

Correlates of Workplace Spirituality on Job Satisfaction, Leadership, Organisational Citizenship Behaviour and Organisational Growth: A Literature-based Study from Organisational Perspective

Dr. Pushkar Dubey, Dr. Abhishek Kumar Pathak & Kailash Kumar Sahu

Abstract — Employees are considered the most valuable asset in the organisation. Without competent manpower, organisation fail to survive and now, employees in the organisation are provided with congenial platform to nurture which eventually leads to an effective achievement of organisational goals. This research aims to investigate the correlation of workplace spirituality on job satisfaction, leadership, organisational citizenship behaviour and organisational growth by conducting a literature-based study. With a systematic review of 101 literatures, the outcome revealed that workplace spirituality has a positive and direct relationship with the four variables i.e., job satisfaction, leadership, organisational citizenship behaviour and organisational growth. Various research orientation based on different framework for the study are discussed in detail and avenues are proposed for future research.

Index Terms — Job satisfaction, Leadership, Organisational citizenship behaviour (OCB), Organisational growth, Workplace spirituality.

1 INTRODUCTION

EMPLOYEES are the most valuable asset in organisation. To understand employees it is imperative to understand their nature [1]. Spirituality is an integral part of individual. It is a topic of vast interest in modern literature, however there is a lack of scientific rigor and robust literature in this field [2],[3]. Spirituality is not limited to a discipline and variety of definitions exists across disciplines [3],[4]. Spirituality is subjective in approach and is considered intangible in nature. Studies show that spirituality and religion is a single entity; however both this concept are different in both nature and approach [5],[6]. Some available literature suggests similarities between spirituality and religiousness [7] while some of the other shows dissimilarities between these two [8],[9],[10]. The relationship between spirituality and religiousness remains unclear [11]. Spirituality is a broader construct than religiousness [12],[13],[14].

Spirituality is different from religion [5],[6] in the sense that religion relates to beliefs, rituals and formal ceremonies [6] while spirituality is an individual experience [15],[16]. Spirituality is a basic human aspect that looks intensely into the phase of being that enables each individual to reach an ultimate power or transcendental being [17],[18]. Petchsawang

and Duchon [19] defined workplace spirituality as showing compassion toward people and experiencing a mindful state in the pursuit of meaningful work to achieve transcendence. In organisational context workplace spirituality has various components. These components are meaningful work, sense of community, organization value and compassion [20]. Workplace spirituality is the recognition that employees have inner life which nourishes and is nourished by meaningful work and creates sense of community [21]. Based on these definitions, Milliman et al. [22] considered four components of workplace spirituality namely inner life, meaningful work, sense of community, alignment with organisational values. Inner life represents an understanding of one's divine power and respect for oneself [21]. Meaningful work is the degree to which one has a deep understanding of the meanings and purposes of work [21],[22]. Sense of community refers to how people see themselves and connect with each other, including support, freedom of expression and genuine caring [21],[22]. Self-work integration is a strong sense of alignment of personal values with work and organizational values [22],[23],[24].

The present study considers workplace spirituality as an individual entity and is no way related to religion or religious activity. The focus is on the approach that how it connects to humanity [25].

Workplace spirituality has emerged as an essential component in the organizations and became an important construct in the academic world during 1990s and in the early 21st century. The popularity of workplace spirituality is entirely because of economic slowdown and discouraged and strained employees as an effect of introducing new technologies in the manufacturing sector [26]. Ashar and lane-

- Dr. Pushkar Dubey is currently working as Assistant Professor and Head of the Department (Management) at Pt. Sundarlal Sharma (Open) University Chhattisgarh, India, PH-7974663241. E-mail: drdubeypkag@mail.com
- Dr. Abhishek Kumar Pathak is currently working as Associate Professor (Management) at Dr. C. V. Raman University, Bilaspur (Chhattisgarh), India, PH-9827933868. E-mail: anshu33868@mail.com
- Kailash Kumar Sahu is pursuing Ph.D. (Management) at Dr. C. V. Raman University, Bilaspur (Chhattisgarh), India, PH-8319021347. Email: mailtokailashsahu@gmail.com

Maher [27] argued that the organizations experienced a paradigm shift in the beginning of 21st century from the mechanical age to new paradigm which explains the competitive advantage of company resides in its human resources. They also recommended that bestowing on human resources is the best attained via implementing spirituality into the workplace.

Today, the modern organisations are facing various employee-related problems such as stress related illness, burnout, absenteeism, violence, and corruption. Researchers have proven that these issues are abundant where spirituality is not present in the workplace [28]. Workplace spirituality is proving itself an important part of the organisation. It helps to retain and satisfy the talented employees in the organisation which eventually supports the growth and development of the same [2],[29],[30],[31],[32]. Kinjerski and Skrypneck [29] revealed that the employees have both mind and spirit which helps to find meaning and purpose in their life through work and also emphasises them to connect with other employees.

Many scholars endeavour to incorporate spirituality into organisational context by stating that spirituality not only affects individuals but also positively influences the organisational and managerial fields which eventually led to the new area of enquiry called workplace spirituality [33]. In the literature, workplace spirituality is also called as spirit at work, spirituality at workplace, spirituality in business, organisational spirituality etc. However, it must be noted that workplace spirituality is not restricted with any religious tradition [34], rather it aims on the individual and organisational values and practices [35]. Many researchers argue that the reasons behind increased attention toward workplace spirituality are the change of life-style, rising self-exploration and a growing trend to search meaning of life and values [33]. Thaker [36] found that the needs of life are beyond the materialistic elements, and there is a need to consider spiritual aspects of employees to achieve the higher goals of organisation.

2 LITERATURE REVIEW

Workplace spirituality can be traced early in 1980s in the United States [37]. It has received a significant attention in the last decade of twentieth century [38],[32]. Westgate [39] found four dimension of spirituality i.e., seeking meaning and purpose of work, transcendent experience (something beyond normal level), intrinsic values (internalized values helps in guiding individual's life) and the community part.

