

Spirituality at Work Place: An Effective Human Resource Development in Today's Organizational Context

Ms. Arjoo Bakliwal

Research Scholar

Pacific University, Udaipur

Rajasthan, India.

Abstract

This paper identifies the influential works in the field of spirituality and traces the development of the key ideas of spirituality at the workplace in relation to their relevance in today's organizational context. We examine how having a healthy orientation towards spirituality at work can lead to desirable individual and organizational outcomes. To examine the objectives and hypotheses formulated for the study primary data and relevant secondary data have been collected. Respondents were drawn from three information technology companies namely Accenture, IBM and Wipro. Statistical analysis of data gathered from both practitioners and non-practitioners has supported the general observation that spiritual inputs enhance and enrich the quality of human resources and redefine human resource development strategies. It has been proved that spiritual practices have got an impact on behavioral aspects of an individual such as personality development, communication, motivation, decision making and leadership. It is also found that spiritual practices have influence on corporate management through improvements in efficiency, productivity, team building, stress management, accountability, use of resources and time management. Here the behavioral aspects of human resource development have to be transformed through spiritual approach. In conclusion research reported in the article makes a significant contribution to our knowledge about the importance of workplace spirituality practices and human resource development in that organization. The Spirituality has added value to the efficiency and effectiveness of human resource development in general.

Keywords

Workplace spirituality, Human resource development, Workplace spirituality benefits, Leadership, Spiritual practices, Motivation, Organizational context

1. Introduction

In today's acquaintance based economy, human resource development is considered to be a contributing factor to the success of organisations. More and more organizations are trying to develop the capability of human capital ahead a competitive advantage. The human resource development has invaded equally into the organizations. For any consequential outcome, power of spiritual initiatives will have to be allied with the organizational objectives and strategic planning of the organization. Human resource development has a key role to cooperate in escalation the spiritual qualities of an entity which influences the performance of the system. Moreover, as dynamism is creeping in the human resource development field, spirituality is flattering an essential component of the modern organizations. The time is now ready to believe of those spiritual attributes as an instrument adapt made to improve the qualitative productivity of an individual in service and manufacturing sectors.

In this new era of globalization, success of an organization is reliant on efficient corporate management. In turn efficient corporate management is dependent on human resource development. And it hold the key as far as superiority is fretful. nonetheless, the idea of spirituality in human resources development can play a major role. Thus, the main drive is on the growth of methods and strategies to reinforce spiritual input in human resource development. The subject selected for the study has several scope, which enhances the human resource development back by spirituality. This research is well-timed as well momentous in this developmental segment of the world economy which is unlock to global competition in both Service as well as Manufacturing sectors.

Human resource development is more populace oriented than technology oriented and believes that spiritual inputs would bring about superior commitment, efficiency and growth of an individual. Hence, this study make suggestions not only to perk up the accessible processes in the corporate management, but also propose for the completion of human resource development with spiritual inputs in today's organizational context.

2. Problem Statement

Human resource development in knowledge driven economies is considered as an important part of existing corporate system. Changes brought about in the field of human resource development to suit the present requirements are noteworthy. Human resource development has contributed and supported world economy for the economic growth and development. Components of human resource development are divided both at micro and macro Organizations have always had a spiritual side, simply because they are made up of human beings, but in the past this spiritual side has been either kept secret, denied or suppressed, or most likely ignored. In the last thirty years. Spirituality was viewed as parallel to organizational strategies. However in the recent past deliberate efforts are being made to integrate spirituality with corporate management. Traditional organizations place emphasis on form and functions; organizations operating under new paradigm place emphasis on energy and flow (a state induced by being involved in challenging and intrinsically motivating tasks). They also focus on creating a shared vision that works to inspire employees, and enable them to recognize that both positive and negative emotions play an important role in aligning employee values with organizational values. Dehler & Welsh (1994) In fact this has effected several organizations in their expansion and progress. Much is being done to innovate and develop methods in this field for the improvement of human resource development. In recent years there is a paradigm shift towards internal transformation which can impact dynamism in human resource development. Often human resource department recruit people with all qualification, experience, training etc. All these are considered to be external aspects of human resources. The development of human resources are dealt with spirituality, this attempt has been done only in certain occasions in a limited way. Now the organizational world and management methods and practices are focusing on integrating Human resource development with spirituality.

