CHAPTER 3
IMPACT OF SPIRITUALITY ON CORPORATE MANAGEMENT

3.1 Introduction

In this study an attempt has been made to review impact of spirituality on corporate management. The chapter has been organized in four parts. In Part-I there is discussion on spirituality and corporate management. In Part-II there is a discussion on spirituality and human resource development. Part-III focuses on significance of spirituality in human resource development and corporate management. And in Part-IV discussion is on reorienting human resource development with spiritual approach.

3.2 Meaning and Conceptual Clarification

Spirituality has influenced the existence of human beings ever since the ancient civilizations. Spirituality has significant effect on day to day life of people. Modernization has brought in latest technology and techniques into human life, but it is important to know that in the midst of all these developments and transformation, spirituality has its own role to play. External luxuries, comforts provide momentary or short term external satisfaction to people. Human wants are fulfilled one after the other, but the need for peace, contentment, tranquility and balanced existence is increasing. Periodically efforts are made to fulfill this, but when it is peace and contentment and other aspects, it is the influence from within that result in all these transformation and change. Systematic approach is essential in spirituality to meet these ends.

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.

This new spiritual dimension embodies employees’ search for simplicity, meaning, self-expression, and interconnectedness to something higher\(^1\) Marques, Dhiman, and King, (2007)

According to Karakas, Fahri (2010), incorporating spirituality at work a) increases employees’ well-being by increasing their morale, commitment, and productivity; b) decreases employees’ stress, burnout, and workaholism in the workplace.\(^2\)

A spiritually-friendly workplace will have greater staff-retention rates, so lowering recruitment costs. It will see an increase in creativity and innovation, improved morale, better cooperation and teamwork and superior interface between the organization and its customers.\(^3\) Anonymous, HR Specialists will lead, (2001)

Rosner (2001) cites consultant Martin Rutte, who offers a simple four steps action plan for HR directors to better address spirituality at work:

**Step 1:** Make it safe, permissible, and comfortable to have the conversation about spirituality in the workplace, if people choose. Begin talking, writing, and communicating in a gentle, non-threatening, non-dogmatic manner. Respect others' points of view and the degree to which they wish to participate.

**Step 2:** Seek help from the many resources available. There are myriad sources filled with ideas, conferences, books, speakers, [and] discussion groups.

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\(^3\) Anonymous, HR Specialists will lead, (2001)
Step 3: Allow a form to evolve to help expand spirituality in your workplace. This can be anything from a regular discussion group to a shared project or activity to a speaker series. Agree on a method and time.

Step 4: Evaluate what is working and what is not working. Then correct what is not working and nurture what is. And don’t forget to celebrate.\(^4\)

As Father Tredget (2001) states, understanding the spiritual can become an important part of workplace human development. It will become part of management training and have great benefits, including creating more social stability and increased profitability and productivity.\(^5\)

According to Annemarie Gockel (2004), spirituality also involves a sense of the interconnectedness of all things and an ability to transcend the ordinary and to see the sacred in everyday life. Spirituality is further reflected in the feelings of peace, awe, calm, and connectedness, and it is a source of inexhaustible faith and will power. Spirituality in the workplace covers a broad range of phenomena, experienced both within and outside of a formal religious tradition, which centers on a personal experience of the sacred and one’s connection to it. Further the connection with others and to life itself in the context of workplace gets improved.\(^6\)

It emphasizes the basic feeling of being connected with one’s complete self, others, and the entire universe. If a single word best captures meaning of spirituality and the vital role that it plays in people’s lives, that word is interconnectedness.\(^7\) Mitroff and Denton (1999)

\(^4\) Rosner, B. : Is there room for the soul at work? Workforce, 2001, 80(2), 82-83
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Spirituality is from the heart, beyond the field of mind: It means engaging the world from a foundation of meaning and values. It pertains to our hopes and dreams, our patterns of thoughts, our emotions, feelings and behaviours. As with love, spirituality is multidimensional, and some of its meaning is inevitably lost when attempts are made to capture it in a few words\(^8\) Turner (1999).

Workplace spirituality is one of the versions of spiritual influence at corporate and human resource level. During 1990s, more than 300 works were published on workplace spirituality.\(^9\) Garcia–Zamor (2003). This explains the growing importance of workplace spirituality in contemporary world.

3.3 Meaning of Workplace Spirituality

Burack (1999) defined workplace spirituality by using three concepts of spirituality in the workplace as his working definition:\(^10\)

- 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. (p. 281)

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In agreement with the views expressed by Giacalone\textsuperscript{11} and Jurkiewicz\textsuperscript{(2004)},\textsuperscript{12} and Burack (1999),\textsuperscript{13} Wong (2003)\textsuperscript{14} identified several attributes of spirituality within the context of work as follows:

1. Defining ourselves as having inherent values, greater than our roles, titles
2. and possessions.
3. Affirming meaning and purpose in spite of absurdity and chaos.
4. Emphasizing authenticity, inner wisdom, creativity and transformation.
5. Recognizing the immaterial, transcendental, sacred dimensions of reality.
6. Having a servant’s attitude towards work and leadership.
7. Embodying spiritual values of integrity, honesty, love, kindness and respect.
8. Emphasizing social responsibility toward the community, society and environment.
9. Viewing God and spiritual principles as the grounding for moral decisions. (p. 3)

It is about individuals and organizations seeing work as a spiritual path, as an opportunity to grow and to contribute to society in a meaningful way. It is about care, compassion and support of others; about integrity and people being true to them and others. Examples of vertical organizational spirituality include: meditation time at the beginning of meetings, retreat or spiritual training time set aside for employees, appropriate accommodation of employee

