Renaissance Of Spirituality In Workplace For Building Leaders

Abstract
The changing nature of the workforce and the dramatic rise in organisation complexity has necessitated a more collaborative outlook. Greater dependency on technology and rise in work has placed demand on how leaders communicate. This paper aims to study the importance of spirituality or spiritual intelligence in workplace and how it is helpful in growing and inculcating the qualities of leaders in the workplace. The paper provides the insights of how spirituality or spiritual intelligence is beneficial in workplaces and helpful in building or growing leaders in our organisation with the help of model known as “Spiritual Path for Building Leaders”. This model helps in understanding the concept of introducing spirituality in our life and knowing ourselves better so that we can bring out our hidden qualities. This paper fulfils the identified needs to know the importance of Spirituality in growing leaders in workplaces.

1. Introduction
In this rapidly changing global world and unforgiving pace of work, organisations are now focusing on making their employees happy, dedicated, tension free due to heavy workload by improving their welfare. Competitions are increasing day by day so to overcome, we need to first compete with ourselves. Employees need to be proactive. People work in a particular organisation with lot of trust and faith. To inculcate such environment we imbibe spirituality in our workplaces to make our employees happy. It is also known as “Spiritual Intelligence” (SI) or “Spiritual Quotient” (SQ). Spirituality is not a new term. It is known from ages. In Bible, it means “life in the spirit”. The soul is related to thoughts and feelings. Belief is an important aspect in spirituality. We can never practise
anything in which we don’t believe. As we know the cultural movement started in Italy and spreading to rest of Europe. There is renaissance or rebirth of spirituality in our workplaces now. (Smith and Rayment 2007), Spiritual intelligence brings depth to an individual approach and understanding and incubates the feeling of peace, happiness, and joy in the minds of employees. Spiritual intelligence helps in understanding “ourselves”. Introducing spiritual intelligence in our life and in workplace make our life simpler. Spirituality already existed but it has gained its interest in workplaces as life is becoming so demanding and people are unable to balance their personal and professional life. The few more definitions of Spirituality are given here.

1.1 Definitions of Spirituality/Spiritual Intelligence

- (Krishnakumar & Neck 2002) “If this spirituality is allowed to be expressed (Lips-Wiersma & Mills 2002) on an individual level, identify enhanced creativity, increased honesty and trust within an organisation and increased commitment.”
- (Guillory, 2000), “Spirituality has been defined as our inner consciousness a specific form of work feeling that energizes action”.
- (Delbecq, 1999), “The unique inner search for the fullest personal development through participation into transcendent mystery”.
- (Moxley 1999), Spirituality offers the opportunity for employees to bring their ‘whole selves to work’.
- (Konz & Ryan) in their spiritual analysis of the mission statements of Jesuit Universities (1999) say, “Spirituality grounds people in their work and allows them to connect with the transcendent in all they do.”
- (Dehler & Welsh, 1994), “a process of self-enlightenment”.
- (Vaughan), defined “spiritual intelligence enables the person to distinguish reality from illusion. Spiritual intelligence depends on the capacity to see things from more than one prospective and to recognize the relationship between perception, belief and behaviour.”
- (The god spot in workplace: Spiritual Intelligence), “defines spiritual intelligence as a unit to measure- allows human beings to look at problems related to meaning and value. So that life and action can be placed in a wider, richer meaning giving context”.
- (Valarek, 2009), defines “spirituality in seven general categories as: searching for meaning, and purpose, living in harmony with others, personal wholeness, wellness, holistic, achieving personal growth, ethics, integrity or values and belief in the divine and sense of justice or fairness”.

Leadership studies began in early 20th century to study the traits and qualities of a leader. Then researchers start working on their behaviour but it concluded that we should focus on people rather than the overall productivity (Champoux, 2000). Transformational and charismatic leadership theories focus upon how a leader engages the minds and emotions of followers. According to (Bass 1985, 1998), transformational leadership is composed of charisma, inspirational motivation, intellectual stimulation, and individualized consideration. Charismatic leadership theories focus upon the element of charisma and its effect upon follower self-concepts (Shamir, House, & Arthur, 1993), follower perceptions of the leader’s extraordinary identity (Conger & Kanungo, 1998), or follower’s higher-order needs (Bass & Avolio, 1993; Conger, 1999).

Organisation can only achieve success and aim to his goal by having a good leader so that he/ she can compete in right direction. This is game of mind. If mind is calm and focussed anything can be achieved. Leader is person who have a clear vision in his/ her mind and know “how “and “when” to
achieve. He should think about the welfare and not only providing the monetary benefits but also mental peace which is lacking nowadays. To be a leader one should have leadership qualities to lead or guide others.

