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# COMPANY DIRECTED SPIRITUALLY

## AN ANALYSIS OF THE QUALITY OF LIFE AT WORKPLACE

### Abstract

The inseparability of the personal and professional lives has made the organization start to have a look at new strategies in managing people. The correlation, welfare and working environment, made this research investigate the importance of using the strategy of a spiritual environment to generate happiness at work and still raise the variables that enable a company's traditional transcendence to a spiritual undertaking. The findings show that the main reasons that generate happiness at work are based on the construction of organizational culture focused on the well being of the individual.

### Keywords

Spiritual Environment; Happiness at Work; Quality of Life; People Management; Corporate Spirituality.

## 1. Introduction

Through the evolution of society, the 21st century is a narrowing the space time technology in information but also in relationships with people anywhere in the world. According to Bauman (2001), this fast interaction will cause profound transformations of the social welfare, State, the family, labor relations, among others, losing ground to the liquefaction phenomenon. To analyze this metaphor, social institutions, by maintaining this solid, grounded and unshakable, merges irreversibly, taking, paradoxically, the amorfabilidade? of the liquid state (PICCHIONI, 2007, p. 2).

In search of synergy of happiness in the workplace, companies begin to reflect more about the individual values of employees, making the integration of other values, such as sustainability, social equality and spirituality. These values would make possible a transcendent perspective toward a more collectivist and organizational awareness, from a new style of management and leadership, focusing on human capital (KORAC-KAKABADSE; KOUZMIN; KAKABADSE, 2002).

There are different paths that lead to happiness and sense of well-being of a person. What contributes to achieve it is the use of bonuses for something bigger, that is, to provide personal forces in favor of actions that favor others rather than yourself (SELIGMAN, 2009).

For Neal<sup>1</sup> (*apud* BOOG, 2005, p. 1): "If any organization has to promote radical transformations in themselves to survive. These do not refer to the structure, but the values, essentially, to the values of the heart and soul".

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<sup>1</sup> NEAL, C. A conscious change in the workplace, **The Journal of Quality and Participation**, v. 22, n. 2, p. 27-30, 1999.

Spirituality at work is the recognition that developers have an inner life that feeds them and is fed by the achievement of meaningful work in a community context (ASHMOS; DUCHON, 2000).

Marques (2010, p. 13) mentions "wherever people interact, there will be a few that have better intentions than others; some who seem to be more favored than others; and some that are just easier to live with and understand than others".

## 2. Literature Review

It is essential, for the contextualization of this research theme, the understanding of the concepts of spirituality, religion, spirituality at work, and how this interaction can provide a quality of life in the workplace.

In this way, in order to promote the understanding of the object of study, the literature review discusses research books and articles published, as well as some dissertation theses, both national and international, that relate especially to the themes: spiritual environment, quality of life, happiness at work and leadership. Also includes the sample that investigated the database provided by the FIA (Fundation Institut of Administration -University of São Paulo – USP), through the PROGEP (Program People Management), responsible for research that sets annually "The best companies to work for" in Brazil.

### 2.1. Spirituality in the workplace

This research encourages Ashmos definition and Duchon (2000) that is based on corporate spirituality degree of recognition of employees as human beings, which have an interior life that feeds them and is also fed by the work environment within the community, where he developed the first instrument to measure spirituality in organizations, which was validated in Brazil by Paulino et al. (2010). Ashmos and Duchon (2000) affirm that the work environment, to a progressive amount of people, is only consistent with other people. This scope demonstrates that the organizational environment must be seen as a privileged space, where you can practice the spirituality.

This theme allows the discussion to the new paradigm emerging in business environment-the spirituality in the workplace. Currently the spirituality in the workplace is considered acceptable and recognized in academia. Specific topics addressing this subject come into play more often on paper-reviewed, magazines and, in 2001, the Academy of Management has created a special interest group for management of spirituality and religion (POOLE, 2009).