Workplace spirituality recognizes that the employees possess both mind and spirit aiming to find meaning and purpose in life through work, desire to connect with other employees and to become a part of the community. Organisations like Reckit and Coleman, Dabur, Wipro, Tata Tea etc. have already implemented spirituality in the workplace [40]. Workplace spirituality is not an organised practice but it is reinforced with ethics, values, motivation, work-life balance and leadership elements [40]. Harrington

[41] stated that workplace spirituality is about (i) people who believed as spirited beings and needs to be energized through work, (ii) realizing the meaning and purpose at work beyond materialistic elements, (iii) people are connecting with each other and creating a community in the organisation.

Spirituality in the workplace has been stated at two levels – individual spirituality and organisational spirituality. Individual spirituality motivates employees to be engaged in certain meaningful work to nourish their inner life. Employees seek to become a part of bigger mission via engaging in certain meaningful work to achieve the highest form of engagement of employees [42],[21]. In contrast, organisational spirituality can be referred as “corporate soul” which is creating an environment for the employees in the workplace where it clearly states both the purpose of the organisation and the profitability. As a result, workplace spirituality is an interactive outcome of individual and organisational spirituality [3]. It is likely to create a person-organisation fit approach to measure the workplace spirituality in the field of human resource [43]. Hence, the process of fulfilling inner life is directly associated with a more satisfied and motivated outer life.

TABLE 1
DEFINITIONS OF WORKPLACE SPIRITUALITY BY VARIOUS AUTHORS

Source	Definition of Spirituality
Emmons [45]	The individual expression of ultimate concern toward organisation.
Wong [46]	This includes ultimate and personal truth.
Bregman and Thierman [47]	How the personal lives meaningfully responds to his/her ultimate and deepest truth of the universe.
Emblen [48]	An individual life principle which live a transcendent quality relation with God.
Chandler and Holden [49]	Concerning the innate capacity to, and propensity to find to, transcend one's current undiverted focus, which with transcendence includes enhanced knowledge and love.
Vaughn [50]	A subjective experience of the blessed or sacred.
Dale [51]	That individual is striving for the converting power present in life; it is that movement and attraction of individuals toward the divine.
Benner [52]	Individual responds to a deep and mysterious human desires for self-transcendence, a desire to seek ultimate place
McKnight [53]	That living force which encourages individual toward purposes which are beyond one's self and that offer one's life a new direction and meaning.
Tart [54]	The big empire of human potential dealing with ultimate purposes, with higher entities like God, life, compassion, purpose etc.

Giacalone and Jurkiewicz [2] defined spirituality at workplace as organisational values framework which encourages various transcendental experiences of employees through work and motivates people to have sense of connection with other employees which increase the completeness and joy. According to Ashmos & Duchon [21], workplace spirituality is the acknowledgement that every employee has inner life which encourages and is encouraged through meaningful work which happens in the community. Workplace spirituality is identified to have three main elements i.e., the inner life, meaningful work and community. Similarly, Gupta [44] identified that workplace spirituality begins with recognising people to have both inner and outer life and the nourishment of inner life can enhance the more meaningful and effective life.

2.1 Significance of Workplace Spirituality

Previous studies have proven that there are various benefits associated with incorporating spirituality in the workplace. The employees and organizations are the most benefitted as a result of higher profits, less stress, higher morale and less absenteeism. Brandt [55] recommended that for creating spirituality in the workplace, the organization must recognize and appreciate employees not only for the professional role they perform, but also for interesting, different and valuable people they are.

Howell [56] conducted a research to find out the benefits of spirituality by examining more than 30 surveys. The participants' responses revealed five positive benefits which are as follows:

1. Spirituality encourages people to be gracious: The study found that the individuals express gratitude which is connected with various positive feelings like being positive with time and resources, energetic and optimism. As a result, spirituality motivates individuals to become optimistic which is used in different situations in life.
2. Spirituality encourages people to be compassionate: The research found a strong correlation of compassion with others by experiencing spirituality in life.
3. Spirituality encourages people to flourish: Spirituality is associated with many human aspects positively such as optimism, self-esteem and meaning and purpose of life.
4. Spirituality encourages to people self-actualize: Spiritual people aim to achieve a better life and strive to perform for the growth and realization of their life goals. It helps to focus on internal values and perform best in life to achieve goals.
5. Spirituality encourages to enjoy and learn from life experiences: Spiritual people enjoy life experiences and learn from it. They are very conscious about every small/big experience.

2.2 Dimensions of Workplace Spirituality

1. Meaningful work: According to Ashmos & Duchon [21], the aspect of meaningful work demonstrates a

sense of importance, energizing and pleasant about work. The meaningful work is a feeling of completeness and harmoniousness with something higher purpose that provides clear focus to their work [57]. According to Milliman et al. [22], meaningful work provides meaning in the employees' lives via work which encourages their spirit and engages their soul.

2. Compassion: Compassion in several sense refers to care for others or empathy, often saying an aspiration to help. Compassion is defined as a deep alertness, sympathy for others and a desire to relieve others from suffering which eventually enforces to take responsibility of others who are distressed and less fortunate [58].
3. Transcendence: In the words of Petchsawang and Duchon [19], transcendence is a special energy, wonderful actions and vitality at work that is experienced by matching individual's inner and outer life via self-fulfillment.

TABLE 2
WORKPLACE SPIRITUALITY DIMENSIONS STUDIED BY DIFFERENT RESEARCHERS

Author	Various Dimensions
Kasinathan and Rajee [60]	Compassion, Mindfulness, Spiritual Connection, Sense of community, Meaningful work and Alignment amongst organisational and individual values
Makiah et al. [61]	Inner life, Meaning and purpose of work and Feelings connected with the community
Hassan et al. [62]	Meaningful work, Sense of community and Organisational value
Charoensukmongkol et al. [63]	Sense of community, Meaningful work and Inner life
Abdullah & Aziah [64]	Meaningful work, Sense of belonging to community and Coherent with Organisational values
Chawla & Guda [30]	Inner life, Meaningful work and Sense of community
Petchsawang and Duchon [58]	Compassion, Mindfulness, Meaningful work, Transcendence
McGhee & Grant [65]	Self-Transcendence, Interconnectedness, Sense of purpose and Ultimate concern

4. Mindfulness: Mindfulness is awareness of person's thoughts of surrounding environments. Petchsawang & Duchon [58] defined mindfulness as a status of being aware of individuals' thoughts, emotions and actions moment by moment via self inner consciousness. It is about present mind of a person without any distraction related to past, future or any other thing.
5. Sense of Community: This dimension is based on the thought that spiritual people live in a connection with others and community refers to the concepts of

commitment, sharing and mutual obligations which connect people with each other [59].

