

Workplace Spirituality

.....A Research Perspective

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Presented at NIPM Conference on Corporate Culture and Spirituality - A
Research Perspective' on 14th December 2012 at Mumbai

Some differences between Religion and Spirituality

Religion	Spirituality
Tends towards being closed and structured	Tends to be free flowing and flexible
Tends towards individual becoming institutionalized	Tends to encourage individuals acquire a greater sense of non-dependence
Tends to emphasize the need for hierarchy and position	Tends to encourage a vision of equality
Tends to encourage alignment with a fixed set of beliefs as a mark of “membership”	Tends to steer clear of limitations, alignment or membership
Tends to cultivation of a “religious identity”, a sense of exclusivity that tends to “separate” from others	Tends towards an inclusive perspective, an equalizing vision that unifies
Tends to encourage individuals “religious life” to be lived from “outside in”	Tends to encourage spiritual practitioner to live from “inside out”

Source: The New Era Times , ‘**Have YOU Found the Fork in the Road?** Mike George 2011

A beautiful interpretation of spirituality by a child.....



Spirituality is something you have in your inside that will get you where you want to go on the outside.....

Sean – 8yrs

Changing Business Context

-Spiritual-
-Harmony & Interconnectedness in all creation
-Transcendent consciousness
-Wealth creation a result of excellence

-Rationalist –
Survival of the fittest
Competition – win lose
External motivation – carrot /stick approach



-Wholistic-
-Environment a stakeholder
-Stewardship instead of Management
-Corporate social responsibility / Triple bottom line
-Human Capital

-Humanistic -
-Wealth creation
-Win - win for all stakeholders
- Human resources Mgt

What's Spirituality?

- ▶ *Connectedness* with God, Spirit, Universal Power
- ▶ *Transcending* the ego self (“I, Me, Mine”)
- ▶ Striving for what is *sacred* in life
- ▶ Seek *meaning, purpose*, significance in life
- ▶ Fostering virtues/character strengths such as:
love, compassion, hope, faith, humility,
forgiveness, gratitude...**POSTIVITY**

Transcendence...belief that

- There is a supernatural power with which you derive intuition.
- Work has a purpose greater than yourself.
- You can access intellectual capabilities that exceed Newtonian reality and reasoning.
- Your ego is not the only ego in the universe.

Reaching a transcendent state is the point in life where one believes in divine intervention and inspiration that exceed the limits of human wisdom and power (Wharff, 2003).

Sacredness...belief that

- Culture, ethos, and value systems are established or fostered by the leader
- These tacit systems are a manifestation of a relationship with a higher order of meaning
- Decisions/actions should be congruent with these systems
- You should treat all people with dignity, respect, compassion, and honor regardless of ethnicity, gender, rank, or position.

A spiritual leader promotes an organizational culture and ethos that strengthens and deepens a commitment to moral purpose, ethical behavior, continuous learning and development, and authenticity (Wharff, 2003).

Connectedness...belief that

- Relationships are founded on trust, mutual respect, and shared dignity.
- Relationships create a community of people sharing knowledge, expertise, and resources.
- Relationships foster a mutual commitment to the work and tacit systems of the organization.
- Your actions and decisions have an impact on events and people beyond your awareness.

These relationships and commitments provide the connective tissue between the people, the work, and the formal structures of the organization (Wharff, 2003).

Neurotheology

Neurotheology - A spiritual neuroscience, studies correlations between neural phenomena, i.e. brain processes, with subjective experiences of spirituality.

- ▶ Impact of Spirituality on Physical , Mental Health & Emotional health – Eg: AQ, EQ, Addiction etc
- ▶ Neurobiology of Spirituality – Eg: PSPL in spirituality (Me and not me)
- ▶ Neurochemistry of Spirituality – Eg: Increase levels of serotonin , dopamine , melatonin, oxytocin & GABA

Source : www.spiritualcompetency.com, Krisanaprakornkit, *et al.* 2006 Leigh, *et al.* , 2005
Newberg and Iversen 2003; Muramoto, 2003; Azari *et al.* 2001

