Chapter 2: Review of Literature

2. Introduction to Chapter

There has been a growing interest in the concept of spirituality over the past few years. This is because most of the major organizations and corporations are looking to experiment with different methods of dealing with the various issues that trouble their employees. And spirituality is one such experimental method that everyone seems to want to adapt in order to help the employees balance out their work, social and family life effectively, without compromising on the quality of work (Gottlieb, Kelloway, and Barham, 1998).

Since there is a lot of literature that suggests that spirituality can play a major role in improving the productivity of the employees and the performance of the organization, many organizations are making room for spiritual practices which invoke the sense of purpose and community within the employees (Ashmos & Duchon, 2000). As a result, there has been a drastic rise in the number of organizations that are introducing spirituality among their employees.

As (Howard, 2002) put quote, “the explosion of interest in spirituality as a new dimension of management, probably the most significant trend in management since the 1950s.” (p. 230).

2.1 Origin of Spirituality at Workplace

Organizational spirituality is not a very recent concept. It existed in ancient times also. In fact there is a Hebrew word "Avadah" which includes among other things, work and love, which is internally correlated together in kautilyas’ arthasastra, a book about spiritual practices told to the kings of ancient India. Arthasastra was used to calculate typical political conditions and situations in the empire, by the Raj Gurus, who used their knowledge for such purposes.
Bagavad Gita the Hindu mythological and spiritual book, is another source which includes the knowledge of spiritual practices which are even relevant in our contemporary society, today.

(Giacalone & Jurkiewicz, 2003) defined spirituality as, “A framework of organizational values evidenced in the culture that promotes 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”, Simply put, it includes all those organizational practices that cover and are relevant to all the employees of the organization, in a way that makes them understand the distribution of long and short term goals. The competitive environment has been around since the past century. But over time, business and spirituality became mismatched. Where initially, both business and spirituality believed in mutual give and take, gradually business started getting influenced by the left brain viewpoint which gave more importance to planning, performance, work management, reasoning, analytical thinking, total quality management, financial results, and profits. In other words, business men became more inclined towards left-brain thinking. But it is very important to give importance to both sides of the brain, the one that thinks analytically and the one that understands sympathy, compassion and love.

2.2 Perspectives of Workplace Spirituality

2.2.1 Religious Perspective

Religion plays a very important role in shaping an individual’s personal and professional perspective. According to (Wagenfeld-Heintz, 2009), “religious values and beliefs positively influence individuals’ choice of a career in social work.” She also states that employees feel more inclined towards public service because of their religious beliefs and that often times,
they find that their professional values are interconnected with their religious and spiritual values.

Various religious practices, especially prayers are also important factors that may influence an individual’s inclinations. As (Watts, 1996) explained “the prayer component of religion can also empower adherents to reflect on the experiences of the day and redirect their emotions towards those advocated by the religion.”

Moreover, there was considerable evidence which suggests that an individual more likely to experience positivity in the form of happiness and satisfaction, if he/she is affiliated to a particular religion. As a result, religious individuals may perform better at their workplace as compared to those who are not affiliated with any religion and hence, do not experience the contentment that religion supposedly offers (Frankel & Hewitt, 1994).

There are several features of religion which can affect the performance of an employee in an organization. Many a times, employees have to deal with a variety of different people, some of whom may be uncivil or unappreciative of them and their work. Spirituality and mostly all major religions support the value of forgiveness (Rye et al. 2000). As a result, religious and spiritual people tend to forgive more quickly and easily, hence, avoiding any unpleasant situations with the clients or superiors, which may be harmful to the organization’s interests (Worthington et al., 2010).

Collectively, religion and spirituality make an employee more emotionally involved in his/her work, ultimately reducing the number of negative outcomes, as compared to cases where an employee is only half-heartedly involved in his/her work (Bono & Vey, 2005; Johnson & Spector, 2007).
2.2.2 Intrinsic Origin Perspective

The search for the meaning of life and attain intrinsic satisfaction at the workplace, have become very important for employees in today’s organizational scenario (Cavanagh, 1999). In fact the studies of (Milliman et al., 2003), show that, “the meaningful work dimension explains affective commitment, intrinsic work satisfaction, job involvement and self-esteem.” A number of researchers feel that spiritual practices at the workplace can help the employees in achieving a sense of connection, feeling of purpose and a sense of meaning of their work (Giacalone and Jurkiewicz, 2003a; Brandt, 1996; Bolman & Deal, 1995). It has also been reported by many researchers that, by incorporating spirituality in their work, employees can get a deeper understanding of their origin and the meaning of their life, thereby increasing their personal satisfaction and happiness. (Dehler & Welsh, 1994; Reave, 2005). That’s not all. (Biswas S, N. & Biswas U. N, 2007) have even gone as far as saying that, “spirituality but not religiousness was predictive of intrinsic motivation and goal orientation in a sample of service sector employees.”

Due to the various pressures and expectations at work, employees often question themselves, their origin and the essence of their work (Ashmos & Duchon, 2000; Cacioppe, 2000; Karakas, 2010) and spirituality, as found by (Brandt, 1996, Bolman & Deal, 1995), (Giacalone & Jurkiewicz, 2003), has the potential to provide employees a emotion of point, a sense of link, and a sense of suggestion at work.

2.2.3 Existential Perspective

For employees to contribute productively to the organization, it is very important that they understand their position within the organization and feel connected with the other employees. In other words, it’s important they understand the purpose or reason of their existence in the
organization. Researchers like (Milliman et. al., 2003), (Fairholm, 1996), (Duchon & Plowman, 2005), claim that, “spirituality at work provides employees a sense of community and connectedness, including higher levels of employee attachment, loyalty and belonging.”

Spirituality is also associated with a “sense of community,” which is an important feeling for the employees as it helps them to unify and build a community within an organization. Such organizational committees can benefit the productivity of the organization as they can function more efficiently together. (Cavanagh, 2000)

It is believed by many that a spiritual environment will allow the employees to integrate both their personal and professional values, and in the process improve their quality of work. (Jurkiewicz & Giacalone; 2004; Pg 134) .According to (Wrzesniewski, 2003), “this will presumably lead to greater enthusiasm, effort, sense of calling, commitment and performance.”