\textsuperscript{14} Wong , P.T.P. : President’s column , September 2003: Spirituality and meaning at work. http://www.meaning.ca/articles/presidents_column/print_copy/spirituality_work_sept03.html
prayer practices, and openly asking questions to test if company actions are aligned with higher meaning and purpose.\footnote{Yogesh Mehta, Srishti Joshi: \textit{Impact of Workplace Spirituality on Organization Culture through Improved Employee Productivity}, AIMS International Conference on Value-based Management August 11-13, 2010} Yogesh M, Srishti J (2010)

Institutions with caring behaviours will frame the norms that will be conducive for incorporating ideologies of workplace spirituality. The ideas of social commitment help employees to be in touch with society and also realize the need for the change in institutional frame work. As the changes took place in the world economy the need for the inner peace becomes a question due to the rapid race with all types of competition. Here it may be individual based or institution based but the end effect is on the employee because the employee is the one who connects the whole. Self Management has become the need for the employees to preserve their balance, which otherwise have an impact on their work life and personal life. This is the point where the need for workplace spirituality has come up with greater intensity where institutions are looking for better environment at the work place.

3.4 Advantages of Workplace Spirituality

Practical experience of the many institutions has proved that work place spirituality is beneficial for institutions and employees. Institutions try to maximize their capacity to do better in their approach towards the clients, students or share holders. Employees strive for the better output from their accord by putting their heart at work and create interest in their work to derive quality in their approach. In doing so both at institution level and employees level there will be cordial relationship and good employee- employer relationship will produce that result which has to be fulfilled with the impact of workplace spirituality.
According to Wong (2003), when this happens the following changes can be noticed 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
- Spread of spiritual values such as integrity, honesty, love, hope, kindness, respect and nurturing.\(^ \text{16} \)

**Essence of the studies**

Most of the studies have unanimously observed that spirituality acts as a catalyst for enhancing the workplace enthusiasm in a right sense. In the normal circumstances organizations occasionally embrace spirituality. When they find it advantageous for the functioning of the enterprise, they incorporate the principles and techniques of spirituality in their human resource development. Human resource being basic concept for the growth of an organization, the principles developed by the employer influence the day to day activities of an organization.

Since corporate is made up of human resources, human resources development is considered as an approach that is inevitable to inculcate spiritual understanding for achieving desired results. In this chapter an attempt is made to highlight and explain the influence of spirituality on human resource development and corporate management. The last decade has witnessed a veritable explosion and interest and enquiry into the spirituality at workplace. Major development in this area is found in developed nations of the world. In fact materialism in these developed nations captured the ways of living of the

\(^{16}\) Wong, P.T.P.: President’s column, September 2003: Spirituality and meaning at work. http://www.meaning.ca/articles/presidents_column/print_copy/spirituality_work_sept03.html
people in various fields. To take rescue from the materialistic life, spirituality made its entry with practical means to improve work environment and work culture. The new openness with spirituality explores the potential resources in individuals. Spirituality in all its form is experiencing a renaissance in the workplace.

3.5 Workplace Spirituality and Human Resource Development

Spirituality has a great role to play in human resource development. Sustained efforts to improve the productivity by quantity and quality have been a prime task of the organizations across the economies. Training and development in spiritually infused organizations is likely to focus on developing character, ethics, values, and creativity in addition to focus on technical skills, training and development. This can be provided in experiential formats such as vision quests, shamanic journeys, and spiritual study groups.¹⁷ Conlin M. (1999)

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.

Grooming of personality is considered to be essential for healthy environment in the organizational set up. This creates dynamic and evolving conditions in HR which are reflected in the performance and also interpersonal relationship. Every organization is made up of human resources; all other resources are utilized according to the fixed dosage and as per organizational requirement. In this area of training HR plays a dominant role. It aims at providing real opportunities for the creative, interpersonal, and technical

development of each worker—through cross-training, mentoring, educational opportunities, and personal support according to each employee’s needs and goals that help create well-balanced, multi skilled and innovative employees.\textsuperscript{18} Groen, J. (2001).

Organizations, like people are viewed as an organic entity with their own unique character or soul to develop within the context of this moment.\textsuperscript{19} Lewin, R. and Regine, B. (2000)

Organizational objectives have to be familiarized by employees; this is where human resource tries to synchronize the individual objectives with that of organization. The gap has to be filled up, with spiritual input in human resource development, and acceptance for the collective growth is made possible due to the interconnectedness amongst employees. Employees are frequently enlisted in developing a mission statement and set of values that reflect the unique goals and principles of the business.\textsuperscript{20} Burack, E.H. (1999).

Under spiritual training inner nature has to be developed, so the voice within gets activated in due course of time. It will enhance self discipline, self development and improve the personality of an employee. Workplace policies that provide autonomy for immediate front line problem solving encourage open communication across the organization, and support employee initiative. In this process risk taking and self management are seen as intrinsic to the moment.\textsuperscript{21} Burack, E.H. (1999).

Spirituality incorporated in human resource explores spiritual values and beliefs, that can be incorporated in employees work lives. Focusing on these

\textsuperscript{18} Groen, J.: \textit{How leaders cultivate spirituality in the workplace}: What the research shows. Adult learning, 2001, 12
areas helps an organization to tap the positive quality of human resource. Such a focus also provides a sense of motivation that can sustain the individual and organizational interest. Spiritual values help in integrating attitude of human resource for attaining healthy atmosphere in an organization. Recognition of the role of spirituality in an organization provides avenue to develop intuitive approaches to the existing situation and add right spirit to create exploring environment amongst the individuals. Creating interest and enthusiasm among individuals is the prime responsibility of human resource department. In this process human resource incorporates spiritual principles to enable the individuals to develop their skills both from technical and organizational level. Inspiration and the strength derived out of spiritual support to human resources contribute to the dynamism of an individual and organization.