Research in Workplace Spirituality

Study	Dimensions of Workplace Spirituality
Pawar (2009)	Organizational norms, Innerself, connectedness and personal fulfillment
Badrinarayanan & Madhavaram (2008)	Innerself, Meaningful work and connectedness
Gotsis & Kortezi (2008)	Organizational norms, Connectedness sense of transcendence and personal completeness & enjoyment at work
Dean & Safranski (2008)	Organizational norms, connectedness, alignment with organization value
Ashmos & Dunchon (2000)	Sense of inner life, meaningful work and community.
Mitroff & Denton (1999)	Spirituality is a sense of connection with oneself, others and workplace.
Kolodinsky, Giacalone, & Jurkiewicz (2008)	Organizational norms, connectedness, personal fulfillment, selfbelief
Harrington, Preziosi & Gooden (2001)	Organizational norms, connectedness, alignment with organizational value

Business case for Organizational Spirituality

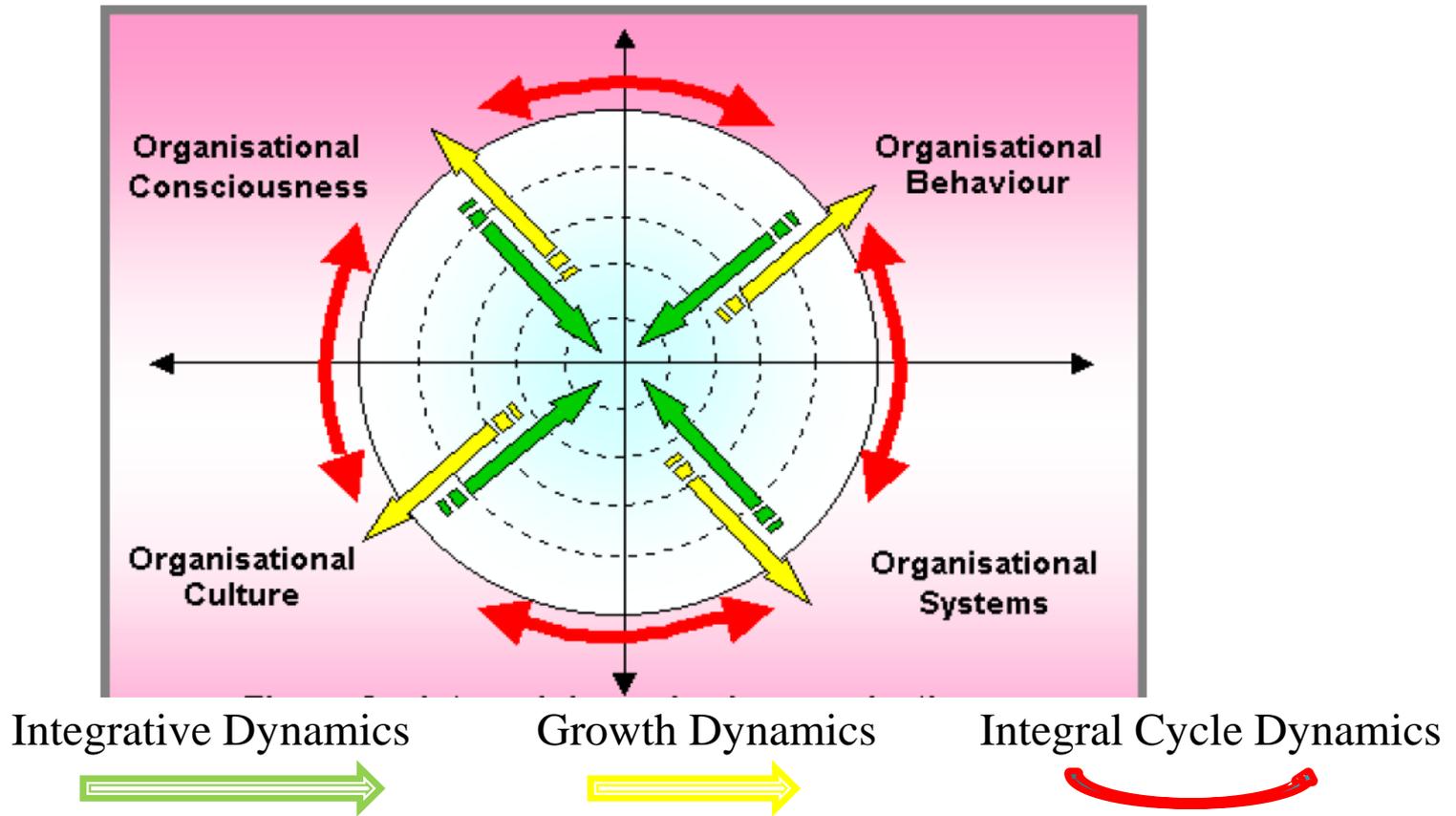
- Jaques (1988) – *people will work to their full capacity and achieve their potential if their values are aligned with their role*
- Renesch (1992 - editor) - various contributors argued that organisations of the future would adopt a more values-based approach to tap into the intuitions, to build greater esprit de corps, to provide inspiration, to promote health and productivity, and to provide jobs that are worthy of each person's highest ideals and commitment
- Milliman et al (1999) - *Southwest Airlines' values of a sense of cause, community, empowerment, work ethic, and rich emotional expression formally link with its consistently excellent performance*
- Alford and Naughton (2001) - human beings are hard-wired to seek the good, so companies that tap in to this yearning through their identification of 'excellent goods' will access employees' ultimate motivations and release their discretionary effort
- Zohar and Marshall (2004) – for Starbucks, being 'good' through their CSR initiatives pays, in that every 1% increase this generates in employee tenure adds \$100,000 to the Starbucks annual bottom line