3 METHODOLOGY

This research studies different literatures with regard to workplace spirituality and its impact on various organizational outcomes across disciplines. Secondary sources of data were used in this study. Research articles from eminent publications like emerald, elsevier, taylor and francis and also from shodhganga and web of science were used. Finally, scrutinized 101 research articles were picked up and based on the research objectives, we considered for preparation of current article.

4 RESEARCH OBJECTIVE

The purpose of the article is to study the correlates of workplace spirituality on job satisfaction, leadership, organisational citizenship behaviour and organisational growth in organisations through review articles.

5 RESEARCH ORIENTATIONS

Workplace spirituality can be linked to various aspects of organisation. There are abundance of literatures confirming that workplace spirituality can be associated with human resource functions as explained below.

5.1 Workplace spirituality and Job Satisfaction

Job satisfaction can be defined as a combination of physiological, psychological and environmental circumstances that directly causes an individual honestly to say that I am satisfied with my job [66]. The researcher describes that job satisfaction is affected by a set of factors which causes feeling of satisfaction. There are a number of literatures suggesting the positive association between workplace spirituality and job satisfaction in organisations. Sawatzky et al. [67] stated that workplace spirituality has a significant influence on job satisfaction. Krishnakumar and Neck [68] have recommended that spirituality at workplace improves the person's holistic performance at work which eventually leads to satisfaction. With similar results, Komala and Ganesh [69] showed a positive association between individual spirituality at work and job satisfaction of nurses and doctors. Further research in this area, Kamala and Ganesh [69] found workplace spirituality is significantly affecting job satisfaction and also found a reduction in employee burnout due to spirituality in the workplace using health care professionals as sample.

In addition, Cranny et al. [75] has defined job satisfaction is an emotional reaction towards work which comes from the comparison of actual results with the desired targets of organization. In other words, Job satisfaction is a pleasant or positive emotional condition which results from the positive appraisal of one's job or work experience [76]. Job satisfaction is connected with various organizational outcomes such as

TABLE 3
RELATION BETWEEN WORKPLACE SPIRITUALITY (WS) AND JOB SATISFACTION (JS)

Author	Country/ Location	Sam ple Size	Analysis Technique	Respondent	Result
Belwalkar et al. [70]	India	613	Partial Least Square structured equation modeling and SPSS	Private Bank Employees	Found positive association between WS and JS
Fatima et al. [71]	Pakistan	224	Correlation Analysis using SPSS 17	Public and Private Bank Employees	Showed that WS is a strong indicator of JS.
Fanggidae et al. [72]	Indonesia	50	Linear Regression Method using SPSS 20	Private College Lecturers	Found significant relation between WS and JS
Hassan et al. [62]	Pakistan	174	Multiple Regression Analysis using Barron and Kenny's Method	Teachers	Found positive relationship between WS and JS with a mediating effect of trust
Chawla & Guda [30]	India	101	Correlation Analysis	Sales Professionals	Revealed a positive correlation between WS and JS
Usman & Danish [73]	Pakistan	121	Pearson's Product Moment Coefficient Correlation and SPSS 15	Banking Professionals	Significantl y predicting connection between WS and JS
Clark et al. [74]	USA	215	Multiple Regression and Structural Path Model	Hospice	Showed a positive impact of WS on JS

organizational commitment [77], counter productive work behavior, organizational citizenship behavior (OCB) and task performance [76]. There are previous studies where job satisfaction reduces the intention of employees' turnover, negligent behavior and absenteeism [76]. There are limited researchers [13],[22],[78],[32] who linked workplace spirituality with job satisfaction and showed a significant positive effect of some dimensions of workplace spirituality on job satisfaction and only one study [20] has investigated the relation between the single composite score of workplace spirituality and job satisfaction. Many researchers' empirical evidences prove the connection between the workplace spirituality and job satisfaction; some of these researches are in Table-3.

5.2 Workplace Spirituality and Leadership

Kruse [79] defined the leadership as a process of social influence which enhances the efforts and mutual trust of his followers in the achievement of organisational goals. Similarly, Zeitchik [80] has defined leadership as a means to motivate the members of organisation to perform and increase the productivity with best efforts. It inspires them to achieve their set targets, and eventually it becomes a shared vision, effort and success.

TABLE 4
RELATION BETWEEN WORKPLACE SPIRITUALITY (WS) AND LEADERSHIP (LS)

Author	Country/Location	Sample Size	Analysis Technique	Respondent	Result
Garg [85]	India	194	Correlation and Regression Analysis	Insurance Managers	Revealed a positive and close relationship of WS with LS
Wahid [86]	Malaysia	163	Descriptive Analysis using SPSS	Telecommunication Employees	Demonstrated a positive correlation between spiritual leadership and WS.
Sukanya [87]	India	630	Correlation Analysis using SPSS 20 and LISREL 8.72	IT Employees	Indicated a significant relationship between WS and LS.
Abdullah and Aziah [64]	Malaysia	989	Multiple Regression Analysis	Teaching Staff	Showed a positive correlation between WS and LS effectiveness
Riaz [88]	USA	75	Correlation and Regression Analysis	Principals and Teachers	Showed a positive relation between WS and LS
Fernando & Jackson [89]	Sri Lanka	13	Confirmatory Analysis	Religious leaders	Found WS helps in leaders' decision making.