Human resource takes care of the organizational development and fulfillment of the pre-determined organizational objectives. Managers are expected to develop personal relationships with employees; interpersonal caring is manifested through employee emergency funds, workplace mentoring, community social events and an emphasis on valuing and rewarding employee contributions. Burack, E.H. (1999); Milliman et. al. (1999)22

The organization treats employees as members of the family, creates a friendly environment and supports them. This attitude strengthens the organizational spirit for the right type of atmosphere. Nowadays social responsibilities accepted factor and therefore they convince their consumers and stakeholders that the welfare functions of an organization begin from within. Once internal requirement to upgrade the welfare of the employees is fulfilled, it is possible to achieve social welfare and discharge social

responsibility. Spiritually infused organizations define a social mission, beyond their profit making mission that outlines what they want to contribute to society and how they will accomplish this mission in a way that recognizes their ethical commitments.\textsuperscript{24} (Milliman et.al, (1999) ; Uhrich, (2001)\textsuperscript{25}

Role of spirituality in an organizational set up goes a long way in correcting prevailing conditions, so as to inculcate the values into the employees with a viewpoint to serve better in a society, country, and in the world. Organizations that view themselves as secular focus on promoting universal ethical values such as love or responsibility and a sense of community. Mitroff and Denton (1999)\textsuperscript{26}

Thus spiritually induced institutions are unique in their functioning and approach towards human resources so as to extract and utilize the spiritual potential in an individual for corporate evolution.

3.6 Human Resource Development Supported by Workplace Spirituality and Corporate Management

Spirituality and corporate management, even though a modern trend, it existed from the past centuries. Absence of spirituality for a period of time in corporate management was surely due to misunderstanding of the concept. There are organizations who have placed a great deal of emphasis for this cause to transform and mould management principles according to the spiritual needs. Although the trend towards spirituality at work has already had a significant impact on business practice, research in the area is only just beginning. The majority of the literature comprises attempts to describe and define the trend itself, calls to action for implementing various elements of

spirituality at work, or case studies on how to revive disgruntled workers and sagging bottom lines with spiritual solutions.\textsuperscript{27} Annemarie Gockel (2004)

The real possibility of bringing more of oneself to the workplace and enjoying practical support in relaxation, exercise, child rearing, self actualization, creativity, and other areas while making a living wage constitutes real progress for workers. Placing a renewed, or newly sincere, emphasis on ethics, public service, and responsiveness to the community counters concerns brought about by the increasing power of multinational corporation to exploit workers, national economies and the environment. In this way, the workplace spirituality offer some real potential for transforming business practices in ways that contribute to the well-being of workers and society.\textsuperscript{28} Annemarie Gockel (2004)

Now there is a trend towards spirituality in academic research. In many academic programmes there is a clear focus on spirituality. Candidates trained in this way can come out with innovative and sustainable strategies for implementing and practicing workplace spirituality. Management reflecting the administration and actual working of corporate, will have managers who are specialized with a set of spiritual principles at work place. They explore the innumerable ideas to incorporate these values at work place. These values integrate the organization with a single purpose and ideology. The integrated approach builds up organizational spirit in several ways. A study in this area\textsuperscript{29} by Mitroff and Denton (1999) has found some common elements in the definitions of spirituality offered by U.S. business executives and executives in nonprofit organizations. Data from 68 interviews and 131 surveys indicated that spirituality provides meaning and purpose in life, it is timeless and

\textsuperscript{27} Annemarie Gockel, : \textbf{The trend toward spirituality in the workplace} published journal of employment counseling. December 2004, Vol. 41, Pg. 157
\textsuperscript{28} Annemarie Gockel : \textbf{The trend toward spirituality in the workplace} published journal of employment counseling. December 2004, Vol. 41, Pg. 157
universal, non denominational, it is inclusive and accessible to everyone, and is not formally structured or organized.

In a workplace that has become insecure and alienating, the need for development on the spiritual side has arisen in a number of contexts. The displacement of core values has made out a strong case for renewed search for higher purpose. Spiritual need may be seen at various levels in relation to higher purpose and core value displacement. Such as harmony between values and technology, connectedness with others, eco-efficiency: delivering more value with less environment burden.\(^{30}\) Paul Collins and Nada K. Kakabadse (2006)

Corporate management looks for challenges that occur with the input of spirituality into its system of functioning. This watch is going on as mentioned earlier from several years and the concrete conclusions are to be drawn to decide the influence of spirituality.

Spirituality in an organization with focused approach promotes wellbeing of employees. Spiritual values in the corporate sector promote economic efficiency and cause quality improvements in productivity. Human resource is an important requirement for corporate. It is a paramount trend required in today to conserve exhausting resources. Only means of precaution through a general approach may not be effective enough to create awareness at corporate level to focus on the need for conservation and sustainable development. Several efforts are made at management school level to incorporate spiritual principles. Academic interest in workplace spirituality has also moved from theory to training, with at least 30 Master of Business

\(^{30}\) Paul Collins, Nada K. Kakabadse: \textit{Perils of Religion: Need for Spirituality in the Public Sphere}, John Wiley and Sons Ltd. 2006, Pg. 110-111
administration programmes now offering courses that address spiritual concerns. 31 Uhrich, D. (2001)

Spiritual need may be felt at various levels in relation to ultimate purpose and identified core value i.e.,

- Harmony between values and technology
- Connectedness with others
- Eco-efficiency; delivering more value with less environmental burden.