Source Poole, E *Organisational Spirituality: TBC? 2006*

Business case for Organizational Spirituality

- ▶ Neck and Milliman (1994) - *spirituality positively affects employee and organisational performance by enhancing intuitive abilities and individual capacity for innovation, as well as increasing personal growth, employee commitment and responsibility*
- ▶ Heskett, Sasser, Schlesinger (1997) – in the service industry, there is a strong and mutually reinforcing relationship between profit and customer loyalty, employee loyalty and customer loyalty, and employee satisfaction and customer satisfaction.
- ▶ Lamont (2002) - *‘soul-friendly’ companies have below average rates of absenteeism, sickness and staff turnover*
- ▶ Giacalone and Jurkiewicz (2004) – spiritual cultures provide opportunities for transcendence and interconnectedness through the work process, which provide, within a moral framework, better work outputs.
- ▶ Catlette and Hadden (2001) – ‘best companies to work for’ outperform their competitors in terms of growth, earnings and jobs because they can access greater discretionary effort through providing meaningful work, high standards, clear purpose and direction, balanced rewards, a level playing field and a sense of being and feeling competent

Internal Dynamics of an Organization



Conceptualizing work place Spirituality

Individual Level

Meaningful Work:

- Enjoy work
- Energised by work
- Work gives personal meaning and purpose

Group Level

Sense of Community:

- Sense of connection with co-workers
- Employees support each other
- Linked with a common purpose

Organization Level

Alignment w/ Organization Values:

