The Study on Relationship Between Workplace Spirituality and Transformational Leadership

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Workplace spirituality and transformational leadership are interconnected concepts that emphasize values-driven, people-centered approaches to leadership and organizational growth. Workplace spirituality involves fostering a sense of purpose, interconnectedness, and meaningful engagement among employees, creating an environment where individuals feel valued and connected to their work. Transformational leadership complements this by inspiring employees to transcend self-interest for the collective good, motivating them through vision, authenticity, and personal example. Together, they cultivate a culture of trust, innovation, and shared purpose, enhancing both individual fulfilment and organizational performance while promoting ethical behaviour and sustainable success. The present study was to examine the influence of workplace spirituality and its contribution towards the Transformational leadership. This study specifically attempts to investigate the connection among spirituality and transformative leadership.to fulfilling the objectives the present study gathered data from 120 executives in IT Company in Chennai. The data were analysed with descriptive statistics and correlation were applied. The result found that there is a significant strong correlation among workplace spirituality and transformational leadership.

Keywords: Spiritual Leadership, Transformational Leadership, workplace spirituality.

1. Introduction

Workplace spirituality and transformational leadership are two pivotal concepts in modern organizational management that together foster an environment of meaning, purpose, and positive change. The performance of all employees greatly affects an organization's success. Leadership and workplace spirituality can affect this. Workplace Spirituality refers to creating

a work environment that recognizes employees as whole beings, addressing their emotional and spiritual needs alongside professional goals. It emphasizes a sense of purpose, connection, and concordance among individual values and organizational missions. When spirituality is embraced in the workplace, employees experience greater job satisfaction, engagement, and well-being. It involves fostering ethical practices, mutual respect, and a culture of inclusivity, where employees feel their contributions are meaningful and part of a larger purpose. Transformational Leadership is a leadership approach cantered on inspiring and encouraging followers to realize their maximum potential while pursuing a common vision.. Transformational leaders exhibit four core behaviours such as idealized influence (leading by example and earning trust), inspirational motivation (articulating a compelling vision), intellectual stimulation (encouraging innovation and problem-solving), and individualized consideration (attending to employees' unique needs and aspirations). These leaders empower teams, drive organizational change, and encourage a culture of continuous improvement. When combined, workplace spirituality and transformational leadership create a synergistic effect. Transformational leaders often align their actions with the principles of workplace spirituality, fostering a values-driven culture it motivates employees to discover meaning in their work. This alignment can lead to heightened morale, creativity, and a sense of shared destiny, enabling organizations to achieve sustainable success while supporting employee well-being. Together, they drive not only organizational performance but also nurture a workplace culture of authenticity, resilience, and interconnectedness.

2. Review of Literature

Bhosale, Shubhangi Dnyaneshwar (2022) Performed an empirical assessment of corporate citizenship behaviour and workplace spirituality. The study concluded that workplace spirituality is affected by elements like inner life, meaningful employment, and community context. Organizational citizenship behaviour is characterized by competitiveness, civic virtue, diligence, compassion, and civility.

Sean Taladay and Sunddip Panesar-Aguilar (2021) assessed the spirituality of non-profit administrators, their transformational leadership techniques, and the correlation between the two. Data were collected from 31 participants. The results indicated a substantial correlation between the factors.

Arokiasamy and Tat (2020) conducted research on the relationship between the transformational leadership style, employee engagement, and spirituality in the workplace setting. In Malaysia, there are 369 academic staff that work full-time in higher education institutions. These individuals provided the data that was collected. According to the findings of the study, there is a level of influence that is satisfactory among 'transformational leadership' and corporate 'spirituality' and employee participation in the workplace. In addition to this, the paper offers insights into how transformational leaders can improve employee engagement in the workplace by utilizing their ability to create a spiritual atmosphere in the workplace. Additionally, the findings give proof transformative leaders play a significant impact in altering the spirituality of the workplace as well as the level of job assignation of employees in the context of businesses located in developing countries.

Prabhu et.al (2019) conducted an analysis of the impact that spirituality in the workplace and transformational leadership in teams have on the efficiency of organizations. The purpose of this study was to evaluate the link between these constructs using a sample of 130 teams from different information technology businesses. Based on the findings, the significance of internalized intrinsic motivation stemming from workplace spirituality in impacting team performance; empirical confirmation of transformational leadership's role as a precursor to workplace efficiency; and the classification of team transformational leadership as a cultural framework within the research discourse on team performance were determined.

Karakas (2010) research has shown that spiritually active leaders are more emotionally intelligent and display transformational leadership traits like inspiring motivation and personalized consideration by building stronger bonds of empathy and support with their followers.

McKee, Margaret C (2008) examined the connections between transformational leadership, spirituality' in the workplace, and "employee well-being" as they pertain to a healthcare system. A total of 273 health care personnel had their data collected three times for the study. Second, 243 healthcare workers from the same company participated in a field experiment that examined the long-term impacts of a leadership training program. Training was determined to have a statistically significant primary effect in the study. Support for the proposed mediation model was shown in following regression and mediation analyses, similar to the previous study; however, this support was limited to employees' emotional well-being. Finally, a small group of seven leaders who had the most improvements in their mean leadership ratings after participating in the training research were interviewed in-depth to learn about their experiences. Two aspects of transformative leadership behaviour individualized concern and intellectual stimulation were identified as crucial to this study.