3.7 Approaches

According to S.J. Gould (2006), spirituality is a tenuous at best in light of all its myriad forms, meanings and practices, let us say for our purposes here that it involves something beyond the material and something beyond the person, sometimes referred to as transpersonal.34

More recently, spirituality and management have become conjoined in an association that is less metaphorical and more actual. Evidence of this shift can be seen in the increase in popular business and management literature during the 1990s that explicitly addressed the emerging theme of workplace spirituality. This literature promotes a view of the organization as a spiritual – social system composed of employees whose existential needs must be supported if the organization is to flourish. In explaining how this can be achieved, attention has focused, first, on exploring the meaning of work in relation to a higher purpose and, second, on encouraging a more holistic view

32 Paul Collins , Nada K. Kakabadse : Perils of Religion : Need for Spirituality in the Public Sphere, John Wiley and Sons Ltd. 2006, Pg. 110-111
33 Nada K. Kakabadse : Perils of Religion : Need for Spirituality in the Public Sphere, John Wiley and Sons Ltd. 2006, Pg. 110-111
34 Stephen J. Gould, Cooptation Through Conflation: Spiritual Materialism is Not the Same as Spirituality, Consumption, Markets and Culture, Vol. 9, No. 1, March 2006, pp. 63–78
of work organizations as communal centers, where actions can be seen as practically and morally interconnected with the physical and social environment.\textsuperscript{35} Emma Bell; Scott Taylor (2003).

Today’s employees and managers are undergoing immense pressure and stress at workplace. These work and pressures have sparked a demand for more meaningful approach towards management of self and corporate. This situation requires peaceful and calm solutions to overcome complicated and conflict situations at workplace. However work environment alone can bring this condition by certain precautionary measures to avoid pressure and stress at workplace. Workplace spirituality introduces certain methods of spiritual practice individually and collectively which work towards the wellbeing of individual and corporate.

### 3.8 Implementation of Workplace Spirituality in an Organization

Spirituality is more of a process than an end. It is about how things are performed instead of just achieving goals. The development of an individual and building on creativity will naturally require spiritual practices in the process of achieving an organizational goal. The rate at which an individual grows is mostly self determined. For example, an organizational goal to deliver a product on time within budget may force or inspire an employee to learn new skills and take on greater responsibility to achieve that goal. The following things may be considered to establish workplace spirituality and reap the benefits of increased employee productivity leading to a flourishing organizational culture.

1. Appointment of a committee to determine the role played by spirituality in the organization with an appropriate definition of "spirituality at workplace" is the first step towards establishing workplace spirituality.

\textsuperscript{35} Emma Bell; Scott Taylor : \textit{The elevation of work: Pastoral power and the new age work ethic: Spirituality, Management and Organization}; May 2003; 10,2; ABI/INFORM Global ; Pg. 330
2. The strategic intent and the strategic plan need to be defined integrating it with spirituality.

3. A Spirituality Survey of the organization would aid in understanding the present levels of spiritual quotient of the workforce and the scope for further improvement in the direction.

4. For this to become possible, the organization should an environment of trust so that the employees find if comfortable to question, learn, and contribute.

5. Personality development seminars and workshops that include clarity of values and desired behavior of employees with a humanistic tilt should be incorporated with higher frequency.

6. The organization should set up policies that facilitate and foster diversity in culture, ideas and thoughts.

7. To adapt in a workplace scoring low in spirituality, spiritually sourced personal values such as family, personal time, creativity, religious practices, health, etc. need to be defined, and compared to the personal workplace values of money, respect, quality, empowerment etc. and then decide to either remain non reactive to the workplace, bring a positive change in the working atmosphere or look for a workplace that satisfies your spiritual urge and provides you with inner peace.

8. Leaders who need to lead a spiritually less oriented team should first begin with spreading and strengthening values and morals in the name of business ethics.

9. Brainstorming sessions, discussions, and exposure to literature on ethical practices in business or ethical business conduct, initially and gradually on spirituality would go a long way in raising the spiritual quotient of employees.

10. In order to practice workplace spirituality, it becomes necessary that the employees are free to make mistakes as far as they learn from every mistake not repeating the same mistake. This is because; spirituality can spread its wings only in the absence of fear. The fear of losing a job, of a pay cut or of demotion are nothing but de motivating factors for employees which
hampers their productivity as well as serves as a barrier to spiritual growth since it blocks their potentials to be ready to experiment, change and innovate. It also has negative impact on the organization culture.

11. Spirituality is not absence of competition but absence of unhealthy competition. Hence, organizations should aid healthy competition by disseminating information to all uniformly, giving the employees an equal opportunity to learn and grow and allow the best man to win.  

Yogesh M, Srishti, (2010)

3.9 Impact of Workplace Spirituality on Human Resource Development And Corporate Management

Spirituality influences the human resources development and the corporate management simultaneously. The functioning of any organization depends on human resources. Spirituality is recognized an internal aspect of human resource, and it influences the corporate management, mainly through policies and functions of the organization.  

Garcia-Zamor (2003) explains, spirituality in the workplace may manifest itself in several ways, but at two different levels: the personal and the organizational.

3.10 Antecedents of Spiritual Dimensions Influencing Human Resource Management

The following antecedents give an idea about impact of spirituality on human resource management.

Yogesh Mehta, Srishti Joshi : Impact of Workplace Spirituality on Organization Culture through Improved Employee Productivity, AIMS International Conference on Value-based Management August 11-13, 2010


Time Management

Time management includes tools or techniques for planning and scheduling time, usually with an aim to increase the effectiveness and/or efficiency of personal and corporate time use. In a corporate setting, time management can programme, regulate employees, make it easier to coordinate work and increase accountability of individual employees.