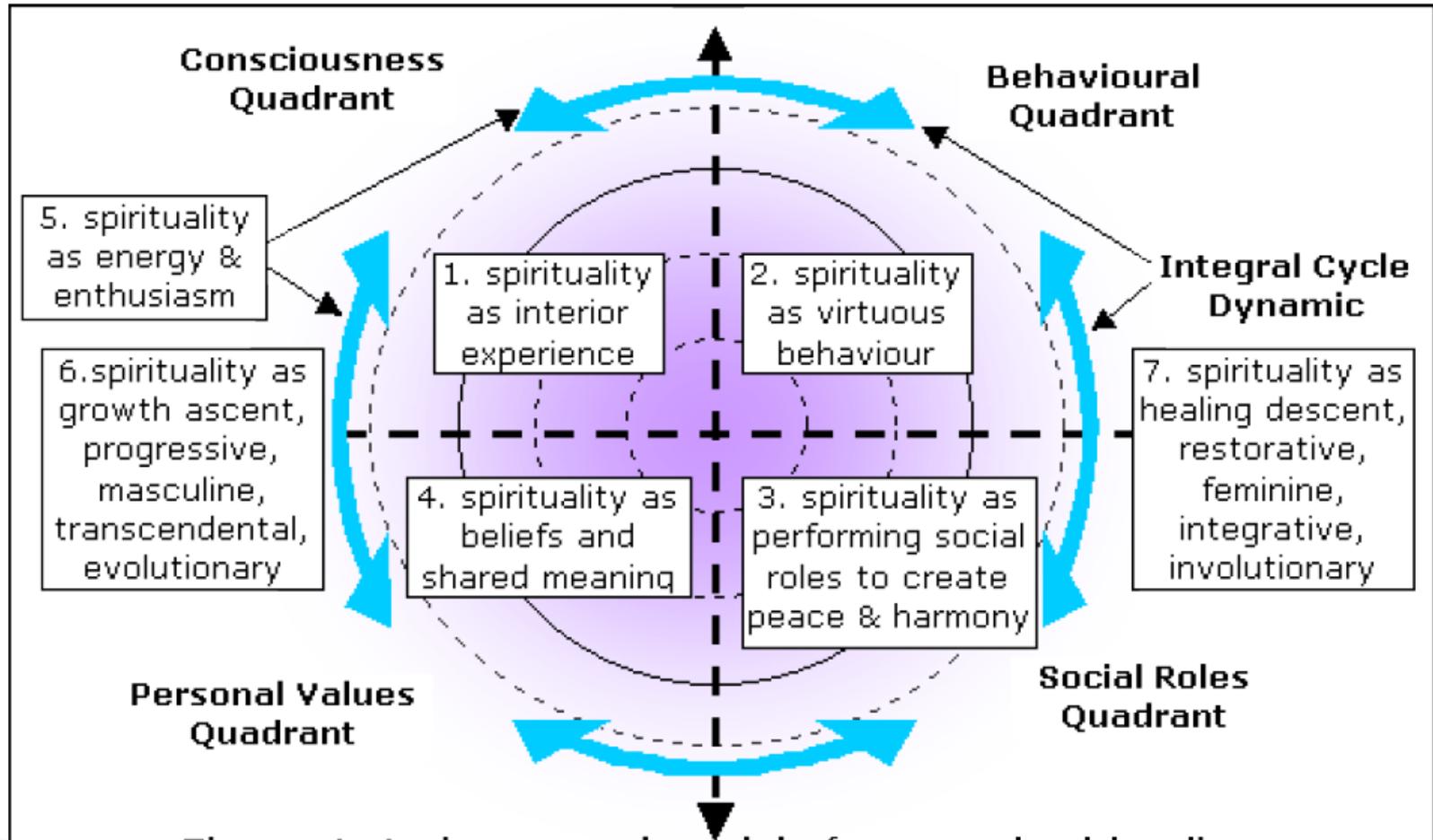
- Feel connected to organization's goals
- Identify with organization's mission and values
- Organization cares about employees

“We are all spiritual beings...”

“We are all spiritual beings, composed of minds, bodies, and a spiritual side. To unleash the whole capability of the individual — mind, body, and spirit — gives enormous power to the organisation. It truly empowers members of the organisation to devote their entire beings to the ultimate purpose for which the organisation exists, which is to serve others.”

William George, Chairman of Medtronic Inc.,
the world’s largest producer of medical electronics

Integrated Model of Personal Spirituality



Methodist Health Care System

Value statement

“I CARE”

