CHAPTER - 2

REVIEW OF LITERATURE

For any piece of work, it is extremely important for the researcher to give the study a structure. Research requires a literature review of the topic and related themes to equip the researcher with a thorough understanding of the variables undertaken. For this reason, the literature review will define and contextualize the positive correlates along with employee work ethics and spirituality with regard to other related concepts. There has been both theoretical and empirical support for the variables under study.

AUTHENTIC LEADERSHIP

Organizations where leader-follower relationship is based on trust are the most sought after. Such workplaces place great emphasis on development of such trust-based relationships not just between employees and their leaders but also between employee and jobs (person-job fit) and employee-employee relationships. This central atmosphere of trust enhances an employee’s loyalty, commitment and willingness to adhere to organizational goals and fulfil them with utmost sincerity. Moreover if leaders are transparent in their dealings and work according to the value-scheme of self and others, then they certainly impact various follower outcomes like work engagement, happiness etc.

Rog (2011) in her thesis titled ‘Managers’ and subordinates’ perceptions of authentic leadership, subordinate outcomes, and mediating mechanisms’ wanted to understand how AL affected various outcomes of subordinates. A random sample of 188 individuals in managerial positions and 75 subordinates was selected.
Descriptive statistics were calculated separately for managers and subordinates and correlation and meditational analysis was done thereafter. Very low correlation ($r = .22$) was found between managers’ self reported AL and subordinates rating of managers’ AL. Results also supported the idea that authentic leaders displayed self transcendent values more than values leading to self enhancement in contrast to leaders who were perceived as less authentic. AL was related to various subordinate outcomes like OCB, job performance etc. The relation between subordinate rated AL and their affective organizational commitment was mediated by subordinates’ trust in manager and by their perception of PE respectively.

Hassan and Ahmed (2011) investigated if AL had an effect on the level of trust employees had in their leaders and if this trust in result impacted their work engagement in any way. The banking sector of Malaysia was considered for the same and a total of 395 bank employees appointed in the head quarters and branch offices around Kuala Lumpur answered the questionnaires. Structural model analysis was employed to analyse the data and results revealed that AL is indeed responsible for promoting subordinates’ trust in their leader which ultimately leads to increased work engagement. Interpersonal trust also had an impact on work engagement and the relation between AL and work engagement was also mediated by the same.

A non-experimental, predictive survey was done by Wong and Laschinger (2013) to test a model that linked AL of managers with employees’ perceptions of structural empowerment, performance, and job satisfaction. 280 nurses were taken and the positive variables were studied using valid questionnaires like ALQ, Global
Job Satisfaction Survey etc. SEM technique was used and the finding was that authentic leadership positively and significantly related to structural empowerment, which was then responsible for higher job satisfaction and performance.

Cassar and Buttigieg (2013) worked on a sample of 123 people to study if their existed a relationship between authentic leadership and well-being and if meaningfulness of work mediated this relationship. Sobel Z test with bootstrapped samples was used to answer the same. Analyses revealed the existence of a relationship between AL, SWB and flow. The relationship between AL and SWB was partially mediated by meaningfulness of work and that between AL and flow was fully mediated.

Hannah et al. (2011) analysed the relationships between authentic leadership, moral courage, ethical and pro-social behaviours, studying a sample drawn from military context for 4 months. It was found that authentic leadership and followers’ displays of moral courage were positively related, and the effect of authentic leadership on follower’s ethical and pro-social behaviour was fully mediated by their moral courage.

Wang and Hsieh (2013) studied the effect AL had on employee engagement and if trust of employees had a role to play. 386 employees provided data for the same and hierarchical multiple regression was performed thereafter to test the formulated hypotheses. Results revealed that the more a leader was consistent in terms of his words and actions, the higher was the employees trust in them. Also this consistency along with leader’s moral perspective correlated significantly with employee engagement. Further analysis reflected the presence of a positive
relationship between employee trust and employee engagement; and a mediating role of employee trust in the relation between employee engagement and authentic leadership.

In a study by Roncesvalles and Sevilla (2015) on the influence of authentic leaders on subordinates trust and work performance in school and school systems, 300 college teachers were studied and the data collected was examined using SEM, bootstrapping and Sobel test. Authentic leadership had a positive impact on subordinate’s work performance directly and indirectly through this effect on subordinate’s trust. Both trust and authentic leadership were seen to have a positive effect on work performance, and authentic leadership had a positive effect on subordinates’ work performance in educational organization.