1.2 Definition of Leader/Leadership
- (Adams, 2011), says if your actions inspire others to dream more, learn more, do more and become more, you are a leader.
- (Klien, 2015), "Leadership is having a vision, sharing that vision and inspiring others to support your vision while creating their own."
- (Drucker, 2015) “The only definition of a leader is someone who has followers.”
- (Bennis, 2015), “Leadership is the capacity to translate vision into reality.”
- (Kimer, 2015), "Effective leadership is providing the vision and motivation to a team so they work together toward the same goal, and then understanding the talents and temperaments of each individual and effectively motivating each person to contribute individually their best toward achieving the group goal."
- (Davis, 2015), "My perspective of a leader is an individual who knows the ins and outs about the business so they can empathize with followers. In addition to being a positive influence on the people they are leading, leadership is about setting the tone, motivating, inspiring, thinking big, and never [giving] up when others feel like quitting."
- (Garfield, 2015), "In my experience, leadership is about three things: To listen, to inspire and to empower. Over the years, I've tried to learn to do a much better job listening actively, making sure I really understand the other person's point of view, learning from them, and using that basis of trust and collaboration to inspire and empower. It's about setting the bar high, and then giving them the time and resources"
- (Barney, 2015), "Leadership is the behaviour that brings the future to the present, by envisioning the possible and persuading others to help you make it a reality."

It is been said by (Shankar, 2015) “A true leader lets go of control; he creates leaders, not followers.” Which means leader creates another leader rather than creating a follower. He added that, “we need to develop a global outlook and should imbibe teamwork from the Japanese, precision from the Germans, marketing skills from the Americans and spiritual values from the Indians.”

1.3 Purpose of Study
- To study the importance of spirituality or spiritual intelligence in workplace and how it is helpful in growing leaders in the organisation.
- To identify the needs to know the importance of Spirituality in growing leaders in workplaces.

1.4 Research Approach
This study is based on exploratory research method based on secondary data especially research paper, articles, books and webpages.

2. Review of Literature
- (Brien, 2014), says spiritual intelligence is the ability to access deeper meaning and multiple ways of knowing to see and solve or resolve the right problems. It includes: being fully present, operating out of values/purpose, asking the question behind the question, inviting
diverse and conflicting views, integrating left and right brain responses into a whole brain approach and moving from “I” to “We.” There are 3Q’s which help in activating our whole brain. They are IQ (Intellectual Quotient), EQ (Emotional Quotient) and SQ (Spiritual Quotient). IQ and EQ express our thoughts and emotions whereas SQ helps in finding meaning and purpose to make ourselves aware for our needs.

(Reave, 2005), added leader is one who has vision and is active in converting his/hers words into action with a feeling of compassion and joy. The success of leadership is categorised in 3 categories according to her which are related to followers, groups and individual. We can say a person is a leader if he is able to satisfy the follower and develop good ethical and organisation citizenship behaviour. For the group level leader should be capable for enhancing his group performance and productivity by maintaining corporate reputation. Whereas, for individual level leader should be motivating and should have good relationship with other with personal reliance. Spirituality is within. It comprises of innate qualities like love, bliss, purity and peace through our thoughts, actions and attitude. Spirituality in workplace is when we bring spiritual intelligence in our workplaces which create a peaceful environment, work becomes easier and creative and employees are treated as people and not as resources. Employees turn to be calm and focused and take 100% responsibility of his/her life and are able to solve the problem in a better way (Chada, 2006). The 3 key elements of leadership success are integrity, honesty and humanity (Reave, 2005). Spirituality relaxes mind and soul and adds happiness in life which improves the psychological well-being of the employees. It recognizes the inner lives and personal growth and purpose in life which nourishes the work environment and culture of the workplace.

(Wigglesworth & Salzman, 2012), defines spiritual intelligence as "the ability to act with wisdom and compassion, while maintaining inner and outer peace, regardless of the circumstances." She breaks SQ into 21 skills, which can be broadly categorized to four quadrant model as:

- Higher Self / Ego Self-Awareness
- Universal Awareness
- Higher Self / Ego Self-Mastery
- Spiritual Presence / Social Mastery

(King, 2008), defines “spiritual intelligence as a set of adaptive mental capacities based on non-material and transcendent aspects of reality, specifically those that contribute to the awareness, integration, and adaptive application of the nonmaterial and transcendent aspects of one’s existence, leading to such outcomes as deep existential reflection, enhancement of meaning, recognition of a transcendent self, and mastery of spiritual states” . (King, 2008), further proposes four core abilities or capacities of spiritual intelligence:

