Manifestation of Self-interest Transcendence: The Role of Team Transformational Leadership and Workplace Spirituality

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Abstract

The purpose of this paper is to examine the impact of team transformational leadership on 'spirit at work', an individual-level construct of workplace spirituality. Further, this paper seeks to know the moderating role of organizational spiritual climate in the relationship between team transformational leadership and 'spirit at work'. Furthermore, this paper has examined how the notion of self-interest transcendence acts as the connecting theme among these constructs. This paper has examined the theoretical and empirical evidences relating to the nature of relationships among team transformational leadership, spirit at work and spiritual climate. There exists theory-based empirical justification to build a model of workplace spirituality by positing team transformational leadership as an antecedent of 'spirit at work', the construct that captures individual experiences of spirituality at workplace. Articulation of the relationship between team transformational leadership and 'spirit at work,' an individual-level construct of workplace spirituality and discussion on theoretical evidences that point towards the moderating role of organizational spiritual climate in the association between team transformational leadership and 'spirit at work' are the contributions of this paper. Inspiring potential of super-ordinate goals, motivational potential of transformational leadership behaviors of team members, and the need for verification of identities of organizational members are discussed. Future research should attempt to articulate the limitations inherent in the conceptualization of workplace spirituality and therefore, attempt to thus provide fresh perspectives of the same so as to integrate the sense of sacred in workplace conceptualization of spirituality.

Keywords: Spirit at Work, Spiritual Climate, Team Transformational Leadership, Workplace Spirituality

1. Introduction

Transformational leadership is expected to lead to "creating mechanisms for employees' self-interest transcendence at work and employees' actual experiences of spirituality at work in terms of transcending self-interests," which is quite akin to what workplace spirituality does[1]. Therefore, scholarly research on workplace spirituality has identified conceptual and empirical links between transformational leadership and workplace spirituality[1–3]. In this connection, literature on workplace spirituality proposes that transformational leadership is a precursor to workplace spirituality[1]. Though, the prior research on the relationship between these two constructs has provided empirical

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evidences on the relationship between them[4], such explanation is limited only to the examination of transformational leadership vested in individual leaders. Studies on shared leadership in teams are scarce. Even as prior research on team transformational leadership has shown evidence for its beneficial influence on team performance[5], the impact of team transformational leadership behaviors is still to be examined in enabling an inside-out approach to workplace spirituality facilitation among team members by exercising their positive influence on individual spiritual experiences at workplace. Accordingly, this paper has addressed this research gap on building theoretically articulated relationship between team transformational leadership and individual experiences of workplace spirituality, which is conceptualized by this paper in the construct of spirit at work[6].

Bridging this gap is important because organizations are increasingly moving towards team-based structures. In the context of teams, Team-Member Exchange (TMX) is reported to have exercised incremental validity over Leader-Member Exchange (LMX) in determining organizational commitment and job satisfaction[7]. Therefore studying the effect of team transformational leadership, whose theoretical basis lies in team-member exchange processes, is expected to extend our understanding of the effect of TMX on workplace outcomes going beyond the impact on organizational commitment and job satisfaction. In this regard, this paper proposes that even as team transformational leadership is known to produce beneficial effect on team performance[5], it is similarly expected to produce beneficial impact on workplace spirituality experiences and would thus be expected to bring about spirit at work[6]. Though the prior research has situated the concept of workplace spirituality with sound empirical evidences[8,9], the theoretical explanation on why individuals seek meaning and connectedness - which is explained by the research discourse on workplace spirituality as spiritual experiences at workplace - from a psychological perspective is still to be strengthened. Further, seeking spiritual experiences at workplace needs explanation against the backdrop of team-member exchange

processes as we need to know how team transformational leadership facilitates TMX processes so that it acts as a mechanism of inspiring self-interest transcendence, a common meeting point of both transformational leadership behaviors and workplace spirituality. Therefore, this paper seeks to extend the theoretical grounding of the relationship between team transformational leadership and workplace spirituality experiences[6]. This paper has also duly considered the research discourse on shared leadership[10] while positing the construct of team transformational leadership[11] as a representative concept of shared leadership at the team-level. In this connection, this paper has attempted to solve the puzzle on how and why shared leadership in teams leads to spiritual experiences at workplace by conceptualizing team transformational leadership as an operationalized construct of the concept of shared leadership.