Workplace spirituality and leadership together create an effective environment to achieve the organization's goals. Depree [81] stated in a specific organization, if a leader has strong spirituality, this makes the culture and working environment of the organization health and build a connection between managers and employees (partnership) to interact

effectively and believe that they are equally accountable for the organizational goals. Leaders' existence is only to serve the followers [82] and the source of leadership also exists in the spiritual philosophy. Sanders et al. [83] found that the level moves from transactional to transformational leadership as the leaders' internal spirituality and moral values deepen. Furthermore, the level goes to one step ahead to reach transcendental leadership, which contains not only accepting and communicating deep moral value, but also being concern with the highest level of spiritual and moral development for their followers. This level motivates the employees' spiritual journey of development and concern from coaching and counseling activities to mentoring. He also found that as the leaders shift from low spirituality level to high spirituality level, the level of leadership also move from transactional leadership through transformational leadership to transcendental leadership. There are similar researches carried out by different researches as shown in the Table-4.

5.3 Workplace Spirituality and Organisational Citizenship Behaviour

According to Organ [84], organisational citizenship behaviour can be defined as "the contributions to the continuance and facilitation of social and psychological environment which directly affects performance of tasks significantly". Individuals in the organisations at times reveal certain behaviours which go beyond the assigned duty. Such behaviour is known as organisational citizenship behaviour [90].

Organisational citizenship behaviour is also called as additional-role behaviour. This kind of behaviour is over and above the call of duty and beyond the line of rules/regulation/legislation [90]. In organization, people used to perform some additional-roles which eventually positively affect organizational effectiveness and efficiency. They are not getting paid extra for any extra-roles performed by them. Additional-role behaviors of workers at the workplace are the reflection of organizational citizenship behavior. As per the Katz [91], different ways of additional-role behavior is needed to make sure the endurance and success of any organization. These informal, desirable and additional-role behaviors of workers at the workplace are the reflection of organizational citizenship behaviors. Van Dyne et al. [92] suggested with regard to organizational citizenship behavior that workers reveal greater additional-role performance when they observe a strong relationship with their organization which eventually leads them to develop a sense of meaning and reason in their regular work. Ahmadi et al. [93] found that there is a significant linear relationship between organizational citizenship behavior and workplace spirituality. There are number of studies connecting the spirituality at the workplace with organisational citizenship behaviour as explained in the Table - 5.

TABLE 5
RELATION BETWEEN WORKPLACE SPIRITUALITY (WS) AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB)

Author	Country/ Location	Sam ple Size	Analysis Technique	Respon dent	Result
Belwalkar et al. [70]	India	613	Partial Least Square structured equation modeling and SPSS	Private Bank Employee	Found positive relationship between WS and OCB
Makiah et al. [61]	Indonesia	190	Partial Least Square using SmartPLS 3.0	Teachers	Demonstrated a significant effect of WS on OCB
Sani et al. (2018)	Indonesia	105	Moderated Regression Analysis	Bank Employee	Predicted a significant relation between WS and OCB
Garg [85]	India	194	Correlation and Regression Analysis	Insurance Managers	Found a strong relationship between WS and OCB
Jannah and Santoso [94]	Indonesia	160	Moderated Regression Analysis	Local Govt. Employee	Concluded that WS positively affects OCB
Charoensukmongkol et al. [63]	South Texas	179	Partial Least Square Regression Analysis	Undergraduate and Graduate Students	Showed a positive and significant relation between WS and OCB

more due to enhanced motivation and meaningful work [101]. Workplace spirituality creates a perfect recipe for the enhanced job performance and improved profitability by engaging employees in the work holistically, aligning individual and organizational goals and creating a positive culture of collaboration rather than competition [68]. Various researchers found association between workplace spirituality and organisational growth as shown in the Table – 6.

TABLE 6
RELATION BETWEEN WORKPLACE SPIRITUALITY (WS) AND ORGANISATIONAL GROWTH

Author	Country/ Location	Sam ple Size	Analysis Technique	Respon dent	Result
Kasinathan and Rajee [60]	India	140	Chi Square Test	Employees	Showed significant relation between WS and organizational outcomes.
Habeeb [96]	India	433	Regression Analysis	Bank, Finance and Insurance Employees	Demonstrated positive correlation between WS and organisational performance.
Garg [85]	India	194	Correlation and Regression Analysis	Insurance Managers	Revealed a significant relation between WS and Organisational Performance
Tayebiniya & Khorasgani [97]	Iran	189	Multi-Regression Tests, Pearson Correlation and SPSS Variance Analysis Test	University Staff	Found a direct relation between WS and Staff's job performance.
Novitasari et al. [98]	South Sulawesi Province	157	Multiple Regression Analysis	Hospital Employees	Indicated a positive effect of WS on Organisational Performance
Valecha [99]	India	200	Chi Square Test	SME Businessmen, Managers, Professionals and Employees	Found a direct correlation between WS and increased profitability and productivity.

5.4 Workplace Spirituality and Organisational Growth

Growth is something for which every organisation strives, regardless of its size. To stay competitive and ensure sustainable profits, organisations should grow at a stable rate as there is an extensive assumption that organisational growth is strongly associated with profitability [95]. Previous studies have shown that workplace spirituality helps to increase the employee morale which positively affects the organizational productivity and negatively impacts the employee turnover and absenteeism.

Researchers have stated that the spirituality at the workplace facilitates highly dedicated, morale, content, imaginative and efficient workforce which contributes towards enhancing organizational performance [100]. Workplace spirituality offers benefits to employees as well as the organization. Milliman et al. [22] found that spirituality is directly associated with organizational commitment, intrinsic work satisfaction, organization-based self-esteem and intentions to quit. Moreover, spiritual employees can achieve

6 FINDINGS AND DISCUSSION

Our review shows that there a great need of workplace spirituality in the current organisations to increase productivity and profitability as well as, on the other hand, reducing turnover and absenteeism. Workplace spirituality enhances the participation of employees towards organisational goals and performs additional role behaviour which is a sign of organizational citizenship behaviour. In the discussion about the relation between workplace spirituality and job satisfaction has clearly proven the influence of workplace spirituality on job satisfaction of employees also shown in the Table-3. Second discussion tells about the spiritual leadership and its effect on organisational performance that how the leadership can be more effective in achieving organisational goals as shown in the Table-4. The next discussion is about workplace spirituality and organization citizenship behaviour where the employees are performing additional role behaviour for the better productivity and effectiveness of the organisation by giving extra time and energy without being paid extra as shown in the Table-5. And the final discussion dealt with workplace spirituality and organizational growth in which the relation between workplace spirituality and the overall organizational growth is shown above in the Table-6 which explains spirituality at the workplace directly impacts the overall organizational performance.