All these perspectives help in understanding the various issues of the employees that may be positively affected with the incorporation of spirituality in the organization. And judging by the number of ways that organizations can benefit from the incorporation of spirituality, it is definitely the need of the hour to do so. (Karakas, 2010).

2.3 Previous Research Findings Regarding Spirituality at Workplace

2.3.1 Spirituality in Organizational Life

According to (Burack, 1999) “Spirituality in the workplace is communicated and reinforced through the institution’s leaders, organizational culture, policies and work design among other factors. Sensitivity to an interest in the person (employee) must be common to all approaches.” (p. 280). Spirituality plays a vital role in increasing the success rate of an organization. Spirituality in the workplace helps to improve communication and promotes effective
performance of the institution's selected people. Sensitivity towards employees must be a must in any approach. Although spirituality at work has been described extensively,

**Self Actualization:** (Moore and Casper, 2005, p. 10) assert, “The ordinary theme in using Maslow’s term of self-actualization is that it usually entails both the mental and spiritual aspects of the individual and work as a component.” In this, the author describes self actualization as a practice wherein the people in an organization link the mental and spiritual aspects, simply with what is right and what is wrong for the employees.

Relationship Together: According to (Harrington et al., 2001), “the more matching employees values and spiritual aspirations are with the organization, the greater the possibility that employees will find true meaning at work. Spirituality and its components must be understood with greater precision to allow businesses to adopt policies and programs that energize the spiritual nature of their employees”. It means that those people in the organization, who practice spirituality, generally do well in their work, are more energetic and also understand the organization’s policy and frameworks better. In other words, spirituality forms better correlations between the organization and its people.

**(Tight Bond):** (Gull & Doh, 2004; Pfeffer, 2003) Here the author shows how spirituality in a way forms mutual and tight bond between people of organization, society and anywhere else, which ultimately helps to produce effective and efficient results. In other words, these authors simply describe spirituality as a means for people to find the right path and take the right steps.

**(Value Creation)** (Campuzano & Seteroff, 2009, p2).stated that the term spirituality firmly holds some form of religious implication. Whereas several authors have offered different definitions for spirituality: some with emphasis on atheistic and materialistic constructions.
As something that guides the power to work and also influences the behavior of organization employees. It works towards taking the employees in the right direction. a breath at the last moment of organizational crisis, just like at the time of real life death. The author focuses on the different ways in which spirituality can help release the suppressed agitation due to any sort of violence or disturbance at work or at home. This was substantiated by a qualitative study conducted by the author to find the right data and feedback on the impact of spirituality. s that, Spirituality helps in empowering individuals and help them to reach their desired destination or organizational goals in life faster. It also helps people overcome any sadness in life.

(Focused) (Isiams, 1999), says that spirituality is a way by which people can grow themselves as individuals. The author focuses on domestic problems, like separation or divorce that occur many times in life and how it creates a feeling of hopelessness among the individuals. At such a time, spirituality can help them overcome such difficulties and help them share their life with other people again.

(Negative Aspect) (Hassouneh-Phillips 2003) examined both the positive and negative aspects of spirituality. Until now we have seen many positive effects of spirituality. But certain times it can have negative repercussions. For example, many Muslim communities are victims of accusations all over the world because of some terrorist attacks in countries like India and United States. At such times, the innocent Muslims are often mentally affected and very much dissimilarity, where people have different thinking based on their separate religions. At such a time, a good leader can play a vital role in serving spirituality and religion in the right way, such that it helps people work together with different religious people
(Non Affected) (Fry & Matherly, 2007) state that, “A spiritual business organization is a notion that is easily misinterpreted and highly misunderstood. The word spirituality or a spiritual business organization has the tendency to attain concepts of the occult or provide an inexplicable suggestion, but simply put, spirituality is the understanding of meaning and reason.” Spirituality is described by author to be motivating and enhancing to the quality as a human being. Simply put, religious and spiritual people have a more communicative, supportive and helping nature, and as such are not affected by misleading activities (ASA for TMT and (Behavior) (Giberson; Resick; Dickson, 2005, p. 1007), found evidence that TMT (top management team) in an organization working like embed it simple doing or converted “embed their personality into the organizations they guide by surrounding themselves with individuals who are similar to themselves”. This process called attraction-selection-attrition (ASA) process was theorized by (Schneider, 1987). In this process, he explained a person-oriented model of organizational behavior on the proposition that it described people who make the organization. Here authors described three majors things in them framework

(Attraction) It means people choose to join organizations which fit their criteria in terms of culture, structure, homogeneity of race, same race, religion, faith, etc. People tend to first try and find such organizations, which also differ from gender wise attraction.

Here, only the best and most suitable people with the capability, knowledge, experiences in particular tasks, etc, are selected in the selection process. Attrition: just opposite from attraction is attrition where people who are not fit for organization they leave or will leave because they can’t adjust with particular people and organization culture and structure.
(Change Management) (Guillory Islam, 2000) suggests that when an organization jumps into the international market as means for globalization that time many changes occur in the organization. These changes can be enjoyable in life or they can create problems. A simple example of this scenario is the moving from one home to another and all the problems associated with travelling to a new environment, packing and unpacking, but if the new place has good facilities like 24 hours water supply, market place proximity, etc. it can be a joyful experience.

When people dislocate on a global scale, people can get good quality and high technology in an upgraded organization, but at a greater financial trouble. This will be enjoyable because it will lead to faster production and growth of organization. Secondly, people have to learn many new languages, adjust to new environments, accept the terms and conditions of new markets, transfer of organizational people, all of which can be troublesome. But it can also be enjoyable when there is raise in salary, betterment in health due to spirituality and improvement in the connections with people to form a supportive community.

(Frame Structure) (Giacalone & Jurkiewicz, 2003) defined “A framework of organizational values evidenced in the culture that promotes 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” (p. 13). It simply means that in an organization, all employees must be completely framed and covered so all can have proper short and long term goal distribution.

(Ways of Spirituality) (Konz & Ryan, 1999), The spirituality must be asserted; it must be obtainable in terms that can be with no trouble understood by all organizational members (Konz and Ryan, 1999, p203) organization culture is simple meaning mission, vision, policy responsibilities authority. If suppose that the spiritual feature of the corporate culture branch
from top management teams (TMT), then three possible scenarios happen as employees enter the firm. Three main ways to find incorporated culture and spirituality first way while hiring new employees who are fresher’s and who don’t know about organization culture. Such people have their own thought of spiritual value that they may have adopted new from existing organization and it can be like merged and incorporated value. Second scenario is when corporate culture employee hiring those employees already knew about organization culture and spirituality. Such people don’t connect easily. They take more time to get adapted, and hence, organizations have to destruct them with meaning. Third is when people have their own value and own spirit and thinking, which will aid in organization development and reach at point of objectives.

