



Necessity of Implementation of Workplace Spirituality and its Administrative Strategies

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Abstract

Today businesses pay enough attention to the spirituality at the workplace and even Ashmos and Duchon, two scholars in the field of spirituality in the workplace, introduced the term "spirituality at workplace movement"; they stated that those organizations which have been considered as rational systems for a long time, currently are going to specify some places to spiritual aspects in organization. Documents show that spirituality encouragement in organizations can be so beneficial to organization. In fact, joining of spirituality with workplace can lead the workplace to a resource of human development instead of a place full of tension. With regard to advantages of spirituality at the workplace and organization, it is necessary for the organizations to pay enough attention to current spirituality implementation methods to make use of spirituality advantages.

Keywords: Spirituality; Spirituality Facility; Individual-Oriented Approach; Organization-Oriented Approach; Administrative Strategies

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Introduction

The term "spirituality in organization" that once considered as a taboo word and presented in the popular literature is entering into all organizational and management studies. Although a few decades before, the prevailing belief was that this large force is not appropriate for the business and management environment, but now is the subject of academic and scientific research seriously [1]. Workplace, where we spend more time there daily and see our colleagues more than our family. Workplace is our second home. Because managing the work environment is an important factor in shaping people's lives, the organizations are also looking for a way to respect individual freedom. In the past, employees were indirectly asked to put their real own outside before entering the workplace. Today's again we are witness such a thing is happening and If this trend continues, individual's spirit, accountability and confidence

will harmed. Therefore, organizations are required to find a way to correct this situation and it is better that correction done through spirituality in the workplace.

Spirituality in organization

The term "spirituality" has its roots in 17th century France, where it described a form of contemplation favored by the quietist movement. By the 19th century, it had become associated with mysticism and piety [2]. Spirituality and emotions are often seen as "black boxes" subjects we cannot know well so we exclude them or talk around them in our theories and models [3]. The Merriam Webster dictionary defines spirituality as others. This dictionary defines spirituality as the sensitivity or attachment to religious values and things related to spirit rather than material interests [4]. Ian Mitrr off, professor of management, defined spirituality as "the desire to find ultimate purpose in life and to live accordingly" [5]. As a whole, all spirituality

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definitions have a common element and that is spirituality as a process, is searching of meaning and purpose in the life [2]. Spirituality at work is not about religion or about getting people converted to a specific belief system but it is about employees who view themselves as spiritual beings whose souls need nourishment at work, who experience a sense of purpose and meaning in their work [6]. Therefore, spirituality in the workplace and organization is the awareness that interconnectedness, respect and recognition are not limited to ourselves and our private environment, but are also very much applicable to all those with whom we work on a regular or incidental basis in a such way that these qualities can lead to more than mere enhanced enjoyable workplace circumstances but to increased return on investments as well [7].

Reasons for need of organization for spirituality

Now the meaning of work is a very important matter for many employees and managers. Nash stated that the demand for meaning in work is the direct result of the collapse of materialism in the last 30 years [8]. Vail stated that the fundamental issue in the demand for spirituality is that what things mean. Many scientists bond searching for meaning to a higher goal [9].

Organizations need to spirituality, perhaps is due to the following reasons:

- Organizations are the greatest human achievements and work is the most important issues of people's.
- Lives and individuals are searching for ultimate meaning in all aspects of their lives and even their work.
- In many organizations today, people go to work only with their arms and brains and not with their spirit. It is concluded that organizations do not lead to enough creativity among employees. Employees cannot be successful in developing themselves as a human. So there is a need for spirituality as a tool that can help individuals being at their workplace.
- Entering spirituality into the workplace can help individuals gain a
- Entering spirituality into workplace give employees the ability to see their organization, family and society integrated.

