlighting importance of corporate management-
Globalization has increased the role of private sector. Private sector is dominating the world economy and public sector has reduced their function only for basic activities. Due to which private sector have multiple roles to play in the economy.

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31 Don McIntosh : Professional and Personal Definitions of Human Resource Development, © 2006
33 Mala Dutt : Development and HRD in India, IDEAS 20th Anniversary, Tokyo, March 10, 2010.
B. Essentials of corporate management – Corporate managers are empowered with skills and techniques of management. Their professional attributes contribute to the organizational development. Being leaders their dynamism and enthusiasm supports for effective corporate management.

C. Capabilities of empowered corporate managers- Corporate managers along with their intellectual skills need to have spiritual qualities. Their ability and capabilities will have positive impact on corporate management. Spiritual quotient has an important role to play in grooming their behavioural aspects. Management guru’s have identified modern concept of management with spiritual principles.

To be successful at the present time it is imperative for global corporate management to be dynamic, goal oriented, and quality concern to withstand the global competition. They need to harness their human resource potentiality to derive maximum advantage to achieve efficiency and effectiveness. Structure of a corporate management refers not only to the size of the supreme governing body of a company but also human resource at different levels. Initiatives have to be taken to improve the quality of corporate management, which include resource based human development, productivity based development. The prime requirement of the corporate sector has to fulfill with quality based projects. Wellbeing of any corporate body relies on its performance and sustainability of qualitative outcomes.

Globalization has invaded most of the corporate sectors; this has extended and enhanced the responsibility of employees to the required status.
1. According to S.K. Tuteja (1992), corporate principle purposes, like those of any organism, were believed to be survival and growth. Corporate profit
came to be viewed in much the same way as oxygen is to an organism — necessary, but not the reason for its existence.  

2. Further S.K. Tuteja (1992) explains, the business scene and practices have changed remarkably over this period. In its wake it has brought about many fold changes in the management thinking attitudes, styles and functioning. Accordingly, from time to time the law relating to corporate management has been modified in a piecemeal fashion to plug the loopholes brought to the fore.

3. According to S.K. Tuteja (1992), the development of modern industrial enterprise in India has been closely associated with the progress of the joint stock companies, which, in turn, is largely a handy work of their work.

4. S.K. Tuteja (1992) stated, management was characterized as the brain or head of the firm and employees as its organs. Because organs are less easily replaced than machines or machine parts, their health and safety became corporate concerns.

5. Further S.K. Tuteja (1992) explains, as automation was introduced and spread, the technical content of many jobs increased significantly; hence learning became as essential part of these jobs. Managers could specify the kind of output or performance they wanted but not how it was to be obtained.

6. A study by S.K. Tuteja (1992), corporate growth, therefore, refers to either an increase in size or an increase in some measurement of performance.

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34 S.K. Tuteja : Corporate management structure in India, Deep and Deep publications, New Delhi, 1992
35 S.K. Tuteja : Corporate management structure in India, Deep and Deep publications, New Delhi, 1992
36 S.K. Tuteja : Corporate management structure in India, Deep and Deep publications, New Delhi, 1992
37 S.K. Tuteja : Corporate management structure in India, Deep and Deep publications, New Delhi, 1992
38 S.K. Tuteja : Corporate management structure in India, Deep and Deep publications, New Delhi, 1992
Such as gross sales, share of market, number of employees or net earnings.  

7. **Salzmann (1997)** states, employees in an organization must exhibit higher levels of spirituality, exhibit increased flexibility toward organizational change.

8. According to **Krieger and Hanson (1999)**, in the secular school of thought, the aim is to articulate the ideal type of spiritual organization, understood mainly as a workplace where strong values and ethical codes ensure that the personal pursuit of spirituality is channelized towards corporate objectives.

9. According **OECD (2001)**, corporate governance is the system by which business corporations are directed and controlled. The corporate governance structure specifies the distribution of rights and responsibilities among different participants in the corporation, such as the board, managers, shareholders and other stakeholders, and spells out the rules and procedures for making decisions on corporate affairs. By doing this, it also provides the structure through which the company objectives are set and the means of attaining those objectives and monitoring performance.