Human resource development could be strengthened with the inner transformation of individuals by means of spiritual approach. Challenging factor is implementation of practical approach for human resource development and it can help in the process of sustained improvement in the Organizational context. As mentioned earlier transformation is considered to be important criteria for the general

improvement in the performance of human resources in Organizational context.

Accordingly, this research makes an empirical study of the spiritual input, to identify the inner potentiality of human resources in an organization. It also attempts to identify the efficiency and effectiveness of human resources before and after the application of spiritual principles in human resource development. This study would be a diagnostic exercise to prove the competence of spiritually motivated human resources in the Organizational context for achieving organizational goals.

The main aim of this research is to examine the role of spirituality in human resource development. The success and efficiency of the organisation has to be measured in terms of broader parameters owing to the changing role of human resources. In this context an attempt is made to assess the effectiveness of human resource development in Organizational context.

3. Significance of the Study

In the world economy focus is on service sector and within this sector the information technology sector has witnessed explosive growth. And this is supported by skilled personnel, technically trained professionals and people friendly technology. It implies that the performance and sustainable growth of information technology sector in particular and service sector in general depends on abundant and empowered human resources. Large scale development of the service sector is dependent on information technology sector. This information sector has to be equipped with qualitative human resources who can support the development programme without diluting the ethical basis. But nowadays the entire information technology sector is becoming mechanical and robotic in nature. Further the aggressive competition and rapid globalization has gradually weakened the ethical and moral bases. This has lead to non-humanistic approach by corporate in their human resource management. Rediscovering and consolidating the ethical basis is the need of hour. This calls for spiritual input in Organisation. Such support is needed within the organization towards the spiritual wellbeing of all. Organisation need to rethink and orient their management principles on the paradigm of spirituality. In the modern approach to corporate management there is an increasing need for the reformulation

of spirituality in human resource development. Organisation is driven by Spirituality (internal), human resource development (external), integrated (Spirituality / human resource development) factors. Once these factors integrated with a combined approach a consequential model and multi-applicable action generated.

Human resource development is more people oriented than technology oriented and believes that spiritual inputs, values would bring about greater commitment, efficiency and growth of individual. A systematic study of human resources development combined with spiritual values can identify even the weaker links so, as to strengthen them, and also, draw implication for achieving quality outcomes. Hence, this study makes suggestions not only to improve the existing processes in the organisation, but also proposes for the implementation of human resource development with spiritual inputs. Sustained power of spirituality inspires human resource to achieve qualitative output to the optimum level.

Human resource development is a condition for organizations but not sufficient condition. Spirituality awakens the cause and effect of existence and extracts best out of an individual. Spiritual practice being the fundamental aspect, peace and tranquillity are its derived effects, which can enhance the efficiency of an individual. The total effect of spirituality will have an impact on balance, relaxed and effective human resource function in an enterprise.

Spiritual awareness has come into the organizational context and the recognition has been given by various organizations and institutions. Orderly organized and systematic approach of spiritual inputs can create harmonious atmosphere in the organizations. In recent years several creative findings and research are dealing with the changing dimensions of organizations.

Spirituality is not only for external transformation of an individual, it can change an individual from within that has to be reflected. Complete process of spirituality is a refinement of an individual, refinement in his thoughts, actions, behaviour, personality and work efficiency. These refinements can alter individual activities in the existing organizational system. For achieving efficient and effective output level, application of Spirituality in human resource development is inevitable; it resolves the problem of stagnation and gives momentum to the entire corporate system.

