A Study on Workplace Spirituality Driven Practices and Its Impact on the Organization

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Abstract; *The Contemporary Workplaces Have Emerged Out To Be Challenging As Compared To The Traditional Ones. Their Agility And Adaptability Is Considered As A Most Remarkable Thing Which Makes Them Successful In Competitive Business Environment. With The Intense Effort To Remain Competitive And High Performing, Employees Working As Part Of These Organizations Become A Key Resource Driving These Workplaces. The Paper Is An Attempt To Conceptualize Spiritual Values That Guide Out Work Behavior Towards Fellow Individual, Work And Organization As A Whole. It Also Analyzes Workplace Spirituality Practices Displayed By Employees Of The Organization While Undertaking Their Errands At Workplace. The Empirical Study Was Based On Employees Working In Technological Sector. Undergoing Stress Of Performance Imposed By Industry Requirements, Paper Has Been Able To Measure The Practices Guided By Underlying Spiritual Values, Which Increase Employee Performance And Strengthens Organizational Loyalty.*

Keywords: *Workplace Spirituality, Sense Of Community, Respect For Others, Purpose Of Life, Openness To Experience, Team Experience*

Date of Submission: 08-03-2018   Date of acceptance: 24-03-2018

I.   Introduction

Workplace Behaviour Has A Strong Impact On Organizational Performance. Successful Organizations Comprises Of Refined Processes And Empowering Organization Culture. They Are Also Competent In Implementing Rapid Organizational Change And Development. The Human Resource Of A Company And Its Behavior Fostered By Underlying Organization Culture Has A Strong Bearing On Sustainability Of An Organization. The Practices Those Encourage A High Degree Of Trust And Communication Between Employers And Employees Increase Employee Involvement In The Organization. High Involvement Is In Turn Accompanied By A High Degree Of Empowerment (Sung & Ashton, 2004). "A High Performance Work System Achieves Synergy When It Produces Two Outcomes Simultaneously: (1) All Organization Parts Are Aligned And Fit Together And (2) People In The Company Are Deeply Committed (Gephardt & Buren Van, 1996)". "The Understanding Of The Interdependencies In Work Process And High Involvement Are The Basic Necessities Of High Performance Work Organization. The Research Done By Juechter, Fischer, And Alford In 1998 …. (Juechter, Fischer, & Alford, 1998) Focuses On The Role Of Culture In Building A Performance Oriented Work Organization".

High-Performance Work Practices Have Been Shown To Work In Three Different Ways: (1) Fostering Development Of Human Capital (Gibbert, 2006) (Snell & Dean, 1992) (Batt, 2002), (2) Enhancing The Motivation And Commitment Of Employees (Applebaum, Bailey, Berg, & Kalleberg, 2000) , And (3) Building Organizational Social Capital, Which Facilitates Knowledge Sharing And The Coordination Of Work, And Thus Improves Performance (Nahaphiet & Ghosal, 1998).

Spirituality Is Word Which Stands For Liberation And Non-Attachment. Spirituality Has Been Defined As Our Inner Consciousness (Guillory, 2000), A Specific Form Of Work Feeling That Energizes Action (Dehler & Welsh, 1994)"A Process Of Self-Enlightenment" (Barnett J. , 1985) (Barnett, Krell, & Sendry, 2000), "A Worldview Plus A Path" (Cavanagh, Hanson, & Hanson, 2000), "Access To The Sacred Force That Impels Life" (Nash & McLennan, 2001), And "The Unique Inner Search For The Fullest Personal Development Through Participation Into Transcendent Mystery" (Delbecq, 1999). Rego And Cunha In 2008 (Rego & Cunha, 2008) Defined Workplace Spiritually As The "Recognition That Employees Have An Inner Life Which Nourishes And Is Nourished By Meaningful Work Taking Place In The Context Of A Community". Spirituality Is Defined As The Journey To Find A Sustainable, Authentic, Meaningful, Holistic And Profound Understanding Of The Existential Self And Its Relationship/Interconnectedness With The Sacred And The Transcendent (Karakhas, 2010).

