

# Workplace Spirituality: A Concept for Improving Business Leadership

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**Abstract:** Leaders are the role model of an organization, and its members are guided by the vision of their leaders. Leaders must therefore be especially careful when formulating their vision, displaying behavior, and ultimately leading their followers. Leaders must therefore go beyond economic concerns and work to overcome self-interest in the workplace. The focus of the organization is shifting from purely economic and social activities to spiritual development. Leaders play an important role in promoting a spiritual culture in the workplace. Spiritual leadership is an emerging field of research, and much research shows the importance of spirituality in the workplace. Spiritual literature identifies five values that are consistent with a spiritual person. These include finding meaning, altruistic love, self-knowledge, vision, and authenticity. Spiritual leadership motivates and inspires employees through hope/belief in a transcendent vision and an organizational culture based on altruistic values to meet the universal need for spiritual well-being through vocation and belonging, and ultimately to foster higher levels of organizational commitment and productivity. This paper is an attempt to understand the concept of spiritual leadership in the workplace. It also explores the role and importance of spiritual leadership and offers a conceptual model of spiritual leadership for sustainable workplace development. The paper concludes with insights and discussion on further directions for the theory of spiritual leadership for sustainable workplace development.

**Key Words:** Spiritual Leadership, Workplace Spirituality, Altruistic Love and Religion. Sustainable Workplace Development.

## 1. INTRODUCTION:

The business or economy is an entity that we have known for centuries and that is not only geared towards profit, but also towards maximizing it. Spirituality, on the other hand, is a phenomenon that teaches us to rise above materialistic desires. So can we say that spirituality and profitability are mutually exclusive? The answer is: No, they are not mutually exclusive. A growing body of research shows that incorporating spiritual values into the workplace can lead to higher productivity and profitability, as well as increased employee retention, customer loyalty, and brand reputation. They want their work to reflect their personal mission in life. Many companies are looking for ways to align the company's goals, vision, and mission with a higher purpose and a deeper commitment to serving customers and employees. Conventional customer-focused companies are transforming into employee-focused companies in the belief that happy and satisfied employees themselves are responsible for keeping customers happy and thus increasing sales. And the moment one thinks about the happiness of others, the seeds of spirituality are sown in the thought process. When one thinks of spirituality, many different concepts come to mind: health and wellness, life goals, prayer, a relationship with a higher power, and meditation. These are all personal aspects of holiness. According to Muldoon and King (1995), spirituality is the way people understand and live their lives and the way they see their meaning and value. Vaughn also described spirituality as "a quality that transcends religious affiliation, striving for inspiration, awe, reverence, meaning, and purpose, even in those who believe in nothing good" (Vaughn, 1991).

A variety of definitions for spirituality have been developed by myriad disciplines. Spirituality can be "the way in which people understand and live their lives in terms of its ultimate meaning and value" (Muldoon & King, 1995). Spirituality is relevant when it comes to a person's state of health and well-being. Described as an article of faith, spirituality is "a right relationship with all that is" (Kaiser, 2002). People who believe in a relationship between physical

health and spiritual realization profess the concept of "the divine within," "the belief that an element or quality of the Supreme Being resides within each person" (Dossey, 1993). Spirituality, a phenomenon once considered a subset of religion, is now recognized as one that encompasses religion (Levin, 2001). However, many argue for a universal definition of spirituality that encompasses both religious and non-religious perspectives (Anandarajah & Hight, 2001). Spirituality is associated with a person's own values, such as love, affection, tolerance, contentment, responsibility, and harmonious feelings towards oneself and others. Because it is limited to people's personal lives and mindsets, spirituality has not been questioned and has received little attention as a necessity in the workplace until some recent studies. A new interest in spirituality has emerged, especially in terms of its inclusion in the workplace, management, and daily work practices. Interestingly, this growing interest in the spiritual side of work is often driven by non-spiritual concerns (Tourish & Pinnington, 2002). Chen and Yang (2012) noted that in an organization where spirituality is valued, the following characteristics can be observed: "organizational visions and goals generate intrinsic meaning for employees; emphasis on employee development; emphasis on cultural values of trust and honesty; empowerment of employees; and opportunity for employees to express their opinions". Mitroff and Denton (1999) defined spirituality as the pursuit of the ultimate goal in life and the adherence to it throughout life. While for some, this ultimate goal means fulfilling the will of the Creator, for others it has a different meaning. In this respect, spirituality encompasses all belief systems and religions, even though each may have different paths and understandings. In comparison, one might assume that spirituality is necessary in a religious lifestyle, but not necessarily in a secular lifestyle. While a quality such as honesty can be considered a religious duty by a person, it can also be observed in people without a particular belief system or religion.