Laabs defined spirituality is single thing which is mind, not a body. Authors don’t like any sense of soul in human beings; they only think about them practically and define human beings as having two major things, body and mind.

(Spiritual Practices) (Lewiset al., 2000) said that spirituality in an organization is actually born in society. So it simply means people are affected by their society, which directly or indirectly affects the organization culture. In a society, many people are spiritual beings too so that impact is good for an organization. When talking about India, there are many cultures and religions here. But it does not mean they affect the working in an organization. In fact it helps in keeping everyone attached together for same work. (Faith) (Gunther & Marc, 2001) Spirituality is way by which faith comes in life and which helps to increase organization growth and increase self and organization value.
(Good Creation) (Johnson & Heather, 2004) author said here spirituality is not new phenomena it was from the ancient time so it not more discussed point but every organization known that spirituality given positive environment in the organization who help to increase productivity and increase effectiveness.

The authors say that people have their own sense of self development and that of the organization, where everybody has a mind of his own, along with that of the organization, as Well as society. (Human as Physical Being) (Miller, 1998) Body, Mind, Emotions, Feelings and the Spirit: Which is the need for spiritual leaders who felt in modern organizations? Employees just try to work harder for achieving organization goal. The environment of work comes out to have changed significantly. The shift in the nature of work is leading the shift in the nature of organizations as well. Work has been transformed into the forum in which individuals develop themselves and people too are searching for meaning in work self growing point people have understand if organization will growth, employee will growth that happened. They think will make more profitable of organization. Also, more people are searching for a way to connect their work lives with their spiritual lives.

(Priority) (Ashar & Lane-Maher, 2004) explained that organization should be first preference, after that employee. Organization aim and objectives must be first priority and second employee priorities.

(Mean) (Mitroff et al. 1999) explained that finding about spiritual value in life and also in organization; people have the power to find the meaning of spirituality. Many big organizations, who have similar worth of spiritual value and organization value, examined five established model on spirituality.
(Continues Moving) (Myers, 1990) defines spirituality in an article: “spirituality is the continuous moving and search for meaning and purpose of their life, awareness of profound value of life, extent of world, existing natural forces, and individual ethical system”. This definition defines life to have own value which helps in being ethical and also emphasizes that life has own meaning so should be lived well and healthily.

(Avoid Egotism) (Orlicka, L, 1999) explained religion as being a running behavior and emotion of self recognition. Finding self as human being for society and organization, (Orlicka, 1990) says that spirituality is finding self and avoiding thoughts about self and egotism, ”Something of the heavenly within the self.”

(Balance) (Pierce et al., 2001) explained that organization people who work at a superior post or who work in lower divisions they have own interpersonal skill for organization development. Self service effective productivity and effective returns services in the competitive market. Such skills help them to manage both personal and organizational lives and lead a more balanced life. (Right and Wrong) (Salopek, 2004) explained that spirituality is not a recent concept and that it has been continuing since ancient times. In both, organizational and normal life, people make efforts for the development of the organization. At such a time they reflect upon positive ways of knowing what is right and wrong and attain the knowledge of personal identity, self realizing etc.

(Being Happy) (Schuller, 1996) explained the “be Happy Attitudes.” It has helped in giving peace and has also I helped in improving production and get it back in returns in the form of money. Being happy and living a happy life can help people in solving many problems, as by doing so they create a positive environment for themselves as well for others. Spirituality
motivates to give respect to elders as well as subordinates and superiors, coming together to work for achieving organization and personal goals.

From all the above explanations we can understand that there are many factors that are affected by spirituality and most of them are positive for both organization and self. People view themselves as human beings who are always running for their life destination and they can’t afford to rest till they achieve their goals. Another important thing is that people should allow selves to understand what is right what is wrong and they can become spiritual when they knew what they are doing is right.

2.4 Recognition Of Spiritual Organizations: Theories And Models

There has been a defined change in management because customers have different tastes and because the current competitive environment encourages people to only think of profit and growth, leading them to take simple steps ahead day by day. So the organization and management feel the need to incorporate spirituality within organizations to bring out the different aspects of human nature in the following manner;

**Body, Mind, Emotions, Feelings and the Spirit:** What is the need for spiritual leaders in modern organizations? Employees, these days are just being made to work harder for achieving organizational goals. The environment of workplaces has changed significantly. The shift in the nature of work is causing a shift in the nature of organizations. Work has been transformed into the forum in which individuals develop themselves and people too are searching for meaning in their work and self. More and more people have suggested and understood that the growth of the employees leads to the growth of the organization, bringing it more profits Moreover,
people are also searching for a way to connect their work lives with their spiritual lives (Miller, 1998).

According to (Palmer, 2001), spirituality at the organization has been rising. To highlight Sir Miller’s view point, author emphasized that large corporations (such as Intel, Wal-Mart, Xerox, ford, Nike, and Harley-Davidson) have supported and inherited spirituality in their work surroundings. This has given motivation to the humans, such that they have felt the need to organize spirituality events and enjoy outings. This encourages sharing within the group and helps them release any tension. Spirituality in general, must be carefully inculcated by (a) managers, (b) executives, (c) employees, and (d) researchers.

(Campuzano & Seteroff, 2009, p2) stated that the term spirituality refers or implies some form of religious implication. Whereas several authors have offered different definitions for spirituality: some with emphasis on atheistic and materialistic constructions.

(Miller, 1998) and (Oliveira, 2003).explained, “If companies and organizations to meet their requirement of their members so that people are allowed to express their spirituality, they can be more successful than before. Managers and employees should move to this new example by putting more meaning on relationships in the workplace.” It means people have their own thinking, so at times, managers and superiors have to create the kind of environment which helps to increase spirituality in the people of the organization.