Carole And Robert (Carole & Robert, 2004) Expressed That Workplace Spirituality-Related Factors With Performance Can Be Shown To Triangulate Three Areas: Motivation, Commitment, And Adaptability. Duchon And Plowman In 2005 (Duchon & Plowman, 2005) Indicated That Employees' Perception Of Organizational Support, Perceptions Of Emotional Commitments, Identification With Organizations Or Agreement With Work Values And Internal Satisfaction Would Influence The Construction Of Workplace Spirituality. Pfeffer In 2003 (Pfeffer, 2003)Proposed Four Principles On Workplace Spirituality Cultivated By The Organization: 1) The Organization Allowed The Employees To Learn And Develop Interesting Works, And Capable And Able To Control; 2) The Organization Provided Meaningful Works; 3) The Organization Constructed Significant Social Relationships Among Coworkers; 4) The Employees Were Trained To Face Different Lives. Meaningful Work As Referred To The Individuals' In-Depth Feelings Toward Work Meaning And Purpose((Brown, 2003) (Sheng & Chen, 2012), Shared Feelings In Work Communities And Alignment With Organizational Values (Sheng & Chen, 2012).

II. Theoretical Framework

Mcmillian And Chavis In 1986 (McMillan & Chavis, 1986) Defined Sense Of Community As "A Feeling That Members Have Of Belonging, A Feeling That Members Matter To One Another And To The Group, And A Shared Faith That Members' Needs Will Be Met Through Their Commitment To Be Together." This Community Enables The Employees At Workplace To Trust Each Other. And It Also Increases Their Dependability On Their Fellow Employees. The Community Features Get Strengthened By Common Meetings And Helping Out Other Employees With The Difficulties Experienced By Them. Such Relationship Acts As Blessings When Work Related Anxiety Or Pressures Of Deadline Require Support From Them. A Sense Of Belonging To The Organization: This Builds Upon The Loyalty Essential To Successful Industrial Relations. The Sense Of Belonging Is Created By Managers Through Ensuring That The Workforce Is Informed, Involved And Sharing In Success (Dehaghi, Goodarzi, & KarimiArazi, 2012)

Team Performance Alludes To The Degree To Which A Team Meets To Set Up Objectives For Quality, Cost, And Time (Hoegl & Gemuenden, 2001). Initially, Team Members Need To Effectively Coordinate Their Individual Activities. The Team Members Have To Decide Their Particular And One Of Kind Role, Where The Performance Of Every Part Contributes To Aggregate Achievement. And Teams Are Progressively Required To Perform In Mind-Boggling And Dynamic Conditions (Gyanchandani, 2017).Team Performance Is Essential To Business Success And To Aptly Utilize Diversity Of Ideas And Skills. Individual Needs To Realign Their Individual Goals With Organization Goals Working As Part Of Teams. Sharing Of Information Mutually To Attain The Goals Improves Performance Of Teams. Spiritual Values Require An Individual To Rise Above Self And Assist Others. It Professes Sacrifice Of Self Interests For Achieving Large Goals.

Change Is An Important Factor That Affects Individuals Psychologically. Acceptance And Adaptability Towards The Changed Situation Is Critical To Organization Performance And Growth. And Even To Manage And Sustain In The Adverse Situation Is Also Very Challenging. Practice Of Spiritual Values Strengthens An Individual Towards Change And Also Develops Acceptability Towards It Irrespective Of Results Achieved. Under The Same Mindset The Learning Become More Important Than Success Or Failure. This Sturdy Approach Towards Unpredictable Situation And Coping With The Same Strengthens With Practice Of Spiritual Values Related To Change. Workers Need To Be Increasingly Adaptable, Versatile, And Tolerant Of Uncertainty To Operate Effectively In These Changing And Varied Environments– And This Need Will Only Increase As The Pace Of Change Continues To Grow (Burke, Pierce, & Salas, 2006). Based On The Investigation Of Different Models As Well As The Combination Of Their Frameworks, The Finding Shows That Employees Who Experience Spiritual Values In The Workplace Feel More Affectively Attached To Their Organization And At The Same Time Experience A Sense Of Obligation And Loyalty Towards Them. Also, Reveals That By Improving Spirituality At Work Climates, Organizational Commitment And Individual And Organizational Performance Can Be Promoted (Dehaghi, Goodarzi, & KarimiArazi, 2012). In Today's World Of Nano-Speed Change, Employees Are Grappling With The Problems Of Perceived Loss Of Meaning And Purpose In Their Lives Leading To A Sense Of Spiritual Deficit And Impelling A Spiritual Quest. The Work Environment, Be-All And End-All Of The Employee's Existence, Acts As A Strong Catalyst In Fuelling The Sense Of Desperation And Thereby Putting Their Individual Growth In Straightjacket (Aravamudhan & Krishnaveni, 2014).