Wong and Cummings (2009) wanted to test a model that linked AL with trust, perceptions of supportive groups and different work related outcomes. They tested this by studying two different types of health care employees - 147 clinical caregivers for eg. Nurses, physicians etc, and 188 non-clinical caregivers like administrative staff, research wing etc- working in a Canadian agency for cancer care. SEM techniques were used and the results indicated towards a trend that the more supportive a leader was in terms of his behaviour, backed up with the level of trust in management, the lesser did employees hesitate in voicing their concerns and suggest changes in the workplace if any. They also concluded that a certain level of authentic leadership and display of AL behaviours were important for the staff to feel empowered psychologically.
A study was carried out by Weichun (2008) to study how each dimension of PE related to AL. Data was collected from three hundred and thirty five employees from around thirteen different industries and analysis of data revealed that all the four dimensions of PE (competence, impact, meaning, and self-determination) related to each dimension of AL, especially with internalized moral perspective.

Chen, Jeng & Wang (2015) in the study on authentic leadership, task performance and organizational citizenship behaviour examined the effect that authentic leadership had on followers’ task performance and organizational citizenship behaviour and also if this relationship was mediated by psychological empowerment and moderated by goal orientation. The study was conducted on 419 workers working in different industries in Taiwan. Correlation coefficients were calculated and multiple regression analyses were conducted. They opined that leadership especially authentic leadership could actively enhance the psychological empowerment of followers, motivating them to take on extra-role behaviours and achieve greater heights in terms of performance. The results supported this opinion as a positive relationship was found between authentic leadership and employees’ perception of psychological empowerment, task performance and OCB. Apart from this, the relationship between AL and OCB as well as that between AL and task performance was mediated by psychological empowerment. Moreover goal-orientation moderated the relationship between AL and PE.

Laschinger et al (2013) undertook a study in order to examine if there existed a relationship between nurses’ perception of their managers’ authentic behaviour, nurses' overall person-job match in the six areas of work-life and the level of their
engagement at the workplace. For this purpose, researchers examined a sample of 280 registered nurses working in acute care hospitals and the results indicated that the relationship between authentic leadership and work engagement was fully mediated by the overall person-job fit. Moreover it was seen that nurses who worked or reported to managers displaying high levels of authentic leadership had a better fit in the various areas of work life and were also high on the engagement levels.

Bhindi & Duignan (1997) while researching sensed that as a result of increasing scandals in the area of leadership employees were losing trust in their leaders. This led the need of a leader who has strongly held ethics, morals, integrity, and trust. They were of the opinion that only a leader who possesses these skills can emerge as an authentic leader.

Avolio et al were also of the opinion that AL and PE have a strong connect. Moreover because of their behavioural characteristics such leaders treat their followers with respect rather than considering them as means to achieve their goals. This results in employees experiencing a stronger sense of meaning at work, which is one of the main dimensions of PE (May et al, 2004). Other researchers suggest that followers of such leaders are independent and experience autonomy while making decisions which also in turn influences PE of followers (Conger et al, 2000; Meyerson & Kline, 2008).

**PSYCHOLOGICAL EMPOWERMENT**

In a study by Zhu (2008), psychological empowerment was studied as an underlying influence mechanism to study how the moral identity of followers’ was affected by ethical leadership affects followers' moral identity. The sample
comprised of 335 employees working across 13 different organizations. Results indicated that psychological empowerment, in terms of competence, impact, meaning, and self-determination, mediated the effect of ethical leadership on followers’ moral identity.

Ghani et al. (2009) conducted a study on 312 lecturers working in 25 private higher education institutions in three states (Penang, Kedah and Kelantan) in Malaysia. The objective was to study the relationship among the 5 antecedent variables namely organizational support, access to information, opportunity to learn and develop, resources, and trust as well as how each factor contributed to psychological empowerment. Correlation and regression analyses indicated that a positive and significant relationship was found between PE and the five antecedents under study at the 0.01 level of significance.