Effective use of time and maximum utilization of time are the twin requirements. Clear sense of priority set by an individual to perform his functions within the time bound goal.

Application and Utilization

Applying and utilizing the knowledge available in the organization to the products, processes, systems and services is an important constituent of productivity. The whole idea is to have the right kind of knowledge available at the right time in the right place. As innovation and creativity play a vital role in the success of any organization today, immediate access to knowledge plays a critical role. So, the organization has to generate mechanisms to evaluate human resource development, whether the application and utilization of knowledge takes place in an effective manner or not, and if not, what measures should be adopted to correct the same.

Spirituality evokes wisdom in an individual which can process right thought into right action. Complex circumstances can be practically dealt with complete utilization of potential resources within an individual. Right place, right thought, right action can be enhanced with integrated approach of Spirituality. Utilization of will power strengthens the will; it can have a direct impact on perfect utilization of resources.
Professional Efficiency

Competence is a standardized requirement for an individual to properly perform a specific job. It encompasses a combination of knowledge, skills and behavior utilized to improve performance. More generally, competence is the state or quality of being adequately or well qualified, having the ability to perform a specific role. For instance, individual competency includes the traits of systems thinking, emotional intelligence, skills in influence and practical approach. A person possesses a competence as long as the skills, abilities, and knowledge that constitute that competence are a part of him, enabling the person to perform effective action within a certain workplace environment. An individual thinking can be matured with the application of Spiritual practice; focused way of thinking can be attained to achieve organizational goals. Thus Spirituality promotes qualitative, quantitative, combination of the two or entirely new methods/techniques to gain the competitive advantage in human resource development.

Excellence in Leadership

Human resource development is also influenced by the quality of leadership. The management must communicate the vision to the employees operating at all levels in such a way that they adopt the vision of their own. Numerous techniques aid in this process, including: narratives, metaphors, symbolic actions, leading by example, incentives and disincentives. A good leader is always an obedient follower. Often inner quality of an individual can be exposed while discharging leadership responsibilities. In a corporate management democratic leadership is accepted in place of autocratic or dictatorial leadership.

Leadership potential also has an important bearing on human resource development. A leader with spiritual potentiality possesses enormous positive qualities which can be reaped by means of spiritual application. Spirituality investigates and practically applies the concept of intuition into practical
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application. A passionate leader, whose creative style of managing people can kindle imagination and make the work effective and efficient.

Knowledge Management

Zuckerman & Buell (1998), define knowledge management as the strategic application of collective company knowledge and know-how to build profits and market share. Knowledge assets viz., ideas, concepts, and know-how are created through computerized collection, storage, sharing and linking of corporate knowledge pools. Advanced technologies make it possible to mine the corporate mind.

Spirituality can strengthen the knowledge by means of scanning the external environment and predicting the threats and possible ways to manage the dynamism based on knowledge management. Spirituality promotes retention power and improves concentration. Collective thinking is an event which can contribute to the welfare of the organization and it also promotes peaceful and cooperative environment.

Self Management

Self management is a prime aspect of an individual. An identity of an individual can be exposed with his performance at the work place. Human resource techniques provide enormous incentives for self management. Due to the ups and downs in the work place, as well as work pressure there could be unfavorable decisions. Basic personality of an individual is always triggered at the work place. Balanced approach at the work place and in personal life with patience, perseverance, tolerance etc. is required to develop internal qualities. Spiritual practice awakens the latent powers in an individual, helps in relaxing the body, de stressing the mind and rejuvenating enthusiasm. Belief in ones own self develops ability to believe organizational objectives.

Health Management

Spirituality in an organization has five indications such as health, happiness, wisdom, success and fulfillment. Meditation proves these benefits on body and mind. All deceases originate from the mind. When the mind is relaxed resultant effect produces positive energy. Perfect health has direct impact on the work efficiency of an individual. Healthy mind can direct thoughts for right decision and action. Enthusiasm in an individual is a byproduct of excellent health. Individual responsibilities can be fulfilled effectively and efficiently by means of systematic and balanced approach to material and spiritual life. Constructive and systematic thinking is the outcome of meditation, which leads to right action and avoid all possibilities of failure. Success and contentment are the root cause of individual health. The importance of a health cannot be undermined. Health and well-being play a vital role in the proper development of an individual.

Decision Making

Decision making is an integral part human resource development. Right decision at the right time promotes organizational interest. Routine activities may demand for decision making is a part and parcel of the complete system. Unusual circumstances are encountered in human resource functions, such occasions appropriate decisions may play a dominant role. With the support of Spirituality, disciplined way of thinking can be developed. Systematic approach in any critical problems results in correspondent effect on effective decision making. In complicate circumstances proper implications and execution of decision can help in the process of gaining universal advantage. The decision concerned with constructive ideas can be implemented with energy and conviction; it can make sizable difference in the outcome of a corporate management.

In an organization human values are considered to be the vital aspect. An individual has the capacity to utilize the inner potential for achieving the
organizational goal. Organizations interested in functioning in accordance with spiritual principles incorporate these values in their management system. There are various types of skills required for the efficient functioning of human resources and one such skill is the exploring of inner potential. Individuals are trained to inculcate these skills, all these skills are more of external in nature where as the spiritual principles are more from within or internal to an individual. Values are revealed from within; they are manifested in the functioning at the work place both at technical and non technical areas. Spirituality at work is also about notion that spiritually motivated not only express inner life needs by seeking meaningful work, but also try to align their values and perception with human beings. Spirituality energizes and provides the enthusiasm to pursue our life’s work alongside others. When the spirit is alive and well, it creates meaning in our work lives.\(^4^0\) Moxley, R. (2000).