### **1.1. SPIRITUAL LEADERSHIP AND WORKPLACE SPIRITUALITY:**

Spiritual leadership involves intrinsically motivating and inspiring employees through hope/belief in a vision of service to key stakeholders and a corporate culture based on the values of altruistic love to produce a highly motivated, committed, and productive workforce. The goal of spiritual leadership is to tap into the fundamental needs of leaders and employees for spiritual well-being through calling (life has meaning and makes a difference) and belonging (affiliation), to create vision and value congruence at the individual, empowered team, and organizational levels, and ultimately to foster higher levels of employee well-being, organizational commitment, financial performance, and social responsibility. Spiritual leadership helps us understand the spiritual life that is nurtured through meaningful work that takes place in the context of community and plays an important role in creating spirituality in people and organizations (Duchon & Ploughman, 2005). The goal of spiritual leadership is to "tap into the fundamental needs of both the leader and the led for spiritual survival/well-being through vocation and belonging, to create vision and value congruence at the individual, empowered team, and organizational levels, and ultimately to foster higher levels of organizational commitment and productivity" (Fry & Matherly, 2006).

Workplace spirituality is not about religion or proselytizing or accepting a particular belief system. Workplace spirituality is about leaders and employees who see themselves as spiritual beings who have a sense of calling that gives their lives meaning and purpose. It is also about membership, where people experience a sense of belonging and connection to each other and to the workplace community. It starts with the recognition that people have both an inner and an outer life and that nurturing the inner life can produce a more meaningful and productive outer life, which can have a positive impact on employee wellbeing, corporate responsibility and sustainability, and financial performance. There is also evidence that workplace spirituality programmes not only lead to positive personal outcomes such as higher job satisfaction and engagement, but that they also increase productivity and reduce absenteeism and turnover. Employees who work for companies they perceive as spiritual are less anxious, more ethical, and more engaged. And there is growing evidence that a more human workplace is more productive, flexible, and creative. Most important for organizational effectiveness is the emerging realization that spirituality in the workplace could be the ultimate competitive advantage. For this reason, the call for spirituality in the workplace is growing louder. Workplace spirituality encompasses practices related to spiritual leadership used in daily work (Baloğlu & Karadağ, 2009). Workplace Spirituality has been defined as "a framework of organizational values expressed in the culture that promote the experience of transcendence through the work process, supporting a sense of connection with others in a way that provides feelings of completeness and joy" (Giacalone & Jurkiewicz, 2003).

A spiritual leader is one who, through his or her decisions and practices, creates a suitable atmosphere for the spiritual needs of his or her followers in an organization, and willingly moves the organization towards its goals by providing joy in the workplace, vocation, and belonging—a sense of wholeness—to those around him or her. Spiritual leadership has to do with a person's awareness of the connection between their inner world and the outer world (Kakabadse et al., 2002). Spiritual values in leadership motivate and inspire employees to build the vision and culture of the organization and foster employee engagement. Thus, the alignment of vision and values between individuals in the organization, the assigned team, and the alignment with organizational goals (Arsawan et al., 2021)

## **2. OBJECTIVES OF THE STUDY:**

The objectives of the study are as follows:

- to understand the concept of spiritual leadership in business.
- to understand the relationship between religion and spirituality.
- to discuss commonly accepted spiritual practices in life.
- to examine the role and importance of spiritual leadership in the workplace.
- to discuss the best spiritual practices used by companies in their workplaces for sustainable workplace development.
- to conclude with findings and suggestions for companies to promote spirituality in the workplace.

## **3. RESEARCH METHODOLOGY:**

The present paper is descriptive in nature. The study is based on a literature review of scholarly articles, books, journals, and other sources relevant to the field of spiritual direction. Secondary data was analyzed for the study to determine the role of spiritual leadership in the workplace.