Givens (2011) studied the role of psychological empowerment and value congruence in mediating the impact of transformational leadership on follower commitment in American churches. 250 leaders and followers from five churches participated in the study. Results showed significant relationship between TL and the affective and normative commitment of followers. TL accounted for 32.8% variance in the affective commitment of followers and 31.4% variance in the normative commitment of followers. PE and value congruence partially mediated the effect of leader’s behaviour on the followers’ level of commitment.

Mogholy and colleagues (2009) investigated 19 different areas of Tehran Education Organization with the objective of studying the relationship between empowerment and organizational commitment. Empowerment and organizational
commitment were related to each other as individual constructs. Moreover amongst the five components of empowerment i.e. feelings of competence, significance of job, trust on others, choice and effectiveness, only feelings of effectiveness and trust affected organizational commitment.

Jha (2014) examined if transformational leadership and psychological empowerment were determinants of organizational citizenship behaviour. For this, 319 employees from 5-star hotels were included and findings revealed a significant and positive effect of transformational leadership on organizational citizenship behaviour and it was also found that PE had a moderating effect on OCB.

Collins (2007) performed a research study to examine the relation between LMX, PE, Job Satisfaction and turnover intention. The final sample had 1214 employees working across service restaurants. Various statistical techniques were undertaken to test the proposed hypotheses. Findings indicated towards a direct significant relationship of leader-member relationship and psychological empowerment with job satisfaction. Job satisfaction did not have any significant effect on turnover intention, whereas PE was found to be strongest predictor.

Chiang and Jang conducted a study in 2008 on hotel companies in Taiwan, with the objective of studying the degree to which the level of psychological empowerment is perceived by the employees, to understand if leadership, trust, and organizational culture act as antecedents of psychological empowerment. They also investigated if PE had an effect on job satisfaction and organizational commitment. Structural equation modelling was performed and results supported that leadership
had a positive effect on trust and organizational cultures, which were significant antecedents’ positively related to psychological empowerment.

Chiang and Hsieh (2012) conducted a research to analyse if job performance of employees was affected by organizational support and PE and if this relationship was moderated by OCB. A positive relationship was seen between organizational support and organizational citizenship behaviour as well as between psychological empowerment and organizational citizenship behaviour. Further statistical analyses indicated towards a positive impact of psychological empowerment on job performance, but rejected the existence of any relationship between organizational support and organizational performance.

Rawat (2011) aimed to study the effect of PE on organizational commitment of 133 employees working in IT and Finance industries in India. Correlation and regression analyses revealed a significant relationship between psychological empowerment and the various dimensions of organizational commitment. All the sub-divisions of empowerment together had an influence on affective and continuance commitment. The dimension of impact was not seen to relate significantly with any type of organizational commitment. Moreover empowerment also enhanced the decision-making of employees.

Mirkamali et al (2009) examined the relationship between PE, job satisfaction and organizational commitment amongst employees from Tehran University. Statistical analyses of data confirmed the existence of a positive relationship between the dimensions of PE (meaningfulness, self-determination, competence, and effectiveness) and job satisfaction. Components of psychological
empowerment also had a positive and significant relationship with organizational commitment.

Shapira-Lishchinsky & Tsemach (2014) randomly selected 366 faculties working across 23 Israeli schools with the objective of studying the relationship between AL, PE and OCB. “Impact” one of the dimensions of PE mediated the relationship between authentic leadership and OCB, whereas the other components i.e. self-determination, meaning, and competence mediated the relationship between AL and absence frequency. However psychological empowerment did not mediate the relationship between AL and the withdrawal behaviours of lateness and intent to leave.

Research by Greasley et al. (2005) aimed at examining how individuals working in construction projects perceived empowerment. The study focussed primarily on the employee’s perception and not that of the organization. In-depth interviews were conducted to analyse if perceptions of empowerment were affected by the behaviour of the employees’ immediate supervisor and more importantly the degree of trust that supervisor had in his followers. Employees emphasized that the two ways of achieving empowerment were: firstly, the overt expression of trust and secondly, giving them the freedom and autonomy to take decisions related to the work they do. Trust and level of monitoring had an inverse relationship; wherein with a decrease in monitoring there was an increase in trust. Employees also felt that this trust shouldn’t come without any efforts; rather it should be well earned, deserved and respected based on previous knowledge, experiences etc.
Klerk and Stander (2014) worked on the relationship between leadership empowerment behaviour, work engagement, PE and turnover intention along with examining if a mediating role was played by psychological empowerment leadership in the relation between empowerment behaviour and turnover intention on one hand and work engagement on the other. Data was collected from 322 employees working in a South African chemical industry, and confirmatory factor analysis was used to test the proposed hypotheses. According to the statistical analysis leadership empowerment behaviour correlated significantly with psychological empowerment and work engagement and negatively correlated with turnover intention as expected. A mediating role of psychological empowerment was also seen.