Benefits of spirituality in workplace

When spirituality exists in an organization, the goal of that organization is not increasing more profit or market share (Zolnai, 2004). Many organizations encourage the development of spirituality in the workplace because they believe that humanitarian

work environments can causes the win-win situation for both organizations and employees [4]. Researches show that encouraging spirituality in the workplace has some benefits such as: improvements in work attitudes such as job satisfaction, job involvement, and reduced intentions to leave the workplace [10], increased morality, work ethic and motivation [7], improvement in ethical behaviors, increased empowerment, better leading, more robust relationship between insight and goals [2].

Changing workplace to a spiritual workplace

For a spiritual workplace there are some prerequisite. They are as follows:

- Spiritual behaviors starts with internal intention toward doing good things and is then practiced onto others, usually with rewarding mutual benefits.
- Spiritual organizations make sure that both their outputs and external interactions are spiritual.
- Spirituality in the workplace is oftentimes based on and definitely promoted by simple principles of management such as the theory Y approach which signifies that when workers are treated as if they are kind, intelligent and responsible, they behave that way.
- Managing diversity for right reasons in invaluable in the establishing of spiritual workplace. Diversity for right reasons is based on deliberately implementing it at all levels and not just at the floor level and entails incorporating it in all business segments.
- Creating a pleasant work environment where people like to be is another crucial factor in successfully implementing workplace spirituality. When people like where they are, they will support the enterprise.
- Recognition, flexibility, encouragement of humanness are non-expendable elements of a spiritual workplace as well.
- Profit sharing: spiritual workplaces do not shun rewarding employees handsomely for their hard work, and allow them to share in profits they helped create.
- Spiritually at work encourages a holistic approach for all stakeholders [5].

Organizations which like spirituality occur in their workplace must have flexible guidelines to ensure that proper compatibility is done or not [6].

Transforming the workplace into a spiritual one

Organizational reasons that could influence the transformation from a workplace that previously did not consciously attempt to nurture spirituality

and the human spirit to one that now does, can be classified into two main causes:

1) Organizational-experiential, in which it may occur that unfavorable company developments (deterioration of morale, productivity, efficiency) call for reconsideration of the organizational rules of existence.

2) Leadership-experiential, in which the transformation can be instigated by a change in leadership perspectives, an unforeseen tragic event involving the leader; or the leader's desire to attract good people (workers and customers) to the business, and thus enhance the quality of life in the work environment.

The personal reasons that could influence the transformation from an employee who does not consciously attempt to nurture spirituality and the human spirit to one that does can be classified into two main causes:

1) Internal, whereby the transformation is mainly a consequence of a personal change (which can cause the employee to become spiritual without working in a spiritual environment). However, the change in that employee can lead to spiritual influence of the work environment. Some of the internal reasons to transform such an employee are: a raised level of consciousness; the confrontation with a life-changing problem; a change of habits; a change of lifestyle (for instance, getting married, starting to raise children and therefore wanting to lead by example), a general desire for inner-peace and self-satisfaction, a developed aversion of a competitive environment; a newly obtained will to feel better about one's self, work, colleagues, and society, or the aversion of a heavy-handed hierarchical structure.

2) External, whereby the transformation is mainly a consequence of a converted company culture (which can drive the employee to the realization that he or she can only continue to perform well in this setting if he or she adapts to the conversion). Some of the ways that this can happen are: obtaining positive influences from colleagues; the will to be involved in a successful, ground-breaking organization; receptivity to new ideas and a new way of thinking [7].

Various views on possible ways to facilitate workplace spirituality

The various works on workplace spirituality facilitation can be roughly divided into categories based on the focal point or central area – individual, group, organization, etc. In the past research, some of the categorizations of workplace spirituality facilitation approaches have been suggested. For instance, Heaton et al use the terms “inside-out” and “outside-in” to suggest the possible existence of two approaches to organizational change. Inside-

out approach focuses on an individual's spiritual transformation or development with a view to facilitate spirituality in organizations. Thus, spirituality in organizations spreads from inside of employees to the organizational context outside them. In contrast, the outside-in approach focuses on operating on organizational aspects, which are factors outside an individual employee, with a view to induce spirituality in organizations in terms of employees' experiences of spirituality at work.