## **4. REVIEW OF LITERATURE:**

Spiritual leadership as a causal model applies the hope/faith, vision, and altruistic love of leaders to the needs of followers to find meaning and purpose (Calling) and to be understood and valued (Membership) in order to improve organizational performance. These elements have been specifically chosen because they have been shown to be successful in intrinsically motivating oneself and others so that a sense of spiritual survival develops. This sense of spiritual survival creates value congruence between the leader and followers and empowers the entire team to foster higher levels of organizational commitment, productivity, and well-being (Fry, 2005). Spiritual leadership has a direct impact on employee behavior. Spiritual leadership leads to value congruence and thus a positive perception of the values, attitudes, and behaviors of their team leader. Ultimately, it motivates employees to perform well and be committed to the organization (Chin-Yi & Chin-Fang, 2012). Spiritual leadership plays a critical role in creating a positive workplace, helping organizations achieve long-term outcomes such as employee health, psychological well-being, and social responsibility (Fry, Vitucci, and Cedillo 2005).

The term workplace spirituality is defined in different contexts. The literature on workplace spirituality emphasizes that spirituality is not synonymous with religion or individual belief systems. The implementation of spirituality in the workplace is inextricably linked to spiritual leadership. This leadership style is part of "workplace spirituality" to meet personal needs, individual wholeness, and healthy interpersonal relationships in the workplace (Neal, 2018). Spiritual leadership is a leadership concept that aims to motivate and inspire through organizational vision and culture. Spiritual leadership strives to create a conducive work environment for employees to achieve their spiritual goals. This includes encouraging them, giving them confidence, and meeting their spiritual needs. This condition creates a conducive work environment so that spiritual leadership helps to create workplace spirituality and spiritual well-being (Fry, 2013; Fry et al., 2017).

## **5. SPIRITUAL LEADERSHIP THEORY :**

Therefore, in spiritual direction theory, vision, altruistic love, and hope/faith are central to understanding spiritual direction.

### **VISION**

A vision refers to a picture of the future with an implicit or explicit commentary on why people should strive to create that future. An example is the vision of Tomasso Corporation, "Joyful and passionate people serving enthusiastic customers." In motivating change, a vision serves three important functions: It clarifies the overall direction of change, simplifies hundreds or thousands of detailed decisions, and helps coordinate the actions of group members quickly and efficiently. In addition, a compelling vision motivates employees, gives meaning to work, promotes engagement, and sets a benchmark for excellence. To mobilize people, a vision must have broad appeal, define the organization's purpose and path, reflect high ideals, and foster hope and faith. The vision is the epitome of the ideal in the minds of those who act. Vision defines the attractive future of an organization, which also gives it a motivational role as it aims to bring out the best in its members (Aydm & Ceylan, 2009). A vision serves three important functions by clarifying the general direction of change: It tells where the journey should go, it simplifies hundreds or thousands of detailed decisions, and it helps coordinate the actions of many different people quickly and efficiently (Fry, 2003).

## **ALTRUISTIC LOVE**

For spiritual guidance, altruistic love is defined as a sense of wholeness, harmony, and well-being that comes from caring, concern, and appreciation for self and others. There are great emotional and psychological benefits to separating love, that is, caring and concern for others, from the needs that are the essence of unconditional giving and receiving. Both medicine and positive psychology have begun to investigate and confirm that love has the power to overcome the negative influence of destructive emotions such as resentment, anger, worry, and fear. Altruistic love defines a set of key values, assumptions, understandings, and ways of thinking that are considered morally right and are shared by group members and taught to new members. Spiritual leaders embody and uphold these values through their everyday attitudes and behaviors. (Read on to learn more about the values of altruistic love). Altruistic love is about accepting and loving everyone as they are (Polat, 2011), which creates an unconditional, loyal, and benevolent intimacy between a person and others. Altruistic love creates a sense of wholeness, harmony, and well-being in the organization. Altruistic love accomplishes an important task by eliminating the "(my)self" among people and bringing the "(our)self" to the forefront instead.

## **HOPE/FAITH**

Hope is a wish with the expectation of fulfilment. Faith gives certainty to hope. Taken together, hope or faith is a firm belief in something for which there is no evidence. It is based on values, attitudes, and behaviours that provide absolute certainty and confidence that what is desired and expected will occur. People with hope/faith have a vision of where they want to go and how they want to get there. They are willing to overcome opposition and endure hardship and suffering to achieve their goals. Hope or faith is also the source of conviction that the vision, whether personal or organizational, will be fulfilled. In practice, hope/faith is like a race that has two essential components: victory (the vision) and joy in preparing for the race itself. Both components are essential elements of hope/faith to generate the effort needed to pursue the vision. Hope is a desire with the expectation of fulfilment; faith adds assurance to hope based on values, attitudes, and behaviours that demonstrate certainty and confidence that what is desired and expected will occur, even in the absence of empirical evidence (Fry et al., 2011). Faith is crucial because the strength it contains guides individuals and gives them hope that the journey of life is worth continuing (Sweeney et al., 2007). Hope or faith makes people more optimistic about life and their expectation, which helps them develop their own vision and prepares them for obstacles or difficulties.

