

(IJ-03) Shape a Consciousness power at the workplace in the Organization

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ABSTRACT

This article is about Spiritual Leadership and employees' work performance in Organizations. This article examines the relationship between spiritual Leadership and employee work performance and organizational output through a comprehensive literature review. The article identifies several critical spiritual leadership aspects, including vision, hope, faith, and altruistic love. Spiritual Leadership is described as a leadership style that incorporates a sense of purpose and meaning, values-based motivation, and a focus on employee well-being. By emphasizing employees' spiritual and emotional well-being, leaders can create a more supportive work environment that enhances work performance, commitment, and organizational output. The article found that leaders who exhibit spiritual Leadership are more likely to create a positive work environment, foster a sense of community, and encourage employees to work together towards common goals. Additionally, spiritual Leadership promotes ethical behavior, increasing trust and commitment to the organization. The article concludes that spiritual Leadership can be a valuable strategy for organizations seeking to improve organizational output and employee work performance. It recommends that organizations invest in developing spiritual leadership capabilities among their leaders and employees.

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INTRODUCTION

In this article, Spiritual Leadership is the main point of the study. It is regarded as an intrinsic motivator that makes individuals feel motivated, alive, hopeful, and energized in harmony with their selves and connected with their work. There are many different opinions on what Spiritual Leadership is. A spiritual leader is different as the concept prequalifies this facet of Leadership, placing it within spirituality. Spiritual Leadership is a leadership style based on values and beliefs that prioritize the well-being of individuals and communities over personal gain or achievement. Spiritual Leadership comprises the values, attitudes, and behaviors that one must adopt in intrinsically motivating oneself and others so that both have a sense of spiritual survival through calling. The membership—i.e., they experience meaning in their lives, have a sense of making a difference, and feel understood and appreciated (Fry et al., 2005). A sense of being understood and appreciated is largely a matter of interrelationship and connection through social interaction and, thus, membership (Fry, 2003). Spiritual Leadership is necessary for a learning organization's transformation and continued success. Spiritual Leadership taps into the fundamental needs of both leader and follower for spiritual survival, so they become more organizationally committed and productive (Fry, 2003; pg.694). Spiritual Leadership is a leadership style rooted in the principles of spirituality. It aims to create a work environment fostering employees' personal growth, well-being, and a sense of purpose. This type of Leadership is not focused only on achieving organizational goals and financial success. However, it seeks to inspire and motivate employees to connect with their values, beliefs, and inner selves. Fry et al. (2011) have found that; the relationship between spiritual Leadership to calling and membership is positive and significant; calling and membership fully mediate the relationship between spiritual Leadership and organizational commitment. Spiritual Leadership can significantly impact an individual's work life by providing a sense of purpose, meaning, and direction. Leaders who integrate spiritual principles and practices into their work can create a more positive and fulfilling workplace culture, improve employee engagement and productivity, and enhance the overall well-being of their team members. Spiritual Leadership is more about responsibilities and relationships. While it is an amazing spiritual gift, many wonder whether they have it. Spiritual Leadership motivates members of an organization in a working environment based on goodness as a principle of life and ethics and founded on love; it uses hope and belief to reach its objective (Fairholm, 1996). Spiritual