Respecting Others And Constructive Criticism Predominantly Displays A Positive Organization Culture. Workplace Spirituality Strongly Relies On Maintaining A Healthy Workplace Culture. This Is Based On The Fundamental Respect For Individual Oneself And His Existence Within The Organization.

A Conceptual Model Comprising Of All The Five Variables, Sense Of Community, Purpose Of Life, Team Experience, Openness To Experience And Respect For Others. The Variables Have Been Chosen From The Literature Are Enlisted In Figure 1. All These Variables Display A Strong Sense Of Spiritual Values Which

Increase Team Work, Reduce Interpersonal Conflict, Enhances Trust Among Each Other, Align Individual Goal With Organization Goal, Adds A Larger Meaning To The Work Done, Inculcates Respect For Differences, Enables Employees To Manage Change And Stress.

Figure 1: Conceptual Framework

III.   Research Methodology

The Current Research Is A Descriptive Study. This Study Explains The Workplace Spirituality On Five Major Variables Chosen From Literature. The Variables Are Sense Of Community, Purpose Of Life, Openness To Experience, Respect For Others And Team Experience. In The Literature Review, It Is Quite Evident That These Variables Have A Major Role In Shaping Up Individual Behavior Towards Designated Work, Colleagues And Goal Orientation. So A Questionnaire Comprising Of 30 Items Was Drafted On These Five Variables. 150 Questionnaires Were Circulated Among The Employees Working In IT Industry. Out Of 150, 101 Questionnaires Were Received. These Questionnaires Had Some Missing Values. So Variable Score Was Calculated Only For Those Items Were As Least Two Items Had Their Values. In Case Even Two Items Measuring A Particular Variable Were Under Missing Values Were Eliminated From The Study. Convenience Sampling Method Was Undertaken. Out Of 101 Respondents, 72 Were Male And 29 Were Female Employees Working In Technological Industry. This Industry Is Typically Considered To Be A High Performing Sector As Changes In Technology And Products Are A Part Of Regular Process. Hence Performance And Survival In The Volatile Business Environment Is Always A Challenge For Them. Being A High Performing Sector, Commitment Towards Goal, Extended Work Hours And Full Time Engagement With The Work Even After Physically Leaving Office Increases The Work Stress. Attrition Rate Is Also Very High Among The Employees Of This Sector Owing To Work Requirements. But On The Other Hand, Advancement Opportunities Provided By The Competitive Organization Are Also High As Compared To Other Sectors.

Objectives Of The Study
To Understand The Impact Of Individual And Team Behavior Workplace Spirituality In Promoting For Increasing Organizational Performance

Hypothesis
$H1_A$ There Is A Significant Impact Of Gender On Workplace Spirituality Variables.
$H2_A$ Workplace Spirituality Variables Have A Significant Difference On Working Hours.
$H3_A$ Age Of Individual Significantly Affects The Variables, Sense Of Community, Openness To Experience, Team Spirit, Respect For Others And Purpose Of Life.

IV.   Results And Discussions

Table 1 Reliability Statistics

Cronbach's Alpha	N of Items
.804	30

The Reliability Test Used In Table 1 Indicates That The Instrument Used Was Reliable With Cronbach Alpha =0.804. The Face Validity Of The Instrument Has Been Done To Ensure That All The Variables Included In The Questionnaire Were Aligned With Spiritual Values And Form A Part Of Regular Workplace Activity. The Items Consisted Of Understanding The Sense Of Community, Belongingness, Team Spirit, A Work Connected With Strong Sense Of Purposiveness And Connecting To The Higher Self While Discharging The Duties. This Was Done Through The Literature Survey In The Area Of Workplace Spirituality.

Analysis Of Variance Was Done (Table 2) To Understand The Influence Of Extended Working Hours With These Variables As Showed In Figure 1.