7 SCOPE FOR FUTURE RESEARCH

Future researcher should critically study the different models for incorporating workplace spirituality in the organizations effectively. It is also important to look into the industry-related empirical researches aiming to construct model for workplace spirituality. Future researchers should also study regarding the caution while implementing workplace spirituality as it lacks providing practical limitations.

8 CONCLUSION

Workplace spirituality is itself a big determinant for many positive outcomes for the organizations such as employee engagement, improved productivity, enhanced job satisfaction, effective leadership, creating organizational citizenship behavior among employees, reduced absenteeism and employee turnover and many more. This paper helps to enhance the understanding of workplace spirituality via discussing various researches outcomes and suggestions and based on their researches, we found that there is a great impact of workplace spirituality with employee satisfaction, leadership, organizational citizenship behavior and overall organizational growth as shown in the Table-3, Table-4, Table-5 and Table-6 respectively. As discussed in this research, various researchers found that employee turnover, absenteeism, burnout, negative environment has reduced significantly and increased employee satisfaction, effective leadership, cooperation among employees, organizational productivity, organizational citizenship behavior due to

spirituality in the workplace.

REFERENCES

- [1] M. Sorakraikitikul and S. Siengthai, "Organizational Learning Culture and Workplace Spirituality," *The Learning Organization*, vol. 21, no. 3, pp. 175 – 192, 2014.
- [2] R. A. Giacalone and C. L. Jurkiewicz, "Toward a Science of Workplace Spirituality," R. A. Giacalone and C. L. Jurkiewicz (eds.), *The Handbook of Workplace Spirituality and Organizational Performance* M.E. Sharpe, Armonk, NY, 2003.
- [3] R. W. Kolodinsky , R. A. Giacalone, & C. L. Jurkiewicz, "Workplace values and outcomes: Exploring personal, organizational, and interactive workplace spirituality," *Journal of business ethics*, vol. 81, no. 2, pp. 465-480, 2008.
- [4] S. A. Quatro, "New Age or Age Old: Classical Management Theory and Traditional Organized Religion as Underpinnings of the Contemporary Organizational Spirituality Movement. *Human Resource Development Review*, vol. 3, pp. 228, 2004.
- [5] M. R. Bandsuch and G. F. Cavanagh, "Integrating Spirituality into the Workplace: Theory and Practice," *Journal of Management, Spirituality and Religion*, vol. 2, no. 2, pp. 221-254, 2005.
- [6] L. W. Fry, S. T. Hannah, M. Noel and F. O. Walumbwa, "Impact of Spiritual Leadership on unit Performance", *Leadership Quarterly*, vol. 22, no. 2, pp. 259-270, 2011.
- [7] W. Slater, T. W. Hall, and K. J. Edwards, "Measuring Religion and Spirituality: Where are we and where are we going?" *Journal of psychology and theology*, vol. 29, no. 1, pp. 4-21, 2001.
- [8] B. J. Zinnbauer, K. I. Pargament, and A. B. Scott, "The Emerging Meanings of Religiousness and Spirituality: Problems and Prospects," *Journal of Personality*, vol. 67, pp. 889-919, 1997.
- [9] B. J. Zinnbauer, K. I. Pargament, B. C. Cole, M. S. Rye, E. M. Butter, T. G. Belavich, . . . J. L. Kadar, "Religion and Spirituality: Unfuzzifying the Fuzzy," *Journal for the Scientific Study of Religion*, vol. 36, pp. 549-564, 1997.
- [10] R. A. Tanyi, "Towards Clarification of the Meaning of Spirituality," *Journal of Advanced Nursing*, vol. 39, pp. 500-509, 2002.
- [11] C. H. Liu and P. J. Robertson, "Spirituality in the workplace: Theory and measurement," *Journal of management inquiry*, vol. 20, no. 1, pp. 35-50, 2011.
- [12] R. L. Piedmont, "Does Spirituality Represent the Sixth Factor of Personality? Spirituality Transcendence and the Five-Factor Model," *Journal of Personality*, vol. 67, pp. 985-1013, 1999.
- [13] R. W. Kolodinsky, M. G. Bowen, and G. R. Ferris, "Embracing Workplace Spirituality and Managing Organizational Politics: Servant Leadership and Political Skill for Volatile Times," R. A. Giacalone & C. L. Jukiewicz (Eds.), *Handbook of Workplace Spirituality and Organizational Performance*. New York, NY: M. E. Sharpe, Inc. pp. 164-180, 2003.
- [14] Berry, D. (2005). Methodological Pitfalls in the Study of Religiosity and Spirituality. *Western Journal of Nursing Research*, 27, 628-647.
- [15] R. A. Giacalone and C. L. Jurkiewicz, "Handbook of Workplace Spirituality and Organizational Performance," *M E Sharpe Incorporated*, 2005.
- [16] J. R. Tombaugh, C. Mayfield and R. Durand, "Spiritual Expression at Work: Exploring the Active Voice of Workplace Spirituality," *International Journal of Organizational Analysis*, vol. 19, no. 2, pp. 146-170, 2011.
- [17] K. C. Cash and G. R. Gray, "A framework for Accommodating Religion and Spirituality in the Workplace," *Academy of Management Executive*, vol. 14, no. 3, pp. 124-133, 2000.