(Benner, 1989) believed that “spirituality engages the process of creating and maintaining a relationship with god.” Benner defined humans as spiritual beings who were created by God. It simply means humans have a close relation with God. The spirituality must be asserted; it must be obtainable in terms that can be with no trouble understood by all organizational
members (Konz & Ryan, 1999, p203). Spirituality in the organization is more than a passing thought (Brandt, 1996)

(Oliveira, 2003), said, “spirituality is an element that is within the spirit of each employee, and spirituality cannot be separated from the employee like spirituality is into human being who are working in organization so organization and upper level never separated them both.” Mitroff & Denton, 1999) (Dehler & Welsh 1994) defined spirituality as, “a specific form of work feeling that energizes action”. Defined spiritual things are some kind of feelings which increases energy for action and goal orientation (Griffin, 1988). According to Mitroff and Denton, “spirituality is the basic feeling of being connected with one’s complete self, others, and the entire universe.” Spirituality is spirit and soul, something people can be connected with inner like soul and also outer body and mind. (Ashmos & Duchon 2000) discussed spirituality in the context of community work. Their earlier study stated that spirituality is a community where people directly connected together to achieve a target, help each other and also be supportive of each other, forming a community where they can live mutually.

Spirituality has created a common ground for people working in the same environment. It allows them to connect with the transcendent meaning in which they all believe. Spirituality has traditionally been an individual alarm, and the same would be said about spirituality in business (Neal, 1997). According to (Griffin, 1988), spirituality is an inherent human characteristic that does not intrinsically infer any religious meaning. “Spirituality in this broad sense is not an optional quality which we might elect not to have. Each has type of spirituality, even if it to be a nihilistic or materialistic spirituality.”
2.4.1 A Spiritual Business Organization Model

Griffin stated that spirituality has different meaning at different levels. There are different factors that are essential for the success of any system. (Campuzano, 2009) created and classified three separate sectors for an effective Spiritual Organization. Those are:

- Performance Systems Metrics
- Spirituality Quotient,
- Spiritualized Leadership

The three triangles are internally linked together. Here the main central triangle is that of a Spiritual Business Organization. All triangles show a specific idea for development of spiritual organization. So here, all triangles help in promoting growth, motivating employees to achieve target, reach the goals, create awareness for organization, at the group level as well as the upper level, etc. The spiritual Business organization is concerned with the increase in awareness about spirituality which motivates them to perform at a specific level of excellence (Marques, 2006).

Spiritual Quotient: It includes mutual trust, respect and responsibility that are shared values. The responsibilities of the employees benefit the entire organization and increase the quality of work for both leader and employees. According to the model, the employee who has a spiritual bend would most likely make a correct choice; however the percentage of correct choices can vary between employees (Marques et al. 2006).

Spiritualized Leadership: The main purpose of spiritualized leadership is to influence employees so that they reach a state where they are able to achieve self-actualization and feel
encourage to achieve their goals which at one stage they felt was impossible. The role of spiritual leader is to influence the organizational culture by imparting values, creating connection with employees and practicing spirituality and transparent lifestyle (Gull & Doh, 2011). The two main purposes of spiritualized leadership includes, self realization, and forming a balance between family, work and spirituality (Ashar & Lane-Maher, 2004).

Performance System: Thirdly, in order to achieve Spiritual Business Organization, the employees need proper training in this regard like any other technical training. Spirituality according to the researchers cannot be acquired without education. Once the training is given, the next step is to measure the performance of the employee through Performance system Quotient

**Figure 2-4-1.: A Spiritual Business Organization Model**

![Figure 2-4-1.: A Spiritual Business Organization Model](image)

*Source: (Campuzano and Seteroff (2009)*
In the three functions, top level management is concerned with the inactive force to perform at a level of quality. A Spiritual Business Organization involves motivation to become excellent. (Marques, 2006). The Spiritual Quotient simply means and consist of mutual faith, respect, and duties that are shared values, etc. These responsibilities and duties apply to the whole empire and organization, therefore a spiritualized leadership, with experience or knowledge, results in getting good quality of job done, in time. (Marques, 2006). A spiritual employee is more probable to make right direction with the available options for the accurate reason, although this varies with each employee (Marques, 2005).

The complete model includes all the ethical behaviors of the organization people. They come from trust, belief, and mutual understanding.

### 2.4.2 Necessary Steps to Create Spiritual Organization

(Barnett’s 1985) model based on individuals states that, if an individual has growth and practices spirituality and is properly trained; it leads to growth of the organization. The model is based on two life concepts. The first concept comes from the Hindu tradition where most of women work for home and are always caring towards the house people, such that their growth is dependent on her physical welfare. The second life concept is based on the people of America where people grow by themselves and are not very dependent. Here, the sense of spirituality in the workplace is necessary for achieving a united whole. For this reason, a practice like the “Theory YZ” was developed.

Recognition of the worth and value of people; pursuing an employee centered management approach. In simple terms it means organization people have their own values which should be understood by top level management.
Desire to create high integrity in work climates. It means Employees need to have good environment, meaning proper light, proper instrument for working, some kind of enjoyment, daily refreshment and supportive management etc. and love (Marcic, 1997) as authors said creating an environment within a group, of trust, orientation, respect and togetherness. for Developing organizations. Those are in cooperation get together ownership's economic and individual needs.

### 2.4.3 An Ecological Model of Spirit at Work

“Spirit at works simply distinguishes man and classifies him by profound feelings of wellbeing, where people believe that one wellbeing is occupied in one significant work, and is connected to others through a common reason and particular purpose, a association to something larger than self.”

There is no self thinking, it is the point of matter of organization, and it has an inspiring nature. Four separate ways to describe spirit at work are listed below:

Always There, Coming Together, Transformative Event, and Contextually Sensitivity simply means organization people are working together for organization work and goal. There are some personal experiences which help in achieving the right productivity (Kinjerski&Skrypnek, 2006, pp232-234).
2-4-3: An Ecological model of spirit at work

Organizational Factors
- inspiring leadership
- strong foundation
- organizational integrity
- positive workplace culture and space
- sense of community
- professional and personal

Personality Characteristics
- Inner harmony
- positive energy
- conscientiousness
- Self-transcendence
- openness to possibilities
- spirituality

Always there path

Coming together path

Personal Actions
- Live purposefully
- and consciously
- live spirituality
- appreciates self

Transformative Events path

Transformative Events

“Contextually Sensitive path”

Benefits
- Sense of wellbeing
- enhance personal relationships
- improve consumer service
- increased productivity
- decreased turnover

Engaging Work
- Sense of community
- Spiritual connection
- Mystical Or unitive Experience

Sense of community
- Increased productivity
- Decreased turnover
Conceptualization of Spirit at Work: According to (Kinjerski & Skrpnek 2004, 2006), spirituality at work is characterized by “cognitive feature, interpersonal dimensions, spiritual presence and mystical components.” When the person is profoundly engaged in work, they develop a feeling that they are doing a meaningful work. This in turn lets the employee develop a feeling of connectedness with others who share a common purpose. Employees develop a unities experience which is depicted through the positive energy and vitality they encounter after the adoption of spirituality (Kinjerski & Skrpnek, 2006).

