

SPIRITUALITY TRAINING FOR ACHIEVING SELF EMPOWERMENT: A STUDY AT DMRC

Shalini Garg, Shilpa Jain, Ashima

ABSTRACT

In the new knowledge economy, independent entrepreneurship and initiative is needed throughout the ranks of the organization. Talented and empowered human capital is becoming the prime ingredient of organizational success. This self empowerment can be achieved through spirituality training as is highlighted by the present study. An experimental study was conducted on the employees of DMRC to see the effect of spirituality training intervention. A test group and a control group were taken to nullify the effect of the rest of the variables. The test group was given Raj Yoga Meditation training for a period one month. A semi structured questionnaire on likert scale was administered to measure overall coping skills, adjustment levels, locus of control, role conflict and ambiguity, perception about job, superiors and subordinates, stress and stress busters on both the groups before and after the training was given to the test group. The results show significant improvement in the overall coping skills, adjustment levels, reduction in role conflict; reduction in stress and enhancement in stress busters of the test group. There was no significant change in the control group on all these parameters.

Keywords: Spirituality Training, Empowerment, Coping Skills, Stress, Stress Busters, Adjustment

INTRODUCTION

"One machine can do the work of fifty ordinary men. No machine can do the work of one extraordinary man." – Elber Hubbard

The world is going through consummate times of rapid and evolutionary changes. At the same time, the workplace has become an unstable, insecure environment, making many workplaces unfriendly. This rapid change is creating the perception of powerlessness in the lives of many people, causing them to search for purpose, meaning, community and connectedness in the workplace where they spend a significant proportion of their time and energy. This lack of spiritual cohesion and a concomitant sense of shared and unified morality can be seen through fraud and corruption in business, Bosch (2009). For example, Grant (2003) stated that fraud in big corporations such as Enron, WorldCom, Global Crossing, and Adelphia caused the stock market crash in October 2002 and led to an elimination of employee retirement accounts. Conner and Douglas (2005) showed that stress can negatively affect the effectiveness of organizations by increasing the number of absentees, turnover, and unpredictable behaviors. There is strong evidence from surveys and research that most individuals in society are now in search of spiritual certainties (Howard 2002).

In fact, what companies need are people who care for and are involved in their work with their hearts and souls. That level of involvement and caring is therefore the core issue and determiner of corporate sustainable success in today's world. People engaged with heart and souls are the most valuable asset any company can have. Individuals who self report spirit at work share a distinctive personality (Kinjerski, 2004). Research indicates that persons with spirit at work are well adjusted and exhibit a sense of inner harmony. They have positive energy, are conscientious, and tend to be open to possibilities. Compassionate and altruistic, persons with spirit at work are self-transcendent and spiritually inclined. These spiritually inclined individuals seek deeper meaning and a purpose beyond self and, as such, see work as an act of service. They are filled with gratitude and humility (Kinjerski, 2004). Research indicates that persons with spirit at work report four actions which they perceive as contributing to their experience of spirit at work: (1) consciously living a life that is purposeful and meaningful; (2) working at cultivating and living a spiritual, value-based life; (3) recognizing one's own worth and the value of others and expressing appreciation for self and others; and (4) taking time to refill one's cup by pursuing that which is intrinsically rewarding and by engaging in self-care (Kinjerski, 2004). In this regard Cavanagh (1999) elaborated, "[Spirituality] helps the business person to become more centered on the important things in life: God, family, and a physical world that can be passed on to our children" (p. 193). Garcia-Zamor (2003) has observed the awakening of realizing the needs of spirituality in the workplace. There have also been instances of larger companies and corporations realizing the significance of these studies. For instance Boeing, AT & T, and Ford have

developed spiritual training for their executives.

Spirituality training leads to the empowerment which is a core concept of the new management model in which delegation is replaced by empowerment and responsibility by ownership. In the new knowledge economy, independent entrepreneurship and initiative is needed throughout the ranks of the organization. Empowerment is the oil that lubricates the exercise of learning. Talented and empowered human capital is becoming the prime ingredient of organizational success. Relative significance of intangible assets- knowledge, know-how, business models, processes, people, etc. compared to their tangible peers in business has risen from 5% in 1978 to 90% in 2004. There is no dearth of literature highlighting the importance of self empowered associates in the organizations. Empowerment in the workplace involves empowering workers with the skills and self-confidence they need to achieve their personal and professional best.