4. Literature Review

According to Haslinda A. (2009), human resource development is a series of organized activities conducted within a specified time and designed to produce behavioral change.

According to Mala Dutt (2010), while economic growth is important, it has to be accompanied by improvements in quality of life of the people for the development process to be sustainable in the medium to long run. Chen Ming-Chia (2012) stated, workplace spirituality is mutual contributions of individuals and work groups that enhance the meaning of work and the enlightenment of self-transcendence, in order to allow individuals to feel the value and completion of life.

4. Limitations

1. This study of spirituality at workplace was mainly confined to three information technology companies i.e. Accenture, IBM and Wipro so the findings of the study are related mainly with the information technology companies.
2. The focus of this study is to identifies the influential works in the field of spirituality and traces the development of the key ideas of spirituality at the workplace in relation to their relevance in today's organizational context.

5. Research Gap

Though there are a superior amount of studies on human resource development and spirituality, there aren' any integrated studies with associate holistic approach for spirituality and human resource development and their collision in Organization.

6. Objectives of the Study

- To examine the new dimensions of human resource development within the Organizational context of recent challenges.
- Examine the importance of behavioral aspects of human resource development in organizational context.
- To explore the ways that and strategies of embedding religious aspects into the Strategies for human resource development to look at the impact of religious input in organizational context.

7. Hypotheses

- Being divine practitioner employability in business is considerably higher than others.
- Piously intended executives perform well within the business world.
- Spirituality put into practice plays prime role in behavioral aspects.
- Divine practitioners can have positive impact on human resource development.

8. Data Source and Data Collection Method

The data are collected from within Madhya-Pradesh from three information technology corporation. The data information is concerning human content, growth potentiality and prospects of all the three organizations.

Data Sources

For the study two forms of data are collected for analysis. The first type of data is a primary data and the second type of data is secondary data.

- **Primary Data**

The information for this study has been collected at one point of time from totally different individuals of various organizations. A structured questionnaire is administered to staff of 3 information technology organization like Accenture, IBM and Wipro. To make a comparison purposive sampling was done. We have collected data from practitioners and non-practitioners, therefore the data are processed, interpreted and analyzed.

- **Secondary Data**

Sources of secondary data are papers, articles, journals, books, reports, documents, magazines and websites.

9. Data Analysis

On the premise of the data gathered from the questionnaire, two types of data were analyzed. One cluster of data collected was of spiritual practitioners, who were practicing meditation, pranayama, yoga and sermons. The second set of data relate to non-practitioners. Questionnaire is intended to analyze impact of spiritual practice on behavioral changes such as personality development, communication, motivation, decision

making and leadership. Impact on human resource development in organizational context was analyzed in keeping the parameters such as efficiency, productivity, team building and working, stress management, liability, optimum use of resources and time management. Sample data collected from workers of various organizations. Data gathered, findings were compared among the sample data of fifty workers each from Accenture, IBM and Wipro. Data were collected from sample respondents who are workers of information technology firms. In this study Chi-Square test is used to interpret the data and to test the hypotheses.

10. Findings

The dimensions of study emphasize on the ability of an worker at the workplace. Behavioural aspect has been taken for find out about in a prevalent sense, when the reference to the organisation working and functioning with religious method to the management.

This lookup has revealed the benefits of spirituality at work place. Hypotheses testing have been carried out in this direction. The result has shown that the behavioural components of human beings entirely dependent on the strategy at work place. Most influencing issue of human resources is their nicely being and better grasp amongst the colleagues. Good pleasant of a person influences the organisations and in flip upgrades are viewed in personality, communication, motivation, choice making and enhancement in the leadership pleasant of an individual. In this lookup major statistics gathered from field study. Using this facts the hypotheses have been tested. For this we have used a statistical approach i.e., Chi-square test. We have gathered two information from each practitioners and non-practitioners. Service area has been chosen for this study. Here dealing is immediately with the people and records technological know-how area being popular these days survey has been conducted here. Samples have been drawn from organisations like Accenture, IBM and Wipro. Out of a hundred and fifty samples range of practitioners is eighty and wide variety of non-practitioners 70. Separate questionnaire used to be administered for the groups. Impact evaluation has confirmed affect of spiritual exercise on efficiency, productivity, selection making, group building, stress management, most suitable use of sources and time management. Testing of Hypotheses also proved that religious practitioners are greater in number in the sample trying out comparing to non-practitioners. Views of the respondents have been pleasant towards need for spirituality at work place. Even the non-