Table 2 ANOVA

		Sum Of Squares	Df	Mean Square	F	Sig.
Sense_Mean	Between Groups	8.621	14	.616	2.935	.001
	Within Groups	15.944	76	.210		
	Total	24.565	90			
Team_Mean	Between Groups	2.256	14	.161	1.052	.413
	Within Groups	11.638	76	.153		
	Total	13.894	90			
Open_Mean	Between Groups	3.408	14	.243	1.790	.056
	Within Groups	10.336	76	.136		
	Total	13.744	90			
Respect_Mean	Between Groups	6.763	14	.483	2.767	.002
	Within Groups	13.268	76	.175		
	Total	20.031	90			
Purpose_Mean	Between Groups	1.579	14	.113	.632	.830
	Within Groups	13.383	75	.178		
	Total	14.962	89			

As Per Table 2, Analysis Of Variance Done On The Various Dimensions With The Average Working Hours To Understand If Any Of The Dimensions Makes A Significant Difference In Accommodating Extended Work Hours As Workplace Practice. It Was Evident That Sense Of Community (F=2.925, P<.001) And Respect For Others(F=2.767, P<.0020) Were The Two Dimensions That Made Significant Difference In The Employee Motivation To Work Extended Hours .

Table 3 Gender ANOVA

		Sum Of Squares	Df	Mean Square	F	Sig.
Sense_Mean	Between Groups	.065	1	.065	.236	.628
	Within Groups	27.371	99	.276		
	Total	27.436	100			
Team_Mean	Between Groups	1.102	1	1.102	7.594	.007
	Within Groups	14.373	99	.145		
	Total	15.475	100			
Open_Mean	Between Groups	.760	1	.760	5.286	.024
	Within Groups	14.096	98	.144		
	Total	14.856	99			
Respect_Mean	Between Groups	.984	1	.984	4.609	.034
	Within Groups	21.133	99	.213		
	Total	22.117	100			
Purpose_Mean	Between Groups	1.534	1	1.534	9.851	.002
	Within Groups	14.797	95	.156		
	Total	16.332	96			

ANOVA Test Of Gender With The Variables Revealed That Team Experience (Chi Square=2.053, P=.001), Openness To Experience (Chi Square=5.854, P=.016) And Purpose Of Life(Chi Square=9.558, P=.002) Significantly Affected By Gender Difference As Shown In Table 3.

Table 4 Test Statistics

	Sense_Mean	Team_Mean	Open_Mean	Respect_Mean	Purpose_Mean
Chi-Square	1.969	4.175	2.281	.874	2.539
Df	2	2	2	2	2
Asymp. Sig.	.374	.124	.320	.646	.281

Grouping Variable: Level

Krushal Wallis Test Was Undertaken As This Was A Non Parametric Data. The Level Of Management In Which Employees Are Working (Top, Middle And Lower Level) Does Not Significantly Affects The Variables Of The Study As Discussed In Table 4.

Test 5 Statistics[a,B]

	Team_Mean	Open_Mean	Purpose_Mean	Sense_Mean	Respect_Mean
Chi-Square	7.375	9.718	11.194	13.391	7.153
Df	4	4	4	4	4
Asymp. Sig.	.117	.045	.024	.010	.128

A. Kruskal Wallis Test

B. Grouping Variable: Performance

The Performance Level Is Significantly Affected (Table 5 And Table 6) By Openness To Experience (P=.045), Purpose Of Life(P=.024) And Sense Of Community (P=.010). High Performing Employees Were Significantly Affected By These Variables.

Table 6 Performance Level

	Performance	N	Mean Rank
Team_Mean	Low Performing	30	52.73
	Moderately Performing	27	39.83
	Highly Performing	22	39.11
	4	8	42.88
	5	2	72.00
	Total	89	
Open_Mean	Low Performing	29	51.84
	Moderately Performing	27	42.56
	Highly Performing	22	32.32
	4	8	53.12
	5	2	63.75
	Total	88	
Purpose_Mean	Low Performing	27	50.09
	Moderately Performing	27	37.96
	Highly Performing	22	33.50
	4	7	61.50
	5	2	55.00
	Total	85	
Sense_Mean	Low Performing	30	55.97
	Moderately Performing	27	40.65
	Highly Performing	22	36.43
	4	8	33.94
	5	2	77.75
	Total	89	
Respect_Mean	Low Performing	30	51.77
	Moderately Performing	27	44.44
	Highly Performing	22	34.09

