

## 2. The Role of Spirituality on Organizational Commitment

*Aksharirk Kumar*

**Abstract:**

*The purpose of this paper is to investigate the influence of spirituality on commitment. According to the findings, when people have spiritual experiences, they feel more affectively tied to their organizations, have a sense of obligation/loyalty to them, and feel dedicated. Because people react reciprocally towards an organization that satisfies their spiritual needs, allows them to experience a sense of psychological safety, makes them feel valued as human beings and that they deserve respectful treatment, and allows them to experience senses of purpose, self-determination, enjoyment, and belonging, the spiritual climate of the workplace is likely to increase commitment.*

**Keywords:**

*spirituality; commitment; Job satisfaction; loyalty; inner peace.*

**Introduction:**

In this age of cut-throat business competition where value systems are at stake, utilitarianism reigns, the demand for a commitment from employees to realize the organizational goal is found as one of the most challenging tasks. However, it has been noticed that paradigm shifts are taking place in organizational practice these days. Organizations are moving from authoritarian leadership to servant modal leadership; change from an economic focus to a balance of profits, quality of life, a shift from self-interest to service and stewardship, a shift from self-centeredness to interconnectedness. At the same time, research findings have enunciated that the spirituality at the organization is an important means to enable the employee to feel complete at one's work.

Encouragement of spirituality in the workplace may lead to benefits in the areas of personal fulfilment, commitment, creativity which will ultimately lead towards increased organizational performance (Krishnakumar & Neck, 2002).

Although the literature and interest on spirituality are growing rapidly, there is confusion around how spirituality influences organizational commitment. In this paper, we consider the meaning and implications of spirituality within the context of the organization. Here, we shall discuss how the person with spiritual values and philosophy perform well in their work field.

Our search, then, is that when people perceive their workplace as facilitating the satisfaction of their spiritual needs and the search for meaning at work, they increase their affective and normative commitment and decrease continuance commitment.

## **Spirituality:**

When the attention of spirituality is growing there is strong contention as to what exactly this concept "spirituality" means. There seem to be divergent views on spirituality. An argument can be made that there are multiple definitions for the meaning of spirituality because of very strong personal nature of this word itself. Spirituality encompasses the way an individual lives out his or her sense of interconnectedness with the divine and the world. Spirituality is the basic feelings of being connected with one's complete self, others, and the entire Universe (Turner, 1999). The study has been conducted to find out the application of spirituality in the organization. Ashmos & Duchon (2000) illustrated spirituality at organization into three dimensions 1) Inner life 2) Meaning and purpose in work 3) A sense of connection and community. They proposed that organization should provide an environment where the employee experiences inner life, purpose in work and community. They emphasized spirituality from the organization perspective. It is an internalizing organizational value and manifesting the experience of transcendence through the work process, facilitating sense of being connected via a feeling of compassion and joy, presence of certain values and cultural traits (trust, benevolence, justice, respect, humanism, meaningful work, hope, dignity, and honesty (Giacalone & Jurkiewicz, 2003).

Spirituality is about membership where people experience a sense of belonging, connectedness to one another and their workplace community. Workplace spirituality involves the effort to find one's ultimate purpose in life, to develop a strong connection to co-workers and other people associated with work, and to have alignment between one's core beliefs and the values of their organization (Mitroff & Denton, 1999).

Findings of Milliman, Czaplewski, and Ferguson (2003) confirms that spirituality in the workplace is a potential entry through which individuals can recognize themselves as spiritual beings, whose aspiration need to be instilled through providing with a satisfying and challenging work profile. Even it includes sharing, through which some common attachment, attraction, and togetherness with fellow colleagues in work units and the establishment as a whole (Karakas, 2010).

## **Commitment:**

Commitment refers to an attitude on the part of the employee towards the organization where he/she is working. A committed employee has a strong desire to remain a member of an organization and accepts its values in addition to readiness to exert considerable effort on behalf of the organization (Wainaina, Iravo, & Waititu, 2014). Thus, it makes it clear that the employee who is committed and especially affectively committed to an organization are less likely to leave and more likely to attend regularly perform effectively, and be good organizational citizens.