practitioners additionally mentioned tremendous opinion about the need for spirituality at work place. Analysis below the programmes for behavioural changes has been examined. The parameters gathered were tested. According to the data accumulated giant numbers of practitioners and non-practitioners have expressed their opinion about an effect of spirituality on behavioural aspects. Test was additionally performed on influence of religious practice on human aid improvement. Parameters chosen used to be tested and discovered positive opinions are extra than the terrible opinions. Thus the tests of Hypotheses proved in this research that spiritual practice has high quality have an impact on behavioural aspect, human resource development in organisational context Workplace spirituality is very necessary in the current organisational context. Theoretical and empirical studies have proved that place of business spirituality is nice for company management.

The Chi-square test was conducted to find the significant difference in number of respondents expressed their opinion in want of spirituality among three organizations at 1% level. Therefore the number of practitioners in Accenture is significantly higher than IBM and Wipro. In the mean time it is also found from the test that number of respondents favoring spirituality in corporate is significantly higher opined at 5 percent level. It is found from the test, that the number of practitioners is significantly higher than the non-practitioners in these corporate. Hence more of practitioners are working in the organization. Thus it can be observed that being a spiritual practitioner employability organization is significantly higher.

Table-1.1 Chi Square Test

Pearson Chi-Square	Value	Df	Asymp. Sig. (2-sided)
	13.232***	2	.001
Likelihood Ratio	13.494	2	.001
Linear-by-Linear Association	12.931***	1	.000
N of Valid Cases	150		

***Significant at 1% level.

The above chi-square tests reveal the positive opinion of respondents about the need for spirituality in the workplace. In Accenture out of 50 sample respondents, 45 of them have expressed positive opinion about the need for spirituality at workplace. In IBM out of 50 sample respondents, 40 of them have expressed positive opinion about the need for spirituality at workplace. In Accenture out of 50 sample respondents, 35 of them have expressed positive opinion about the need for

spirituality at workplace. Out of 150 sample respondents 120 of them have expressed positive opinion about the need of spirituality at workplace. Percentage of respondents expressed positive opinion in Accenture is 37.5%, in IBM it is 33.3% and in Wipro it is 29.2%. Therefore Accenture has got more number of respondents with positive opinion about the need for spirituality in organization compared to IBM and Wipro.

It is also found from the test that number of respondents expressing the positive opinion about spirituality in corporate significantly higher than the respondents who have negatively opined at 5%. Hence there is a need for spiritual practices in workplace. Thus there is a need for workplace spirituality in organizations.

Table-1.2 Chi Square Test

Pearson Chi-Square	Value 6.250**	Df 2	Asym.p. Sig. (2-sided). 044
Likelihood Ratio	6.486	2	.039
Linear-by-Linear Association	6.208**	1	.013
N of Valid Cases	150		

**Significant at 5% level

The chi-square test present information a about the opinion of sample respondents (practitioners and non practitioners) on the impact of workplace spirituality on behavioral aspect. According to the data out of 80 practitioners 70 of them opined that spiritual practice has got positive impact on behavioral aspect. According to the data out of 70 non-practitioners 43 of them opined that spiritual practice has got positive impact on behavioral aspect. Out of 113 respondents who have expressed positive opinion about the impact of spirituality behavioral aspect 70 of them are practitioners and remaining 43 are non practitioners.

