CHAPTER 7

SUMMARY AND CONCLUSION

In recent years there is a growing emphasis on spirituality at workplace. Incidentally it contributes to human resource development and corporate management. There are many studies conducted at various levels to analyse the impact of spirituality on human resource development. Much concern is on quality improvements of human resources in most of the studies. This concept has provoked thinkers, authors and management gurus to explore more dimensions that influence spiritual values for both employees and employers. There are wide ranging definitions. Most of them are more practical than philosophical in nature, as explained by the management thinkers. A few philosophical findings mention that every individual likes to find happiness, health and contentment at workplace that is possible by being balanced. Peace, harmony and tranquility are the basic quality of an individual; it is present in every human being. To develop and reap this potential is a challenge for individuals and corporates. In this context spiritual practice is advisable. There are different methods of practicing workplace spirituality.

The objective of this research is to suggest spiritual input in human resource development for Corporate Management. It is also intended to show the impact of spirituality on human resource development. Time has come to take up the challenge of introducing spirituality in corporates. People are looking for better environment at workplace. The increasing importance of work due to the expansion and development of the economies has created more work pressure. This work pressure is due to working for longer hours, multi skilled tasking, coordinating too many work, working with minimum facility, target oriented job opportunities, incentives and inter department competition. The impact is both on employees and employers. Corporates are trying to cope up with fast growing global economy. Such work pressure creates distrust,
restlessness, tension, low efficiency, worries and imbalance in life. So the people are looking for ways and means to get rid of stressful situation.

Living and working more meaningfully with spiritual principles is rewarding and purposeful. The main focus is to integrate spirituality into human resource development on its meaning, practice and application toward developing friendly, healthy and peaceful environment. Studies are conducted in this direction to improve the working conditions of the people. There is a demand for better work environment with which people are able to work peacefully. There is good number of studies highlighting the benefits of introducing spirituality at workplace.

Charlene Litzsey,(2003) states, that there are numerous benefits associated with integrating spirituality in the workplace. The employees and organization alike reap the benefits like higher profits, less absenteeism, higher morale, and less stress.¹

This research shows that spiritual imperatives are to engage individual in self discovery. Every individual has got potential to explore and influence larger extended organization for a greater purpose. Thus there is a central place for spirituality in human resource development for corporate management.

There are a good number of studies on the issue. For the purpose of our study we have focused on human resource development, corporate management and workplace spirituality. Various thinkers have identified and structured the definitions according to the present requirement. The ideas and thoughts were well taken and appreciated by corporates for their betterment. Though there are a good number of studies on human resource development, corporate management and spirituality independently there are no integrated

¹ Charlene Litzsey : B.S.Finance,Southern Illinois University, “Spirituality in the work place and the implications it has on employees and organizations”, 2003
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studies with a holistic approach for workplace spirituality and human resource development and their impact on corporate management. This justifies a study of this kind. In this study an attempt is made to identify the benefits of spirituality at workplace. Better ways to orient and utilize human resources for individual and collective benefit at workplace. As Gull and Doh (2004) suggested, it is necessary that managers are able to examine their underlying system of orientation from an exclusive focus on economic and financial criteria, to an understanding of the firm as community of spirit.²

Spirituality in general has become an important topic these years. Often people turn towards inner solutions rather than external advices. There is a serious approach to improve employee and employers understanding and better interconnectedness among all at workplace. This can help to improve work environment and better performance. Corporates are also concerned about changes that are taking place globally. The effort is made to integrate ideas for welfare of the organization and wellbeing of the people.

Dynamism has crept in to the process and lead to development, enhancement and improvement of the human resources. Efforts are made to improve and progress the existing skills and talents of human resources. Human resource development has been tailor made to suit the present requirement of the fast growing corporate. The study attempts to suggest further improvement in the wellbeing of human resources with the input of spiritual practice. Spiritual practice being the core concept of corporate, human resources can be shaped accordingly. With the globalization there are many new concepts introduced in corporates. These concepts have brought innumerable changes that reflected on human resources. Therefore corporates have to balance with existing system and new concept. In this transition workplace spirituality supports human resources and corporates.