Individual interests differ from one another, it is the organizational interest that integrates and develops human resources. Integrated interest creates positive energy to generate spiritual values in corporate management.

Creative energy in work has to be integrated with God’s creative energy. If we can understand that connection, perhaps we can use it to transform workplace into something remarkable.\(^4^1\) (Gregory F. A. 2001)

Ultimately spirituality has a larger plan in which, organizations, institutions, society and family is a part of the whole plan. Spirituality submerges all these aspects to promote the connectivity among all micro aspects and bridge them to the macro level.

Understanding spirituality will become such an important part of human development in workplace that it will begin to be featured regularly in

\(^4^1\) Gregory F. A. Pearce July 2001 edition of Fortune Magazine – *God and Business*
management training and eventually have a place in some form or another in every organization, no matter how small it is.\textsuperscript{42} Hilpern, K. (2000).

Educational or technically specialized background of employees has a great impact on corporate existence. Individual knowledge is ever growing with the support of spirituality. Spiritual education and training builds up core values in an individual which reflect in their behaviour at workplace.

Human values are the prime requisites for shaping the organizational norms. These values transform the attitude and behaviour of an individual. Individuals in an organization are responsible for creating positive energy with healthy human values. Certain higher values are responsible to strengthen the positive energy at the work environment embedded with human virtues such as humility, helpfulness, sharing, sympathy, tolerance and so on. These values promote organizational effectiveness to derive positive result in human performance. Spirituality at workplace is strongly supported by the ethical attitude to create an environment to accept and understand values. In a larger context people can sense and control their passions for the general well-being of the self and organization.

Major economic changes have been critical in sparking business interest in workplace spirituality. The advent of globalization and the information economy has multiplied competition and mandated near continuous change.\textsuperscript{43} Neal, Bergmann Lichtenstein & Banner, 1999; Savickas, (2000).\textsuperscript{44}

All these changes are inevitable; change is progress, every organization has to evolve over a period of time. Sufficient effort is essential from the

\textsuperscript{42} Hilpern, K. : \textit{Put a little spirit into your work}. The Guardian (Manchester, UK), 2000


\textsuperscript{44} Savickas, M. L. : \textit{Renovating the psychology of careers for the twenty-first century}. In A. Collin & R. A. Young (Eds.), The future of career, 1999, pp. 53-68. Cambridge, United Kingdom; Cambridge University Press.
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individual and management point of view. These changes have to be brought about according to circumstances prevailing in the organizational environment.

Innovation, flexibility and continuous learning are the keys to success in the new economy. Highly skilled workers who are self organizing, and have excellent interpersonal and communication skills, can act independently, and are committed to both ongoing learning and the organization’s mission constitutes the competitive edge in the 21st century. Burack, (1999) ; Kinni (2003).

Rigid rules and regulations often failed to produce fruitful result at workplace. Some flexibilities are essential to exercise the freedom by employees in their regular work hours. Most of the values and attributes are obtained from within, by generating an understanding to develop righteous attitudes towards task assigned. The organization requires unique attributes of individuals for its growth and development. But it is often difficult to get employees with these skills.

The moment toward spirituality in the workplace is also supported by recent social trends. Ongoing urbanization, increased population mobility, rising divorce rate, and expanding work hours have strained traditional social ties, creating inter personal isolation. Workers are increasingly hoping to find in the workplace the sense of connection they found in the traditional family, the extended family and community ties. Ashmos, D.P., and Dunchon, D.(2000). Better relationship and mutual support and cooperation create a conducive environment at the workplace.


Even mainstream organizations that are interested in workplace spirituality primarily to keep pace with the new economy can contribute to worker satisfaction and community well-being through and thoughtful implementation of the philosophy. Current economic conditions have created a historical moment wherein personal and organizational crisis and transformation can lead to productive social change. 48 Annemarie Gockel (2004),

These perspectives see spirituality at work as akin to values and ethics, and thus an important component of organizational success49 (Weston, S. (2002).)

Spirituality in the workplace has all characteristics of good management behaviour, in which workers at all levels are respected and valued, and where reciprocal understanding and cooperation are nurtured, while backstabbing and internal competition are discouraged.50 (Dr. Joan Marques, 2005)

To establish interconnectedness among workers an environment has to be created; accessibility to this environment for all employees is possible by means of including spirituality in the managerial techniques. All employees participate in the work-process with their own understanding, and perform to their best capacities. Mutual understanding of employees develops friendliness, trust understanding and create conducive atmosphere in the workplace.

3.11 Reorienting Human Resource Development with Spiritual Approach

Spirituality adds value to the life of an individual and ethics shapes attitude of an individual. It is a code of moral principles and values that

48 Annemarie Gockel, The trend toward spirituality in the workplace published journal of employment counseling, December 2004, Vol. 41, Pg. 162
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governs the behaviour of a person. Human values are multi-dimensional and they are applicable in all spheres of activity. Often there is common platform for all these values.

As Foucault and Hadot show, in antiquity, the role of philosophy and associated discourses was not simply to produce knowledge or to empower the individuals, but more importantly to train the body and the mind to be aware of the unintended consequences of language upon action. In today’s work organizations, discourses of spirituality and ethicality are aimed at making employees more effective.\(^{51}\) If members of an organization are happy, they will be more productive, more creative and more fulfilled. Personal fulfillment and high morale are closely linked to outstanding performance and, therefore, have a direct impact on an organization’s financial success. Spiritual moments all got a big boost after the 80s because people were unhappy. They were making money but their personal values had to be checked at the door. Some left the corporate world; others stayed and said they would bring their values to work.\(^{52}\) Jean-Claude Garcia–Zamor (2003)

Mitroff and Denton (1999) were able to articulate and rank the factors that explain workplace spirituality/core values.