Integrated Personality: According to (Kinjerski, 2004), people who self report spirituality within themselves reflects a distinctive personality, they further exhibit inner harmony. It is due to this harmony that brings positive energy in them which open them to endless possibilities. The spiritually inclined individual seeks deeper meaning in any situation and is filled with gratitude and humility. It is therefore important to note that personality of the individual plays an important role in creation of spirituality at work (Kinjerski, 2004).

Organization factors: where organization’s top level management concentrates on complete desire to create high integrity work climates. If employees have good environment meaning proper light, proper instruments for working, some kind of enjoyment, daily refreshment and supportive management and if the organization gives them proper value and responsibilities and authorities, they will surely complete their work on time.
**Personality Characteristic:** where individual point of view of the organization includes getting the employees to work together for same objective, giving them a sense of mutual understanding, personal attention and also helping them to grow in the organization.

**The paths to Spirit at work:** Organization people working together with high spirituality are attentive and have sensitive output as they connect together for giving that output. In all the personal traits, organizational factors and personal actions contributes towards the development of spirit at work. However, there are four distinct paths i.e. always there, coming there, transformative event and contextually sensitive (Kinjerski & Skrypnek, 2004) which according to researcher would be followed by different people depending their traits and actions.

Here at last, when organization people work together, they achieve right goals, effectively, producing high turnovers for the company’s balance sheet and provide excellent services that lead to customer satisfaction as well as self satisfaction. Some of outcomes or benefits of spirit at work according to the Ecological Model are; 1) improved consumer service, 2) positive effect on relationship, 3) individual well being which can be observed in different dimensions within individual life 4) increased productivity in terms of quality and quantity of work produced (Kinjerski, 2004).

### 2.5 Key Cconception of Sspiritual Organization

**2.5.1 The nature of spiritual business organization**

Spiritual organization involves completely motivating and inspiring workers, driven by an inspiring mission or vision. In other words, it is a culture based on noble values which lead to increase in more productivity for the development of the organization. Also because improvement in organization productivity is not possible if the people only think about them.

“A spiritual business organization is selfless and reflects shared values”. The purpose
statement of the organization is completely free of individual viewpoints while it serves for all of the peak organizational points (Gull & Doha, 2004). “Spiritually mainly defines that all human beings have a unique sense and also unique spirit which helps to make group tasking possible and motivates self and subordinates” (Fry & Motherly, 2007).

2.6 What Is Driving Spirituality In The Organization

In the current scenario, where there are changes at each growing step in the organization, it needs to be self developed from within for its role in the globalized market environment, in a way where notions like, “find no value for self, feel that their job is more at risk, are uncertain and think more on the lines of “job-for-life,” sworn-to-my-employer –for-life,” on behalf of the employees are considered irrelevant and moth-eaten. Corporate downsizing, lay-offs, outsourcing, business re-engineering efforts have become a commonplace in the dictionary of business today. An employee finds his/her job's self-life being cut short too cruelly”. In such an organization, there is no productivity as one of its main pillars which is manpower is destructed. But it often happens that organizations are filled over capacity and in that case downsizing is viewed as the only solution. Where it helps the organization financially by cost cutting, for the employees, downsizing is extremely painful and disturbing. In such a crucial time, the organization needs to be helpful to the employees, probably through spirituality, which can play a major role in helping the employees recover.

2.7 Organization Spirituality And Individual Dissimilarity

2.7.1 Defining Individual Dissimilarity

An individual’s spiritual point of view includes his/her own value and own thought of spirituality and religion. However, most researchers’ analyses claim that spirituality is
“something sacred at the core of all existence” (Marques, Dhiman, & King, 2005, p. 82).

Spirituality, some think, goes beyond individual thinking and personality like race, age, sex and culture etc. (Neck & Milliman, 1994) asserted that there are some people, who believe that spirituality has come from religion and certain others feel they are not connected. (Laabs 1995, p. 60) confers that spirituality is does not have any exact definition which has any actual meaning to understanding what is spirituality. He says that, “defining spirituality in the organization is like capturing and angel-it’s otherworldly and beautiful, but confusing.”

(Zinnbauer et al. 1997) have found that religion and spirituality both are interrelated as both are parts of an organization.. (Macdonald, 2000) has found five dimensions of spirituality; 1) beliefs, attitudes, and perceptions; 2) transcendental experiences; 3) sense of meaning for existence; 4) belief in the paranormal; and 5) individual differences and spirituality.

(Zinnbauer et al. 1997, p. 8) searched and claimed that some people are more confident and self made are more likely to be spiritual even though they may not be religious. In other words, they meant that those people who never obey God and do not follow rules of any religion, are self made and prefer not to live in society. Moore & Casper, (2006, p. 109-110). Values, beliefs, and attitudes help in social building and are the main factors which make an individual spiritual and which help them serve themselves to the world.

Conclusion: Spirituality goes beyond any human being’s beliefs and helps them in self realization even though they may have individual differences. God is creator and he is best artist. God may have made individuals differently with a different face, voice and ethnicity. Spirituality is another way to go to God and it applies to everyone, irrespective of their religious beliefs.
2.8 Organization Spiritual Profiles

Here are some of the features that define a spiritual organization;

*Self-work immersion or Holism,*

*Interconnectedness,* and

*Self-actualization or Meaning from work.*

2.8.1 Self-work immersion

(Bell & Taylor 2001) used terms such as “holism” and “wholeness” while working on organizational spiritualism. “Holism as an idea or philosophical concept is diametrically opposed to atomism.” Here the creature has the power to join different individuals even though they may think differently. (Dehler & Welsh 1994) discussed the concept of “self-work fascination in terms of organizational development behavior” where authors explained that organizations should have thinking and power of appeal for self work for growth of organization.