## **6. RELATIONSHIP BETWEEN RELIGION AND SPIRITUALITY:**

Religion and spirituality are both rooted in trying to understand the meaning of life and, in some cases, how a relationship with a higher power can affect that meaning. Religion and spirituality, while similar in foundation, are very different in practice. Religion is an organized, community-based belief system, while spirituality is rooted in the individual and his or her personal beliefs. Spirituality means something different to each person. For some, it is primarily about belief in God and active participation in an organized religion. For others, it is about nonreligious experiences that help them get in touch with their spiritual selves, such as through quiet reflection, time in nature, private prayer, yoga, or meditation. Many people describe themselves as spiritual but not religious. With some exceptions, the percentage of adults who describe themselves as religious is declining in many developed countries, while it generally remains high in less developed countries.

Whitehead and Bergeman's (2012) research has shown that religion and spirituality can help people cope with the effects of everyday stress. One study found that spiritual experiences in everyday life help older adults better cope with negative feelings and enhance positive feelings. According to research by McMahon and Biggs (2012), individuals with an intrinsic religious orientation, regardless of gender, showed less physiological reactivity to stress than individuals with an extrinsic religious orientation. Those with an intrinsic orientation dedicated their lives to God or a "higher power," whereas those with an extrinsic orientation used religion for external purposes, such as making friends or increasing social standing in the community.

Spirituality and religion are a relationship like the mind to the body. It is based on the recognition that a spirituality that lacks the structural and functional resources of an institutionalized religious tradition is rootless for both the individual and society. At the same time, a religion that is not informed by a personal and communal spirituality is lifeless. While institutionalized religious traditions have many weaknesses in leadership, religion as a tradition is the most appropriate context for the development of mature spirituality on a personal and societal level. It also fosters the interfaith dialog that unites the human family.

## **7. COMMONLY ACCEPTED SPIRITUALITY PRACTICES IN LIFE:**

Here are some of the most popular practices used to feel the spiritual content in life:



1. **The spiritual practice of meditation:** Meditation can be described as a state of deep peace that occurs when the mind is calm and still but fully awake. Meditation helps us achieve this balance by turning our minds backward and inward, creating an experience of thoughtless awareness. Meditation can be described as a state of deep peace that occurs when the mind is calm and still, yet fully awake. With all the stress and strain that modern life places on us, meditation helps us to come into balance physically, mentally, and emotionally.

2. **The spiritual practice of prayer:** Good communication is essential to a good relationship, and the basics of good communication include talking as well as listening. When a person prays, he or she establishes an intimate dialog and connection with his or her higher power about matters close to his or her heart. Prayer gives us the opportunity to examine our lives, admit our mistakes, find strength to move forward in the face of adversity, count our blessings, and open our hearts to all that life offers us. Incorporating daily prayer into our lives can be an important aspect of spirituality for many of us, giving us greater awareness, gratitude, insight, and strength.

3. **The spiritual practice of forgiveness:** Isn't that the truth? It takes strength to let go and truly forgive. Forgiveness is one of the most powerful spiritual practices. Whatever we feel—anger, resentment, hurt—forgiveness is the path to a lighter heart, greater happiness, and a greater sense of inner peace.

4. **The spiritual practice of simplifying your life:** It's easy to become overwhelmed by the never-ending cycle of consumerism in our society. We see things we want, and we buy them. Sometimes we see things we just "kinda, sorta, maybe" want, and we buy them too. Soon we are crushed by our "stuff." A cluttered life leads to a cluttered mind. When we rid ourselves of unnecessary things, tasks, people, and self-doubt that prevent us from being happy, we allow ourselves to live simply, to take stock of what we want our lives to be full of, and to see the important things clearly.

5. **The spiritual practice of spending time in nature:** We spend so much time in buildings made of steel, concrete, and brick that we quickly forget where we are really coming from. Americans spend an average of 90% of their time indoors. NINETY PERCENT! Humans belong in nature. Our souls beg to experience the great outdoors—to breathe fresh air, to listen to the beautiful sounds echoing through the trees, to feel the warm sun on our skin and the grass and dirt under our feet. It just feels so good to be outside.