- [18] N. W. Twigg and S. Parayitam, "Spirit at Work: Spiritual Typologies as Theory Builders," *Journal of Organizational Culture, Communication and Conflict*, vol. 10, no. 2, pp. 117-133, 2006.
- [19] P. Petchsawang and D. Duchon, "Workplace Spirituality, Meditation, and Work Performance," *Journal of Management, Spirituality & Religion*, vol. 9 no. 2, pp. 189-208, 2012.
- [20] M. Gupta, V. Kumar and M. Singh, "Creating Satisfied Employees through Workplace Spirituality: A study of the Private Insurance Sector in Punjab (India)," *Journal of Business Ethics*, vol. 122, no. 1, pp. 79-88, 2014.
- [21] D. P. Ashmos and D. Duchon, "Spirituality at Work: a Conceptualization and Measure," *Journal of Management Inquiry*, vol. 9, no. 2, pp. 134-145, 2000.
- [22] J. Milliman, A. Czaplewski and J. Ferguson, "Workplace Spirituality and Employee Work Attitude: An Exploratory Empirical Assessment," *Journal of Organizational Change Management*, vol. 16, no. 4, pp. 426-447. (2003).
- [23] A. Rego and M. P. Cunha, "Workplace Spirituality and Organizational Commitment: An Empirical Study," *Journal of Organizational Change Management*, vol. 21, no. 1, pp. 53-75, 2008.
- [24] A. Altaf and M. A. Awan, "Moderating Effect of Workplace Spirituality on the Relationship of Job Overload and Job Satisfaction," *Journal of Business Ethics*, vol. 104, no. 1, pp. 93-99, 2011.
- [25] N. Singh and S. Rangnekar, "Workplace spirituality: A New Imperative in Indian Manufacturing Sector," *Development and Learning in Organizations: An International Journal*, vol. 32, no. 5, pp. 11-14, 2018.
- [26] J. M. Dirkx, "Leaning in and leaning back at the same time: Toward a Spirituality of Work related Learning," *Advances in Developing Human Resources*, vol. 15, no. 4, pp. 356-369, 2013.
- [27] H. Ashar and M. Lane-Maher, "Success and Spirituality in the New Business Paradigm," *Journal of Management Inquiry*, vol. 13, no. 3, pp. 249-260, 2004.
- [28] M. Nasina and K. Doris, "The Workplace Spirituality and Affective Commitment among Auditors in Big Four Public Accounting Firms: Does it Matter?" *Journal of Global Management*, vol. 1, no. 2, pp. 216-226, 2011.
- [29] V. M. Kinjerski and B. J. Skrypnik, "The Promise of Spirit at Work: Increasing Job Satisfaction and Organizational Commitment and Reducing Turnover and Absenteeism in Long-Term Care. Defining Spirit at Work: Finding Common Ground," *Journal of Gerontological Nursing*, vol. 34, no. 10, pp. 17-25, 2008.
- [30] V. Chawla and S. Guda, "Individual Spirituality at Work and Its Relationship with Job Satisfaction, Propensity to Leave and Job Commitment: An Exploratory Study among Sales Professionals," *Journal of Human Values*, vol. 16, no.2, pp. 157-167, 2010.
- [31] A. Choerudin, "The Relationship between Spirituality and Work Attitude: A Empirical Study," *International journal of management research and review*, vol. 4, no. 4, pp. 455-463, 2014.
- [32] F. Van Der Walt and J. J. De Klerk, "Workplace Spirituality and Job Satisfaction," *International Review of Psychiatry*, vol. 26, no. 3, pp. 379-389, 2014.
- [33] C. Sheng and M. Chen, "Chinese Viewpoints of Workplace Spirituality," *International Journal of Business and Social Science*, vol. 3, no. 15, pp. 195-203, 2012.
- [34] N. S. Fagley and M. Adler, "Appreciation: A spiritual path to finding value and meaning in the workplace," *Journal of Management Spirituality & Religion*, vol. 9, no. 2, pp. 167-187, 2012.
- [35] S. Lee, K. J. Lovelace and C. C. Manz, "Serving with spirit: An integrative model of workplace spirituality within service organizations," *Journal of Management, Spirituality & Religion*, vol. 11, no. 1, pp. 45-64, 2014.
- [36] K. B. Thaker, "Approaches to Implement Spirituality in Business," *Journal of Human Values*, vol. 15, no. 2, pp. 185-198, 2009.
- [37] D. A. Hicks, "Religion and the Workplace: Pluralism, Spirituality, Leadership," *Cambridge University Press*, 2003.
- [38] C. L. Jurkiewicz and R. A. Giacalone, "A Value Framework for Measuring the Impact of Workplace Spirituality on Organizational Performance," *Journal of Business Ethics*, vol. 49, no. 2, pp. 129-142, 2004.
- [39] C. E. Westgate, "Spiritual Wellness and Depression," *Journal of Counseling and Development*, vol. 75, no. 1, pp. 26-35, 1996.
- [40] Citeman, "What is Workplace Spirituality," *Human Resource Management, Citeman. Online Article*, 2010. <https://www.citeman.com/8980-what-is-workplace-spirituality.html>
- [41] W. Harrington, R. Preziosi and D. Gooden, "Worldview Resiliency of Business Degree Graduate Students – An Examination of Spiritual Experiences and Psychological Attitudes," *Association of Employment Practices and Principals*, 2004.
- [42] I. I. Mitroff and E. A. Denton, "A study of spirituality in the workplace," *Sloan Management Review*, vol. 40, pp. 83-92, 1999.
- [43] P. Vallabh and M. Singhal, "Workplace Spirituality Facilitation: A Person-Organization Fit Approach," *Journal of human values*, vol. 20, no. 2, pp. 193-207, 2014.
- [44] A. Gupta, "Workplace Spirituality – A New Paradigm in Management," *Ushus – Journal of Business Management*, vol. 16, no. 2, pp. 45-52, 2017.
- [45] R. A. Emmons, "Is spirituality an intelligence? Motivation, cognition, and the psychology of ultimate concern," *International Journal for the Psychology of Religion*, vol. 10, pp. 3-26, 2000.
- [46] P. T. P. Wong, "Implicit theories of meaningful life and the development of the Personal Meaning Profile (PMP)," In: Wong PTP, Fry P, editors. *Handbook of personal meaning: Theory, research, and practice*. Mahwah, NJ: Lawrence Erlbaum, pp. 111-140, 1998.
- [47] L. Bregman and S. Thierman, "First Person Mortal: Personal Narratives of Illness, Dying, and Grief," *New York: Paragon*, 1995.
- [48] J. D. Emblen, Religion and spirituality defined according to current use in nursing literature. *Journal of Professional Nursing*, vol. 8, pp. 41-47, 1992.
- [49] C. K. Chandler and J.M. Holden, "Counseling for spiritual wellness: Theory and practice," *Journal of Counseling and Development*, vol. 71, pp. 168-176, 1992.
- [50] F. Vaughn, "Spiritual issues in psychotherapy," *Journal of Transpersonal Psychology*, vol. 23, pp. 105-119, 1991.
- [51] E. S. Dale, "Bringing Heaven Down to Earth: A Practical Spirituality of Work," *New York: Peter Lang*, 1991.
- [52] D. G. Benner, "Toward a psychology of spirituality: Implications for personality and psychotherapy," *Journal of Psychology and Christianity*, vol. 5, pp. 19-30, 1989.
- [53] R. McKnight, "Spirituality in the workplace, In J.D. Adams (ed.), *Transforming Work: A Collection of Organizational Transformation Readings*," *Alexandria, VA: Miles River Press*, pp. 138-153, 1984.
- [54] C. Tart, "Introduction. In C.T. Tart (ed.), *Transpersonal Psychologies*," *New York: Harper and Row*, pp. 3-7, 1975.
- [55] E. Brandt, "Corporate pioneers explore spirituality," *HR Magazine*, April, pp. 82-87, 1996.
- [56] T. R. Howell, "Why be Spiritual? Five Benefits of Spirituality," *Psychology Today. Online Article*, 2013. <https://www.psychologytoday.com/us/blog/cant-buy-happiness/201302/why-be-spiritual-five-benefits-spirituality>
- [57] S. Overell, "Inwardness: The Rise of Meaningful Work, Provocation