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The encouragement of spirituality in the workplace can lead to benefits in the areas of creativity, process improvement, customer service, honesty and trust, personal fulfillments, and commitment, which will ultimately lead to increased organizational performance\(^3\) Krishnakumar et al., (2002); McDaniel, n.d.;\(^4\) Miller, (1999).\(^5\) And found that employees who feel spiritually connected at work, experience peace of mind, inner strength, serenity, patience, calmness, sanity, and positive attitude. In fact, some research reveals that organizations that encourage spirituality experienced higher profits and success Mitroff & Denton (1999); Turner (1999).\(^6\) Management in the survival mode has been based on command and control. The way one gets people by telling them what to do and making sure it gets done. But in a spiritual workplace, productivity is achieved through nurturing the expression of the self and the spirit. Our job, as leaders, is to facilitate the discovery of spirit, to esteem it, to celebrate it, and to hold others accountable for their expression of it. Support employees and colleagues in being clear that part of their job responsibility is to fully express their spirit, their life purpose, and their gifts.\(^7\) Martin Rutte (1996)

The framework of this research goes with new challenges and new dimensions of human resource development. For human resource development behavioural aspects are essential. Ashmos and Duchon, 2000 explains, human beings are rational, but also emotional and spiritual. They have a mind, but also spiritual needs and that spiritual development may be pivotal to mental development.\(^8\)

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\(^3\) (Krishnakumar et al., 2002; McDaniel, n.d.; Miller, 1999)


\(^7\) Martin Rutte: Spirituality in the Workplace © 1996, President, Livelihood, Santa Fe, New Mexico • (505) 466-1510 This is an updated version of an article that first appeared in the popular business

Dynamism in human resources are essential for ever growing responsibility of it. In this paper the new strategies are drawn for embedding spiritual aspects in human resource development. Thus the main thrust of this research is study spiritual input on corporate management.

Corporates are facing challenges today due to the economic crisis and financial difficulties. With all the economic crisis happening in the world recent past years, employees and organizations are affected with economic imbalance, survival of organizations are at stake due to the huge loss and imbalance. Impact of this has created stir in the minds of the people which resulted in stress and uncertainty. Spirituality is the only way to ease the existing situation. Able leadership is essential to deal with stressful human resources. Work balance is possible with such approaches.

Rob Katz(2008) states, One has to question whether it is the traditional leadership approaches we see today that have led to these global crises not being effectively managed. Has the corporate world reached a phase where it has outlived predictable leadership patterns and is demanding a new approach to leadership? It would seem that a new approach – spiritual leadership – is required to address these issues and ensure that businesses are sustainable into the future.9

Motivated leaders and executives are able to survive with the difficult and challenging situation of the world today. The motivation derives from within; executives have to work hard to bring their head and heart together at work. Here spiritual practice plays an important role because it helps in developing intuition and inner strength.10 Charlene Litzsey,(2003) asserts, It’s

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Charlene Litzsey : B.S.Finance,Southern Illinois University, “Spirituality in the work place and the implications it has on employees and organizations”, 2003
10 (Charlene Litzsey,(2003) B.S.Finance,Southern Illinois University, “Spirituality in the work place and the implications it has on employees and organizations”)
not about bringing religion to the workplace, but about being able to bring one’s entire self to the work. Without the existence of the human spirit at work there is no meaning in work.

Thus the spiritual practitioners are able to influence at work place with positive outlook. This helps in creating optimistic atmosphere at work place. Individuals with happy and peaceful mind are able to do higher jobs easily than clustered and negative thinking. Spirituality is becoming popular these days for the all round benefit of people at work. According to Miller (1998), Spirituality in general, and in the workplace in particular has become an important topic in recent years, reaching even the front page of the Wall Street Journal.¹¹

Awareness has been created among people about the positive impact of spirituality on human resource development and corporate management.

7.1 Major Findings

In this study the chapter one begins with the scope and significance followed by that review of literature from human resource development, spirituality and corporate perspective. The dimensions of study emphasize on the ability of an employee at the workplace. Behavioural aspect has been taken for study in a general sense, when the reference to the corporate working and functioning with spiritual approach to the management.

This research has revealed the benefits of spirituality at work place. Hypotheses testing have been conducted in this direction. The result has shown that the behavioural aspects of people solely dependent on the approach at work place. Most influencing factor of human resources is their well being and better understanding among the colleagues. Good quality of an individual

influences the corporates and in turn improvements are seen in personality, communication, motivation, decision making and improvement in the leadership quality of an individual.