6. **The spiritual practice of living in the now:** We spend so much time preparing for the future that we often fail to notice what is happening right now. When we live fully in the present, we can take a step back and appreciate the life we have worked so hard for and see the beauty hidden in each passing experience. Master the art of living in the present moment. Allow yourself to experience a free and peaceful mind, regardless of where you are or what you are doing. Divert your attention from the past and the future and focus exclusively on the moment you are in.

7. **The spiritual practice of following your own bliss:** When we figure out what we love to do and do it, or begin to love what we are meant to do, each day can move us forward and closer to the life we want to live and make us feel the bliss in action.

8. **The spiritual practice of giving:** There is great peace and wisdom in thinking about and caring for others, which we are often blind to when we are busy with ourselves and our own lives. Giving to others creates an inner sense of goodness, meaning, and value, which are fundamental qualities for self-esteem and inner peace. When the joy of giving flows out of you, your life is filled with new richness.

9. **The spiritual practice of self-acceptance:** The most important relationship in your entire life is the one with yourself. It is the core of your entire experience, the place from which love for others springs. As Ayn Rand said, "To say 'I love you,' you must first know how to say the 'I.'" If we can learn to treat ourselves with the same love and respect that we show others, to take a step back and freely allow our feelings. . . to judge ourselves less harshly. . . to find inner joy in being exactly who we are. . . only then can we experience true happiness and harmony. To accept and love others, we must first learn to accept and love ourselves. Be willing to accept your flaws and grow from them. Free yourself from self-doubt and self-criticism. Spend time each day quieting your mind and focusing on something you really and truly love about yourself. Make a list of the things you are most proud of in your life. Bathe yourself in self-love every day this month.

10. **The spiritual practice of a healthier life:** When it comes to spirituality, you are not just a soul or a spirit. You are an embodied human being, and your body is your temple, the vehicle through which you experience life on this earth. The entire power and energy of the universe is present in every cell of your being. By exploring and nurturing your physical experience, you can establish a direct connection with this cosmic energy. This can be one of the most overwhelming and spiritual experiences we can ever have. Practice deep breathing and bring fresh oxygen into every cell of your body. Opt for a powerful diet by eating high-energy, vibrant foods with plenty of water to treat your body as the irreplaceable sacred space it is this month.

## 8. IMPORTANCE OF WORKPLACE SPIRITUALITY IN BUSINESS:

The growing popularity of the concept of spirituality has spawned many organisations that operate and make money as businesses themselves, although they do not call themselves profit-making enterprises and claim to use their

profits for charitable and social purposes. The spiritual organisations mentioned above not only offer spiritual courses on a payment basis, but also manufacture various fast-moving consumer goods, Ayurvedic and herbal medicines, establish their treatment centres and hospitals, found universities, publish spiritual books and magazines, sell audio-video music and concerts, and create mobile apps and websites. The Art of Living is the best example that fits into this current discussion. It is a comprehensive, large-scale business model based on spirituality that works for the betterment of humanity.

So, it is quite clear that faith and positivity are the most important underlying principle of spiritual living. The movements for sustainable business, social investment, and spirituality in business are one of the hopeful signs that business, the most powerful institution in the world today, may be changing from within.

1. **Need for creativity in the world of work:** the increasing demand for higher market share, the reduction of costs and the reduction of jobs around the world have increased the work pressure on the remaining workers, leaving them too tired and too stressed to be creative. On the contrary, there is an increasing need for creative ideas to increase competitiveness.

2. **Goal of life vs. goal of organisations:** Unlike the market economy of 20 years ago, today's information- and service-dominated economy, fast-growing profit curves, and competition are forcing even Millennials to think about the goals of their lives, which used to be a question for their elders. Today's youth are under tremendous pressure to make immediate decisions and build better relationships with customers and employees. To survive in the 21st century, companies must provide greater meaning and purpose to their employees. Self-actualization no longer remains a top-level need, but becomes a requirement at all levels of Maslow's model in order to remain internally calm in the face of turbulent competition in the outside world.

3. **Reduction of time for religious activities:** a large part of the population is anxious to pursue its religious rituals. Spending more time at work leaves less time for religious activities. When someone does not have time for his rituals due to workload, he tends to develop feelings of guilt for losing connection with his God, and so a sense of negativity intrudes on his thoughts. This leads to detrimental results in the workplace.