1. The ability to realize my full potential as a person.
2. Being associated with a good organization or an ethical organization.
3. Interesting work
5. Having good colleagues, serving human kind
6. Service to future generations
7. Service to my immediate community\(^{53}\)

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\(^{51}\) Foucault and Pierre Hadot, Spirituality a way to an alternative subjectivity – Kelemen and peltonen Spiritualit


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Periodical audit on the conduct and behavior of employees by the human resource department often supports to step ahead to generate the ethical and moral principles among employees.

The organization should conduct an ‘ethics audit’ to design work settings, create proper incentive systems, and modify patterns of interaction among employees. In addition to or in lieu of ethical training, some companies now offer training courses in spirituality in the workplace.\textsuperscript{54} Jean –Claude Garcia –Zamor (2003).

A growing body of literature dealing with spirituality and the workplace has been emerging and has become part of some ethics course syllabi. But spirituality and ethics are quite different, although it is easier for a spiritual person to be ethical. Spirituality encompasses the same topic which is so important in ethics: character, and the giving of oneself for the benefit of others.\textsuperscript{55} Jean –Claude Garcia –Zamor (2003)

The spiritual paradigm is characterized by an openness to change, employees and managers having a sense of purpose and meaning, an appreciation of being connected to the organization as a whole, individuals who are able to express spirituality, an abundance mentality, a greater likelihood to trust others, valuing of intuition and emotion in decision-making, and the use of win-win methods in conflict. Organizations based on spiritual paradigm are generally flatter in structure and there is a greater cooperation and collaboration between individual units of the organization.\textsuperscript{56} Biberman, J.A. & Whitty, M.(1997).

\textsuperscript{54} Jean –Claude Garcia –Zamor : \textit{Workplace Spirituality and Organizational Performance}, Public administration review. May/June 2003 , Vol. 63, No.3 Pg.359
\textsuperscript{55} Jean –Claude Garcia –Zamor : \textit{Workplace Spirituality and Organizational Performance}, Public administration review. May/June 2003 , Vol. 63, No.3 Pg.358

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According to Freshman (1999), Nowadays many organizations are convincing the employees for workplace spirituality. It develops moral understanding in such an atmosphere in which employees tend to believe each another and support value development at the workplace. Most spiritually driven organization respect the traditional division between church and state, and the interest in spirituality in the workplace has generally been linked empirically to fostering rather than diminishing diversity. Freshman (1999), Exploring these spiritual values and beliefs enhance a meaningful principle to organize and guide work lives at workplace.

Integrating spirituality into the workplace means creating a place where it’s alright for people to bring their whole selves, with all their talents and complex emotions; where there’s enough safety so that people can speak the truth openly at meetings, rather than secretly in the hallway afterward; where there’s an elevated sense of integrity. These ideas are not new and may even seem obvious, but it’s amazing how infrequently they are applied in the corporate environment and how harmful their absence can be. Jennifer (1999) Lawrence.

Family level — Societal level - Corporate level – National level

Human values are linked at all the levels even though reference in this chapter is more on corporate level. To develop human values, foundation is laid down at the family level, Group of families incorporate human values in their inter relationship, this reflects societal level. Society as a whole follow moral principles and spread the idea of ethics in their regular activities, further it grows to the national level. At the national level spiritual principles from

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59 Jennifer Lawrence, 1999, Spirit at Work
various institutions of spirituality influences functioning of both public and private sector at national level.

Corporate comprise of all different nationalities, cultures, religious beliefs of people working at the corporate level. All these values often reflected at the corporate level should have integrated approach for spiritual values.

Human resource stock is crucial in establishing a workplace that is pleasant, and profitable: Maintaining the balance between financial and human goals is not easy. Shift too far in one direction may affect the performance. Shift too far in the other hand morale withers. Caudron, S. (2001).

Value amongst employees at a corporate level creates friendly atmosphere due to mutual respect, understanding, cooperation and common goal.

A spiritually motivated and friendly workplace will have greater staff retention rates, so lowering recruitment costs. It will see an increase in creativity and innovation, improved morale, better cooperation and team work

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60 Caudron, S.: Meditation and mindfulness at sounds true. Workforce, 2001, 80 (6), 40.
and superior interface between the organization and its customers. Anonymous (2001)

Spirituality in the workplace has nothing to do with ethereal experiences or performances, but everything with proper organizational behaviour, involving human approaches toward one another, and therefore with good organizational performance, and, in contradiction to what business executives fear, a better positioning of the organizational overall, a better, more stable, more reliable workforce, and greater returns on investments as a logical consequence to increased organizational performance. Dr. Joan Marques, Dr. Satinder D. and Dr. Richard King (2005),

Burack (1999), identifies three main pillars for the workplace spirituality, internal, external and integrated, which he breaks down in to four different but highly interrelated outcomes:

1. Leadership and the organization: demonstration concern for employees, respect for others, consistency of actions and demonstrated acumen.
2. Employees: Conscientious (eg. Quality, cooperation) continuing skill and knowledge advancement, adoptability and high sustained performances.
3. External (Strategic constituents) – quality, consistency, environmentally aware, and a responsible community member.

Neck and Milliman (1994) assert that the main goal of workplace spirituality is seen as being able to reach one’s full potential and to have positive attitudes and relationships with the world.