10. **According to Osmond Vitez (2009)**, Corporations are large business organizations that often include a vast conglomerate of departments, divisions and employees. While most corporate management structures follow a standard design, some variances exist. These variances often focus on improving the company's processes and work flow.

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39 S.K. Tuteja : Corporate management structure in India, Deep and Deep publications, New Delhi, 1992  
42 OECD - Manual, Measuring productivity, measurement of aggregate And industry-level productivity growth, 2001  
43 Osmond Vitez , 2009, Define Corporate Management | eHow.com http://www.ehow.com/
Section III : Workplace Spirituality

In this section an attempt has been made to review a few studies related to workplace spirituality.

1. According to Clark (1958), spirituality is the inner experience of the individual when he or she senses a beyond especially as evidence by the effect of this experience on his or her behaviour when he or she actively attempts to harmonize his or her life with the beyond.44

2. Mc Brien, Richard (1980) explains that to be spiritual means, beyond that, to know, and to live according to the knowledge that God is present in us in grace as the principle of personal, interpersonal, social, and even cosmic transformation.45

3. According to Laabs (1995), spirituality looks inward focusing on personal experiences, manifesting itself through behaviours, principles, and practices.46

4. Oldenburg and Bandsuch (1997) state that for quite sometime now, something has been stirring in the people’s souls: a longing for deeper meaning, deeper connection, greater simplicity, a connection to something higher.47

5. A study by Martsolf and Mickley (1998) says,

   • Meaning- significance of life; making sense of situation; deriving purpose.
   • Values- beliefs, standards and ethics that are cherished.
   • Transcendence- experience, awareness, and appreciation of a “transcendent dimension” to life beyond self.
   • Connecting- increased awareness of a connection with self, others, God/Spirit/Divine, and nature.

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46 Laabs , J. : Balancing spirituality and work. Personal journal, 1995, 74 (9), 60 -68
47 Oldenburg, D., & Bandsuch, M.: The spirit at work : Companies should nurture the soul if they want more from employees. The Detroit News. Wednesday, May 7, 1997
• Becoming-an unfolding of life that demands reflection and experience; includes a sense of who is and how one knows.  
6. For an in-depth understanding of spirituality, what is needed according to Butts (1999) is: sufficient clarity and theoretical understanding of the meaning of spirituality and how it can apply to work especially in terms of personal satisfaction, peak performance, and overall business success that can also enrich communities, cultures, and the Earth itself.  
7. Mitroff and Denton (1999) describe the view on spirituality as informal and personal, that is, pertaining mainly to individuals. It is also viewed as universal, non-denominational, broadly inclusive, and tolerant, and as the basic feeling of being connected with one’s complete self, others, and the entire universe.  
9. Ashmos and Duchon (2000) elucidate this phenomenon as being about employees who understand themselves as spiritual beings whose soul need nourishment at work; about experiencing a sense of purpose and meaning in their work, and experiencing a sense of connectedness to one another and to their workplace and community.  
10. Boje (2000) has observed that Spirituality could make a difference by helping abandon corporate culturalism and the human relations legacy and taking a fundamentally different look at humans at work.

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11. **Willa Bruce (2000)** explains, each person has within him or herself the spark of the divine called spirituality that calls us to be all the good that we are capable of becoming and to act out that goodness in our places of employment.\(^{54}\)

12. **Thompson (2001)** explains spirituality as something we all possess, as being more than what we know or what we can do, and coming into play when we decide to do what is right.\(^{55}\)

13. According to **Weston (2002)**, spirituality is often expressed in the broadest sense as organizational and personal aspirations and goal, values and ethics; and comments about how the organization should treat people, and the environment and the community.\(^{56}\) (p.28)

14. **Shri. P. Rajagopalachari (2002)** explains, spirituality is the natural expression of once own inner Self. Spirituality is the science of divine human perfection up to the highest limit of divinization.\(^{57}\)