I ntegrity: *We are honest and ethical in all we say and do.*

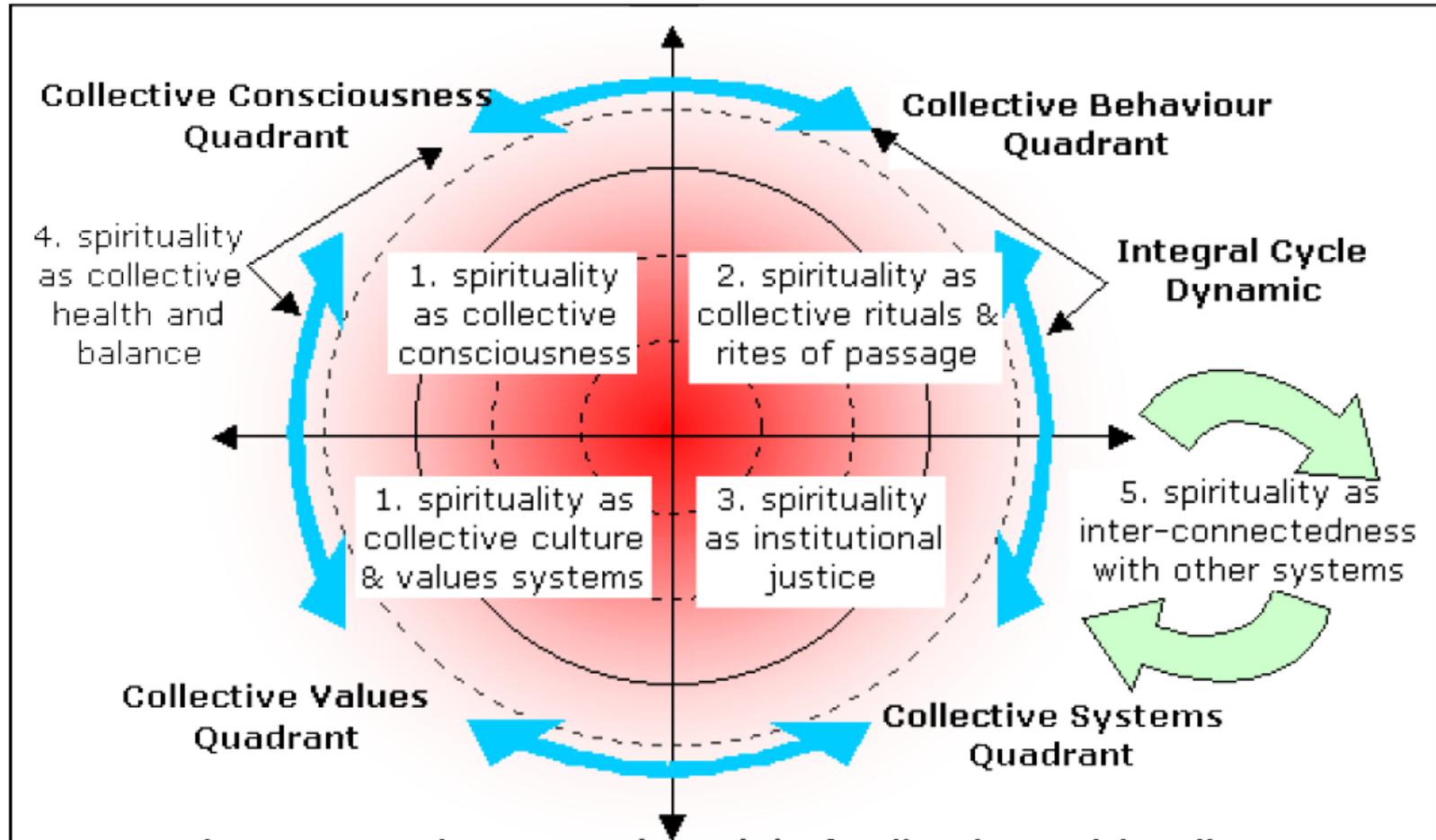
C ompassion: *We embrace the whole person and respond to emotional, ethical and spiritual concerns as well as physical needs.*

A ccountability: *We hold ourselves accountable for our actions.*

R espect: *We treat every individual as a person of worth, dignity and value.*

E xcellence: *We strive to be the best at what we do and a model for others to follow.*