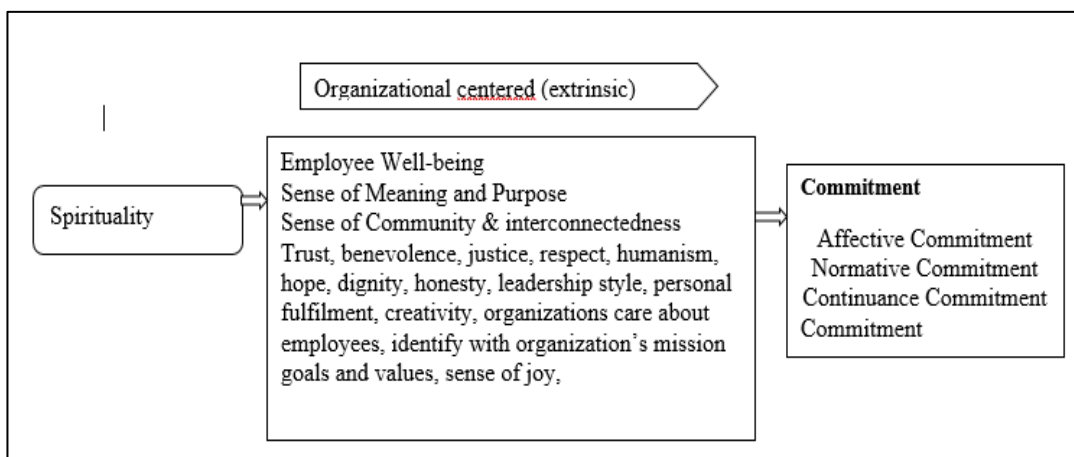
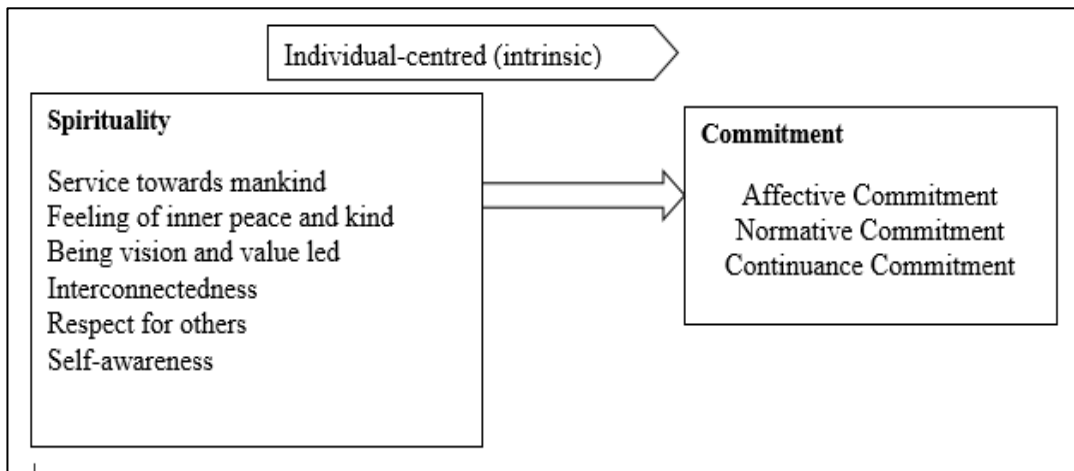
Meyer and Allen (1993) describe three broad themes, segregating the concept in Affective, Normative, and Continuance components. Affective construct deals with commitment as the identification made with the organization's goals and values, which push one to put an extra effort.

Continuance commitment refers to the exchange between individual and organization, and the normative commitment deals with loyalty and value congruence (Mowday, Porter, & Steers, 1982).

Organizational commitment helps to motivate individuals to pursue collective goals rather than individual outcome. In sum, commitment is viewed as an employees' psychological wedding to the organization i.e., an employee continues to serve the same organization throughout his work life (Sing, Gupta, & Venugopal, 2008).