4. **Emphasizes sustainability:** a systemic view of work and contribution to the world promotes the connection between sustainability and an awareness of limited resources. This approach to design, production and commerce is increasingly associated with spirituality as it seeks to contribute to the greater good of the world. It also has the potential to increase market value and attract investors. Part of an understanding of sustainable growth and development is a well-thought-out strategy that identifies potential long-term impacts or implications of actions that could potentially negatively affect the economy. This systemic view of global business means that a company constantly reassesses the risks and opportunities associated with long-term business operations, including careful consideration of the potentially negative and unintended consequences of business decisions for individuals, society or the environment.

5. **Contributing to values:** global service means not only providing excellent service to customers, but also a greater sense of responsibility to contribute to the betterment of the world. While the local family business may not offer products and services that improve the quality of life in third world countries, American businesses have historically understood fundamentally that part of their mission is to improve the world through the products or services they sell. Today's spiritual organization consciously implements a vision based on contributions to the betterment of humanity. They promote work outside the company that contributes to and "gives back" to society through community service and volunteerism. Spiritually aware managers and companies see themselves as servants of employees, customers and the community.

6. **Pricing creativity:** Creativity is a necessary part of the business cycle. As technology, market shifts, and demographic changes force companies to rethink their products and services, creativity is key to successfully navigating these changes. The arts community has long recognized the spiritual nature of individual and group creative processes, and many educators understand the importance of seamlessly incorporating creativity on a daily basis for their students' learning. The spiritual workplace recognizes that creativity is not necessarily reserved for the few, but that all people have creative abilities. A spiritual workplace provides resources to help people discover their creative potential and practice creativity within the organization.

7. **Cultivating inclusion:** businesses are increasingly becoming central sources of community for people in societies. The spiritual organization respects and values the life experiences of individuals and the lessons learned from them. Such an organization makes a conscious effort to include people who have skills appropriate for a particular task but who have been excluded from participation in a professional community in the past because of circumstances not of their own choosing. Past exclusions from the workplace have included people with physical disabilities, people whose skin color or ethnic background is different from that of the majority population, and people who have been discriminated against because of their gender or sexual orientation. More and more companies are recognizing the value

of having their employees work together in the community to achieve a shared vision. They feel that the concepts of love and acceptance in a cultural context of caring create a sense of community that supports the work of the company and has a direct impact on the bottom line.

**8. Developing principles:** Companies have begun to realise the benefits of treating the whole person by actively supporting the formulation of ethical principles that promote personal growth, long-term character development and the personal connection between faith and professional development. Helping employees integrate personal growth, learning and faith into work performance benefits the organisation. This type of principled focus includes providing resources to help employees better understand themselves, develop successful professional and personal relationships, and improve their personal management skills. Employees are encouraged to develop an accurate and realistic sense of the impact that other people have on them and the impact that they have on others.

**9. Promotes vocation:** companies have long been aware of the benefits that accrue when every member of the company embraces the company's values. By recognising that the overall quest for spiritual growth and fulfilment need not be separate from work, companies are laying the groundwork for spiritual development that will help foster understanding among employees. Companies that understand spirituality in the workplace go beyond supporting learning and development by helping their employees develop a sense of "calling" or recognise a passion for their lives and work. Such companies emphasise the discovery and appropriate use of individual talents and encourage their employees to use their unique skills in the company. The development of a sound religious faith is recognised as an important and deeply personal part of growth for many people, which can help them to more easily discern their calling.

**10. Increasing number of women in the workplace:** Another factor for the increasing demand for spirituality in the workplace is the fact that there are more women in the workplace today and women tend to be more concerned with spiritual values than men. Women often have more problems balancing work and family than men. Therefore, it is more important for the health of organisations to understand their concerns.