Kaur (2013) in her work on empowerment, TL, self-esteem and followers’ vision in life focussed on the meditational role of empowerment in the relationship between TL and the other two variables. A sample of 200 managers from India was asked to rate their manager’s TL and their own sense of empowerment, vision in life and positive self esteem. Hypotheses were proved correct because it was observed that transformational leaders enhanced followers’ sense of self esteem and vision in life by impacting their perception of empowerment. Moreover this study also pointed at an interesting finding i.e. enhancing self-efficacy would lead to a more positive self esteem and a brighter vision in employees’ life.

Ergeneli, Sağlam Ar, Metin (2007) examined the link between PE, its four dimensions, manager’s cognition based trust and affect based trust in the immediate manager. 220 respondents working as managers, assistant managers or supervisors across banks in Ankara, Turkey participated in the study. Multiple and hierarchical
regression analyses were performed to analyse the formulated hypotheses. Cognition based trust in immediate manager and PE were significantly and positively related. Dimension wise analysis revealed a relationship between cognition based trust and meaning and competence; whereas affect based trust was seen to correlate with the dimension of impact only. Moreover no link was seen to exist between either of the trusts mentioned above and the last dimension i.e. self-determination.

Kim and Kim (2013) performed a research to examine if a connection existed between leaders’ moral competence and task performance of employees as well as their OCB’s towards supervisors. Seven organizations in South Korea were contacted and a total of one hundred and two employee-supervisor pairs participated in the study. The findings revealed a significant and positive relationship between the three variables under study. The link between the three variables was partially mediated by employee’s level of PE. It was also seen that a moderating role was played by person-supervisor fit in the relation between employee’s PE and leader’s moral competence. This implies higher the PS fit; stronger is the relationship between these two variables.

Bartram and Casimir (2007) studied the mediating role of empowerment and trust in leader on the link between TL and two work outcomes – supervisor’s rating of employee’s in-role performance and employee’s level of satisfaction with their leader. 109 respondents working in an Australian call centre took part in the study and were told that the questionnaires had to be answered by them as well as by their immediate supervisor or line manager. Partial least-square analysis was performed to analyse the proposed hypotheses. Results reflected that empowerment and trust in
leader mediated the effects that TL had on the in-role performance of employees. Also, trust in leader partially mediated the effect of TL on employee satisfaction.

**ORGANIZATIONAL TRUST**

A cross-sectional study was done by Hamed (2010), on a sample of 862 employees. Data was collected with the help of self administered questionnaires. Correlation (r) and beta values were calculated to test the hypotheses. Results revealed direct, positive and significant relationship between role clarity, OT and employees’ empowerment, as well as between employees’ empowerment, job involvement and job satisfaction. This research also highlighted that empowerment as a phenomenon is common across organizations now and should be promoted for the overall effectiveness of an employee and the organization as a whole.

Casier et al. (2000) conducted a study on 412 Canadian staff nurses, based on Kanter’s model of workplace environment. The purpose was to understand the effect of organizational trust and empowerment on organizational commitment and its two types. A predictive, non-experimental design was used to test the theory. It was observed that nurses high on empowerment also showed high levels of both organizational trust and affective commitment. Since previous research has shown relationship between affective commitment and employee productivity, results of this study suggest that developing environments that promote empowerment and organizational trust will positively affect organizational members, increasing organizational effectiveness.

Pucetaite & Novelskaite (2014) conducted an empirical work on 757 employees working for a public organization in Lithuania. A series of regression
analysis were done and the results reflected that organizational trust had a partially mediating effect on the relationship between leader-member exchange and organizational innovativeness. Leadership relationship and organizational trust most strongly explained innovativeness in behaviour.

Ugwu *et al* (2014) studied the relation between organizational trust, psychological empowerment and employee engagement and also if PE moderated the relationship between OT and engagement. 715 working professionals were contacted for the study. Hierarchical regression analysis was performed to study if the hypothesized relationship existed. Results supported the proposed hypothesis that organizational trust and psychological empowerment significantly predicted employee engagement. Moderating effect of empowerment on the relationship was also significant.