2.8.2 Interconnectedness

The spiritual component of interconnectedness can usually be defined as a “feeling of being fraction of something better than self, yet,” which simply means that people working together can depend on each other. (Mitroff & Denton, 1999). Interconnectedness is explained, as a relation with each other where there is no meaning of blood or society, there is only talk about the organization, its people and their relations. (Mitroff and Denton 1999, p. 83) explained, “if a single word best captures the meaning of spirituality and the vital role that it plays in people’s lives, that word is interconnectedness.” (Jurkiewicz and Giacalone 2004). (Bell and Taylor 2001, p. 2) put forward the theory that, “work organizations are our most significant
community, put back institutions such as the church”. People work together for achieving the main goal.

2.8.3 Self-Actualization
Self actualizations where people in an organization know their work and output of work and secondly, they know their position, understand what is right, what is wrong for self and organization. (Burack, 1999) explained that in that level employees think that right capital is reverted back for the actual work they do (Moore and Casper, 2005, p. 10) assert, “The ordinary theme in using Maslow’s term of self-actualization is that it usually entails both the mental and spiritual aspects of the individual and work as a component” Here the authors said that self actualization is a term where organizational people think that both aspects, one is mental and the other is spiritual, simply means that people just think about what is right for them and what is wrong.

2.9 Spirituality and Religion
Before exploring the difference between religion and spirituality, one should define the two terms. Religion can be definite as conviction in God, God to be worshipped, more often than not spoken in demeanor and ritual or any precise scheme of faith, worship, etc., frequently connecting regulations of ethics.

Where religion is solely associated with God, on the other hand, Spirituality is to be measure by as the excellence or information spiritual, friendly or mainly spiritual nature as shown in consideration of life, etc. Another thing to note here is that spirituality is not physical things but it is an invisible, tight bond between two employees. Historically, spirituality was religion based.
Like big MNC are using a spiritual environment for enabling more growth of organization, it cannot be assumed to have come from a specific religion or culture in India (Hindu, Muslim, Sikh, and Christianity). But it is understood that religion is simple concept of the inner mind and soul of the people, which may have come from their practicing religion. There are several grounds for this dissection: most of western societies earlier explained there is no one any specific religion from which spirituality was founded. But Indian religion was always considered to be the one where people worked together and also celebrated many festivals together, even though they did not share their religious terms and rules. And when this harmonious religious environment was destructed, it leads to war and revolution. So it proves that such a disruption can have a bad effect on the organization. Hence, people within an organization must work with understanding with each other and must also hold respect for the fellow employees (Pfeffer; 2003).

“Religion is judged to be opposed to rationality and science and the basis of superstition and the irrational” (Cavanaugh, 1999, p190). In general, spirituality can be conceptualized as the psychological function of religion, which has become separated from the social function of religion that continues in the organized churches.

In the end, we can say that when people in an organization work together they effectively achieve their goals and help the company produce a high turnover, as well as provide sufficient customer satisfaction.
2.10 Performance

2.10.1 Introduction to Performance Management

Performance: “The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract” (Business Dictionary, n.d.)

Performance: “A dramatic or musical entertainment; "they listened to ten different performances"; "the play ran for 100 performances"; "the frequent performances of the symphony testify to its popularity” (Visual Thesaurus, n.d.)

Performance: “The act of presenting a play or a piece of music or other entertainment; "we congratulated him on his performance at the rehearsal”(Visual Thesaurus, n.d.)

Performance Management: “Performance management is the system through which organizations set work goals, determine performance standards, assign and evaluate work, provide performance feedback, determine training and development needs and distribute rewards” (Verma, Pawan, Budhwar, Angelo, and DeNisi, 2008)

Performance: Any recognized accomplishment; "they admired his performance under stress" (Web Dictionary, n.d.)

2.11 High Performance Management Characteristic

By (Cotter & Heskett, 1992) which is add with (Scott Morton, 2003) both are some differ together as like (Kotter & Heskett, 1992) defined four factors in high performance which are organization culture, organization structure consisting of formal structure, system process and
policies, leadership of the organization and as well as external environment, consisting of competitor and public and legislative organization. And another author Scott defined with some large structure point of view like customer point of view, supplier and partners, presenting a broader model.

Figure 2-11: Framework With The Eight Factors Influencing High Performance
Model based on five boxes, first where external environment effect on high performance organization

**Organizational Structure:**
Including, organization design like top to bottom or bottom to top, vertical or horizontal, Line structure etc

Strategy: means complete policies, short term, long term plan, and micro plan also plan for short term and long term in technical bases, also one day plan etc (Kotter and Heskett, 1992)

Process: most used in technical aspects as well as in file processing to complete any kind of organization performance. (Kotter & Heskett, 1992)

Technology: new and current, where most of the organization is modernized. It simply means they are adopting effective technology for higher quality production. Organization is upgrade day by day for standing in market. (Kotter & Heskett, 1992)

**Organization Culture:**
Leadership: leadership is having many qualities which will convert into organization performance. Good leader has quality for good control and where leaders are in good control, people tend to do hard and timely work. (Kotter & Heskett, 1992)

Individual & Rule: organization should have discipline for workers and staff, discipline makes boundaries where organization people are expected to stay in limits. (Kotter & Heskett, 1992)
Culture: organization people have power to solve and take effective decision, a good organization which wants to increase their production, there organization people have freedom to express their opinion and ideas for development of organization growth and also for reaching the goal of organization. (Kotter & Heskett, 1992)

That all these things affect Behavior of organization members and the last outcome is high performance of organization,

External Environment: including customer’s satisfaction and good services, Stated in market place: means organization is effective and is able to stand in the competitive market place only with the help of proper customer feedback. (Kotter & Heskett, 1992)

**Characteristics of performance appraisal system**

1. Performance based evaluation, where organization’s top level management works and analyzes fairly and no one is considered on top, or no one on the bottom. Everyone is equally calculated.

2. It is also analyzes behavior based on what is best for which job.

3. Another way is to analyze proper collaboration between employees on the basis of work.

4. In short, we can say that the best action plan for performance appraisal analysis is problem and situation based. It should be sufficiently scientific so that if an employee is evaluated by two different evaluators, then the result should be significantly the same.