In this research primary data gathered from field study. Using this data the hypotheses have been tested. For this we have used a statistical technique i.e., Chi-square test. We have collected cross sectional data from both practitioners and non practitioners. Service sector has been chosen for this study. Here dealing is directly with the people and information technology sector being popular these days survey has been conducted here. Samples have been drawn from companies like Infosys, IBM and Nokia. Out of 150 samples number of practitioners is 80 and number of non practitioners 70. Separate questionnaire was administered for the groups.

Impact analysis has showed influence of spiritual practice on efficiency, productivity, decision making, team building, stress management, optimum use of resources and time management. Testing of Hypotheses also proved that spiritual practitioners are more in number in the sample testing comparing to non practitioners. Views of the respondents were positive towards need for spirituality at work place. Even the non practitioners also stated positive opinion about the need for spirituality at work place. Analysis under the programmes for behavioural changes has been examined. The parameters collected were tested. According to the data collected large numbers of practitioners and non practitioners have expressed positive opinion about the impact of spirituality on behavioural aspects. Test was also conducted on impact of spiritual practice on human resource development and corporate management. Parameters selected was tested and found positive opinions are more than the negative opinions. Thus the tests of Hypotheses proved in this research that spiritual practice has positive impact on behavioural aspect, human resource development and corporate management.
Workplace spirituality is very important in the present context of corporates. Theoretical and empirical studies have proved that workplace spirituality is effective for corporate management.

7.2 Perspective Vision

Even though there are efforts made to introduce spirituality at workplace. But there are challenges to be encountered in this attempt. Awareness about spiritual practice has to start from grass root level. It has to penetrate into the mind of younger generation who are future world citizens. Their training in this direction at the educational institutions helps in creating an understanding for workplace spirituality.

Institutions imparting education to the younger generation have added value based education at different stages and courses as an input for mainstream of education. These aspects prove that institutions and corporate nowadays are looking for merged principles of human resource and spirituality to administer their affairs. Colleges and Universities at different levels included the spiritual training for the benefits of the students. Management educators have the opportunity to incorporate a discussion of employee spirituality into the management curriculum. There are six possible entry points to initiate the spirituality issue “cross-cultural management, workplace diversity, leadership, team management, organizational culture and human resources development”

Jeffrey; Gary D, (2000).

In the coming years discourse of workplace spirituality provides us with a new work ethic, one that attempts to resolve the ambivalent relationship between self and organization.


13 Emma Bell and Scott Taylor : The Elevation of Work: Pastoral Power and the New Age Work Ethic, Organization, May 2003, 10, 2, ABI/INFORM Global Pg. 329
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. (p. 231) with all these values within and awareness of the workplace spirituality at the institution, it will be easy to do the work and get the work done.

The main focus is to provide the knowledge of tapping inner resources. Many MBA programs are also stressing spirituality to their students who are chasing million-dollar dreams. Columbia University Business School offers a class, “Creativity and Personal Mastery,” which emphasizes personal growth and exploration of ethics and values. Other B-schools run classes with similar themes under different names. And the American Academy of Management has recently formed a Special Interest group in Management, Spirituality, and Religion.\(^\text{15}\) Gogoi, (2005, p. 2) Furthermore, academic institutions like The University of Denver and the University of New Haven have opened research centers dedicated to this subject as well. Students before entering into the corporate world will be aware of spiritual principles. It will be a smooth transition for these students to understand the significance of workplace spirituality. Trained students are able to exhibit their rare talents according to the need and situation. Acceptability and adjustment will be easier due to their spiritual nature.

NGOs and non profitable institutions play an important role in spreading the awareness of spirituality. Trained members of these groups conduct workshops and seminars for companies and institutions. These programmes add credits to individual values and provide moral support.


Since workplace spirituality is a popular trend in the present era, spiritual principles are taken as priority in corporate to groom human resource for the well being. With the new agenda examining the role of individuals, institutions, civic group, NGOs, corporate world and government. In all these fields the spirituality has been oriented for human resource development; this has played an important role. Analyzing further some group of organizations and institutions has included the concept of spirituality in their mission statement and objectives. All these aspects prove that institutions and corporate nowadays are looking for merged principles of human resource and spirituality to administer their affaires. Several corporate have proved that spirituality has a greater impact in their functioning and output. Seminars and workshops were oriented towards spiritual training brought tangible changes in the overall setup of the corporate.