15. **Krishnakumar and Neck (2002)** pointed out; The intrinsic-original view of spirituality argues that spirituality is a concept or a principle that originates from the inside of an individual (p.154).\(^{58}\)

16. **Howard (2002)** stated: spirituality encompasses the way an individual lives out his or her sense of interconnectedness with the world through an ability to tap into deep resources. It encompasses truth, service, and wholeness. It is about self awareness and unity.\(^{59}\) (p. 231)

17. According to **Charlene Litzsey (2003)**, if one word could be used to capture the meaning of spirituality, it would be “interconnectedness”. This

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\(^{57}\) Shri P. Rajagopalachari : Spider’s Web , July 2002, Published by SRCM Chennai

\(^{58}\) Sukumarakurup Krishna Kumar, Christopher P. Neck, : *Journal of Managerial Psychology*, 2002, 153- 158.

interconnectedness or connection encompasses self, others, nature or the environment, and a higher power.\(^{60}\)

18. Further Charlene Litzsey (2003) explains, although there are various perspectives and definitions of spirituality, it is important to remember that its focus is on the individual. It is about individual personal behaviors, principles, practices, and values.\(^{61}\)

19. A study by Heaton, Schmidt-Wilk & Travis (2004) says, we use the term pure spirituality to refer to a silent, unbounded, inner experience of pure self-awareness, devoid of customary content of perception, thoughts, and feelings.\(^{62}\)

20. According to Eric D. Miller (2004), one’s core pro-social beliefs about the world, humanity, nature, and one’s higher being; the values by which one should ideally live”.

21. Kelemen and Peltonen (2005), further added, Spirituality is a positive emotion that serves to bring together the rational and the embodied aspects of human life while at the same time reaching to make a connection with a larger universe. To make this a guideline for human existence at work, it is, however, necessary to understand it as an art, requiring regular exercise and constant working on one’s self and one’s relation to the world.\(^{64}\)

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\(^{60}\) Charlene Litzsey, : *Spirituality in the workplace and the implications it has on employees and organizations*, 2003, B.S. Finance, Southern Illinois University

\(^{61}\) Charlene Litzsey, : *Spirituality in the workplace and the implications it has on employees and organizations*, 2003, B.S. Finance, Southern Illinois University.


22. Moore & Casper, (2006), defined spirituality as some internal substance—a value, belief, attitude, or emotion that affects people’s behaviour.  

23. Chen Ming-Chia (2012) stated, workplace spirituality is mutual contributions of individuals and work groups that enhance the meaning of work and the enlightenment of self transcendence, in order to allow individuals to feel the value and completion of life.

Spirituality magnifies the internal values of a human being, purifying the complete system to enhance spiritual qualities. It promotes orderly and systematic life to achieve a level of perfection in material life. Generally spirituality is the part and parcel of everyone’s life; it animates the dormant values in human beings.

1.3 RESEARCH GAP

Though there are a good number of studies on human resource development, corporate management and spirituality, there are no integrated studies with an holistic approach for workplace spirituality and human resource development and their impact on corporate management. This justifies a study of this kind.

1.4 STATEMENT OF THE PROBLEM

Human resource development in knowledge driven economies is considered as an important part of existing corporate system. Changes brought about in the field of human resource development to suit the present requirements are noteworthy. Human resource development has contributed and supported world economy for the economic growth and development. Components of human resource development are divided both at micro and

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macro level, input such as education, health, skills, training may play major role for the improvement of human resource, nevertheless there are several attributes that support individual development.

Most of the developing countries have experienced deficiency in human resource development for corporate management. Lack of improvement in human resource development has resulted in qualitative and quantitative downfall of output in an organization. There has been a sustained effort to develop human resource for the organizational improvement and its management. The growing dynamism and phenomenal expansion of the corporate sector have lead to drastic changes in the corporate management strategies. Globalization induced challenges for corporate management, have intensified the competition. The impact of this sector is on the growing reliance on dynamic and vibrant human resources.