Erkutlu and Chafra (2013) conducted a study titled “Effects of trust and psychological contract violation on authentic leadership and organizational deviance”. Data was collected from 848 lecturers working across ten state universities in Turkey. Authentic leadership significantly and negatively correlated with organizational deviance. Moreover multiple regression analyses showed moderating effects of employee trust and psychological contract violation in the relation between authentic leadership and organizational deviance.

Yeh (2009) studied a sample of 500 volunteers to understand the relationship of organizational trust with their occupational commitment. Multivariate Analysis of Variance (MANOVA) analysis, one-way Analysis of Variance (ANOVA) analysis, and Pearson Product-Moments Multiple Correlation techniques were employed to
study the same. It was found that a positive correlation exists between the level of trust an employee has in an organization and his overall occupational commitment.

Judeh carried out a field study in 2012 to examine the relationship between empowerment as perceived by employees and trust. The main objective behind this was to explain how trust enhances the interpersonal relations between employees and their superiors which is reflected in the successful completion of organizational goals. Data was collected from 206 participants and various statistical techniques like descriptive statistics, linear regression etc were employed thereafter. Results revealed that while level of trust for this sample was at a medium level, employee empowerment was on a high level. A statistically significant relationship was found between the variables under study and the researcher hoped that these results would give insight into how trust within organizations can help develop and enhance employee empowerment.

A study titled ‘Impact of Authentic Leadership and Psychological Capital on Followers’ Trust and Performance’ was done by Zamahani et al (2011) on 200 employees working across various telecommunication companies in Iran. Since authentic leadership is one of the newest leadership theories in the third millennium, they wanted to analyze how this leadership style and psychological capital affected followers trust and subsequent performance. Correlation, regression analysis and multivariate analysis of variance indicated towards a direct positive relationship between leaders’ authenticity and psychological capital and followers trust and performance at the 99% confidence level. Analyses also revealed that higher the authenticity and positivity in a leader, higher was the followers’ trust and performance.

Berraies et al (2014) conducted a research study on a sample of two hundred and forty eight firms falling under the ICT Tunisian sector. The main purpose was to study if and how psychological empowerment effected innovation and organizational performance. They were of the opinion that employee empowerment or PE acts as an antecedent for trustful relationships in organizations. SPSS 16.0 and AMOS 16.0 software were used for testing the relationships and analyzing if trust had a meditational role. A significant and positive relationship was found between empowerment and all the levels of trust (trust in co-workers, immediate supervisors and top managers). It was strongest for immediate supervisors (β=0.434 at 0.01 level). It was also found that trust mediated the relationship between empowerment and exploitative innovation. Thus there was a strong evidence that employee empowerment acted as an antecedent for level of trust in employees across all the levels of management in the company.

Research by Amara and Bietry (2008) also indicated the presence of a positive significant relationship between employee empowerment and their trust towards co-workers, supervisors and the entire organization.
Trust has always been in discussions while studying organizational performance and its ability to handle competition. Out of all types of trust, OT comes as an extremely important factor in times of pressure when external factors try to disturb an organization’s equilibrium. Keeping this in mind, Vineburgh (2010) carried out a work to study how OT was related to variables like empowerment, interpersonal conflicts, resistance to change etc. Secondary data was obtained from the existing database that pertained to the variables involved. This included responses from about three thousand and seventy faculty members working across seventy-three HBCUs around US. Secondary analysis of data indicated that increased levels of empowerment were linked to higher levels of OT. This association was greatly influenced by employees’ level of resistance to change and desire for innovation.

Studies also indicate that employees perceive empowerment in the light of how much trust managers’ place in them. This leads to increased trust in managers thereby leading to increased OT (Henkin & Moye, 2006).

Libres and Mabasa (2014) attempted to understand the relationship between empowerment and OT and whether they had an impact on job satisfaction and turnover intention. Analysis of data revealed the following:

(a) A moderate positive relationship existed between empowerment and OT.
(b) A positive and statistically significant relation was found between empowerment and employees’ level of job satisfaction.
(c) Employee satisfaction was strongly impacted by integrity, commitment and dependability.
(d) Weak and negative relationship between TI and job satisfaction, etc.
They concluded with the idea that as empowerment increases, perceptions of OT also strengthen. Likewise, as OT increases, job satisfaction increases. Therefore when employees feel empowered and trust their workplace, their desire to quit the job or leave the organization lessens greatly.