Integrated Models of Collective Behavior - Teams

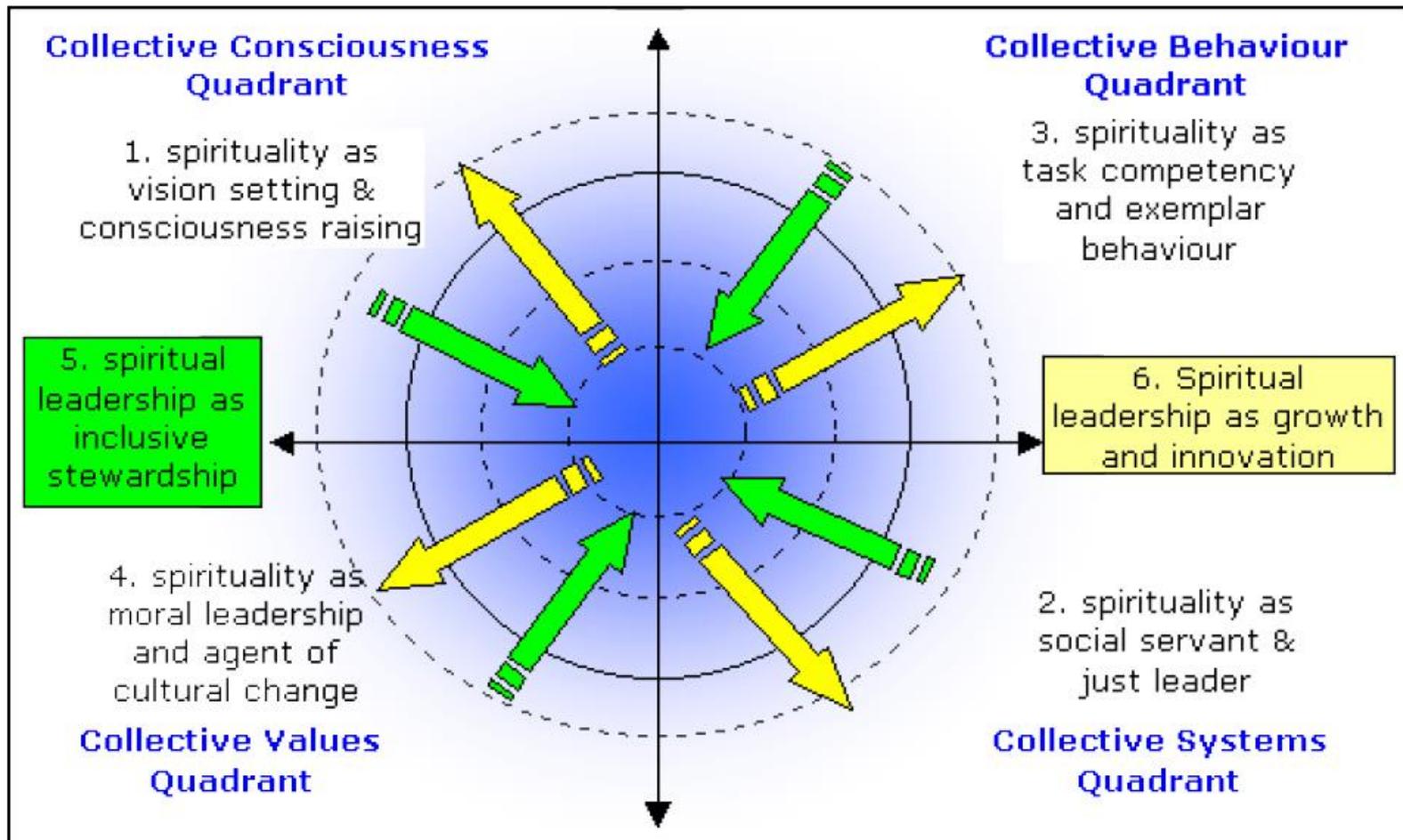


Excel Industries (India)

(excerpt from “Mission for Next 50 Years”)

Satisfaction of our shareholders, customers, our own people, suppliers, institutions, investors, society, and community is paramount to us. We have a responsibility towards industry and community. Rural community is heart of India. We will be friends and contributors to well being of both industrial and rural community. Company is togetherness, We will work and contribute, learn and grow together in the spirit of “Saha Viryam.” We pray to the Almighty that we be granted the strength to fulfill this mission.

Integrated Model for Spirituality in Leadership



Creating a Spiritual Culture

Valuing each person's contribution

Flexibility & Autonomy

Meaningful work

Encouraging Initiative and Creativity

Lifelong learning

Sense of Connectedness

Clarity of intention

Appreciative inquiry

Playfulness

Enabling Leadership

Compelling Vision

Trust and Honor

Walking the talk

Recognition of Contributions

Organizational Integrity

Culture of caring

Reflection & Evaluation

ADR

Culture of Altruism & Abundance

Alignment

Ethics and Environment

Positivity



We are not human beings having a spiritual experience, we are spiritual beings having a human experience.

Teilhard de Chardin