Spirituality Training through Raj Yoga Meditation (as taught by the Brahma Kumaris Raja Yoga meditation organization)

The basis for attaining an experience in raja yoga meditation is to understand the self and the mind. The human mind is the most creative, powerful and wonderful "instrument" we possess. Using this energy called mind we have been able to search the deepest oceans, send humans to the moon and scan the molecular fabric of the building blocks of nature. But have we found our true self? Our state of mind at any given moment is determined by the thoughts in our consciousness, and also with the feelings that we associate with those thoughts. Since our sub consciousness contains all our previous thoughts and experiences, it is necessary to selectively control the flow of thoughts that emerges from the sub conscious mind. The intellect is the controller which is used to discriminate so that only positive and benevolent thoughts flow into our mind. With meditation or deep contemplation, the individual is able to strengthen and sharpen the intellect. The end result is a constant state of well being.

Self-empowerment through Spirituality Training (Raj yoga meditation) comes as attainment of eight special abilities and powers.

| Power to | Ability to | Qualities |
|--------------|--------------|-----------------|
| Withdraw | Listen | Patience |
| Pack up | be Available | Humility |
| Tolerate | Tolerate | Love |
| Adjust | Adapt | Maturity |
| Discriminate | Discern | Knowledge |
| Decide | Judge | Clarity of mind |
| Face | Respond | Courage |
| Cooperate | Team Spirit | Cooperation |

There is a very deep productivity and interactivity between all these abilities. To listen we need to be available which comes from tolerance and ability to adapt. But in order to adapt in an accurate manner we need the discerning ability so as to know what to adapt, when to adapt and when to be firm. The more we analyze and discriminate the better decisions we take. Taking decisions implies that we shall be responsible for the results of the decisions. Team spirit is based on shared responsibility and to function in a team we need the ability to listen to all. It is only then we get the cooperation of all.

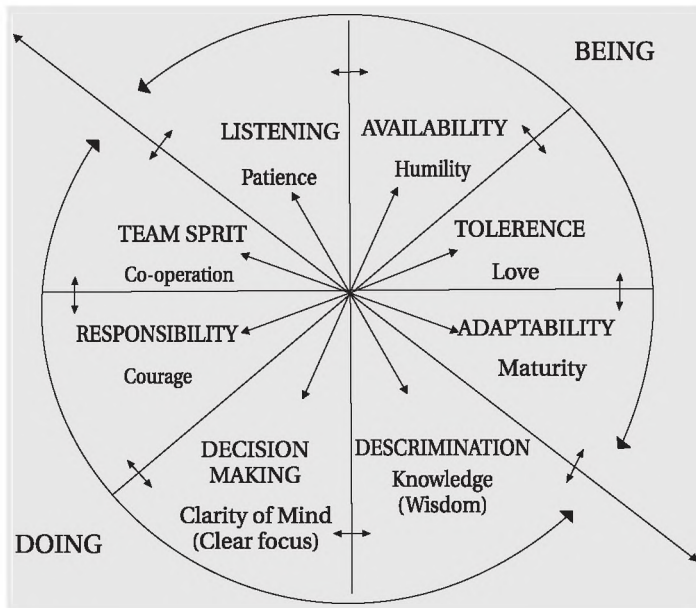


Figure 1

There are five undercurrents moving very silently in everybody's life and controlling 90% of our personality. The **first** and powerful undercurrent is the various forms of ego generated from one's social status, qualifications, post etc. The **second undercurrent** is the records carried forward from the past life which keeps on interfering with the present actions and becomes the driving force. The **third undercurrent** is the ancestral, which we inherit in our nature from the parents and grandparents. The **fourth** powerful undercurrent is the company in this life. Sometimes, there is lot of inner conflict experienced because of these undercurrents trying to pull us in various directions. Hence, people are at the mercy of these undercurrents. However these have shaped our personality but still we can initiate a change using the fifth undercurrent i.e. very powerful but quite dormant in majority's life. It is the undercurrent of **will-power**. This will power can be activated through the practice of spirituality. When we activate the will-power it becomes the driving force and awakens the innate qualities of self and forces them to come out in the 4R's of our life that is the various roles, the different routines, the responsibilities we have to shoulder, and the carious relationships. The innate qualities required, are essenceful and full of potential. They are permanent in our nature, and they take us beyond ego enabling us to be more efficient and effective in adverse times. Just like a volcano eruption these