## 9. BEST SPIRITUAL PRACTICES AT WORK BY BUSINESS:

People are the most important resource: more and more business people are finding that the most important area for the application of spirituality is how employees are treated. People at all levels of the corporate hierarchy increasingly want to nurture their spirit and creativity. When employees are encouraged to express their creativity, the result is a more fulfilled and sustainable workforce. Happy people work harder and are more likely to stay in their jobs. A study of organisational performance by the renowned Wilson Learning Company found that 39% of variations in organisational performance can be attributed to employees' personal happiness. Spirituality was cited as the second most important factor in personal happiness (after health). Some of the notable examples where spirituality has led to better interactions with employees and thus a better productive environment are as follows:

- **Southwest Carriers**, was the main aircraft to be productive after the September eleventh misfortune that monetarily affected the aircraft business and keeps on excess beneficial. They have a triple primary concern - Individuals, Execution and Planet. "It takes a ton of commitment, steadiness, and difficult work to make the best decision for our Clients, Representatives, and Planet. What is their mystery? They say that individuals are their most significant asset, and they would not joke about this. Organization strategy is to deal with representatives like family, knowing that assuming they are dealt with well, they thusly will treat clients well. As indicated by the organization, 35,000 representatives of Southwest Carriers are the substance of our organization.

Making the best decision for these Representatives incorporates giving them a steady workplace with equivalent chance for learning and self-awareness. As we "Experience the Southwest Way," our Representatives are perceived through a few Representative acknowledgment programs for the difficult work and caring Soul they show to one another and our clients. Besides the fact that we really buckle down with what we call a Champion Soul, we work savvy." Some portion of living the Southwest way is likewise by having a worker's heart and a carefree disposition. Dissimilar to different carriers, exchanges among the executives and workers for salary increases and advantages are a lot more limited and simpler as the two sides get together needing to hand compose a mutually beneficial agreement. They have been named commonly as one of Fortune magazine's "100 Best Organizations to Work For."

- **Anita Roddick**, organizer behind The Body Shop, with stores everywhere, deliberately constructed a cleanser manufacturing plant close to Glasgow, Scotland since it was an area of high joblessness, metropolitan rot, and dampening. She went with an ethical choice to utilize the unemployable and put 25% of the net benefits once more into the local area since she said this is what "stays with the spirit of the alive."

- **Forest area**, the well-known New Hampshire based shoe company. The Company has confidence in the force of flourishing networks to speed up worldwide change with one bound together, energetic voice. What's more, support the gifted exchanges as a strong method for building more grounded networks through help. Each full-time Forest area representative gets as long as 40 hours of paid opportunity to chip in their networks. Organization served more than 1.5



million hours around the world. Further, organization established huge number of trees all over the planet, enabling a great many smallholder ranchers simultaneously. Beginning around 2001, we've established over 10.2 million trees around the world. We intend to establish 50 million additional trees by 2025 on the grounds that a greener future is a superior future.

- **Tom Chappell**, Chief of Tom's of Maine, which produces cleansers and toothpastes, stays aware of benefit and the benefit of everyone by offering 10% of its pre-charge benefits to noble cause. Tom's gives workers four paid hours a month to chip in for local area administration, and uses generally normal fixings that are great for the climate. Subsequent to learning at Harvard Heavenliness School, Chappell re-designed his business into a kind of service, saying, "I'm serving - and I'm doing it in the commercial center, not in the congregation, since I comprehend the commercial center better compared to the congregation."
- **SAS**, a billion-dollar Computer Programming Organization that has low truancy and just 3% turnover, which saves them \$80 million every year in preparing and enlistment. Their mystery? A no-lay-off strategy, 35-hour long weeks of work, strategic scheduling, and on location conveniences like an exercise center, a clinical facility, and back rub specialists.
- **NYNEX** laid out an Office of Morals and Business Lead to urge representatives to live by a bunch of fundamental beliefs: quality, morals and really focusing on the person. This new center prompted expansions in benefits, efficiency and item and administration quality, as this impacted how the organization is seen by clients and partners.
- **Wipro Corporation and Infosys Ltd.** have devotedly advanced and polished moral standards in administration and their prosperity is concealed to nobody, they gladly guarantee the biggest market capitalization among Indian corporate. Heads of a portion of India's biggest combinations like the Future Gathering, ICICI, Videocon, Pearson's, UBS, HDFC Bank and Goodbye Worldwide Drinks have met up alongside the association priests and "the Specialty of Living" eminent otherworldly Master, Shri Ravishankar to set out the establishments for corporate otherworldliness. Infosys and Goodbye bunch have remembered otherworldliness for their work place where representatives get yoga meetings and contemplation meetings to figure out pressure and alleviation themselves from their internal weight and achieve mental harmony. Organizations like ACC, Indian Petrochemicals Company, SRF Ltd, Reckitt and Colman, the Oriental Bank, Goodbye Tea and Goodbye Synthetics are a few organizations that have benefited programs like supernatural reflection by Maharishi Mahesh Yogi. Wipro, Escotel, Oriental Protection, Dabur and Vam Organics are a portion of the organizations open to such projects.
- **Apple Computer's** workplaces in California have a contemplation room and representatives are really given a half hour daily on organization time to think or ask, as they find it further develops efficiency and imagination. Reflection classes are currently held at many large companies, like Medtronic, Apple, Google, Yippee, McKinsey, Hughes Airplane, IBM, Hughes Airplane, Cisco, Raytheon.
- **Prentice-Hall Publishing Company** made a meditation room at their headquarters which they call the " Quiet Room", where workers can sit discreetly and take a psychological retreat when they feel a lot of weight at work. Sounds True in Colorado, which produces audio and video tapes, has a meditation room, meditation classes and starts gatherings with a moment of quietness. Greystone Pastry in upstate New York has a time of thoughtful quietness before gatherings start so individuals can reach out to their internal state and spotlight on the issues to be examined.