	4	8	46.94
	5	2	63.25
	Total	89	

Descriptive Statistics

Table 7 Statistics

		Purpose_Mean	Sense_Mean	Team_Mean	Open_Mean	Respect_Mean
N	Valid	97	101	101	100	101
	Missing	4	0	0	1	0
Mean		4.0054	3.7021	4.1853	4.1602	3.7348
Median		3.8571	3.6667	4.2000	4.1429	3.8000
Mode		3.86	4.00	4.20	4.00	3.60
Std. Deviation		.41246	.52380	.39338	.38737	.47028
Variance		.170	.274	.155	.150	.221
Skewness		.076	.054	-.344	-.096	-.123
Std. Error Of Skewness		.245	.240	.240	.241	.240
Kurtosis		-.406	-.143	.670	-.023	.648
Std. Error Of Kurtosis		.485	.476	.476	.478	.476
Minimum		2.86	2.17	3.00	3.00	2.20
Maximum		4.86	5.00	5.00	5.00	4.80

In The Table 7, All The Variables Were Given Scores Ranging From 3.60 To 4.20. This Shows That All The Respondents Were Experiencing The Effect Of These Variables On Their Work Performance And Interpersonal Relationships. Median Value Of Each Variable Ranged From 3.8 To 4.2. This Further Strengthens The Above Statement That Respondents Were Strongly Feeling The Impact Of These Variables. So It Shows All The Variables, Sense Of Community, Openness To Experience, Team Work, And Respect For The Others And Purpose Driven Work Were Strongly Embedded Into The Culture Of The Organization. The Variance Of All The Variables Was Not High. This Indicates That Most Of The Respondents Are Very Close To Mean For All The Variables. In Sum, The Purpose (4.00 On A 5-Point Scale), Team Spirit (4.18 On A 5 Point Scale) And Open To Experience (4.16 On A 5 Point Scale) In Fairly High. Sense Of Community (3.7) And Respect For Others (3.73) Is Also Somewhat High. All The Variables Were Experienced By The Respondents Were Above Average For All The Respondents.

Table 8 Correlations

		Sense_Mean	Team_Mean	Open_Mean	Respect_Mean	Purpose_Mean
Sense_Mean	Pearson Correlation	1	.488**	.379**	.380**	.351**
	Sig. (2-Tailed)		.000	.000	.000	.000
	N	101	101	100	101	97
Team_Mean	Pearson Correlation	.488**	1	.607**	.488**	.584**
	Sig. (2-Tailed)	.000		.000	.000	.000
	N	101	101	100	101	97
Open_Mean	Pearson Correlation	.379**	.607**	1	.484**	.574**
	Sig. (2-Tailed)	.000	.000		.000	.000
	N	100	100	100	100	97
Respect_Mean	Pearson Correlation	.380**	.488**	.484**	1	.315**

	Sig. (2-Tailed)	.000	.000	.000		.002
	N	101	101	100	101	97
Purpose_Mean	Pearson Correlation	.351**	.584**	.574**	.315**	1
	Sig. (2-Tailed)	.000	.000	.000	.002	
	N	97	97	97	97	97

**. Correlation Is Significant At The 0.01 Level (2-Tailed).

The Pearson Correlation Matrix Obtained For Five Interval-Scaled Variables Is Shown In Table 8. From The Results, It Is Observed That All The Variables Are Significantly Correlated With Each Other. But Variables Are Not Highly Correlated, So Validity Of The Measures Is Assured. So It Seems Are The Variables Are Mutually Reinforcing. All The Correlations Are In Expected Direction.

Hypothesis3:
Age Of Individual Significantly Affects The Variables, Sense Of Community, Openness To Experience, Team Spirit, Respect For Others And Purpose Of Life.

Table 9 ANOVA

		Sum Of Squares	Df	Mean Square	F	Sig.
Sense_Mean	Between Groups	11.876	29	.410	1.853	.019
	Within Groups	15.470	70	.221		
	Total	27.347	99			
Team_Mean	Between Groups	6.053	29	.209	1.597	.057
	Within Groups	9.151	70	.131		
	Total	15.203	99			
Open_Mean	Between Groups	7.112	29	.245	2.219	.004
	Within Groups	7.627	69	.111		
	Total	14.739	98			
Respect_Mean	Between Groups	10.861	29	.375	2.448	.001
	Within Groups	10.710	70	.153		
	Total	21.571	99			
Purpose_Mean	Between Groups	7.155	29	.247	1.802	.025
	Within Groups	9.176	67	.137		
	Total	16.332	96			

F Value Is Significant For All The Variable, Sense Of Community (F=1.853, P=.019), Openness To Experience(F=2.219, P=.004), Respect For Others(F=2.448, P=0.001) And Purpose Of Life(F=1.802, P=.025).Only Age Was Not Making Significant Difference On Team Spirit(F=.209, P=.057) In Table 9.