According to the data, out of 80 practitioners 74 of them opined that workplace spirituality has got positive impact on human resource development and out of 70 non-practitioners 55 of them opined that spiritual practice has got positive impact on human resource development.

The Chi-square test is conducted to find the significant difference between practitioners and non-practitioners, as well as positive and negative opinion on impact of spiritual practice on Use of Resources. It

is found from the test that the percentage of practitioners expressing positive opinion is significantly higher than the non-practitioners at 1percent level.

Even although there are efforts made to introduce spirituality at work place, but there are challenges to be encountered in this attempt. Awareness about religious practice has to begin from grass root level. It has to penetrate into the thought of younger era who are future world citizens. Their coaching in this path at the instructional establishments helps in creating an perception for work vicinity spirituality. Institutions imparting schooling to the youthful era have added fee primarily based education at special tiers and courses as an enter for most important movement of education. These factors prove that institutions and organisation at present are looking for merged concepts of human aid and spirituality to administer their affairs. Colleges and Universities at one-of-a-kind tiers protected the spiritual education for the benefits of the students. Management educators have the opportunity to incorporate a discussion of worker spirituality into the administration curriculum

The major focus is to furnish the know-how of tapping internal resources. Many MBA applications are also stressing spirituality to their students who are chasing million-dollar dreams. Columbia University Business School offers a class, "Creativity and Personal Mastery" which emphasizes private boom and exploration of ethics and values Students before coming in to the organisation will be aware of non secular principles. It will be a smooth transition for these college students to recognize the value of place of job spirituality. Trained students are in a position to show off their uncommon talents according to the need and situation. Acceptability and adjustment will be less complicated due to their spiritual nature.

Since place of business spirituality is a famous trend in the current era, religious concepts are taken as precedence in organisational context to groom human aid for the well being. With the new agenda inspecting the position of individuals, institutions, civic group, NGOs and government. In all these fields the spirituality has been oriented for human aid development; this has performed an essential role. All these factors prove that organisations presently are searching for merged concepts of human resource and spirituality to administer their affaires. Several organisations have proved that spirituality has a larger impact in their functioning and output. Seminars and workshops had been oriented closer to spiritual coaching added tangible modifications in the standard setup of organisations.

11. Conclusion

In latest years there is a growing emphasis on spirituality at workplace. Incidentally it contributes to human resource development in organisational context. The goal of this research is to advise spirituality at work-place for human resource improvement in organisational context. Time has come to take up the undertaking of introducing spirituality in organisations. People are searching for higher surroundings at workplace. The growing importance of work due to the expansion and improvement of the economies has created more work pressure. This work strain is due to working for longer hours, multi knowledgeable tasking, coordinating too many work, working with minimum facility, goal oriented job opportunities, incentives and inter branch competition. The impact is both on personnel and employers. Organisations are attempting to cope up with fast growing global economy. Such work pressure creates distrust, restlessness, tension, low efficiency, concerns and imbalance in life. So the human beings are searching for approaches and ability to get rid of annoying situation.

The essential focal point is to integrate spirituality into human resource improvement on its meaning, practice and software towards developing friendly, wholesome and peaceful environment. This research shows that religious imperatives are to interact man or woman in self-discovery. Every individual has got credibility to explore and impact larger extended employer for a increased purpose. Thus there is a central area for spirituality in human resource development For the motive to find out we have cantered on human resource development, organisational administration and administrative center spirituality. Though there are excellent quantities of studies on human resource development, organisational administration and spirituality independently there are no integrated studies with a holistic approach for place of job spirituality and human aid improvement and their effect on organisations. In this we have find out an endeavour is made to become aware of the benefits of spirituality at workplace. Better ways to orient and utilize human resources for individual and collective gain at work place. Often humans turn closer to inner solutions as a substitute than external advices. There is a serious strategy to enhance worker and employers grasp and better interconnectedness among all at workplace. This can help to improve work surroundings and better performance. Organisations are additionally worried about adjustments that are taking place globally. The effort is made to integrate thoughts for welfare of the enterprise and well