## 10. SUGGESTIONS TO ENCOURAGE SPIRITUALITY IN THE WORKPLACE:

Creating a spiritual work environment is a long and slow process. Employers need to change how things are finished to foster spirituality at workplace rather than simply arriving at targets. They need to adopt a strategy that urges spiritual practices to occur in their work environments. Likewise, every employee creates at an alternate rate, so employers must show restraint in their goal. Here are some steps that will help to lay out and support spirituality in workplace:

- First, you need to define and set a clear mission and purpose for how your company will serve your clients with your products and services. The goal is to create a purpose that is beneficial to the betterment of society, not just individuals.
- Make sure that any action your company takes does not negatively affect other people and other companies. Set your company apart by avoiding any actions that hurt the environment as well.
- Hire and recruit people who understand your company's mission statement and actively work according to your company's purpose. Hiring people who are not concerned about spirituality will hinder the overall development of workplace spirituality in your company.
- Make sure all your existing employees and managers are aware of your company's purpose. Create an environment of inclusion and diversity in your company. Promote and encourage diversity in your employees' thoughts and ideas.



- Educate and train your employees in the skills of self-leadership and self-awareness. Encourage them to realize their value and self-worth. Train your employees on proper business conduct so that they can serve your clients in a better, meaningful way.
- Encourage your employees to be more creative. Being creative enables people to become more involved in their tasks and find meaning in their work.  
Discourage and eliminate fear among your employees. Spirituality can only flourish in the absence of fear. For example, if employees are afraid of making mistakes, they will never be able to learn from them.
- Foster an environment of trust in your workplace where employees can work, learn, and contribute together for a more significant cause.
- Promote and encourage meditation and yoga among your employees. Meditation and yoga help people to become more self-aware, eliminate stress and stress-related problems, and improve their overall well-being.
- Organize personality development seminars for your employees in your workplace. Personality development teaches us to manage our social, personal, and professional lives better. It also helps us to deal with the negativity around us and be positive.
- Get to know each of your employees individually and also encourage them to learn more about each other. Doing so will show your concern for them, and they will appreciate it accordingly. Also, it will create a better workplace environment, boosting team morale and productivity.
- Encourage your employees to spend time on their families, personal lives, health, and so on. Doing so will help them find happiness, contentment, and peace of mind in their own lives and at the workplace.

## 11. CONCLUSION:

The focus of the organization shifts from purely economic and social activities to spiritual development. Leaders cannot rely only on the arms and minds of employees, but must also understand their souls. Workplace spirituality and spiritual leadership become one to align the vision and values of employees with organizational goals. Spirituality in the workplace can mediate the relationship between spiritual leadership and organizational development. Spirituality in the workplace can increase employee loyalty and commitment to the organization. Organizations need to be attentive to the spiritual needs of employees in order to bring their "whole selves" to the organization. This spiritual intention must manifest itself in the form of a vision, mission, and healthy organizational practices to produce a more cooperative and responsible workforce. In addition, companies can initiate activities on social responsibility, sustainability, and spirituality in the workplace that are tailored to the corporate culture.

Hence, the organization should keep on establishing a favorable hierarchical environment to keep up with workers' physical and emotional well-being. Hence, workplace spirituality, or spirituality in the workplace, is a development that started quite recently. A moderately new peculiarity is acquiring significance all over the planet. Organizations are currently accentuating profound qualities among their workers to open up their maximum capacity. Additionally, workers understand that they can track down importance and satisfaction in their positions.

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