

## MEASURING SPIRITUALITY IN ORGANIZATIONAL SETTINGS – A CRITICAL ANALYSIS

Uzma Ismail

University of Management and Technology

PhD (Scholar)

Ahmad Zakariya

University of Management and Technology

PhD (Scholar)

Marriam Malik

University of Management and Technology

PhD (Scholar)

This paper has been presented in the



organized by

School of Business and Economics

University of Management and Technology, Lahore, Pakistan

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## ABSTRACT

The phrase “spirituality” can frequently seem as an abstract concept, open to interpretation, and that's why measured inferior to “religion”. Spirituality is gaining increasing visibility in organizational studies. If we study the spiritual experience and its behavioral demonstration between individuals, it becomes clear that there are some similarities in the spirit of spirituality that affect outward behavior. To analyze critically the concept of spirituality in different perspectives this paper examines 7 articles critically.

Key words: Spirituality; organizational studies

## CONCERNS ABOUT MEASURING WORKPLACE SPIRITUALITY

Duchon & Plowman (2005) in their paper studies dissimilarities in the workplace, in terms of openness to spirituality; and whether these are related with differences in work unit performance. The definition of workplace spirituality that they used is opted Ashmos & Duchon (2000, p. 137), who think through that a workplace is spiritual as soon as it identifies the succeeding three components: “that workforce have an inner life that nurtures and is nurtured by significant work which takes place in the community’s context.” The question arises that whether this actually is related with spirituality, or it is just to make one feel happy and valued at workplace, and is not really about feeling spirituality at work. However, Duchon and Plowman (2005) answer this, they used the “Meaning and Purpose at work questionnaire” to define the workplace in order to capture the personal components of workplace spirituality. The personal component they used were those that were projected by Ashmos & Duchon (2000).

However its uncertain that whether the questions are measuring what they are anticipated to measure. For example “inner life” according to Duchon & Plowman (2005) is defined as to empower individuals to take along their entire selves to work, together with their spiritual self. Conversely the five questions from Ashmos & Duchon (2000) study that the authors are using in order to quantify inner life, there is no single question that deals with workers bringing their spirituality at work (Duchon & Plowman, 2005, p. 829). The study asks that whether the workers are spiritual or not, and by getting the fact that the worker is spiritual does not certainly suggests that they are bringing their spiritual self at work. Subsequently, ‘inner life’ is such an significant part of Duchon & Plowman’s (2005) empirical study, the point that they do not really measure ‘inner life’ as envisioned by their study, weakens their empirical validity. Moreover, Patient satisfaction is suitable to quantify performance precisely in the

health care industry where this study is executed. On the other hand, patient satisfaction is unsuitable for creating a causal link amongst spirituality in the place of work and organizational performance, which could be measured by economic performance indicators.

Fry et al., 2005 similar to Duchon & Plowman (2005) use survey questionnaires to measure spiritual leadership, spiritual survival and organizational commitment and productivity. The questionnaire are based on qualities like vision/mission, hope/faith, altruistic love, membership and meaning/calling, they call these qualities as key components of spiritual survival in order to gauge the impact of organizational commitment and productivity.

**Table 1.1**

<b>Components</b>	<b>Fry (2003)</b>	<b>Fry et al (2005)</b>
<b>Faith</b>	“The conviction that a thing unproved by physical evidence is true” (p. 713)	‘Hope/faith is the assurance of things hoped for, the conviction that the organization’s vision/purpose/mission will be fulfilled’ (p. 844)
<b>Hope</b>	“Is a desire with expectation of fulfillment,” (p. 713)	‘Hope/faith is the assurance of things hoped for, the conviction that the organization’s vision/purpose/mission will be fulfilled’(p. 844)
<b>Relationship of faith and hope</b>	“Faith adds certainty to hope. It is a firm belief in something for which there is no proof. Faith is more than merely wishing for something. It is based on values, attitudes, and behaviors that demonstrate absolute certainty and trust	

	that what is desired and expected will come to pass,"( p. 713)	
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The above table shows that measure of hope/faith Fry et al., (2005) is a weakened description of the initially proposed definitions of hope and faith by Fry (2003) which undermines the research validity.

Brian E. Undermanned (1999) describes in this paper the inclusive overview of spirituality and its effect on health and healing. Spirituality is illustrated as having to do with the spirit or the soul, as distinguished from the body, and is often thought of as the better or higher part of the mind.

The question of how spirituality exerts this protective effect over health has not yet been answered. Waldfoegel2 acknowledged, various benefits of spirituality that are felt to occur secondary to spiritual practices per se directly affect physiologic processes via mechanisms that are incompletely understood." As for as spirituality of athletics is concerned the goal of trainer should be provide the highest quality, comprehensive care possible to the athletes and patients who are under supervision. in this paper Levin (1999) critically explained that though mostly studies are co relational, use inadequate procedures of religious obligation like religious value, and rarely assess the strength of religious commitment, they normally have recommended a beneficial, consequence for religious or spiritual association on physical and mental health position. Most of the research studies investigative more subjective procedures have been carried out on patient populations as well. A large number of investigators have estimated the relation between spiritual commitment and general health.

## WORKPLACE SPIRITUALITY AND ORGANIZATIONAL PERFORMANCE

The paper of T.winter contrasts the ideal dealing with the spiritual homogenization of the organizational culture by using Attraction-Selection-Attrition structure, along that it's critically analyze the contribution of individual diversity in workplace spirituality and organizational environment. Workforce spirituality is very sensitive issue because organization need positive outcome that is associated with employees. Study had examined the concept of diversity after reviewing the 200 studies related to spirituality and diversity that affects the culture of the organization. Giberson et al. (2005) propose that leaders in an organization are main contributors to the development of organizational environments, also via Schneider's (1987) ASA theory that's why spirituality is directly impact the Top Management team (TMT), the organization and become homogenous according to individual differences. Significant studies disagree to some extent accept belief. With this scenario if spirituality exceeds individual distinctions, then result, compensation, cooperation, and discrimination will not be concerned by spirituality.

## RELATIONSHIP BETWEEN BEING SPIRITUAL AND SPIRITUAL LEADERSHIP

There is need to know that how does a leader's spirituality is related to his style of leadership, to find the answer of this question we have reviewed an empirical research study conducted in top Turkish companies, in this study the authors Ayranci& Semercioz (2011) have attempted to find the relationship between the spirituality in the leaders and their spiritual leadership. The study is important in the sense that it has investigated the possibility of relationship between the two dimensions of spirituality that may help to understand spirituality at workplace in a better way. They found that there is no significant relationship between these two concepts, and it may be said that a person's spirituality is not a guarantee that he/she will demonstrate spiritual leadership. But there is a methodological issue in this study, the authors have used self reporting measures for the construct of spiritual leadership, we think that to measure spiritual leadership characteristics in leaders, the voice of followers is important to be considered,

without which the picture will remain incomplete. Moreover there is need of grounded theory approach to understand the issues under consideration.

### CONCLUSION

The most persistent concern of these empirical studies is the linkage amongst spiritual leadership and organizational performance. Though, these readings discover a relation concerning the two, it is not very conclusive. From this examination of the empirical studies, it can be established that it is very challenging to quantify 'spirituality,' particularly, as there is no comprehensive definition of spirituality. The spirituality in the context of health is always been ignored that's why mostly trainers are ignorant about the clear concept of spirituality between health and healing. Spirituality deals at workplace organizational culture and create a individual differences that's why MacDonald (2000, p. 192) analyzed critically that Five Factor Model of personality is imperfect, and have flaws that tackle spirituality.

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