being of the people. Dynamism has crept in to the procedure and lead to development, enhancement and enhancement of the human resources. Efforts are made to improve and growth the existing capabilities and abilities of human resources. Human resource development has been tailor made to go well with the current requirement of the organisations. The study attempts to advise in addition improvement in the wellbeing of human assets with the enter of religious practice. Spiritual practice being the core thought of organisations, human assets can be formed accordingly. With the globalization there are many new standards added in organisations. These ideas have brought innumerable adjustments that reflected on human resources. Therefore organisations have to balance with existing gadget and new concept. In this transition workplace spirituality supports human assets and organisations. The framework of this lookup goes with new challenges and new dimensions of human resource development.

Organisations are going through challenges these days due to the economic crisis and monetary difficulties. With all the economic disaster taking place in the world recent past years, personnel and agencies are affected with financial imbalance, survival of businesses are at stake due to the big loss and imbalance. Impact of this has created stir in the minds of the humans which resulted in stress and uncertainty. Spirituality is the only way to ease the existing situation. Able leadership is quintessential to deal with traumatic human resources. Work balance is viable with such approaches.

Motivated leaders and executives are in a position to survive with the tough and difficult scenario of the world today. The motivation derives from within; executives have to work difficult to bring their head and coronary heart collectively at work. Here non secular practice performs an vital position due to the fact it helps in growing intuition and inner strength. Charlene Litzsey, (2003) asserts, It's now not about bringing religion to the workplace, but about being able to deliver one's whole self to the work. Without the existence of the human spirit at work there is no means in work. Thus the religious practitioners are in a position to influence at work region with high-quality outlook. This helps in growing constructive surroundings at work place. Individuals with blissful and peaceable mind are capable to do higher jobs without problems than clustered and terrible thinking. Spirituality is turning into popular these days for the all round benefit of humans at work. Awareness has been

created among humans about the high-quality impact of spirituality at work place on human resource development in organisational context.

References

1. Abdullah, A.G. (2009). Workplace Spirituality and Leadership Effectiveness Among Educational Managers in Malaysia. *European Journal of Social Sciences*, 10(2).
2. Cartwright, S., & Cooper, C. (1997). *Managing Workplace Stress*. Sage Publications.
3. Dehler, G., & Welsh, M. (1994). Spirituality and Organizational transformation: Implications for the New Management Paradigm. *Journal of Managerial Psychology*, 9(6), 17-26
4. Fry, L. (2003). Toward a theory of spiritual leadership. *The Leadership Quarterly*, 14(6), 694-695
5. Gockel, A. (2004). The trend toward spirituality in the workplace. *journal of employment counseling*, 41.
6. Hedge, M. (2012). Spiritual input in effective human resource development for corporate management. .
7. Jurkiewicz, C., & Giacalone, R. (2004). A Values Framework for Measuring the Impact of Workplace Spirituality on Organizational Performance. *Journal of Business Ethics*, 129-142.
8. Karakas, F. (2010). . Spirituality and performance in organizations: a literature review. *Journal of Business Ethics*, 94(1), 89-106.
9. Kothari, C. (2006). *Research Methodology*. New-Delhi: New age International (P) Limited.
10. Kriger, P., & Hanson, J. (1999). A value –based paradigm for creating truly healthy organizations.. *Journal of Organizational Change Management*, 12, 302-17.
11. McCormick, D.W. (2006). Indoctrination, Diversity, and Teaching About Spirituality and Religion in the Workplace. *Organization Management Journal*, 3(2).
12. Ming-Chia, C. (2012). The influence of workplace spirituality on motivations for earnings management: A study in Taiwan's hospitality industry. *Journal of Hospitality Management and Tourism*, 3(1), 1-11.