### The Spirituality-Commitment Connection:

Spirituality in an organization can be seen from two perspectives. One can be understood as the organization centered and the other individual centered. Organizational centered spirituality refers to organization takes responsibility to promote spirituality via policy and practices. And person-centered spirituality consists individual who is intrinsically spiritual. It applies to human persons, living and acting according to their fullest intrinsic potential- thus ultimately, in the fullness of interpersonal, communal, and mystical relationship (Frohlich, 2009).



### **Spirituality Promoted by the Organization:**

Organization with a sense of spirituality in their value system, creates a feel in its employees that their organizations not only provide them with jobs for their livelihood, but also offer them a conducive environment where in the professional will have a regard to his job as purposeful and important (Mohrman, Galbraith, & Lawler, 1999). Several authors stressed that leaders who are more developed regarding their spirituality are also more effective (Fry, Vitucci, & Cedillo, 2005). Brown (2003) asserted that workplace spirituality is a kind of cure for the ills of modern management and a way to recapture the trust between employer and employee. Ashmos & Duchon (2000), studied that spirituality boosts loyalty and enhances morale. According to Rutte (1996), the spiritual individual is creative, ethical and have the deep sense of belonging. According to Zinnbauer, et al., (1997), people who assess themselves as a spiritual were more likely to feel interconnected, and exhibit self-sacrificing behavior. Research suggest that who score high in spirituality they have sound physical and mental health, good at personal growth and sense of self-worth. Spirituality addresses human activities such as learning, compassion, personal development, search for a higher purpose, personal fulfillment, etc. (Gull & Doh 2004). In sum, spirituality is associated with many positive organizational variables like organizational performance and productivity, honesty, trust, and intelligence (Burack, 1999). Spirituality has the negative influence on variables like the intention to quit (Milliman, Czaplewski, & Ferguson, 2003) and absenteeism (Giacalone & Jurkiewicz, 2003).

### **The Spirituality and Commitment:**

Enough study has been done on the antecedents of commitment. But in the present study, I have focused only on one variable which leads to commitment, and that is spirituality. The study indicates that spirituality and commitment are interrelated. A study done by Krishnakumar and Neck (2002) proposed that encouragement of spirituality in the organization may lead to benefits in the areas of commitment, fulfilment, and creativity. Therefore, organizations have discovered spirituality as a tool to foster commitment and performance (Mitroff & Denton, 1999). Spirituality has less to do with rules and order and more to do with meaning, purpose and a sense of community (Ashmos & Duchon, 2000).

Freke, 2000, in the encyclopedia of spirituality, considers self-knowledge, selflessness, love, personal growth, morality, humility, acceptance, positivity, and forgiveness as part of spirituality. Understanding spirituality begins with acknowledging that people have both an inner and an outer life and that the nourishment of the inner life can lead to a more meaningful and productive outer life (Fox, 1994). Therefore, if an organization encourages spirituality via its policies and practices, then it is encouraging the people to bring their whole self to work (Neck & Milliman, 1994). Encouraging spirituality is one of the steps towards ultimate personnel fulfilment and satisfaction. Spiritual people are aware of their inner movements and realize their wellbeing depend on the reciprocal relationship with an organization. Therefore, they move towards commitment and effectiveness. This result in making good profit, service, and work becomes sacred (White, 2001). By focusing on the spiritual side of a person, organizations experience an increase in the commitment level (Krishnakumar & Neck, 2002). In short, evidence exists that spirituality leads to increased commitment to organizational goals (Delbecq, 1999).

## Conclusion:

Human beings, in general, are most unpredictable. To find out exactly why they do, what they do is quite an uphill task. Nevertheless, research in psychology and organizational behavior are making their efforts to pin certain point behaviors of the human and organization. My present reflection is based on the insights borrowed from the field of psychology and organizational behavior. The present study seeks to answer is that spirituality is significantly related to various aspects of organizational behavior and performance, and if so, how. Consequently, this illustrates the significance of establishing ways of commitment. People are spending most of their lives in their working environments. Therefore, this study is relevant because it tackles the issue of spirituality in the organization and its relation to organizational commitment.

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