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This interconnectedness in fact develops a good relationship amongst employees, it further contributes to the welfare of the organization. Most spiritually driven organizations evidence some commitment to a) social responsibility and service to employees and to the community; b) promoting employee wellness, creativity, and self-actualization; c) participatory management practices; d) an increased emphasis on caring relationships and the enactment of common values, such as authenticity, honesty, trust, and fairness, in organizational settings; and e) finding a larger sense of meaning, purpose, and transcendence in people’s working lives.\(^{65}\) Biberman, J.A. & Whitty, J.M. (1997).

The radical reformation of the economy heralds the disappearance of traditional career paths, and people are reaching for spiritual solutions in the face of pervasive uncertainty and rapid change. As job security shrinks and financial rewards seem less able to match required sacrifices, workers themselves are searching for more meaning, respect, creativity, value, purpose and connection in trading their time for making a living.\(^{66}\) Annemarie Gockel (2004)

As individuals change in an organization, it will have an impact on the whole system due to individual representation in an organization. Usage of values in day to day life, accumulated effects of these values reflect in human behaviour and attitude at the workplace. Spirituality being useful tool for negotiating changes in the workplace, as an individual embraces spirituality for transformation of self. Individual’s personality is reflected by incorporated values and ethics that can seldom have an impact on organizational progress, in turn productivity of that organization and employees improves both in quality

\(^{64}\) Neck, C.P. and J.F. Milliman; \textit{Thought Self – leadership: Finding Spiritual Fulfillment in Organizational Life}, Journal of Managerial Psychology, 1994, 9 (6), 9-16


and quantity. Truly welcoming the sole at work requires a significant shift in the consciousness and practice at virtually every level of the traditional business organization. Authentic relating, open consultation, social responsibility, and the creation of a caring culture take considerable effort, vulnerability and commitment\textsuperscript{67} (Lewin, R., & Regine, B. (2000).

It is important that employees develop caring attitude with mutual cooperation and understanding, these responsible individuals create a trustworthy environment in an organization. Application of spiritual initiatives such as yoga, meditation acts as driving force for efficient and effectiveness of management and employees. Due to the modernization and import of hi-fi technology expects higher responsibility from the employees, while the qualities such as friendly, cooperative, helpful and ethical nature boost the progress of an organization internally and externally creates healthy environment. Organized efforts to keep employees happy with incentives embedded with value inputs results in positive impact in quality life. These inputs generates the right spirit at the workplace with due emphasis on joyful, congenial atmosphere with better relationship to create a close knit environment.

Spirituality at workplace promotes an understanding amongst employees and smoothen employee and employer relationship. Every organization strives to strengthen this relationship with sole motto of creating a conducive environment to develop mutual trust, understanding, cooperation and coordination. People are creating workplaces to better serve their spiritual needs. Human beings have a fundamental need for both connection and contribution, and these needs are being met less and less in their personal and family lives.\textsuperscript{68} (Desiree’ Uhrich (Dec. 2001)


An individual is able to contribute by means of showing preparedness at different levels. Further honest and sincere efforts contribute to the effectiveness of work. As employees go on working with an understanding of teamwork, this generates right spirit to work towards achieving common goal. Diverted attention gets integrated with a mutual support amongst employees gets focused with creative approach due to the inner connectivity. Practically understanding the situation at workplace draws in-depth meaning of being together. Organizations based on modern management system looks for dynamism, openness, enthusiasm, sustainability in the procedure and action. In addition, more kindness, fairness, democratic principles, and power sharing can be attributed to spirituality in the workplace. Employees are empowered, and they thus contribute to the strength of the organization and a renewed competitive energy. If employees are encouraged to become more conscious of their ‘highest’ selves and are made aware that the purpose of life and work is both material and spiritual, organizational effectiveness is enhanced.\(^69\) Biberman, J.A., & Whitty, M. (1999).

Organizational growth and development may not be calculated only through popularity of the products, diversity in production, expansion and transformation. It is more of increased awareness of employees for the current situation and application of human approach to fulfill bigger purpose. Individual change reflects the social change; every individual is a starting point for change. As individuals change, society, nation, world changes. Spiritually-based organizations and leaders believe that we are part of an interconnected whole. If we want to change that whole, we must change ourselves.\(^70\) Rick James (2004).


Conclusion

Human resource development provides the necessary tools that are required for managing and operating an organization, everything from production to research and development. All these areas can be made productive, by sufficiently motivated, trained, informed, managed, enriched and empowered individuals. A spiritual value leads an organization towards sustainable development with incorporating human ethics and moralities to improve individual effectiveness.

The shift of interest of individuals in an organization to develop the spiritual values is the prime concept that enables the organization to transform the existing environment. Workplace spirituality is a part of broader rejuvenation that is visible in developed organizational management. The focus on individual transformation with a set of values improves the commitment of employees towards the organization. The focus on service, ethics, wellness and bringing soul to work provides a new dimension to the work force.

The changing demand and organizational structures require increasingly skilled and committed workers who are able to juggle with competing responsibilities and act independently while continuing to learn at their jobs. The focus on service, community, ethics, wellness, and bringing the soul to work offers a new type of compensation while simultaneously creating novel pressures for today’s workers.\(^\text{71}\) Annemarie Gockel(2004)

The workplace spirituality is catching up the corporate world in a rapid rate due to the dynamism and vulnerability of existing situation and trends. Spiritual prospects contribute as a source of strength for creating awareness and facing unknown situations in day to day life of an employee and organization.

Incorporating these spiritual principles enables corporate sector to navigate the increasingly complex and competitive world to draw up desirable solutions to the various situations at the corporate level.