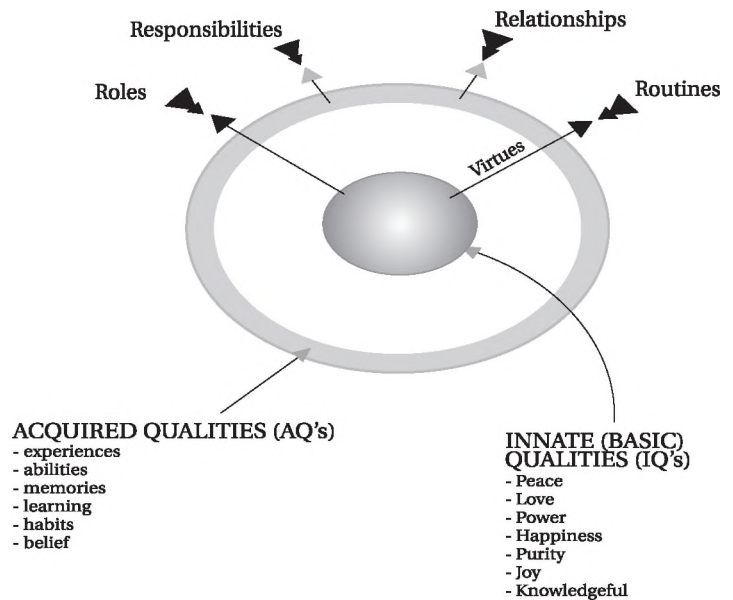


Figure 2

innate qualities brings great transformation. When we realize that we have these core values, we are totally open to the new learning, listening, adapting, and accepting and in nutshell **self-empowered**.

Raja Yoga Meditation Technique

Meditation What Am I?

The essential first step on the path of Raja Yoga Meditation is to realize this, "what am I"?

I see through my eyes. I hear through my ears ... I direct my body to move, and it moves ...

I have awareness, my body does not

Meditation I AM NOT A BODY!

My body is "mine" ... I am not this face, these features, or this bodily name ... I can think and know this body is not "me" ... I feel detached from this body ... and a feeling of stillness and silence comes over me ..

Meditation : I Am Soul

I now withdraw my attention, away from my physical organs ...

I focus my thought energy on myself, I-self ... I am this eternal point of life energy. This life energy that powers the body eternal soul ... thinking, deciding, thinking, deciding ... Acting Observing ... Remembering ... I the soul do action through the body I the soul observe the results of my actions I am the rider, my body is the chariot...

I concentrate my thoughts now on this one aspect ... that I am a concentrated spark of life-energy radiating light

As my thoughts concentrate I fill with power I become light ... floating

And I find deep peace within

Meditation: Diving Deep into the Self

I, the tiny spark of light energy, become introvert ... Looking deep within, I find my original qualities Far below the surface waves of the mind, I find the impressions of perfect peace and silence So still I become !... I fill with peace as I become the very essence of peace I become the embodiment of purity and silence.

Meditation: Diving Deep into the Ocean with raja Yoga meditation

In that one tiny spark of conscient light that is God,

With the gentle hum of peace I find that this sweet friend of mine, God the Supreme, is providing me with this ecstasy of unlimited warmth gentle waves of light from this sweet ocean are now passing over me ...

I become so still I feel I have gone to the very bottom of this Ocean of Peace ... I taste the very essence of peace Peace becomes my true nature once again... With this peace there comes the Supreme love of the Supreme Being... the mother showering love on her child Such tender love that my silent tears of thought gently unfold into ecstasy ... God, the giver of joy, is blessing the child with vibrations of peace, love, happiness ... This is the purity that I had lost.

I have come to the depths of the unlimited Ocean of Purity, Power and Peace.

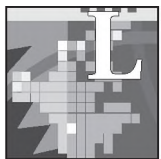
Meditation: Spreading Fragrance

I fly to my home now, - the world of pure light... The world of peace....

