Impact of Spirituality over Job Satisfaction: A Concept

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Abstract: The recent unexpected changes coming up in the global economy and specifically the Indian economy has necessitated a relook at the business philosophies especially the organization culture, ethics and values. Every organisations delegate many responsibilities to face competition and meet customer demands. For this purpose employees have become the basic unit for every organization around the world. And most organizations want to find out the process on having happy, joyful and satisfied employees in the workplace. Because employees with joy and happiness in various forms are staffs with better performance and effectiveness assist organizations in reaching their goals in the best possible way. There are several factors such as organizational (organizational culture, leadership and management systems etc.) and personal (perception, cognition, belief and personal characteristics etc.) that each one could reinforce happiness, satisfaction and job-related positive effect on the people in the workplace through certain way. And spirituality is an important factor for the most desirable satisfaction of employees in the organisation. Therefore over the past few years, spirituality as increasingly been recognized as an important area of research in the academic field. Its implications for organizations have been highlighted as important because companies can gain positive benefits by developing a humanistic environment in which employees can achieve their full capacity. These conditions are evident in the organization, spirituality plays an important role in developing and creating an environment that will have a positive impact on employees. In this research, the role of spirituality at workplace is considered for job happiness, positive affect and job satisfaction.

Spirituality is considered one of the key success factors of the organization in the long term. Organizations today are looking for ways to succeed by using all its potential to maximize employees' job satisfaction, performance and commitment towards organisation through various domains of spirituality. These scenarios have lead to an increasing interest in the topics of Individual Spirituality, Workplace Spirituality, Organizational Culture, and Job Satisfaction. The purposes of this study are: 1) to analyze the effects of spirituality on job satisfaction, 2) to analyze the effects of workplace spirituality in employees' performance and success of organisation with the growth of employees.

Keywords: Spirituality, Workplace spirituality, Job satisfaction

I. INTRODUCTION

"Spirituality is what gives significance and purpose to one's life"   **–Koenig, 2002**

Recognizing the relationship between spirituality and job satisfaction can be a great way to begin to understand what spirituality means to different people. There are many types of spirituality that people sometimes base their beliefs around and also many different reasons people practice spirituality.

Spirituality is more of an individual practice and has to do with having a sense of peace and purpose. It also relates to the process of developing beliefs around the meaning of life and connection with others.

What is SPIRITUALITY?

"Spirituality" derived from Hebrew *ruach*, which had a range of meanings: spirit, breath, wind, that which gives *life* and *animation* to something.

Spirituality that which *animates* a person's life of faith, that which *moves* a person's faith to greater depths and perfection

Over the last several decades, the topic of spirituality has come to the forefront of public and professional consciousness. With the dawn of a new century, spirituality has received increased coverage in the media and more discussion in the workplace, in politics, and in service sector. Spirituality has also become more apparent in working place, with increasing evidence that spirituality is important components of job satisfaction. The need for service sector employees to effectively address the connection between spirituality and job satisfaction is becoming widely recognized as more people want spiritual content to their working place. "Spirituality is at the heart of caring for the whole person".

Spirituality may include traditional religious beliefs and practices. Spirituality is a much broader concept that also includes nonreligious beliefs and expressions. Today's multicultural society, with its many secular and religious beliefs, requires spiritual care that respects the integrity of different faith communities as well as that of individuals outside the faith communities (Cobb & Robshaw, 1998). J. D. Enblen (1992) examined the literature to determine the differences in definition regarding the concept of spirituality. He found that the following nine words appeared most frequently: personal, life, principle, animator, being, God/god, quality, relationship, and transcendent.

There are three dimensions of spirituality – the body, spirit, and mind are interconnected and interact in a dynamic way in the "whole person".

The **physical dimension (body)** is world-conscious. It is that aspect of individuals that allows them to taste, feel, see, hear, smell, and be experienced by others.

The **psychological dimension (mind)** involves self-consciousness and self-identity. It is that aspect of an individual that deals with issues related to human interactions (and associated emotions such as grief, loss, and guilt) on an intimate level.

The **spiritual dimension (spirit)** is described as a unifying force within individuals, integrating and transcending all other dimensions. It is concerned with the meaning of life, individual perceptions of faith, and an individual's relationship to the Ultimate Being.

Definition of Spirituality:

Defying development of a standard definition, spirituality remains a highly subjective, personal, and individualistic concept. **–Coyle, 2002**

To many, spirituality represents a necessary essence of life that energizes both thoughts and actions. **–Taylor, 2002**

It is a sense of interconnectedness with all living creatures, and an awareness of the purpose and meaning of life. **–Walton, 1999**

Although the definitions vary on some points, they seem to agree that all people are spiritual beings. Everyone has a spiritual dimension that motivates, energizes and influences every aspect of his or her life. Spirituality can be considered a basic human quality that transcends gender, race, color, and national origin. At the same time, spirituality has many intangible aspects and is an intensely personal issue.

According to Dosseyet al. (2000), spirituality is the essence of who we are and how we are in the world and, like breathing, is essential to our human existence.