Individual-focused views of workplace spirituality facilitation:

Some of the works on spirituality at workplace reflect the view that spiritual development undertakes inside an individual employee or the manifestation of spirituality in workplace starts with some change in an individual employee and then the organizational context gets positively influenced by these spiritual changes in an individual employee [6]. The implementation of this approach is aimed at facilitating various organizational outputs such as total quality management, organizational adaptation, managerial value transformation and managerial effectiveness. Some of the assumptions underlying this approach are that: "durable long-term effectiveness depends on participating sound human values", "the process must begin with individual- on his or her own" and "healthy social and organizational values require the explicit acknowledgement and cultivation of human being's spiritual dimension in and through work" [6].

Group-focused views of workplace spirituality facilitation:

Facilitation of workplace spirituality through group-based processes is another possible category in the set of workplace spirituality facilitation approaches. Certain features of a possible variant of this approach are reflected in the 'community' building process described in Mirvis (1997). Mirvis notes that the development of community in a group occurs on four cornerstones namely; consciousness of the self, consciousness of others, "group consciousness," and organizing "in harmony with...unseen order of things."

Organization-focused views of workplace spirituality facilitation:

This approach says that spirituality should be implemented for the entire organization [7]. This view focus on organizational aspects and through them seeks to induce employee experiences of spirituality at work. Milliman (1999) outlined an approach that focused on several organizational features such as spiritual values, business plans and goal, and HRM practices that are supportive of these values. These organizational features create work and its context in the organization that facilitate employees' experiences of spirituality at work. Milliman (1999) illustrated the presence and operation of these

organizational features and resulting employee experiences of workplace spirituality using the case of Southwest Airlines (SWA). Their description indicates that organizational spiritual values such as the organization's having a cause, employee empowerment, employee expression of emotions, and work ethics when reflected in appropriate business and employee plans and goals and supported by suitable HRM practices such as selection of employees using criteria such as teamwork orientation can collectively create an organizational context where employee spiritual experiences such as meaningful work and connectedness occur [6]. This approach is not merely an approach of cultural control but an approach focuses on incorporating spiritual values which shape corporate culture in the workplace and hence an approach to workplace spirituality facilitation [6].

Leadership-focused views of workplace spirituality facilitation: While quite a few researchers have noted the role of leaders in workplace spirituality the theory of spiritual leadership provides a comprehensive description of leadership's role in workplace spirituality facilitation. Fry defines spiritual leadership "as comprising the values, attitudes, and behaviors that are necessary to intrinsically motivate one's self and others so that they have a sense of spiritual survival through calling and membership." [6]. In many articles, spirituality at workplace is seen as a process that can implement successfully if starts by leaders. For example, hick in his book "religion and workplace", proposed a list of necessary factors as important strategies for increasing spiritually in workplace. Those are: acceptance and tolerance of other religions and religious traditions and respect them; development a pluralistic, non-coercive and non- controlling spiritual workplace; spiritual and religious harmony in the workplace [7].

Conclusion

Spirituality in the workplace is a new issue that attracted many organizational theorists and managers in all levels. Even recently, academic centers have considered the impact of spirituality on the business. Many organizations believe that spirituality is a constant resource that can help them in the turbulent situations. It seems that if workplace spirituality is managed properly, it leads to required capacity in order to more cooperation not only in professional fields but also it leads to a comprehensive humanism .

Based on benefits of entering spirituality in the workplace, managers want to use from this energy

source so paying attention to strategies those help in this area is necessary. In this article 4 approaches toward facilitating workplace spirituality are stated and those are: individual focused approach, organization focused approach, group focused approach and leadership focused approach. In individual focused approach spirituality must enforce within individuals and organization must encourage spirituality in individuals. In organization focused approach spirituality should be implemented for the entire organization. In group focused approach certain features of a possible variant of this approach are reflected in the 'community' building process described in Mirvis. In leadership focused approach spirituality at workplace is seen as a process that can implement successfully if starts by leaders.

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