Krisha Kumar and Neck (2002) proposed that spirituality in the workplace was associated with enhanced levels of organizational dedication, trust, creativity, and personal fulfilment. According to them, having spirituality as an inward, subjective experience meant that humans were also interconnected. A sense of fulfilment and purpose in one's labour constitutes elements of spirituality.

3. Objectives of the study:

➢ To identified the level of Workplace spirituality

➢ To determine the relationship workplace spirituality and transformational leadership among executives of IT company.

4. Methodology

Executives from a private IT company in Chennai were the subjects of the study. 120 executives were selected using a stratified random sample procedure that was proportional to their size. Questions were asked in order to gather information. The data was gathered using two established research tools. A correlational and descriptive analysis of workplace

spirituality reveals its effect on transformational leadership.

5. Result and Discussions

Workplace Spirituality	Frequency	%
Low	13	11
Medium	43	36
High	64	53
Total	120	100

The above table is inferred that majority (53.0 per cent) of the respondents are opined that their organization having high level of work place spirituality. 36.0 per cent of executives accepted their organization having medium level of work place spirituality and 11 per cent of executives said that their organization having low level of work place spirituality. From the result the IT company practicing high level of workplace spirituality. Workplace spirituality refers to the sense of meaning, purpose, and linkage that employees feel at work. When employees experience spirituality in the workplace, they are likely to feel more connected to their work, their values, and their colleagues. It involves values like respect, integrity, and a sense of purpose.

Leadership behavior	Frequency	%
Transformational	92	77
Transactional	28	23
Total	120	100.0

The table indicates that a majority of the executives (92 out of 120, or approximately 76.7%) adopt transformational leadership behaviours, while 28 executives (or 23.3%) display transactional leadership behaviours within the organization. This distribution of leadership styles provides an interesting insight into the organizational culture and leadership practices.

According to Bass (1985), "transformational leaders" engage with followers in ways that raise their awareness about important organizational goals and motivate them to work towards achieving those goals. This type of leadership is often linked to higher levels of 'employee satisfaction', 'commitment', and 'performance, (Judge & Piccolo, 2004)

In organizations with a dominant transformational leadership culture, employees tend to experience increased motivation, trust in leadership, and a sense of purpose at work (Bass & Avolio, 1994). Such leaders can also help employees develop new skills, which can be crucial for organizational success in dynamic environments.

Group	Variables	N	Df	r-value'	Result
Executives	Work place Spirituality Transformational Leadership	120	98	.634*	Significant at 0.01 level

Table shows that correlation between workplace spirituality and Transformational leadership in IT Company. The r-value of correlation is 0.634; it inferred that there was a significant positive strong 'relationship between workplace' 'spirituality' and Transformational

leadership. The positive correlation Inspire indicates that elevated levels of workplace spirituality may lead to or be associated with more transformational leadership behaviours. Leaders who practice transformational leadership often emphasize values such as integrity, respect, and purpose, all of which are core elements of workplace spirituality. previous studies shown that transformational leadership can enhance employee 'job satisfaction, 'organizational commitment', and 'performance' (Bass, 1999).

'Work place Spirituality'	Transformational Leadership			
	'Idealized Influence'	'Inspirational Motivation'	'Intellectual Stimulation'	'Individualized Consideration'
Meaningful Work	0.490*	0.6 45*	0.267*	0.593 **
Sense of Community	0.542 *	0.6 11*	0.221*	0.5 28*
Connectedness	0.5 63*	0.5 43*	0.479*	0.569*
Sense of Calling	0.711*	0.654*	0.370*	0.732*
Engaging Work	0.593 **	0.723*	0.433*	0.558*
Inner life	0.421*	0.503*	0.345*	0..456*

In order to examine what the components of workplace spirituality related to what component of transformational leadership, in this regard, correlation analysis was applied. All the components of workplace spirituality strongly correlated with all aspects of 'transformational leadership' whereas comparatively all the scopes of 'transformational leadership intellectual stimulation are having weak correlation with all the dimensions of workplace spirituality'. While workplace spirituality tends to focus more on the intrinsic and spiritual dimensions of work, transformational leadership provides the external behaviours and leadership practices that can create an environment where workplace spirituality thrives.

6. Conclusion

In conclusion, Workplace spirituality and transformational leadership are closely related, both contributing to a positive and meaningful work environment. Workplace spirituality involves aligning individual values with work, fostering meaningful tasks, a sense of connection, and opportunities for personal development. Transformational leadership, in contrast, emphasizes motivating and inspiring employees through a compelling vision, ethical guidance, intellectual challenges, and personalized support. Together, they create a workplace where employees feel engaged, valued, and aligned with organizational goals. Leaders who adopt a transformational approach play a vital role in nurturing spirituality at work, helping employees discover purpose, build strong relationships, and achieve fulfilment. This combination enhances creativity, boosts job satisfaction, and supports organizational success.

Managerial Implication

Organizations can create policies and practices that encourage work-life balance, ethical decision-making and social responsibility. By doing so, they not only promote workplace spirituality but also strengthen the transformational leadership behaviors that inspire these

values. "Organizations should focus on developing transformational leadership skills" among managers, emphasizing the importance of inspiring a shared vision, fostering creativity, and providing individual support. Training leaders to role model ethical behaviour and value-driven leadership can enhance the spiritual well-being of employees.

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