Leadership is believed to be a solution to the current leadership crisis due to the decline in human values due to ethical professional and ethical behavior (Samul, 2020). Spiritual leadership aims to create vision and value congruence across the strategic, empowered team and individual levels, ultimately fostering higher organizational commitment and productivity (Yusuf & Tahir, 2011). Spiritual Leadership at the workplace where leaders from any walk of life can share ideas, seek insight, offer guidance, and encourage each other through the trials they inevitably experience. According to Pfeffer (2010), workplace spirituality meets the four fundamental needs of people at work: meaningful work that permits progress and development; a feeling of purpose; being connected to other colleagues and having positive social interactions with them, and having integration in life, living in harmony one's essential nature. Spirituality in the workplace begins with acknowledging that people have both an inner and outer life and that the nourishment of the inner life can lead to a more meaningful and productive outer life. The leader is 'the one who makes something into something itself,' making the Organization entire real Organization. Spiritual Leadership is beneficial in understanding the link between the universal integrity of individuals, especially their chance of experiencing their inner values at work, and positive organizational outputs resulting from this integrity. Harmony at work is based on the belief that people know each other in commonality, and they also know that there is a relationship between the inner self of each one and the inner self of others (Milliman et al., 2003). Spirituality in the workplace is about the self-understanding of workers as spiritual beings whose souls are at work; about the experience of a sense of purpose and meaning at work, experience a feeling of being connected with others and with their community at work. By focusing on the well-being of their employees, spiritual leaders can create a more supportive and inclusive work environment that encourages personal and professional growth. They can also inspire their team members to align their work with their values and beliefs, increasing their motivation and commitment. Another definition, Spiritual Leadership, is rooted in an intrinsic motivation model that comprises vision, hope/faith, and altruistic love to motivate subordinates by enhancing their spiritual well-being (Chen et al., 2012). Altruistic love is a sense of wholeness, harmony, and well-being resulting from caring and appreciation for oneself and others. Personal outcomes of altruistic love include pleasure, peace, and serenity. These definitions mainly point to the inspiring influence which conducts leaders and employees to a particular purpose. This inspiring power gives meaning and purpose to their life and gives awareness of what they are doing at the workplace. According to these definitions, spirituality in

people's lives is stimulant and survival. Spiritual Leadership helps identify and align employees' values with a clear purpose. Employees would be able to demonstrate a high level of truthfulness. Employees could also understand and influence the "true cause."

In recent years, many organizations have recognized the benefits of incorporating meditation and mindfulness practices in the workplace and have established meditation spaces or rooms to promote employee well-being and productivity. Spirituality in the workplace can help build a solid organizational culture that attracts and retains top talent by emphasizing the importance of integrity, honesty, trust, and respect. Spiritual leaders prioritize ethical behavior and social responsibility; they encourage others to follow suit, creating a culture of trust and respect. According to Van der Walt and de Klerk (2014), workplace spirituality has gained vital importance in past years in field research work, which generates trust among employees. Many organizations have implemented meditation spaces or introduced meditation sessions for their employees. Some examples of organizations that have implemented mindfulness programs or have a mindful space in their organization include HBO, General Mills, Intel, Aetna, Target, Yahoo, Green Mountain Coffee Roasters, NASA, and Google. The tech giant Google offers employees a program called "Search Inside Yourself," which focuses on emotional intelligence and mindfulness to help more than 500 employees to the relaxation room to meditate and practice meditation without ever leaving the office. Yahoo! has been implementing several initiatives to reduce employee stress over the past few years, yet one of their biggest success stories has to do with meditation. The company's official office has several meditation rooms where employees can take a break, enjoy some peace, and engage in their meditation practices. HBO company was one of the first in its field to offer its team members access to resources promoting mental health. Free yoga and meditation classes are offered to employees needing a much-needed mental break. NASA, Enlisted the services of Kurtis Lee Thomas, a leading corporate mindfulness trainer, to teach "Powerful Breathwork Biohacking" to their Scientists and employees at NASA's JPL. These are just a few examples, and many other organizations have implemented mindfulness practices in various forms, such as meditation breaks, workshops, or incorporating mindfulness into their corporate values.

In summary, spiritual Leadership is a leadership style focused on personal and collective growth, ethical conduct, and community building. It is a values-driven approach that seeks to inspire and empower others to lead fulfilling lives and contribute to the greater good.