With globalization increasingly at the center of attention, and with heightened levels of public concern about its impact, the present strikes us as an ideal time to reflect on the role of human resource professionals. Working for and with organizations engaging in the global economy, human resource professionals should be engaged in dialogue to determine what is ethical behavior for our profession within this new world order.\(^{67}\) D.C. Short and J. L. Callahan (2005). As organizations look to go global or remain global, they are likely to look to human resource development professionals for advice and support.\(^{68}\) Hart (1999).

Organizations have always had a spiritual side, simply because they are made up of human beings, but in the past this spiritual side has been either kept secret, denied or suppressed, or most likely ignored. In the last thirty years

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spirituality was viewed as parallel to corporate management strategies. However in the recent past deliberate efforts are being made to integrate spirituality with corporate management.

Traditional organizations place emphasis on form and functions; organizations operating under new paradigm place emphasis on energy and flow (a state induced by being involved in challenging and intrinsically motivating tasks). They also focus on creating a shared vision that works to inspire employees, and enable them to recognize that both positive and negative emotions play an important role in aligning employee values with organizational values.\(^6\) Dehler & Welsh (1994)

In fact this has effected several organizations in their expansion and progress. Much is being done to innovate and develop methods in this field for the improvement of human resource development. Most of the studies have both theoretical and practical relevance. In recent years there is a paradigm shift towards internal transformation which can impact dynamism in human resource development. Often human resource department recruit people with all qualification, experience, training etc. All these are considered to be external aspects of human resources. The development of human resources are dealt with spirituality, this attempt has been done only in certain occasions in a limited way. Now the corporate world and management methods and practices are focusing on this.

According to Harrington, Preziosi, and Gooden (2001) Spirituality at work is not about religious beliefs. Rather, it is about people who perceive themselves as spirited beings, whose spirit needs energizing at work. It is about experiencing real purpose and meaning in their work beyond paycheques and task performance. Spirituality is really about people sharing and experiencing

some common attachment, attraction, and togetherness with each other within their work unit and the organization as a whole.\textsuperscript{70} 

The human resource development basically works for the development and management of human resources towards greater sharing of personal, social and economic values. The success of human resource development in an organization depends, to a large extent, on the existence of a favorable human resource development climate.\textsuperscript{71} Prasanna K. & Venkateswaran S. (1997) 

As Laabs (1995) states, Leaving behind competition, promoting cooperation, making people equal and allowing them to live in a fear-free environment – you’ll engage not only people’s intuition and creativity; you’ll also engage their ownership of the organization.\textsuperscript{72} 

Wong (2003) mentioned spirituality needs to be integrated into the corporate culture and reflected in organizational policies and practices on a daily basis” (p. 3). He adds, if organizations want to reap the full benefits of spirituality on morale and productivity, an organizational transformation has to take place.\textsuperscript{73} 

According to Miller- People are searching for a way to connect their work lives with their spiritual lives, to work together in community, to be unified in a vision and purpose that goes far beyond making money.\textsuperscript{74} Miller (1998) 


\textsuperscript{72} Laabs, J. : Balancing spirituality and work. Personal journal, (1995), 74 (9), pg. 60 -68.

\textsuperscript{73} Wong, P.T.P: Spirituality and meaning at work: President’s column, September 2003

\textsuperscript{74} Miller , L. : After their checkup for the body, some get one for the soul. The Wall Street Journal, 1998, A1 , A6.
Human resource development could be strengthened with the inner transformation of individuals by means of spiritual approach. Challenging factor is implementation of this practical approach for human resource development and it can help in the process of sustained improvement in the corporate management. As mentioned earlier transformation is considered to be an important criteria for the general improvement in the performance of human resources in corporate management.

The preceding section highlights the importance of qualitative change required in corporate management. Spiritual input in effective human resource development is considered to be a cardinal principle of corporate management. Accordingly, this research makes an empirical study of the spiritual input, to identify the inner potentiality of human resources in an organization. It also attempts to identify the efficiency and effectiveness of human resources before and after the application of spiritual principles in human resource development and human resource management. This study would be a diagnostic exercise to prove the competence of spiritually motivated human resources in the corporate management for achieving organizational goals.