One can see that spirituality is moving strongly in the business environment. Considering this, there is a large number of authors who defend the correlation of the topic in the corporate setting (PAULA; COSTA, 2008).

Spirituality in the workplace is an experience of interrelation and trust between those involved in the process of work, engendered by good will. It leads to creating an organizational motivational culture conference, synthesized by reciprocity and solidarity, and results in improved overall performance, which is ultimately translated in duration and organizational excellence (MARQUES, 2010).

~~Manz (2006)~~ Manz (2006) points out that the organization that focus on business values only to obtain financial results, may be living a deep paradox relating to personal and even spiritual beliefs of an individual. That way, when the individual sacrifice their personal values, such as integrity and honesty, for these companies that take the relentless pursuit and are merciless of profitability, it causes great suffer and personal pressure, damaging the Organization's results.

Understand the company as being alive-organic company-puts the individual in the spotlight, bringing to light the human values, affective organizational commitment and individual performance, evidencing a company alive, where people are the cornerstone. It is important to achieve the goals, this share between organizational and individual values, enabling the involvement in work, thus, greater identification with the activity. (DEHLER; WELSH, 1994). The Organization, living this shared sense, can strengthen, in the community, a job that permits satisfaction and deep sense (FOX, 1994; CAVANAGH, 1999), because the orientation of the job can take beyond the individual sense, because it is not focused on himself, and thus the sense of vocation for what you do (ASHAR; LANE-MAHER, 2004). And under this perspective, the Union of working with the Organization leverages an important source of interpersonal and spiritual development.

Silva and Siqueira (2004) mention the importance of the environment to enhance personal development, self-knowledge, intuition and creativity. In the current scenario, the company values the individual for "to have"; However, the actual existence of the human being seeks the "to be", whereas the human aspects – body-mind-

soul. Soon, the organization that enhance your employee in the workplace by providing a learning and knowledge and a place conducive to interaction between people, may have more chances to get the individual to self actualization and retain the talents in the company. When employees are seen as individuals, all of whom have their personal differences, composed of biopsychosocial and spiritual characteristics, companies reach the result due to the affection that generates the organizational commitment and performance of employees. Ashmos and Duchon (2000), Matos (2001) and Milliman, Czaplewski and Ferguson. (2003) highlight that these aspects can serve to increase corporate efficiency, i.e. named in this study as corporate spirituality.

The integration of the spiritual environment provides a better quality of life due to satisfaction in the workplace. Second Vaill (1989), the organization goes through several turbulences at the same time, from a competitive landscape in which feelings in individuals from lack of leadership, lack and loss of the company's values. Due to this fact, spiritual learning inspires the individual out of this chaotic time. However, it doesn't mean that the profit cannot be part of the business, by contrast, is more than correct to have profit, as long as it is within ethical standards to be spiritually correct (HAWKINS, 1999 apud PAULA; COSTA, 2008). Claim Klein and Izzo (2000) that the spirituality cannot be separated from work, where it often is even ignored, but can never be removed.

However, Neal (apud BOOG, 2005, p. 1) points out that "if any organization, in order to survive, has to promote radical transformations in themselves. These do not refer to the structure, but the values, essentially to the values of the heart and soul ". It is understood, then, that the organization is a living organism, as it has in its composition, the people who make their identity, i.e. their mission – reason to exist – causing transcendence for their values and beliefs, which validate their internal and external attitudes.