Here in this peaceful land I sit next to the source of this peace, the unlimited Ocean of Peace God the Supreme...

Also in from of me now I can visualise every other soul I ... So many star-like points of awareness ... to these souls,

(These meditations are drawn from the meditation as taught at the Brahma Kumairs Raja Yoga www.bkwsu.com)

**LITERATURE REVIEW**

One of the pioneer studies of the effect of raj yoga meditation technique was carried out at J. Watumull Global Hospital & Research Centre, Mount Abu in collaboration with Defense Institute of Physiology and Allied sciences, Delhi and Morarji Desai National Institute of Yoga, New Delhi. The healthy lifestyle study was carried on 217 angiographically documented coronary artery disease patients who were randomly divided into healthy lifestyle group (112) and control group (105). The healthy lifestyle intervention group received low fat high fiber vegetarian diet, moderate aerobic exercise and stress management through Raj yoga meditation and usual medical care. This study showed that the unique user friendly healthy lifestyle program is feasible, safe and compatible with other treatments in the setting of advanced coronary atherosclerosis with a high degree of compliance.

The average lesion change scores in healthy lifestyle group were in the direction of regression of coronary atherosclerosis in 66 out of 71 patients (92.96%). 44.09 % lesions in this group showed more than 10% absolute reduction in % diameter stenosis. The reduction in coronary atherosclerosis and coronary events observed in this study is highest recorded till date.

A training intervention-based field study with a control group was undertaken Neck and Manz (1996) to empirically examine the applicability of thought self-leadership in an organizational setting (of bankruptcy financial status), and the potential for cognitions to be self-controlled. Employees suffered from job insecurity and low morale. Results suggested that individuals who received the thought self-leadership training experienced increased mental performance, positive affect (enthusiasm), job satisfaction, and decreased negative affect (nervousness) relative to those not receiving the training. Additionally, the trainees reported a strong and positive reaction to the training. Finally, those who received the training experienced enhanced perceptions of self-efficacy and more optimistic perceptions of the organization's bankruptcy condition than those not receiving the training.

Some individual level benefits of workplace spirituality include "increased physical and mental health of employees, advanced personal growth, and enhanced sense of self worth" (Krahnke et al, 2003). Mohamed et al (2004) propose, "the stronger the spiritual factor of personality the more tolerant the person is of work failure and less susceptible to stress. Mitroff and Denton (1999), assert that workplace spirituality benefits individuals by allowing them to realize their full potentials and "develop their complete self at work. Therefore, workplace spirituality is a pervasive force that affects individuals and organizations at multiple levels.

Moore and Casper (2005) found evidence of a significant negative relationship between factors of spirituality and turnover intentions. According to Jurkiewicz and Giacalone (2004), organizations that welcomed workplace spirituality grew at faster rates, had higher rates of return, and increased their efficiencies more than comparative organizations who did not welcome workplace spirituality. Krahnke et al (2003) found individual level outcomes such as "increased physical and mental health of employees, advanced personal growth, and enhanced sense of self worth" associated with workplace spirituality. Bell and Taylor (2001) assert that today's organizations must begin to care for the whole employee in order to increase commitment levels, production rates, and efficiencies. According to Zinnbauer, et al. (1997), people who considered themselves spiritual and religious were more likely to feel interconnected with others (group cohesion) and exhibit self-sacrificing behavior (altruism). Neck and Milliman (1994) found evidence that organizations benefit from workplace spirituality through the generation of increased creativity and intuition. Enhanced leadership was also found to be positively related to spirituality (Conger, 1994; Moore & Casper, 2006). Another well researched positive organizational

change that has been found to be positively related to workplace spirituality is empowerment (Lee, 1991). If high levels of workplace spirituality are significantly related to positive work outcomes, then logically organizations could potentially benefit from developing spirituality in their employees.