7.3 Suggestion

Individual level

Employees should be made comfortable at workplace by taking care of their spiritual requirements. This is a basic need at workplace. Every individual feels that he will be happy and peaceful. Some efforts are necessarily made towards it. This cannot be fulfilled only by salary, perks, and fringe benefits and so on. Along with it individuals have to take interest in themselves. Normally individuals take care of their physical comforts and emotional requirements but majority of them neglect spiritual requirements. An attempt has to be made to develop interest in spiritual practices. Transformation and changes can only be derived from self effort. One has to develop an understanding about benefits of spiritual practice at workplace.

Spirituality is presented in a disguised way at different levels for creating an atmosphere conducive for the individual development. At the individual level incorporating spirituality is considered as a prime task. Professional ethics and values are developed with the help of spiritual training.
All these values are reflected in the product and services of an organization. Orientation and transformations of spiritual ideology at workplace is possible with spiritual practices.

**Firm level/ Department level**

At the department level certain norms to be planned to introduce spiritual practice at workplace. Employees of the department can come together once in a day for a common Prayer, Yoga, Sermon, Pranayama and so on. This collective effort makes the people to feel empowered and it can benefit the whole. Every department has a responsibility to train employees. Along with the departmental training programmes spiritual practice and awareness lectures could be organized. Such programmes will encourage employees to understand and practice spiritual principles. Work life balance will be another criterion to inculcate values required. Departments should formulate their policies that can reflect values.

**Organisation level**

Organisations are formulating their employee policies periodically. It will be convenient for them to formulate their policies according to the spiritual principles. Mission statements, vision of the organization could be framed with ethical values. Encourage employees to participate in Prayer groups, Yoga classes, Meditation during leisure hours. Some of the employees could be sent for spiritual practice training. These trainer’s skills could be used for train other employees in turn. Workplace atmosphere could be transformed into friendly, peaceful and co-operative environment. Leaders of the organizations also play an important role. They could be role models to follow these values and principles. It will be easy for them to practice and preach.

**Methods and techniques of implementation**

Methods and techniques to implement spiritual practice should be developed in corporates. Expertise in spirituality is available within the
organization then make use of them. There are institutions ready to train people who are interested in imbibing spiritual principles. Deputing such institutions periodically visit the corporates to train employees in those values. Sustained and systematic spiritual practice can enable the employees to realize the benefits.

Above mentioned concepts can be well integrated to derive beneficial results for introducing workplace spirituality. Employees need to co-operate with organizations to follow the policies implemented. Departments need to look into the right techniques to practice spirituality at workplace. Individuals should make self effort to change their attitude and thinking. The main objective of institutionalization is to add spiritual values at workplace.

7.4 Long Term Vision/Measures

Corporates today are going through hardships due to the various ups and downs in the economy at the global level. Due to the increased work pressure, the stress level of the people is increasing. Due to this the direct impact is on their output which gets affected in the course of time. Both individual and corporate functioning suffers with the impact of individual stress that leads to collective stress. Here the entire development and growth of the corporate gets hampered, this will have negative impact on the environment, which is hazardous at workplace.

To sustain input of spirituality at workplace certain measures has to be adopted by the corporates. Man power planning is most important with priority to spiritual practices. In recruitment policy corporates can include spiritual practices as one of the criteria for selection. Behavioural aspects could be taken into consideration for employee evaluation. Spiritual audits can be conducted periodically to assess the value system. Corporates have to tie up with other organizations for their training programmes in spiritual practices. Clustering of the departments will help the organization to develop better understanding of
spiritual practices. This also develops mutual supports for intra organizational spiritual training programmes. Corporates need to plan strategies for long term growth of spiritual input. A permanent structure is essential in every organization for such purpose. Spiritual training has to be included in the management studies for youth. This in turn prepares future young executives easily accept spiritual practices at workplace.

The Spirituality has added value to the efficiency and effectiveness of human resource development with identified key dimensions. Hence, Spiritual support is a must, no matter how advanced management system is in an organization. In this paper effective human resource development techniques and Corporate Management strategies are derived with the help of Spiritual inputs. Spirituality is considered to be fundamental requirement to enhance individual capabilities and their manifestations in terms of Corporate Managerial efficiency.