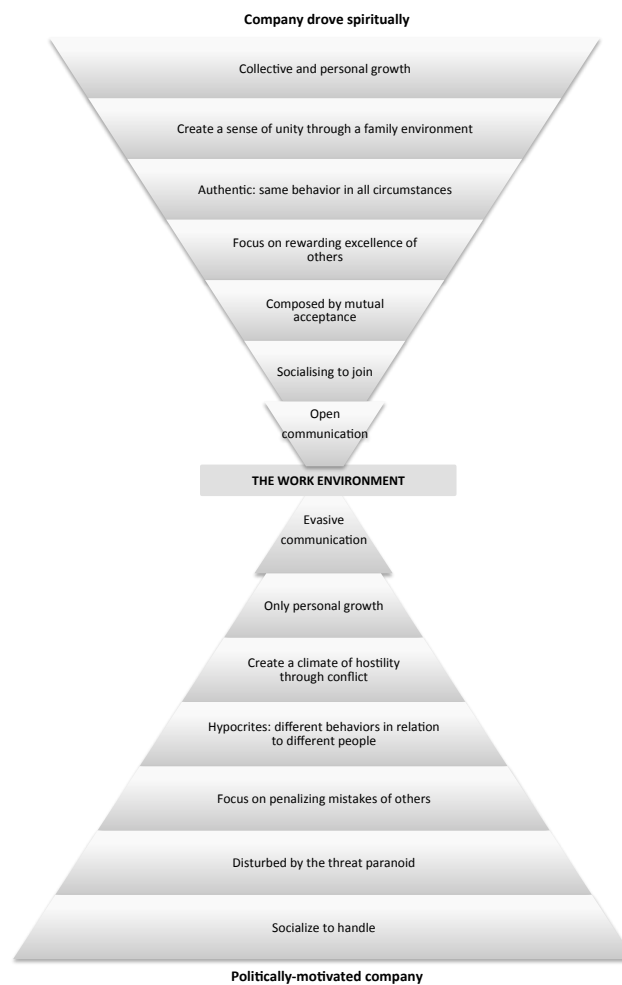
The evidence is clear that spirituality at work is dissociated from the spirituality itself, because it is limited to the workplace of an organization. It is identified that Spiritualized workplace is provided by the spiritual state of individual with the conditions of their work. You can include other different factors influencing the satisfaction of the individual in their work life. If these factors are limited, they may cause, as a result, dissatisfaction due to the work environment of the organization in general and to reach some cases for his life (MILLIMAN; CZAPLEWSKI; FERGUSON, 2003).

Marques, Dhiman and King (2005) mention 19 themes covering an effect on spirituality at work. They are: ethics, trust, belief in God or higher power, respect, understanding, honesty, openness, Being, auto creativity, motivation to encourage, trust, kindness, team orientation, few organizational barriers, a feeling of peace and harmony, aesthetically pleasing workplace, interconnection, stimulation of diversity and acceptance. And also, continuing the relationship of spirituality at work.

Kent Rhodes (EdD) mentions six effects of spirituality in the workplace: sustainability, values, creative awards, nurtures, development of principles and promotion of the vocation.

This synergy company – individual, Mahmoud (2010) presents the main differences of behaviors between the company that owns the look for spirituality at work and is against the traditional policy of work.

Figure 1 symbolizes an upward trend to boost spiritually, depicting the difference between being a company spiritually directed and another to be politically motivated.



**Figure 1** – Company addressed differences spiritually and politically-motivated company

Source: Marques (2010), adapted by the authors

One of the important aspects of spiritual work is to provide employees with their personal fulfillment, because they feel more engaged and valued due to programs such as career development and training that can help them deal with different situations. As a result, the company has better performance, better decision making, assertive communication and innovation, because the employee with spirituality at work enables the development of a feeling of affection with the Organization, thus keeping, retention of talent and strengthening competitive advantage for cost reduction in the rehiring of employees – low turn over – (ALTA; AWAN, 2011).

### 3. Research Methodology

The main strategy of this research was to use the exploratory research conducted by the Foundation Institut of Administration (FIA), where it enables the classification of best companies to work for in major Brazilian companies emphasizing quality of working life in relation to the index of happiness at work (*IFT*), as stated in the review of the literature.