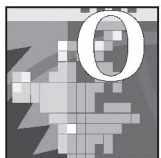


RATIONALE OF THE STUDY

Delhi Metro Rail Corporation Ltd. is a joint venture of Government of India and Government of Delhi. The name is associated with time bound service, discipline, and dignity in the minds of commuters. It has brought about blend of government and corporate culture. Though the organization is still in formative years, through their learning attitude they have now become experts and consultants in their own field. The organization has set a model for other Public sector undertaking. Despite all constraints they have been successful in changing the image of the capital. Smooth functioning of metro has been possible only with the coordination among different departments. Employees are in direct contact with the customers. Employees at DMRC everyday face new and challenging situations, varying work load, working in different shifts 24 hours, which puts them under constant pressure.

Furthermore they are required to remain alert and proactive on their jobs, they have to act instantly and take time bound decisions. Hence they require constant self-motivation and empowerment. Since DMRC is a high-end technology enabled organization every individual employee irrespective of his rank is crucial in its operation. Sometimes they have to rely on self-finding to take important decisions and require working with a sense of ownership.

Although DMRC is engaged in plenty of welfare activities a need was found to assess the stress level of employees and to empower them by educating them about their inherent capabilities through spirituality training. The Raj yoga Meditation taught by Brahma Kumaris World Spiritual University an international NGO was chosen for this purpose.



OBJECTIVES

To study the effectiveness and appropriateness of empowerment of an employee through spirituality training and its effect on overall coping skills and on

- Adjustment at work place
- Creating right Perception about organisation, job and senior
- Shifting Locus of control inwards
- Reducing role ambiguity and role conflict
- Enhancing coping skills to combat stress
- Stress busters in the life of employees

Where other factors like the job itself (Compensation, Shift Timings), Work Relationships, Organizational Structure and Policies and so on are kept constant.

Hypotheses

To study the effectiveness and appropriateness of empowerment of an employee through spirituality training following hypotheses has been formulated for the test group.

- H1. Post Spirituality (Raj yoga Meditation) training program overall coping skills will be significantly improved than pre training.
- H2. Post Spirituality (Raj yoga Meditation) training program Adjustment of the test group at work place will be significantly better than pre training.
- H3. Post Spirituality (Raj yoga Meditation) training program Locus of control of the test group will significantly shift inwards compared to that of pre training.
- H4. Post Spirituality (Raj yoga Meditation) training program Perception about organization, the job and senior of the test group will become significantly positive than pre training.
- H5. Post Spirituality (Raj yoga Meditation) training program Role ambiguity and Role conflict of the test group will be significantly less than pre training.
- H6. Post Spirituality (Raj yoga Meditation) training program Current Stress of the test group will be significantly reduced than pre training.
- H7. Post Spirituality (Raj yoga Meditation) training program Stress busters in the life of employees of the test group will be significantly greater than pre training.



RESEARCH METHODOLOGY

This research was made possible with the joint efforts of Delhi Metro Rail Corporation Ltd. and Brahma Kumaris World Spiritual University. Raj yoga Meditation is one of the training courses of Raj yoga Education and Research foundation of Brahma Kumaris World Spiritual University (NGO body on consultative status with UNO, UNICEF and WHO).

Experimental research design was used for this study where by (an intervention) a one month Raj yoga Meditation training program was given to the Test group. The study was conducted among employees of DMRC Shastri park depot, Delhi. The size of sample is 15 in Test group which includes one Assistant Manager, one Senior Engineer, twelve Junior Engineers and one technician. The Control group was taken to nullify the effect of other variables like job itself (Compensation, shift timings), work relationships, organisational structure and policies and so on. The control group consisted of one Assistant Manager, two Senior Engineer, ten Junior Engineers and two technicians.

A semi structured questionnaire which had thirty six items to measure the coping skills which includes level of adjustment at work place, Locus of control, perception about organization the job and senior, role ambiguity, current stress, Stress busters in the life of employees was used. The responses were taken on a five point Likert scale. Scoring was done in such way that lower score depicted better coping skills.



DATA ANALYSIS AND INTERPRETATION

The pre and post coping skills score of every respondent was tabulated. The same procedure was followed for individual attributes. This was done for both test group and control group. To analyze whether the training program was useful and whether the change in scores is significant Paired sample t-test has been used. The scores of Test group are lower after attending the program i.e. they have enhanced coping skills.

Table I shows the p values calculated by applying Paired Samples t Test on the scores obtained through pre and post training program from each group separately. The Control group showed no significant change in their overall coping

cooperation of all and develops a team spirits which results into better understanding and coordination among employees and departments that is crucial for the organization.