V. Conclusion:

All The Variables, Sense Of Community, Respect For Others, Team Spirit, Openness To Experience And Purpose Of Life Are Important Part Of Individual Thinking And Have A Significant Impact On The Employees. All The Variables Are Mutually Reinforcing. The Research Shows That Variables Have A Reasonable Degree Of Correlation. Thus Organizations Can Look At Look Term Benefits Of Promoting Workplace Spirituality Variables Through Organizational Practices Thus Influencing Individual Practices While Dealing With Work, Communicating With Colleagues And Orienting Towards High Performance Driven Work Requirements. Thus Promoting All The Sariables Through Interventions At One Point Of Time Will Invariably Cause This Process To A Long Way Without Much Of Intervention.

Sense Of Community And Respect For Others Were The Two Variables That Made Significant Difference In The Employee Motivation To Work Extended Hours Depending On The Organizational Needs. And It Was Also Observed That Respect Towards The Others In The Organization Played A Vital Role In Employee Engagement And Organizational Commitment With The Work Place. So Apart From Rewards, This Was Also A Determining Factor To Improve Their Motivation Towards Getting The Work Done. Thus Organization Can Leverage The Same By Promoting These Variables To Increase Employee Loyalty And Reduce Attrition In Long Term.

Team Spirit, Openness To Experience And Purpose Of Life Are Significantly Affected By Gender Of The Respondents. This Implied That There Is A Difference In Perception Of These Variables On The Basis Of Gender. The Females Tend To Experience These Variables Less As Compared To The Males Working In The Organizations. They May Be Variety Of Reasons Behind That. So The Organizations May Conduct Workshops And Trainings To Strengthen These Variables In The Female Workforce Of The Organization As A Progressive Step.

The Impact Of Variables Depicting Workplace Spirituality Was Uniform In Case To Top, Middle And Lower Was Uniform. This Is A Positive Aspect As Perception Of Employees Of Working In All Levels Is Uniformly Felt The Presence Of These Variables As A Part Of Their Individual Predisposition. The High Performance Orientation Was Significantly Affected By Variables, Openness To Experience, And Purpose Of Life And Sense Of Community. High Performing Employees Were Significantly Affected By These Variables. So While Evolving A System Into A High Performing Organization, These Variables Have A Significant Role. People Who Considered Them High Performing As Per The Nature And Target Of Work Allocated Claimed That They Were More Open To Different Kinds Of Experiences. They Were Prepared Both, Good And Bad Outcomes. This Had A Positive Impact On Their Performance Orientation. Purpose Of Life Depicts Ability To Connect With Work And Attach A Significant Value To It Promotes An Optimism That Significantly Affects Work Performance. Sense Of Community Was Also A Predominant Variable Having A Vital Role In Delivering High Performance.

Workplace Comprises Of Employees Belonging To Different Age Groups. The Research Outcome Showed That Age Had An Influence On These Variables, Sense Of Community, Openness To Experience, Respect For Others And Purpose Of Life Respectively. Only Team Spirit Was Uniformly Experienced By Employees Of All Age Groups. The Age Sensitivity Should Be Taken Into Account While Implementing The Variables To Promote Workplace Spirituality.

VI. Conclusions

Enforcement Of Workplace Spirituality Within The Organization Work Can Be Added Advantage Handle Challenges As Individual, Group And Organizational Level. It Promotes An Optimistic Work Attitude Among The Employees Which In Turn Reinforces Other Related Work Attitudes Like Job Satisfaction, Employee Engagement, And Organizational Commitment. Thus Identifying And Promoting Spiritual Work Values And Reinforcing Them Through Designing Work Practices In The Way Towards Building Sustainable Organizations.

Limitations

The Study Could Be Replicated With A Wider Employee Base From Various Industries. This Could Reflect Industry Wise Differences That Cause A Variation Into Values Of Different Variables For Measuring Workplace Spirituality.

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