- Series," *London: The Work Foundation*, vol. 4, no. 2, 2008.
- [58] P. Petchsawang and D. Duchon, "Measuring Workplace Spirituality in an Asian Context," *Human Resource Development International*, vol. 12, no. 4, pp. 459-468, 2009.
- [59] D. Duchon and D. A. Plowman, "Nurturing the Spirit at Work: Impact on Work Unit Performance," *Leadership Quarterly*, vol. 16, no. 5, pp. 807-833, 2005.
- [60] S. Kasinathan and M. Rajee, "An Empirical study on Factors of Workplace Spirituality and Organisational Outcomes," *National Conference at Tuticorin*, pp. 1-8, 2019.
- [61] Makiah, T. Asmony, and S. Nurmayanti, "Effect of Work-Life Balance, Workplace Spirituality of Organizational Citizenship Behavior (OCB) through Organizational Commitment as Intervening variables (Study on Teacher Generation Y in Islamic Boarding School District West Lambok, Indonesia)," *International Journal of Economics, Commerce and Management*, vol. 6, no. 7, pp. 776-800, 2018.
- [62] M. Hassan, A. B. Nadeem and A. Akhter, "Impact of Workplace Spirituality on Job Satisfaction: Mediating effect of Trust," *Cogent Business and Management*, vol. 3, pp. 1-15, 2016.
- [63] P. Charoensukmongkol, J. L. Daniel and R. Chatelain-Jardon, "The Contribution of Workplace Spirituality to Organizational Citizenship Behavior," *Advances in Business Research*, vol. 6, pp. 32-45, 2015.
- [64] A. Abdullah and I. Aziah, "The Moderating Effects of School Principals' Leadership Practices on the Workplace Spirituality and Leadership Effectiveness Relationship," *International Journal for Cross-Disciplinary Subjects in Education*, vol. 4, no. 4, pp. 1318-1323, 2013.
- [65] P. Mcghee and P. Grant, "Spirituality and Ethical Behaviour in the Workplace: Wishful Thinking or Authentic Reality," *EJBO Electronic Journal of Business Ethics and Organization Studies*, vol. 13, no. 2, pp. 61-69, 2008.
- [66] R. Hoppock, "Job Satisfaction," *Harper and Brothers, New York*, pp. 47, 1935.
- [67] R. Sawatzky, P. A. Ratner and L. Chiu, "A Meta-Analysis Relationship between Spirituality and Quality of Life," *Social Indicators Research*, vol. 72, no. 2, 2005.
- [68] S. Krishnakumar and C. P. Neck, "The "what", "why" and "how" of spirituality in the workplace," *Journal of managerial psychology*, vol. 17, no. 3, pp. 153-164, 2002.
- [69] K. Komala and L. Ganesh, "Individual Spirituality at Work and its Relationship with Job Satisfaction and Burnout: An Exploratory Study among Healthcare Professionals," *The Business Review*, vol. 7, no. 1, pp. 124-129, 2007.
- [70] S. Belwalkar, V. Vohra, and A. Pandey, "The Relationship between Workplace Spirituality, Job Satisfaction and Organizational Citizenship Behaviors – An Empirical Study," *Social Responsibility Journal*, vol. 14, no. 2, pp. 410-430, 2018.
- [71] T. Fatima, A. Naz, S. Chughtai, and K. F. Khawaja, "Workplace Spirituality and Job Satisfaction: Moderating role of Intrinsic and Extrinsic Values," *Research Journal of Commerce, Economics and Social Science*, vol. 11, no. 1, pp. 58-66, 2017.
- [72] R. E. Fanggidae, Y. Suryana, N. Efendi and Hilmiana, "Effect of a Spirituality Workplace on Organizational Commitment and Job Satisfaction- A Study on the Lecturer of Private Universities in the Kupang city- Indonesia)," *Procedia-Social and Behavioral Sciences*, vol. 219, pp. 639-646, 2016.
- [73] A. Usman and R. Q. Danish, "Leadership Spirituality and Organizational Commitment among Bank Employees," *International Journal of Business and Management*, vol. 5, no. 3, pp.185-193, 2010.
- [74] L. Clark, S. Leedy, L. McDonald, B. Muller, C. Lamb, T. Mendez and R. Schonwetter, "Spirituality and Job Satisfaction among Hospice Interdisciplinary Team Members," *Journal of palliative medicine*, vol. 10, no.6, pp. 1321-1328, 2007.
- [75] C. J. Cranny, P. C. Smith and E. F. Stone, "Job Satisfaction," *Lexington Books, New York, NY*, 1992.
- [76] A. K. Shrestha, "Workplace Spirituality and Employee Attitudes: Moderating Role of Organizational Politics," *Journal of Business and Management Research*, vol. 2, no. 1, pp. 33-51, 2017.
- [77] A. K. Shrestha, "Further Validation of Workplace Spirituality Scale in an Eastern Context," *Journal of Business and Management Research*, vol. 1, no. 1, pp. 1-13, 2016.
- [78] V. Chawla and S. Guda, "Individual spirituality at work and its relationship with job satisfaction, pensity to leave and job commitment: an exploratory study among sales professionals," *Journal of Human Values*, vol. 16, pp. 157-167, 2010.
- [79] K. Kruse, "What Is Leadership?" *Forbes Magazine*, 2013.
- [80] S. Zeitchik, "10 Ways to Define Leadership," *Business News Daily*, 2012.
- [81] M. DePree, "Leadership is an art," *New York, NY: Bantam Doubleday Dell Publishing Group*, 1989.
- [82] R. Greenleaf, "The Servant Leader Greenleaf Center. MA: *Newton Center*, 1973.
- [83] J.E. Sanders, W. E. Hopkins and G. D. Geroy, "From Transactional to Transcendental: Toward an Integrated Theory of Leadership," *Journal of Leadership & Organizational Studies*, vol. 9, no. 4, pp. 21-31, 2003.
- [84] D. W. Organ, "Organizational Citizenship Behaviour: It's Construct Clean-up Time," *Human Performance*, vol. 10, pp. 85-98, 1997.
- [85] N. Garg, "Promoting Organizational Performance in Indian Insurance Industry: The Roles of Workplace Spirituality and Organizational Citizenship Behavior," *Global Business Review*, vol. 21, no. 2, pp. 1-16, 2018.
- [86] N. K. B. A. Wahid, "The Influence of Spiritual Leadership and Workplace Spirituality on Knowledge Sharing Behavior," *Thesis, University of Malaya, Kuala Lumpur*, pp. 1-257, 2017.
- [87] M. Sukanya, "Relationship of Workplace Spirituality with Leadership Effectiveness, Psychological well-being and Work Outcomes," *Thesis, Pondicherry University Digital Library*, pp. 1-227, 2015.
- [88] O. Riaz, "Spirituality and Transformational Leadership in Education," *FIU Digital Commons*, pp. 1-120, 2012.
- [89] M. Fernando and B. Jackson, "The Influence of Religion-Based Workplace Spirituality on Business Leaders' Decision Making: An Inter-Faith Study," *Journal of Management and Organization*, vol. 12, no. 1, pp. 23-39, 2006.
- [90] S. Tambe and M. Shankar, "A Study of Organisational Citizenship Behaviour (OCB) and its Dimensions: A Literature Review," *International Research Journal of Business and Management*, vol. 1, pp. 67-73, 2014.
- [91] D. Katz, "The Motivational Basis of Organizational Behavior," *Behavioral Science*, vol. 9, no. 2, pp. 131-146, 1964.
- [92] L. Van Dyne, J. Graham and R. M. Dienesch, "Organizational Citizenship Behavior: Construct Redefinition, Measurement, and Validation," *Academy of Management Journal*, vol. 37, pp. 765-802, 1994.
- [93] S. Ahmadi, Y. Nami, and R. Barvarz, "The Relationship between Spirituality in the Workplace and Organizational Citizenship Behavior," *Procedia - Social and Behavioral Sciences*, vol. 114, pp. 262 - 264, 2014.
- [94] S. M. Jannah and C. B. Santoso, "The Impact of Workplace Spirituality on Organizational Citizenship Behavior: The roles of Organizational Identification and perceived Organizational Supports," *Asia Pacific Journal of Advanced Business and Social Studies*, vol. 3, no. 2, pp. 13-20, 2017.