For the hypothesis H_3 results shows that there is no significant change in the Locus of control of the test group after the training program. Locus of control is latent part of personality developed over long period by experience and learning in various situations, to shift it requires consistent efforts and time.

For the hypothesis H_4 results shows a non significant change in the Perception about organization, the job and senior after the training program. This may be so because to change the employee perception about his job, seniors and organisation along with the training efforts are required from seniors and organisation side as well.

For the hypothesis H_5 results shows a significant reduction the Role ambiguity and Role conflict of the test group after the training program. Insight of the innate abilities of the self got translated into better match between employee and his role.

For the hypothesis H_6 results shows a significant reduction in the Current Stress of the test group after the training program.

Table 1: Showing the Pre Training and Post Training Mean Scores and the t-Values of the Test Group and Control Group on Various Dimensions.

| Dimensions | Test Group | | | | Control Group | | | |
|-----------------------|---------------------|----------------------|----------|-----------|---------------------|----------------------|----------|----------|
| | Pre Training Scores | Post Training Scores | t-values | p- values | Pre Training Scores | Post Training Scores | t-values | p-values |
| Overall Coping Skills | 78.00 | 63.46 | 3.78 | .002 | 51.8 | 68.4 | 1.82 | NS |
| Adjustment | 11.86 | 9.20 | 5.50 | .000 | 12.86 | 13.53 | .796 | NS |
| Locus of Control | 12.46 | 11.06 | 1.10 | NS | 15.80 | 14.73 | .909 | NS |
| Preception | 13.07 | 11.67 | 1.61 | NS | 15.53 | 16.53 | 1.02 | NS |
| Role Conflict | 8.53 | 6.66 | 3.28 | .005 | 10.33 | 10.20 | .153 | NS |
| Stress | 20.80 | 16.40 | 3.05 | .009 | 23.13 | 22.06 | 1.054 | NS |
| Stress Buster | 11.23 | 8.47 | 3.47 | .004 | 11.60 | 10.53 | 2.01 | NS |

skills as well as Ability to adjust at work, Locus of control, Perception about organization, the job and senior, Role ambiguity and Role conflict, Current Stress and Stress busters in the life of employees.

For the hypothesis H_1 results shows a significant change in the overall coping skills of the test group after the training program. Thus the training program has been effective in empowering the employees by enhancing their coping skills to face day to day challenging situations. This can be attributed to eight special powers developed through practice of Raj yoga Meditation.

For the hypothesis H_2 results shows a significant change in the test group in ability to adjust at work place after the training program. This comes from maturity to give way to others, to bend and to tolerate. This special ability helps one to get

The employees got benefited by relaxation which is the by product of meditation exercise and it had been proved as autogenic relaxation therapy in medical studies as well.

For the hypothesis H_7 results shows a significant improvement in the Stress busters in the life of employees of the test group after the training program.

Participants were asked as to the effectiveness of this intervention and they felt the training program was appropriate to their needs and work setting. They could apply the principles of Raj yoga to gain better understanding of their innate abilities which brought positive change in their life. All of them recommended that such training programs should be arranged for other employees also. They were relieved of stress and found that practise of Raj yoga meditation helped them to bring desired change in their outlook and behaviour towards

themselves as well as their job, colleagues and the organisation. This program also created a sense of responsibility towards one's behaviour as the participant realised that he has to change himself.



CONCLUSION

In the new knowledge economy, independent entrepreneurship and initiative is needed throughout the ranks of the organization. Talented and empowered human capital is becoming the prime ingredient of organizational success. This self empowerment can be achieved through spirituality training as is highlighted by the present study. The study shows that a one month spirituality training intervention through Raj yoga meditation brought significant changes in the overall

coping skills, adjustment, stress, stress busters and role conflict of the individuals in the test group. Thus the training program has been effective in empowering the employees by enhancing their coping skills to face day to day challenging situations. This can be attributed to eight special powers developed through practice of Raj yoga Meditation. The intervention helped them to develop maturity to give way to others, to bend and to tolerate. This special ability helps one to get cooperation of all and develops a team spirits which results into better understanding and coordination among employees and departments that is crucial for the organization. Insight of the innate abilities of the self got translated into better match between employee and his role. The employees got benefited by relaxation which is the by product of meditation exercise and it had been proved as autogenic relaxation therapy in medical studies as well.