According to Gil (2010, p. 27), "the exploratory surveys have a purpose to provide greater familiarity with the issue, with a view to make it more explicit or build hypotheses. Your planning tends to be flexible, because matter considers the various aspects relating to fact or phenomenon studied." The author also States that "the exploratory surveys have as main purpose to develop, clarify and modify concepts and ideas, with a view to formulating more precise hypotheses or searchable issues for subsequent studies.

The underlying database was kindly granted by Fundação Instituto de Administração (FIA), through the program of studies in people management (PROGEP), responsible for research that sets annually "The best companies to work for" in Brazil, which discusses four pillars of concentration-range, sustainability, consistency, modernity.

In this way, the object of the search is a strategy to respond to the question-problem, namely. The search indexes provided by PROGEP-FIA pointed out the critical success factors related to corporate spirituality, listing two aspects: the potential for generators of a better quality of life at work and boosters for rank among the Top 10 companies.

The PROGEP-FIA 446 companies surveyed 383 companies in the program, classifying as stated in this chapter. Of this universe, we decided to analyze the companies belonging to the segment of pharmaceutical, Cosmetic and hygiene, national and multinational, located in the State of São Paulo in Brazil. According to the Brazilian Association of the industry of personal hygiene, perfumery and cosmetics (ABIHPEC), Brazil won, in 2012, the world's second largest market of cosmetics, and in 2013, obtained 17 growth, reaching \$ 48.7 billion (£ 98.4 billion). So, we opted for the choice of this segment to sample analysis and the result of employees surveyed, 4,319 belonging to eight companies that were selected as the delimitation of the study researched. In order to preserve the confidentiality of those involved in the sample, follow the ranking: 046 Company; 057 company; 062 company; Company 176; 215 company; Company 268; 298 company; 375 firm.

**Table 1** - What causes I consider a company a great place to work

REASON	10 BEST Percentage
Feeling satisfied and motivated with the work I do in the enterprise	29%
Realize that I am learning more and more and I have opportunity to grow	23%
Agree with the objectives of the company and be proud to work in it	19%
Wonder what the company does for its customers, society and community	9%
Receive better pay and better benefits	7%
Being in an environment of good relations with co-workers	5%
Have stability and security	3%
Have bosses that I respect, trust and guiding its work team	2%
Be treated with justice	2%
None of the reasons described above	1%
<b>Total</b>	<b>100%</b>

Source: Benchmarking Report (2013-2014) adapted by the authors

#### 4. Search Results

1 chart lists the fundamental reasons of happiness at work, that are factors of spirituality that assist the analysis of the internal environment of the organization vis-à-vis the change of company x company Spiritualized.



**Chart 1** - What causes I consider a company a great place to work

Source: Benchmarking Report– FIA (2013-2014) adapted by the authors

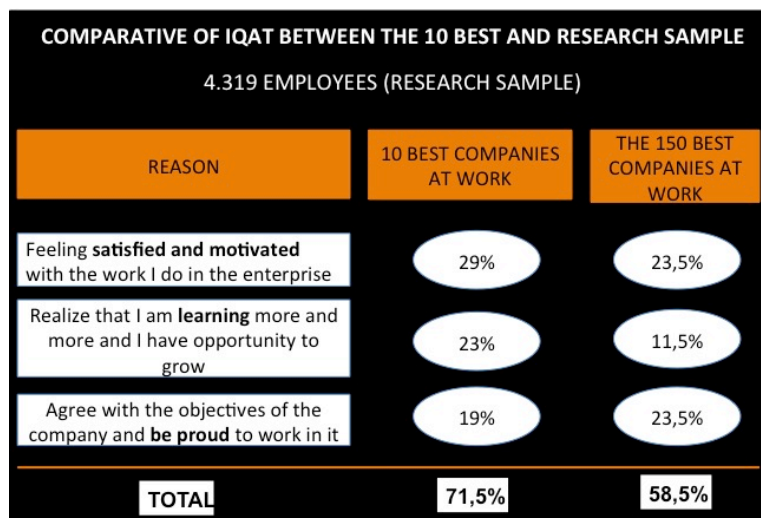
According to Chart 1, include three indexes that received highest percentage in favors among employees. They are:

- Agree to the objectives of the company and be proud to work on it.
- Feeling satisfied and motivated with the work I do in the company.
- Be in an environment of good relations with co-workers.