- [95] S. Jang and K. Park, "Inter-Relationship between Firm Growth and Profitability. *International Journal of Hospitality Management*, vol. 30, no. 4, pp. 1027-1035, 2011.
- [96] S. Habeeb, "Relation between Organisational Citizenship Behavior, Workplace Spirituality and Job Performance in BFSI sector in India," *Problems and Perspectives in Management*, vol. 17, no. 1, pp. 176-188, 2019.
- [97] N. K. Tayebiniya and N. S. Khorasgani, "The Relationship between Workplace Spirituality and Job Performance among Staff of Azad Islamic University, Iran," *Humanities & Social Sciences Reviews*, vol. 6, no. 1, pp. 14-18, 2018.
- [98] E. Novitasari, Kartini and G. T. Pontoh, "The Relationship between Workplace Spirituality and Organisational Performance," *Journal of Research in Business and Management*, vol. 6, no. 4, pp. 56-63, 2018.
- [99] Valecha, "Workplace Spirituality and Spiritual-Based Leadership (An Exploratory Assessment in the Indian Context)," *Thesis. Shri Jagdishprasad Jhambarmal Tibremala University, Rajasthan*, pp. 1-223, 2012.
- [100] R. A. Fahey, "Job spirit: How Soul and Spiritual Leadership Capacities Impact Human Performance," *Dissertation Abstracts International*, vol. 67, no. 12, 2007.
- [101] J. C. Garcia-Zamor, "Workplace Spirituality and Organizational Performance," *Public Administration Review*, vol. 63, no. 3, pp. 355-363, 2003.