REFERENCES

- 1 Bell, E. and Taylor, S. (2001). A Rumor of Angels: Researching Spirituality and Work Organizations. *Academy of Management Proceedings*, pA1.
- 2 Bosch L. (2009). The Inevitable Role of Spirituality in the Workplace. *Business Intelligence Journal* - January, 2009 Vol.2 No.1
- 3 Cavanagh, F. G. (1999). Spirituality for managers: context and critique. *Journal of Organizational Change Management*, Vol. 12, No. 3, pp. 186-199. Retrieved August 21, 2006 from University of Phoenix Library, Emerald database.
- 4 Conger, J.A. (1994). *Spirit at Work: Discovering Spirituality in Leadership*. Jossey- Bass, San Francisco, CA.
- 5 Conner, D. S., & Douglas, S. C. (2005). Organisationally-induced work stress. The role of employee bureaucratic orientation. *Personal Review*, 34(2): 210-224.
- 6 Garcia-Zamor, C. J. (2003). Workplace Spirituality and Organizational Performance. *Public Administration Review*. Retrieved August 21, 2006 from University of Phoenix Library, Emerald database.
- 7 Grant (2003). In article by Bosch (2009) <http://www.saycocorporativo.com/saycoUK/BIJ/journal/Vol2No1/article5.pdf>
- 8 Howard, S. (2002). A spiritual perspective on learning in the workplace. *Journal of Managerial Psychology*. Vol. 17, No. 3, pp. 230-242. Retrieved August 21, 2006 from University of Phoenix Library, Emerald database.
- 9 Kinjerski, V. (2004) *The Interconnectedness of Personality, Personal Actions, Organizational Features, and the Paths to Spirit at Work*, Unpublished Dissertation, University of Alberta, Edmonton.
- 10 Krahne, K., Giacalone, R.A., Jurkiewicz, C.L. (2003). Point-Counterpoint: Measuring Workplace Spirituality. *Journal of Organizational Change Management*, 16(4): 396-405.
- 11 Lee, M. (1991). Spirituality in Organizations: Empowerment and Purpose. *Management Education and Development*, 22(3): 221-226.
- 12 MacLagan, P. (1991). Having and Being in Organizations. *Management Education and Development*, 22(3): 234-241.
- 13 Milliman, J., Czaplewski, A.J., and Ferguson, J. (2003). Workplace Spirituality and Employee Work Attitudes. *Journal of Organizational Change Management*, 16(4): 426-447.
- 14 Mitroff, I. I., and Denton E. A. (1999). A study of spirituality in the workplace. *Sloan Management Review*, 40(4), 83-92.
- 15 Mohamed, A.A., Wisnieski, J., Askar, M., & Syed, I. (2004). Towards a Theory of Spirituality in the Workplace. *Competitiveness Review*, 14(1&2), 102-107.
- 16 Moore, T.W. and Casper, W.J. (2005). The Mediating Effects of Spirituality on Transformational Leadership and Turnover Intentions. Paper presented at the Academy of Management, Honolulu.
- 17 Moore, T.W. and Casper, W.J. (2006). An Examination of Proxy Measures of Workplace Spirituality: A Profile Model of Multidimensional Constructs. *Journal of Leadership and Organizational Studies*, 12(4), 109-118.
- 18 Neck, C.P. & Manz, C.C. (1996). Thought self-leadership: the impact of mental strategies training on employee cognition, behavior, and affect. *Journal of Organizational Behavior*, Vol 17, No. 5, pp 445-467.
- 19 Neck, C. P., and Milliman, J. F. (1994). Thought Self-leadership: Finding Spiritual Fulfillment in Organizational Life. *Journal of Managerial Psychology*, 9(6): 9-16.
- 20 Zinnbauer, B.J., Pargament, K.I., Cole, B., Rye, M.S., Butfer, E.M., Belavich, T.G. et al. (1997). Religion and Spirituality: Unfuzzifying the Fuzzy. *Journal for the Scientific Study of Religion*, 36(4): 549-564.