1. **Critical Existential Thinking:** The capacity to think thoughtfully for the existence and non-existence issues like nature, reality, space, time and relation to one’s existence.
2. **Personal Meaning Production:** The ability to derive personal meaning and purpose from all physical and mental experiences.
3. **Transcendental Awareness:** Going beyond the human values or ego.
4. **Conscious State Expansion**: The ability to enter and exit higher states of consciousness (e.g., pure consciousness, cosmic consciousness, unity, oneness)

- (Kumar & Mehta, 2011) have also researched the concept, extensively. They defined spiritual intelligence as “the capacity of an individual to possess a socially relevant purpose in life by understanding 'self' and having a high degree of conscience, compassion and commitment to human values”.

- (Geigle, 2012), says “if one want to be spiritual he/ she should accommodate spiritual request, respect for diversity, acknowledge employees as whole person with their minds, heart, spirit and soul”.

- (Lyton & Thogerren, 2009), added the qualities of Chinese leader to be spiritually intelligent. They said that leader are hardworking and love what they do and they gain energy from that passion. They know and use their values and have keen awareness and respect for their cultural rook and they do well. Spirituality helps in creating an active and demanding life and converting this energy in positive outcomes to ensure that the progress they make transfer to larger audience. Leader should be prepared for success and failure and spiritual intelligence help them to utilize and regain their energies for this.

- Workplace spirituality is divided in two ways, where first is the leaders individual spirituality and the other is organizational spirituality with leadership spirituality behavior towards subordinates (Pawar, 2014).

- Spirituality helps in creating belongingness, awareness (be it your own or other people working around you) and commitment towards your work which helps in enhancing human values. Spirituality is connecting to your interest as it helps in knowing our self’s and our interest. It is about “what can I get” but “what I can give”. It makes us to go from “how I can use others” to “how useful I can be to others” (Shankar, 2015).

3. **Outcomes After Review**

Time is moving with fast pace. Workplace is not only the place to work and earn money but it is a place where people spend their maximum time. Therefore, we should make our workplaces more creative, innovative and peaceful. Spirituality not only helps in making workplace a better place but also enhancing the qualities of the employees. Employees are no longer treated as resources. They are now assets to every organisation. From the study, we can conclude that:

- Spiritual intelligence controls the mind and explains the concept of “who I am?” once this is clear in mind, every employee will be satisfied in his/ her job and will find meaning and purpose in their work.
- It develops trust and honesty towards the work and organization.
- It creates the positive and peaceful environment.
- Spirituality helps employees being more creative, passionate and communicative.
- It nourishes human connections which enhances the relationships within the team mates.

Every organisation have started working for the betterment of their employees. Spirituality helps in inculcating the qualities like oneness and belongingness. People start finding purpose and meaning in their life. They are ready to face any challenges and solve problems very easily. There is a shift from “I” to “We”. People think about others first rather than thinking about themselves. It helps in creating calm and positive environment. Such change in our workplaces and employees attitude through spirituality helped in changing the perspective of a person which helped them in changing
their views and making them more passionate, hardworking and honest towards their work. They are now more focused towards their vision. That’s we call a leader. Hence, we can analyse from the above studies that rebirth of spirituality in our workplaces helps in building leaders: “a true human being”.

![Spiritual Path for Building Leader's](image)

**Figure 1: Spiritual Path for Building Leader's**

This model explains us the importance of spirituality in workplace. Spirituality helps in knowing “who I’m?” and develops the psychological well-being of employees. Which further help in growing leaders? As the psychological contract between the organisation and employees is breaking, organisation need to introduce spirituality in their workplaces so that trust and honesty is developed and resulting a peaceful environment in order to improve the leader’s effectiveness.

### 4. Conclusion

Are Leaders are born or they are made? It is a debatable question. Some researchers think they are born and some think they are made. But I think they are made. Made by their leadership qualities which come by experience and training. And form the above researches we can conclude that spirituality helps in imbibing the leadership qualities in an individual. Spirituality helps in knowing
the person “who she/ he is”? Once a person knows his/ her strengths and weaknesses we can help other people too. Leader should be person who keep on moving and protect his team from any hurdles. (Covey's, 2010), developed three ways to develop spiritual intelligence which includes reading and meditating, listening good music and find it in the way to communicate with nature.

On the basis of the analysis we can conclude this with the help of a model known as “Spiritual Path for Building Leader’s.”

5. References