The main aim of this research is to examine the role of spirituality in human resource development. The success and efficiency of the corporate management has to be measured in terms of broader parameters owing to the changing role of human resources. In this context an attempt is made to assess the effectiveness of human resources in corporate management.

1.5 IMPORTANCE OF THE STUDY

In the world economy focus is on service sector and within this sector the information technology sector has witnessed explosive growth. And this is supported by skilled personnel, technically trained professionals and people friendly technology. It implies that the performance and sustainable growth of information technology sector in particular and service sector in general
depends on abundant and empowered human resources. Large scale development of the service sector is dependent on information technology sector. This information sector has to be equipped with qualitative human resources who can support the development programme without diluting the ethical basis. But nowadays the entire information technology sector is becoming mechanical and robotic in nature.

Further the aggressive competition and rapid globalization has gradually weakened the ethical and moral bases. This has lead to non humanistic approach by corporate in their human resource management. Rediscovering and consolidating the ethical basis is the need of hour. This calls for spiritual input in corporate management. Such support is needed within the organization towards the spiritual wellbeing of all. Corporates need to rethink and orient their management principles on the paradigm of spirituality. In the modern approach to corporate management there is an increasing need for the reformulation of spirituality in human resource development. Corporate management is driven by Spirituality (internal), human resource development (external), integrated (Spirituality / human resource development) factors. Once these factors integrated with a combined approach a consequential model and multi-applicable action generated.

Human resource development is more people oriented than technology oriented and believes that spiritual inputs, values would bring about greater commitment, efficiency and growth of individual. A systematic study of human resources development combined with spiritual values can identify even the weaker links so, as to strengthen them, and also, draw implication for achieving quality outcomes. Hence, this study makes suggestions not only to improve the existing processes in the corporate management, but also proposes for the implementation of human resource development with spiritual inputs. Sustained power of spirituality inspires human resource to achieve qualitative output to the optimum level.
Human resource development is a condition for corporate management but not sufficient condition. Spirituality awakens the cause and effect of existence and extracts best out of an individual. Spiritual practice being the fundamental aspect, peace and tranquility are its derived effects, which can enhance the efficiency of an individual. The total effect of spirituality will have an impact on balance, relaxed and effective human resource function in an enterprise.

Spiritual awareness has come into the field of corporate sector and the recognition has been given by various organizations and institutions. Orderly organized and systematic approach of spiritual inputs can create harmonious atmosphere in the corporate management. In recent years several creative findings and research are dealing with the changing dimensions of corporate management. Corporate social responsibilities are considered to be the prime factors for the human resource development to build capabilities, skills and inputs required for the whole development of human resource. At this juncture, harmonious atmosphere in the corporate environment can enhance individual potentiality to the maximum.

The reflection of spirituality can be found in human resource development principles. Analyses of these studies reveal that several enterprises apply these principles in their day to day activities. Spirituality is not only for external transformation of an individual, it can change an individual from within that has to be reflected. Complete process of spirituality is a refinement of an individual, refinement in his thoughts, actions, behaviour, personality and work efficiency. These refinements can alter individual activities in the existing corporate system. For achieving efficient and effective output level, application of Spirituality in human resource development is inevitable; it resolves the problem of stagnation and gives momentum to the entire corporate system.
1.6 OBJECTIVES OF THE STUDY

- To examine the new dimensions of human resource development in the context of new challenges.
- Examine the significance of behavioral aspects of human resource development
- Highlight the role and significance of spirituality in human resource development at individual and organizational level
- To explore the ways and methods of embedding spiritual aspects into the strategies for human resource development
- To examine the impact of spiritual input on corporate management.

1.7 HYPOTHESES

- Being spiritual practitioner employability in corporate is significantly higher than others.
- Spiritually motivated executives perform well in the corporate world.
- Spiritual practice plays predominant role in behavioural aspects.
- Spiritual practitioners will have positive impact on human resource development and corporate management.