II. LITERATURE REVIEW

The terms spiritual and spirituality relate to the spirit, the unseen makeup of humans (Garrett, 2004). The word 'spirit' comes from the Latin word Spiritus meaning breath—breath of life.

It is also related to the Greek *pneuma,* or breath, which refers to the vital spirit or soul. Gull & Doh (2004) described spirit as "the essence of life" (p. 130). Identifying oneself with the spirit is Spirituality. Spirituality is a multidimensional notion, and hundreds of potential customs of living spiritually exist (Beazley, 1997). The most prominent feature of spirituality is oneness with all beings in the universe, and therefore, Krishnan (2008) conceptualized spirituality as oneness with all other beings. Milliman, et. al (2003) include the aspects of the sense of community and meaningful work in workplace spirituality. Kinjerski & Skrypnek's (2006) conceptualization of individual spirituality at work has three of the four dimensions as follows: engaging work (meaningful work), sense of community, and spiritual connection (inner life). Individual spirituality at work is about expressing one's inner self through meaningful work and belongingness to the community at work. The scale for workplace spirituality consists of three levels of measures: individual, work unit and organization. The first-level measure consists of items which denote the employee perceptions of their individual spirituality at work. While there are several definitions of workplace spirituality (Gotsis & Kortezi, 2008), quite a few of them (e.g. Ashmos & Duchon,2000; Giacalone & Jurkiewicz, 2003; Milliman et al.,2003) include the dimensions of meaning in work and community at work though the terms used may take various forms such as calling, purpose, belonging, membership, and connectedness. Thus, in this paper the three aspects of work place spirituality are as follows:

Meaningful Work: Consistent with Ashmos & Duchon (2000), the aspect of meaning in work reflects "a sense of what is important, energizing, and joyful about work". The Meaning at work is the feeling of wholeness and harmoniousness with some animating (higher) purpose that gives direction to one's work (Overell, 2008). Meaning relates to whether purpose and significance is felt (Overell, 2008).

Sense of Community: The second dimension is based on the idea that spiritual beings live in connection to other human beings and here community refers to 'the notions of sharing, mutual obligation and commitment that connect people to each other' (Duchon & Plowman, 2005, p. 814).

Search for purpose and meaning: Mitroff & Denton (1999) noted that spirituality is "the basic desire to find ultimate meaning and purpose in one's life and to live an integrated life" (p. Xv). Bloch (2004) depicted spirituality as a "search for meaning, purpose, and integration in life" (p. 344).

III. WORK PLACE SPIRITUALITY AND JOB SATISFACTION

Job satisfaction "is an affective (that is, emotional) reaction to a job that results from the incumbent's comparison of actual outcomes with those that are desired." **–Cranny, Smith & Stone., 1992**

As workplace spirituality dimensions fulfill employees' higher order and spiritual needs, they should induce a more favorable employee affective response. Thus, there should be a positive relationship between workplace spirituality dimensions and job satisfaction.

Spirituality reflects employees' psychological identification with and involvement in an organization and manifests in aspects such as employees' acceptance of organizational goals and values. Fulfillment of employees' spiritual needs of meaning is positively associated with organisational success.

People should choose a job to provide good life for themselves and their families. Job is considered as a tool which helps people to reach their aims. But, the important issue is that whether a person is satisfied with his job. According to Locke (1976), job satisfaction is a good feeling caused by appraising different aspects of one's job. Similarly, Mottaz (1988) defined job

satisfaction as an emotional response to workplace conditions appraisal. Various dimensions have been introduced for measuring job satisfaction. Some of those are as follows:

- o **Pay:** Refers to the amount of received money by employees

- o **Autonomy:** Refers to the independence and freedom in workplace

- o **Task requirements:** Refers to activities that should be done in a job

- o **Organizational policies:** Refers to managerial and organizational policies and procedures

- o **Interaction:** Refers to opportunities that employees are able to communicate with each other

- o **Professional status:** Refers to overall importance of a job perceived by an employee himself or by others.

Despite all the above mentioned these dimensions Spirituality is one of important dimension that intervene in all the crucial aspects of work life and job satisfaction. The values of spirituality in today's environment have proven a great source of competitive advantage for any organization. According to Wong (2003) strongly held spiritual values i.e. altruistic, love, care affection, and meaning creation lead to high organizational outcomes. The importance of work spirituality is consistently growing as the spiritual cause leads to strategic benefits to the business units. Spirituality aids in the enhancing the level of job satisfaction and fulfillment with an overall organizational accomplishment. Spirituality provides the essence for improving the capabilities of employees', their productivity and growth by setting up an organizational perspective containing the values of love, care affection, affiliation, wholeness and loyalty which resultantly build an inner connection of employees' with their organizations.

IV. WHY DOES SPIRITUALITY MATTER ?

Many people see spirituality as a great way of seeking solace and peace in their life. It can often be practiced alongside things like yoga, which ultimately focus on stress relief and release of emotion. Spirituality is also used as a way of gaining perspective, recognizing that our role in life has a greater value than just what we do every day. It can separate a person from dependence on material things and establish a greater purpose. Some people also see spirituality as a way of coping with change or uncertainty.