**EMPLOYEE WORK ETHICS (Duty-Orientation)**

Krishnan and Mulla (2011) conducted a study titled ‘Is Karma-Yoga possible? Can we be hardworking without being ambitious?’ On one hand they studied 112 Indian students to investigate if they saw any difference between the values “ambitious” and “hardworking”. On the other hand, they studied another sample of 77 students to investigate the degree to which Karma-Yoga or duty-orientation aids in individuals distinguishing between these values. Analysis of results indicated that individuals scoring high on Karma-Yoga, would possibly rate “hardworking” over being “ambitious” as a value.

Tripathi (2014) worked on understanding how work ethics are crucial in today’s world of business especially when they have a significant impact on how employees’ behave in an organization. Various studies in the past have studied the relationship between work ethics, job satisfaction and organizational commitment and have found mixed results. This study was based on responses from 50 employees working for HDFC bank. It was a qualitative study and in-depth interviews and self-administered questionnaires were used for the same. SPSS was used to calculate ANOVA and PLS, and the findings revealed a significant positive impact of work ethics on organizational commitment, and a negative and not significant effect of work ethics on work satisfaction. Another finding was that work ethics are crucial
for organizational commitment but that doesn’t mean that this can directly increase job satisfaction.

Madhu and Krishnan (2005) examined the impact of TL and leaders’ Karma Yoga on followers’ organizational citizenship behaviour. A 2X2 factorial design was used to assess the relationship between the three variables. Eighty six professional from a manufacturing company and twenty-eight MBA students studying in Eastern India were selected for the same. On analysing results it was observed that TL enhanced altruism and conscientiousness and reduced civic virtue. TL and Karma Yoga in combination positively affected three dimensions of OCB i.e. altruism, conscientiousness and courtesy; whereas they both had a negative effect on the remaining two dimensions of civic virtue and sportsmanship.

Satpathy (2008) performed a study on the connection between Karma-Yoga and transformational leadership and analyse if a positive relationship existed between the two. TLQ and KAQ were used to examine the relationship. The study was based on a survey that was answered by 116 male and female managers from two organizations (one private-based and one public-based) in East India. The transformational leadership characteristics were significantly related to Karma-Yoga characteristics and the correlation value ranged from 0.70 to as high as 0.98 which reflects a very high correlation value and a very dependable relationship. Another finding was that these two variables have a mutual relationship such that managers following Karma yoga can become transformational leaders and vice versa.

Krishnan (2011) in an empirical study on how transformational leadership contributed to the societal cultures by blending work and personal life undertook a
sample of two hundred and eighty-five managers. Work-life was studied through two dimensions of psychological empowerment: competence and meaning, and personal life was captured by the prominent Indian work ethic- Karma-Yoga or duty orientation and the ideal of spirituality or oneness with others. The study was undertaken to analyse the relation that transformational leadership had with employees’ commitment, Karma-Yoga and spirituality. Regression analyses were performed to test the hypothesized relationships, and results revealed a partial meditational role of empowerment in the relationship between TL and followers’ inclination towards Karma-Yoga or duty-orientation. Spirituality or oneness with others was seen to positively correlate with transformational leadership and Karma-Yoga.

Krishnan and Mulla (2008) in a research paper validated Burns hypothesis that considers moral development as an important characteristic of transformational leaders. Morality is the quality of performing actions without bothering about the rewards (i.e. absence of desire for rewards which is one of the dimensions of Karma Yoga). 205 leader-follower pairs participated in the study and it was found that leader’s charisma and degree of transformational leadership was directly proportional to his level of duty orientation. This relationship was even stronger when followers had a heightened belief in the ideals of Indian philosophy.

Another study was conducted by Krishnan and Mulla (2007) to validate Burn’s hypothesis, but here the objective was to understand if transformational leaders drive their followers towards Karma-Yoga or DO and if the duration of leader-follower relationship and the degree of their interaction moderated the
relationship between the mentioned variables. Three hundred and twenty-nine executives (aged 22-60 years) answered self-report questionnaires on Karma-Yoga as well as rated their leader on the scale of TL. Regression analysis revealed that the relationship between TL and DO was moderated by the duration of leader-follower relationship and it was best when this duration was more than 6 months. Moreover the frequency of their interaction also moderated the impact of TL on DO.