1.8 METHODOLOGY

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. It studies the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them.\(^7\) C.R.Kothari (2006)

The data are collected from the spiritual practitioners and non practitioners working in different corporate sectors. This study is based on developing

\(^7\) C.R.Kothari : Research Methodology; New age International (P) Limited New Delhi, 2006.
impact analysis of spiritual practice on individuals and human resource development in corporates.

**Analytical and Descriptive study**

Analytical study is a system of procedures and techniques of analysis applied to quantitative data. Where as descriptive study is a fact finding investigation with adequate interpretation. In this study various human resource development policies of corporate sector have been analysed. Study is conducted both at individual level focusing on behavioural aspects and at corporate level focusing on human resource development. Even it looks into implementation machinery and the implications.

**Study area**

The data have been collected from within Karnataka from three information technology companies. The data information is about human content, growth potentiality and prospects of all the three companies.

**Data Sources**

For the study two types of data are collected for analysis. The first type of data is a primary data and the second type of data is secondary data.

**Primary Data**

During the course of doing experiments in an experimental research but in case we do research of the descriptive type and perform surveys, whether sample surveys or census surveys, then we obtain primary data either through observation or through direct communication with respondents in one form or the another or through personal interviews.\(^\text{76}\) C.R.Kothari (2006)

Primary sources are original sources from which the researcher directly collect data that have not been previously collected. Primary data are first-hand

information collected through various methods such as observation, interviewing, mailing etc.\textsuperscript{77} O.R. Krishnaswamy and M. Ranganatham (2004)

Cross sectional data – The data for this study has been collected at one point of time from different people of different corporates.

A structured questionnaire is administered to employees of three information technology companies such as Infosys, IBM, and Nokia. To make a comparison purposive sampling was done. We collected information from practitioners and non practitioners. And the data have been processed, interpreted and analysed.

**Secondary Data**

These are the sources containing data which have been collected and compiled for a different purpose. The secondary sources consists of readily available compendia and already compiled statistical statement and reports whose data may be used by researchers for their studies.\textsuperscript{78} O.R. Krishnaswamy and M. Ranganatham (2004)

Sources of secondary data are papers, articles, journals, books, reports, documents, magazines and websites.

**Data Analysis**

On the basis of the data gathered from the questionnaire, two categories of data were analyzed. One group of data collected was of spiritual practitioners, who were practicing meditation, pranayama, yoga and sermons.

\textsuperscript{77} O.R. Krishnaswamy and M. Ranganatham : *Methodology of research in social sciences*, 2004, Himalaya publishing house

\textsuperscript{78} O.R. Krishnaswamy and M. Ranganatham : *Methodology of research in social sciences*, 2004, Himalaya publishing house
The second set of data relate to non practitioners. Questionnaire is designed to analyse impact of spiritual practice on behavioural changes such as personality development, communication, motivation, decision making and leadership. Impact on human resource development and Corporate management was analysed according to the parameters such as efficiency, productivity, team building and working, stress management, accountability, optimum use of resources and time management. Sample data collected from employees of different corporates. Data gathered, findings were compared among the sample data of fifty employees each from Infosys, IBM and Nokia. Data were collected from sample respondents who are employees of information technology companies.

Methods and techniques of data analysis

The analysis of data is most skilled task in the research process. Statistical analysis of data serves several major purposes.

Techniques

The Chi-Square test is, in fact, a technique through which it is possible for research to i) Test the goodness of fit; ii) Test the significance of association between two attributes, and iii) test the homogeneity or the significance of population variance.79 C.R.Kothari (2006)

In this study Chi-Square test is used to interpret the data and test the hypotheses.

Hypotheses testing

Descriptive opinion has been collected on the basis of Yes or No. Statistically analysed data were looked into the extent of influence that has been shown.

1.9 ORGANIZATION OF STUDY

1. Introduction
2. Human resource development: theoretical and empirical reflections
3. Impact of spirituality on corporate management
4. Methods of embedding spiritual aspects into strategies for human resource development
5. Field study
7. Summary and Conclusion