5. It must be analyzed as good, bad or adequate on the basis of given task and completion.
6. It must be sensible, sound, clear and unmistakable, so that all parties worried understand its implications.

### 2.12 Impact of Spirituality on Work Performance

See several ups and downs. Same applies to an organization where many problems come and go. Some problems may cause deep hurt, while others may be liberating. Authors explain that historical and physiological concerns to level management and organizational sciences have been exaggerated by the help of motivation, always being correct to employee for organization and also for society life (Neal & Benet, 2000). As opposed to that materialistic characteristics pose challenges to financial performances (Fornaciari & Dean, 2001). Some researchers think there have been quite a few ethical pitfalls and moral concerns in researches on whether enabling or incorporating spirituality at work resulted in better organizational performance or portfolio (Dent et al., 2005)

(Milliman, 1994) claimed that spiritual values have positive effect on both personal and job performance. In authors Neal & Benet words, spirituality has really impacted job performance and it has also impacted personal awareness and development.

(Harrington et al., 2001) state that the "more matching employees values and spiritual aspirations are with the organization, the greater the possibility that employees will find true meaning at work. Spirituality and its components must be understood with greater precision to allow businesses to adopt policies and programs that energize the spiritual nature of their employees". Meaning organization people who are spiritual and who are doing well for organization are more energetic in work and easily understand the organization policy and framework.
Karakas (2006, 2009, and 2010) explained about 140 articles on workplace spirituality and introduced:

(a) Spirituality improves worker well organism and excellence of existence; Meaning spirituality urges people to find value of life and organization.

(b) Spirituality make available human resources a sense of reason and meaning at work; who am I, why I am here, what should, I look out for life and also organization, are some of the questions that are automatically answered by spirituality.

(c) Spirituality gives people a sense of interconnectedness and group of people. Spiritually has referred to religion and connectivity with human so they have to make community for development for self growth, for organization growth and growth of partner who are working together.

Some definitions quote "spirituality is an inspiring power of life, a power which motivate an individual to an exacting finish or a self-transcendent reason," where people who are spiritual have inner soul power and will be best at finishing their work (Mcknight, 1984). In other definition, "spirituality is energy, meaning, purpose and awareness of life" (Cavanaugh, 1999). These definitions give meaning to spirituality and create awareness and a sense of gratitude for people to live together and support each other.

"This inspiring power gives meaning and purpose to their life" (Myers, 1990). It means humans are always working towards making the best life for themselves and also for their family, society etc.
That definition says In life, people are always running after their destination and even though it differs with each individual, everybody’s ultimate aim remains reaching the destination. Studied that in an organization, people have dissimilar qualities, different nature, and also have diverse task with poles apart position, so each one has legal concerns and an assortment of different, policies and events, uniform guidelines, constitutional amendments, and titles, according to the 1964 civil rights act. So diversity is created for advanced performance work, problem solving, creativity, and a myriad of other constructive work outcomes. Conversely, on the other hand where there is diversity, a negative environment is created in the organization which supports favors, being given more chances, etc (Gull & Doh, 2004; Schroth & Elliot, 2002; Neal, 2000).

2.13 Noteworthy Contribution in the Field of Proposed Work

Table 2-13 : Noteworthy Contribution in the Relevant Study

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Spiritual values and found factors</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jackson, (1999, pp. 65-66) &amp; Kriger &amp; Hanson, (1999, p. 304)</td>
<td>Equality, honesty, compassion, avoiding harm, respect, peace, justice, forgiveness, service duty trustworthiness, being a good citizen, peace, thankfulness</td>
<td>Spirituality comes from worlds main religion those are like That (Sikhism, Buddhism, Judaism, Christianity, Hinduism, Islam, Baha’ism, Confucianism &amp; Jainism)</td>
</tr>
<tr>
<td>Synder&amp; Lopez (2001)</td>
<td>(Optimism, hope, humility,</td>
<td>People who are living in organization</td>
</tr>
<tr>
<td>Authors</td>
<td>Attributes</td>
<td>Notes</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Giacalone &amp; Jurkiewicz, (2003a, p. 14)</td>
<td>(Integrity, humanism, awareness, meaningfulness, responsibility, love, inner peace, truth, humility, sense of community, justice)</td>
<td>Life has meaning and people has to follow spirituality attributes</td>
</tr>
<tr>
<td>Fry (2003, p. 695)</td>
<td>(Forgiveness, kindness, integrity, empathy, honesty, patience, courage, trust, humility, service to others)</td>
<td>Spiritual life has sense so kindness and trust etc make spiritual for life</td>
</tr>
<tr>
<td>Jurkiewicz &amp; Giacalone, (2004, p. 131)</td>
<td>(Benevolence, generatively, humanism, integrity, justice, mutuality, receptivity, respect, responsibility, trust)</td>
<td>Authors defined frameworks which are concern to spirituality</td>
</tr>
<tr>
<td>Fry, (2005, p. 56)</td>
<td>Honesty, forgiveness, hope,</td>
<td>Fry defined and as understood</td>
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</table>
Organizations Using Spirituality

Spirituality has been practiced in India since ancient times. But it is only now that entrepreneurs are learning about the possible advantages of incorporating spiritual practices in a

<table>
<thead>
<tr>
<th>Marques (2005, p. 86)</th>
<th>Respect, understanding, openness, honesty, giving, trust, kindness, peace &amp; harmony, acceptance, creativity, appreciation, helpfulness</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Here organization people have choice developed them thought</td>
</tr>
<tr>
<td>Reave (2005, p. 658)</td>
<td>(Meaningfulness, integrity, honesty, humility, respect, fairness, caring &amp; concern, listening, appreciating others, reflective practice)</td>
</tr>
<tr>
<td></td>
<td>Defined organization people have self value</td>
</tr>
</tbody>
</table>

Source: Compiled by the Researcher

2.14 Organizations Using Spirituality

Spirituality has been practiced in India since ancient times. But it is only now that entrepreneurs are learning about the possible advantages of incorporating spiritual practices in a
business corporation. (Ashmos & Duchon, 2000), Here are some examples of Indian corporate companies who have taken the initiative of including spiritual practices in order to support and help their employees in the management of stress and other associated problems.