Assessing spirituality in the organisation/work environment is a relatively new area of study. It plays the key role in many peoples' lives, and given the amount of time people spend at work. Spirituality has become increasingly prevalent Work environment as a growing number of employees seek value, support, and meaning in their work as well as their lives (Cash, Gray, & Rood, 2000). Researchers have related spirituality to individual and organizational functioning in prior studies (Chawla & Guda, 2010). Theorists have presumed that spirituality in an organization encourages a more dedicated, imaginative, moral, content, and efficient workforce that fosters improved organizational performance (Fahey, 2007). Also, within organizations, spirituality may provide benefits for employees and organizational strategy. For example, Milliman, Czaplewski, & Ferguson (2003) found that spirituality was related to organizational commitment, intentions to quit, intrinsic work satisfaction and organization based self-esteem. Furthermore, spiritual employees may perform better due to increased feelings of motivation and meaning in their work (Garcia-Zamor, 2003). Milliman, et. al (2003) report the encouraging role of workplace spirituality in building unity within organizations, which leads to greater teamwork and collaboration and increase the level of job satisfaction and reduces employee burnout. The purpose of the present study is to examine the relationships between spirituality at work and employees' job satisfaction.

V. FUNCTIONS OF SPIRITUALITY

Benson, Roehlkepartain & Rude (2003) note, "spiritual development is the process of growing the intrinsic human capacity for self-transcendence, in which the self is embedded in something greater than the self, including the sacred. It is the

developmental 'engine' that propels the search for connectedness, meaning, purpose, and contribution". This definition suggests that high individual spirituality level will result in a stronger urge for meaning and connectedness. Further, Duchon and Plowman (2005) suggest that workplace spirituality implies an employee's experience of meaning and community at work. Such aspects of work place spirituality are likely to be more valued by employees with high levels of individual spiritual development who, as noted previously, have a greater urge for them. As a result, the relationship between work place spirituality aspects and employees' positive work attitudes is likely to be stronger for employees with high individual spiritual development than for employees with low individual spiritual development. This suggests that the relationship between workplace spirituality and work attitudes will be positively moderated by individual spirituality. Therefore, we propose the following:

o   Individual spirituality moderates the relationship meaning in work and job satisfaction. The higher individual spirituality, the stronger the positive association between meaning in work and job satisfaction.

o   Individual spirituality moderates the relationship community at work and job satisfaction. The higher individual spirituality, the stronger the positive association between community at work and job satisfaction.

o   Individual spirituality moderates the relationship Positive organizational purpose and job satisfaction. The higher individual spirituality, the stronger the positive association between Positive organizational purpose and job satisfaction.

o   Individual spirituality moderates the relationship Meaning in work and organizational commitment. The higher Individual spirituality, the stronger the positive association between Meaning in work and organizational commitment.

o   Individual spirituality moderates the relationship Community at work and organizational commitment. The higher individual spirituality, the stronger the positive association between Community at work and organizational commitment.

o   Individual spirituality moderates the relationship Positive organizational purpose and organizational commitment. The higher Individual spirituality, the stronger the positive association between positive organizational purpose and organizational commitment.

VI. TYPES OF SPIRITUALITY

Mystical spirituality: It is based around a desire to move beyond the senses, ego and even beyond time. This approach centres on personal relationships and a sense of unity with all things.

Authoritarian spirituality: It is a particularly strong form of spirituality based around a need for definition and rules. This type of spirituality is particularly common in specific religious practices.

Intellectual spirituality: It focuses on building knowledge and understanding of spirituality through analyzing history and spiritual theories. This approach can be found in the study of religion, also known as theology.

Service spirituality: It is a common form of spirituality in many religious faiths. This is predominantly built around serving others as a form of spiritual expression.

Social spirituality: It is often practiced by people who experience a spiritual feeling in the company of others. Social support is often seen as one of the important aspects of spirituality in general.

VII. OBJECTIVE OF THE STUDY

To study the employees perception towards organisation

To study the attitude of the employees towards their work

To give suggestions for the growth and perspective of the organisation

VIII. CONCLUSION

The purpose of this study was to understand spirituality in relation to the work environment. Also, work place spirituality has a significant effect on work attitudes even beyond the effect of individual spirituality. This pattern provides a more detailed insight into the direct effects of individual spirituality and workplace spirituality. The employees who align their self-concept to their spiritual identity express their spiritual identity by meaningful work and by belongingness to the community. Thus, there is an alignment between who one is and what one does, then there comes the satisfaction. The same reason holds true for the positive relationship between spirituality at work and job satisfaction. When there is belongingness, i.e., the feelings of existing together in the community and when one is happy with the work then one may not intend to leave the job and more committed to the organization. Thus, aligning one's self-concept to the spiritual identity (inner life) at workplace and expressing this spiritual identity through meaningful work and belongingness to the community makes them feel satisfied with their jobs; increase their commitment towards the job. Individual spirituality was also investigated as a moderator of the relationship between three dimensions of workplace spirituality and work attitudes.

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