PREVIOUS STUDIES

Research on the relationship between spiritual Leadership and organizational and employee growth has grown recently. There has been some research on the relationship between spiritual Leadership and organizational growth. Another study by Shalley, Lu, and Zhou (2011) examined the relationship between spiritual Leadership and creativity in a technology firm. The study found that spiritual Leadership was positively associated with employee creativity and that this relationship was mediated by intrinsic motivation and psychological empowerment. A study by Fry, Vitucci, and Cedillo (2005) found that spiritual Leadership positively related to organizational growth in 134 Mexican organizations. In a study by Giacalone and Jurkiewicz (2003), the authors found that spiritual Leadership was positively related to employee job satisfaction, which in turn was related to organizational growth. In a study by Wong and Siu (2005), the authors found that the role of cultural spirituality can have implications for organizations that aim to promote the well-being and motivation of their employees. Cultural spirituality can be important to an employee's identity and sense of meaning. Organizations that recognize and support employees' cultural and spiritual beliefs may see benefits such as increased engagement, job satisfaction, and psychological well-being. Additionally, organizations that promote a culture of respect and inclusivity towards diverse cultural and spiritual backgrounds may have a more positive and supportive work environment for all employees. In a study by Mitroff and Denton (1999), the authors argued that spiritual Leadership was essential for creating a sense of meaning and purpose in organizations, which could contribute to organizational growth.

One study that did examine the relationship between spiritual Leadership and employee growth was conducted by Fry, Latham, Clinebell, and Krahnke (2017). The study used a survey to collect data from 410 employees across various industries in the United States. The survey included measures of spiritual Leadership, employee engagement, organizational commitment, and employee growth. The results of the study showed that spiritual Leadership was positively

associated with employee growth, as well as with employee engagement and organizational commitment. The researchers suggest that this is because spiritual leaders create a sense of purpose and meaning for their followers, which can lead to increased motivation and personal growth. Spiritual Leadership is grounded in the leader's spiritual beliefs and values and involves motivating and inspiring employees to work towards a shared vision and common goals. While there has been some research on the effects of spiritual Leadership on employee outcomes, such as work performance and organizational outcomes, there needs to be more research on the relationship between spiritual Leadership and organizational growth. One study by Fry, Latham, and Clinebell (2012) examined the impact of spiritual Leadership on organizational and employee outcomes in a non-profit healthcare organization. The study found that spiritual Leadership was positively associated with organizational commitment, job satisfaction, and the overall well-being of employees. Furthermore, the study found that spiritual Leadership was positively associated with organizational performance, as measured by financial indicators and patient satisfaction. Fry, Matherly, and Ouimet (2010) conducted a study to investigate the effects of spiritual Leadership on organizational commitment, job satisfaction, and work engagement. They found that spiritual Leadership positively influenced all three variables and that perceptions of meaningful work and a sense of community within the organization partially mediated these relationships. Another study by Afsar et al. (2016) examined the impact of spiritual Leadership on employees' work outcomes in the healthcare sector. The study found that spiritual Leadership positively affects employees' job satisfaction and engagement. The researchers also found that spiritual Leadership was associated with higher levels of patient satisfaction, which suggests that spiritual leaders can positively impact employees and organizational performance.

Spiritual Leadership is a leadership approach that emphasizes leaders' ethical, moral, and spiritual values and the development of a sense of higher purpose and meaning among employees. Spiritual Leadership is an approach to Leadership that emphasizes the importance of creating a workplace culture based on meaningful purpose, interconnectedness, and service to others. Research conducted by Giacalone and Jurkiewicz (2003) examined the impact of spiritual Leadership on organizational culture in a manufacturing firm. The study found that spiritual Leadership was positively associated with a culture of trust, respect, and integrity and that this culture was associated with improved organizational performance. Spiritual Leadership involves inspiring and