SPIRITUALITY (ONENESS WITH ALL BEINGS)

A study by Sharma et al (2013) was done on 86 Indian managers to understand if a relationship existed between workplace spirituality and effectiveness of a manager. Managerial effectiveness and workplace spirituality have been considered vital in enhancing an organization’s performance. The hypotheses were tested using correlation and regression analyses and it was revealed that workplace spirituality plays a key role in enhancing the effectiveness of a manager. Meaningful work, values and a sense of community were also seen to effect managerial effectiveness.

Ardalan et al. (2013) conducted a study titled “Modelling the relationship of psychological empowerment, spirituality at work (SAW) and psychological safety in nurses” on a sample of 148 nurses. The purpose behind the study was to identify the factors impacting their psychological safety in order to improve it and reduce the corresponding stress faced. Correlation and SEM techniques were used to analyse data. Firstly analyses revealed that their psychological safety was at an appropriate level where SAW was at an average level whereas the level of psychological safety was quite low. Secondly, a significant and positive relationship was found between
the three variables under study. And finally it was observed that psychological empowerment influenced the psychological safety of nurses and the same trend was seen when this relationship was mediated by spirituality at work.

Poorkyani et al (2013) in their work on workplace spirituality and psychological empowerment studied 310 employees working in different governmental organizations across Kerman. Spirituality is one phenomenon that is capable of driving individuals towards integrating their work and life making work-life meaningful. So researchers wanted to investigate if these two phenomena have an impact on the overall effectiveness of an individual and the organization. Various descriptive and inferential statistics were computed using SPSS and the findings indicated a significant relationship between workplace spirituality and PE. The components of both variables were also significantly related to each other. Another highlight was workplace spirituality being an important factor impacting/effecting the empowerment of employees.

The relationship of spirituality at workplace, psychological empowerment and organizational commitment was investigated by Mooghali et al (2014) on a sample of 110 personnel working for executive organizations in Noorabad Mamasani Town. Pearson’s correlation was calculated to test the formulated hypotheses and the results indicated the presence of a positive and significant relationship between all the three variables under study.

Spirituality is gaining wide interest in organizations today and is all about sharing and feeling attached, attracted and one with others and the work place. Subramaniam and Panchanatham conducted a study in 2013 on 70 senior, middle
and junior level managers working in a public sector bank in Coimbatore, to examine if it were a spiritual place and if the employees had the same perception about the bank. Both primary and secondary data were used for the study but results were calculated based on the primary data. Data analysis revealed that employees considered their bank as being a spiritual place and felt spiritually fulfilled while living the values of the organization. Their study has an important implication that it gives way to understanding the variable employee satisfaction and test if a relationship exists between spirituality at work and satisfaction and between spirituality at work and living the central values of their workplace.

Ahmadi, Shahbazi & Taghaboni (2013) investigated the relationship between psychological empowerment, spirituality and entrepreneurial behaviours of 148 employees. Data collected was analyzed using different techniques, correlation and regression was calculated using SPSS and Lisrel. A positive relationship existed between all the three variables under study.

Whitaker & Westerman (2014) tried understanding which individual and contextual factors led to personal initiative and they developed a model for the same. Through the model they wanted to test if spirituality and adherence to spiritual values of organization resulted in increased personal initiative and also if this relationship was mediated by PE. They collected data from 150 MBA students (supervisor-subordinate dyads) and on analysing data found that the relation between spirituality and personal initiative was partially mediated by PE. Secondly the relationship between personal initiative and alignment with organizational spiritual values was fully mediated by PE.
Chandler Lee (2005) performed an exploratory study to study the link between spirituality, PE and EI. The cross-sectional survey was based on Chan and Drasgow’s research. It was performed to understand what factors motivated employees at the workplace and how that could be used to bring about and maintain excellence. The study involved three IV’s - spirituality, PE and EI, and one DV - motivation to lead. Analyses of results revealed significant and positive relationship between motivation to lead and EI and between motivation to lead and spirituality. EI and PE also predicted the motivation to lead.