However, as the established criterion, among the 10 indexes, only an index not rated

- Have bosses that I respect, trust and guiding its work team.

As shown in Figure 2, these featured motifs reinforce what Marques (2010) advocates as being the main differences of behaviors between the company that owns the look for spirituality at work and against the traditional policy of work. Fernandez and Gutierrez (1998) highlight that are factors of a company when you're clearly identified the spiritual interest to meet the official and humanize your desktop, making it effectively not only the competence of people to develop the work, but see those that really want to perform such activity.



**Figure 2** - Comparative between the 10 best IQAT and the sample of the survey  
 Source: Benchmarking Report– FIA (2013-2014) adapted by the authors

## 5. Conclusions

From the literature review of quantitative research provided by PROGEP-FIA and the researcher's professional experience, in this chapter you will receive answers to formulated questions and study. Further research is also suggested to be carried out.

The issue of study, formulated at work, is targeting to identify whether the company might consider that the grounds of happiness at work provide a spiritual environment.

The Organization, to develop spirituality at work, need to develop particular features molded to the vision of the organization focused on your business style and the cause of that if you intend to arrive. Some fundamental factors that influence this development are aligned with the technology, competition, size of the Organization and other basic features of structure, process and working environment, promoting a state of happiness from the developer.

However, companies begin to reflect more about the individual values of their employees, implementing the integration of other values such as sustainability, social equality and spirituality. In accordance to that, for companies to seek synergy employee happiness in the workplace is essential to perform an individualist transcendence towards a more collectivist and organizational awareness, which will only be possible from a new style of leadership and management, aimed at human capital.

This challenge is closely connected to the organizational culture, which must be assigned by their leaders for the sake of humanization of the company to make sustainable results and consequently, the retention of talent in the organization.

It is very important to note that a spiritual environment, associated with the activities of spirituality at work, not only could result in an employee satisfaction, but in high productivity, high employee morale and consequently, increase competitive advantage through people.

Given this, organizations start to put it into practice, offering a wide range of sessions, classes and seminars on awareness and realization of spirituality. To keep the Organization in tune with this new form of management, just check if you are practicing procedures or measures of well-being, justice, ethics, encouragement to employees, support for the diversity of cultures, spiritual values, in order to change the track based on company culture and employee development plan.

This human sense in organizations reinforces the tendency of spirituality in the workplace. The experience of interrelation and trust between those involved in the process of work, engendered by individual goodwill, will lead to the creation of an organizational and motivational culture, synthesized by reciprocity and solidarity,

resulting in a better overall performance, which is ultimately translated to duration of organizational excellence.

The results obtained in this research bring to light the three main reasons that affect the quality of life at work – To feel satisfied and motivated with the work I do in the company; to realize that I am learning more and more and I have a chance to grow; To agree with the objectives of the company and be proud to work for it. These reasons demonstrated the integration of spirituality based on human values that provide a better quality of life due to employee satisfaction in the workplace.

By this analysis, there are different paths that lead to happiness and sense of well being, because they depend on the positive emotions of the individual. However, what contributes to achieve it is the use of bonuses for something bigger, which means, to provide personal forces towards actions that would rather favor others than you.

Therefore, the individual should feel the psychological well being, i.e. about their positive emotions, positive experiences and positive environments, in which their strengths and their virtues will be valued. This factor reaches a positive frame of mind, which is, “living well will make bloom a better and happier life”.

It is concluded that the spirituality cannot be separated from work, although it is even ignored, should never be removed. This way, you can perform a Spiritualized Company through the quality of life in the workplace by obtaining greater productivity and becoming economically sustainable provided that it is based on the individual.

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