empowering employees to align their values with the organization's vision and creating a sense of community and shared purpose among all stakeholders. Previous studies have examined the impact of spiritual Leadership on the growth and well-being of both organizations and employees. There has been some research on spiritual Leadership's impact on employees' work performance, organizational growth, and employee satisfaction. One study published in the *Journal of Leadership & Organizational Studies* in 2012 examined the relationship between spiritual Leadership and organizational performance in 97 small businesses in the United States. The study found that spiritual Leadership positively relates to financial and non-financial organizational performance measures, such as sales growth, employee satisfaction, and customer loyalty. The spiritual leadership style incorporates the leader's spirituality and values into their leadership approach. This type of Leadership promotes a sense of community, purpose, and values among employees. Benefiel (2005) explored the impact of spiritual Leadership on employee creativity, innovation, and problem-solving. The study found that spiritual leadership practices such as vision, altruistic love, and hope positively related to employee creativity and problem-solving. Spiritual Leadership has also been linked to a more positive workplace culture. Research has shown that leaders who incorporate spiritual values into their leadership style create a more supportive, ethical behavior, and collaborative work environment. Jurkiewicz and Giacalone (2004) examined the relationship between spiritual Leadership and ethical behavior in the workplace. They found that spiritual leadership practices, such as vision and values, were positively related to ethical behavior and a sense of community among employees. These studies suggest that spiritual leaders can positively impact organizational and employee growth by fostering meaningful work, a sense of community, creativity and innovation, well-being, and ethical behavior. In addition, employees who work in organizations with a robust spiritual culture tend to be more engaged, committed, and productive.

RECOMMENDATION

Developing spirituality in an organization can be a deeply personal and subjective process, as everyone's spiritual beliefs and practices are unique. Every organization must promote mindfulness practices and meditation spaces to help individuals develop a sense of inner peace and calmness, leading to a greater sense of spirituality at the workplace. Workplace meditation practices

encourage regular reflection and introspection and create opportunities for employees to take time out of their workday to focus on personal growth and development. The organization must encourage employees to participate in charitable causes and community service projects. It can foster a connection to a larger purpose and allow employees to give back to others. Building community within the organization can help employees feel connected to a larger purpose and can be achieved through team-building activities, social events, or community service projects. Developing spirituality through Spiritual Leadership within an organization is an ongoing process that requires patience, dedication, and a commitment to personal growth and development. Implementing these recommendations helps build a more spiritually centered culture that benefits the individual leaders, employees, and the organization's growth.

CONCLUSION

In conclusion, leadership practices require a deep commitment and willingness to invest in employee development and engagement. Additionally, spiritual Leadership's effects may take time to manifest and require ongoing efforts to sustain. Spiritual Leadership emphasizes integrity, trust, and respect; spiritual leaders can create a positive work environment that fosters employee engagement, commitment, and creativity. Spiritual Leadership can also help employees find meaning and purpose in their work, leading to greater job satisfaction and fulfillment. Spiritual Leadership can also promote ethical behavior and a focus on values that can guide decision-making and behavior within the organization. Driscoll (1978) explained the effectiveness of trust and involvement in decision-making to predict satisfaction. Spiritual Leadership can be helpful for organizations seeking to enhance employee performance and overall success. This helps build trust and credibility with stakeholders, including customers, investors, and the community. By focusing on values that promote personal and organizational growth, spiritual Leadership can create a positive work culture that benefits the employees and the organization. Overall, organizations that prioritize spiritual Leadership and create a workplace culture that supports the spiritual needs of employees can benefit from increased productivity, engagement, and overall success. Milliman, Czaplewski, and Ferguson (2003) explored that providing workers with explicit direction will lead them to be more creative. However, it is essential to note that spiritual Leadership should be implemented in a way that is respectful and inclusive of diverse beliefs and backgrounds and

considers each employee's unique needs and preferences. Organizations that adopt spiritual Leadership as a guiding philosophy can benefit from a more engaged and motivated workforce, higher levels of organizational performance, and a more robust ethical and social profile. By nurturing the spiritual dimension of work, leaders can create a prosperous but meaningful and fulfilling workplace for their employees and organization.

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