1) Future Group

Future Group is one of the largest retail brands of India, and is also successfully involved in insurance and other sectors like media, logistics, mobile and telephony, business technology services, etc. The company recently made news for becoming one of the first big corporates to welcome spirituality into their system, by appointing a Chief Belief Officer, Mr. Devdutt Pattanaik. (Amarnath, 2011). Mr. Pattanaik believes in combining the power of mythology with management and helps the employees improve their understanding of different situations and consequences and accordingly, get favorable outcomes through better decision making. According to him, “Mythology provides a framework to solve many of the problems faced by management.” (Future Group Company Website, n.d.)

Taking cue from them, many other companies are also looking to include a spiritual quotient within their organization to help their employees lead a better life, both professionally and personally.

2) Crompton Greaves

Crompton Greaves is one of the world’s foremost engineering companies that provide effective electrical solutions to improve productivity and maintenance. It has a very strong and prominent presence in India with more than 20 manufacturing locations in the country. Owing to the growing recognition of spirituality within the business markets, Crompton Greaves is looking to open dedicated yoga rooms in all its locations across India, including some which
are abroad. This need to promote spirituality through Yoga was realized after a successful session of Sri Sri Ravi Shankar’s Art of Living’s corporate module, Apex (Amarnath, 2011).

Crompton Greaves is not the only company to realize the importance of incorporating spirituality in a big organization. Here are some others who have followed or are planning to follow in the same footsteps (Crompton Greaves Company Website, n.d.).

3) Yash Birla Group

The Yash Birla Group is part of one of India’s biggest, most influential corporate families, the Birlas. It includes the mighty Birla Power Solutions Ltd. Company, which is a pioneering electrical company, also the first one to manufacture portable generators in the country. The Yash Birla Group is also one of those which believe in the helping their employees through spirituality. Their Group President of the Corporate Strategy and Business Development department, Mr. Devang Vyas, believes that, “Unlike usual management workshops, spiritual courses work holistically on mind, body and soul and have a longer lasting effect.” (Amarnath, 2011). He is a follower of Art of Living and has helped further the cause of spirituality by conducting the Apex programmed for many of the company’s employees (Birla Group Company Website, n.d.).

4) IGL

IGL stands for Indraprastha Gas Limited and is one of the leading gas distribution companies of India, especially of Compressed Natural Gas (CNG). The company runs on the idea of providing natural gas to its customers, thereby facilitating greener environment. With so many companies considering the inclusion of spiritual practices in their organization, IGL also felt the need to improve its employee’s well being through spirituality (IGL company website,
As a result, it has planned to sponsor regular ‘Inner Engineering’ course by Isha Foundation, for its executives. As observed by Mr. Rajesh Ved Vyas, the Managing Director of IGL, the effects of this course have mostly been beneficial, with the workplace becoming more relaxed and the employees experiencing a sense of happiness and unity within the organization. The particular course is supposed to make the participants more active and better prepared to contract with strain and force, thereby growing their work possible. (Amarnath, 2011)

5) Barclays

Barclays is one of the oldest banks in the world with more than three centuries worth of experience in the financial sector. The increase in stress and related issues among the employees has forced many big corporations like Barclays, to conduct spiritual workshops for employees (Barclays Company Website, n.d.). So much so, that the HR department is even considering introducing such courses or workshops at the time of induction. The Senior Relationship Manager of Barclay’s Wealth, Shweta Vyas, believes that, “Spirituality is extremely important for a stress free life as it teaches you to live ethically.” Such spiritual workshops promote the idea of converging organizational goals with spiritual ones. (Amarnath, 2011)

As this article took from news paper (THE ECONOMIC TIMES, DATE ON 6 FEBRUARY 2011) (Amaranth N. 2011), here including what the reader prospecting about this article see below:

Readers' opinions (1)

MR. Shen (US)
Explained him As short of thought if spiritual Scenario gain by the taking of combined with business people and politician, that should be result of Indian industries will have to achieve most frequently west and China in the condition of target and maximum cost competitive market. Reader shared west Countries maximum productivities wastage in the explore in the market and even just to show Reader, taking the idea of some recent study, and research says by medium of newspaper showed 1 in 5 US people has affected of problem of mental disorder even that cause not to result of down them. That can proof of selling Frequency of commercial for depression related medicines serves as a proof of such a condition.

Note: because here researcher should have need to examine all the aspect about the spirituality (negative prospects and positive prospects)

### 2.15 Summary

The concept of spirituality has been around since ancient times. Where its significance in an organization may have been lost for sometime in between, in the recent years, it has again gained momentum. More and more big and small organizations are learning about the many benefits of incorporating spirituality in their workplaces and hence, they are all working towards getting their employees acquainted with the concept of spirituality and its many advantages in terms of personal and professional well being.

From helping the employees realize their potential through identifying the purpose of their lives and work, encouraging community building and interconnectedness among them, to infusing positivity in their minds and hearts and motivating them to better their work performance
without taking any stress, spirituality has been proven to help the employees achieve all these remarkable feats, and in the process has helped improve the performance of the organization.

Whether it is from the employee’s perspective or the organization’s, spirituality has been shown to affect both in a positive manner. So, we can conclude that an organization will only benefit and gain healthy returns by introducing and encouraging the practice of spirituality among its employees.

2.16 Chapterization Plan

The chapterisation plan for this study is as follows;

Introduction: This chapter comprises of the overview of the study, including the problem statement, aims and objectives, research questions and a brief introduction of the research theory.

Literature Review: Literature review includes brief synopsis of the research theories and studies related to the topic of study. This particular study evaluates the role of spirituality in increasing organizational performance. The literature review involves issues like the current state of employees in an organization, their health, commitment towards their work and the company, job satisfaction, etc, and the possible positive effects of spirituality on these issues, leading to increase in productivity and performance of the employees. It includes theories that evaluate how introducing spirituality in the workplace can help the organization.

Methodology: This chapter consists of all the methods used to support and address the various research questions. It also explains the different subjects, data analysis and sampling methods used to conduct the study.
Data Analysis: In this chapter, all the data collected throughout the length of the study is analyzed and interpreted with the help of statistics and other calculations, and represented in the forms of charts and graphs.

Conclusion: This chapter takes into account the findings of the study and correlates them with the existing data obtained through the literature survey, in order to check their compliance with the main purpose of the study.
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