In this regard, prior research hasn't drawn from TMX processes to explain the effect of team transformational leadership on individual experiences of spirituality at workplace so as to explain how the contextualized identities[12] of team members inspire self-interest transcendence and, therefore, spirit at work in teams. Nor do we find an explanation on the psychological grounding of the mechanisms that team transformational leadership initiates in influencing workplace spirituality. Accordingly, such linking process leads us to several pertinent questions on the nature of relationship between these two constructs. These relevant issues are as follows: How does the process of meaning-making individual spiritual experiences begin? What processes lead to fulfilling employee experiences that are characterized by the presence of self-interest transcendence in team contexts? How do transformational leadership behaviors of team members influence their associates' meaning-making experiences? How do team-member exchange processes bring about self-interest transcendence? Though these issues are partly addressed by prior research[5,6,13], the theoretical narratives that explain these mechanisms at the team level are scarce. Discussion on these issues at the team-level is important because the prior research has shown that team-member

exchange exercises incremental validity over LMX exchange in the context of teams[7].

The issue of what mechanisms enable the self-interest transcendence mechanism that the construct of team transformational leadership initiates is equally important as teams work in an organizational context and therefore, as they are nested within a bigger entity, the effect of organizational climate in general and spiritual climate in particular, should also be accounted for. Results of the research endeavors on the comparative impact of workplace spirituality on attitudinal outcomes indicate the moderating nature of collective spirituality on individual spiritual experiences[14]. Therefore, this paper has proposed that the relationship between team transformational leadership and spirit at work is expected to be moderated by organizational spiritual climate, an organization-level conceptualization of workplace spirituality. No prior research has examined theoretically the moderating role of the construct of organizational spiritual climate in the relationship between team transformational leadership and spirit at work that captures individual spiritual experiences at workplace. Therefore, this paper seeks to address this research gap. Addressing this gap is essential to understand the organization-team-individual levels' interaction in bringing about the experiences of workplace spirituality.

The purpose of this paper is, therefore, to explore theoretically the association between team transformational leadership and spirit at work and to examine why the construct of spiritual climate moderates the relationship between team transformational leadership and spirit at work. In this context, this paper argues that the notion of self-interest transcendence is the common theme that binds the constructs of the study i.e. team transformational leadership, spirit at work and spiritual climate. Further, this paper would also investigate the issues such as psychological source of the experience of self-interest transcendence, emergence of self-interest transcendence even as individuals attempt to assert their identities, the role of team-member exchange processes in the manifestation of self-interest transcendence, and the impact of transformational leadership behaviors in facilitating the emergence of self-interest transcendence.

2. Constructs of the Study

2.1 Team Transformational Leadership

Transformational leadership measures the transformational leadership behaviors that are present among individual leaders[15]. The relevant issue, in the context of this paper, is whether it is possible to apply the concept of transformational leadership at the team level. In this connection, it is to be noted that prior research has shown that the concept of transformational leadership is applicable to groups as well as organizations[16]. Sharing of common vision and adaptability are the characteristic of transformational leadership style, which has applicability across several levels i.e. groups, organizations and nations[16]. Spillover effect of transformational leadership within organizations, from higher levels to levels down the line in an organization, is thus examined and empirically demonstrated. In this regard, the theory of identity argues that visionary behavior reinforces collective identity of a group. Therefore, there exists theoretical support for conceptualizing transformational leadership at the team level.

The construct of team transformational leadership[11] is conceptualized as consisting of five dimensions i.e. idealized attributes, idealized behaviors, inspirational motivation, intellectual stimulation and individualized consideration. This construct examines the presence of transformational leadership behaviors present in the entire team.

2.2 Spirit at Work

At the individual level, workplace spirituality is conceptualized as spirit at work that taps the individual experiences of spirituality at workplace[6]. Workplace spirituality is conceptualized, for the purpose of the proposed research, at the individual level as 'spirit at work'. Incorporating the dimensions of workplace spirituality, spirit at work is defined as follows: Spirit at work is a distinct state among team members that is characterized by engaging work; spiritual connection;

a sense of community; and a mystical or intuitive experience[6].The idea of self-interest transcendence is identified as the common theme running through the dimensions of workplace spirituality[1]. Workplace spirituality is also posited to be an outcome of leadership, especially transformational leadership[1].

2.3 Spiritual Climate

Spiritual climate is a construct that measures collective spirituality. It measures the shared perceptions of organizational members regarding the presence of spirituality in the entire organization. Prior research on organizational climate and its types conceptualize organizational climate as the aggregation of perceptions of organizational members on specific characteristics of their organizations[18,19]. Accordingly, workplace spirituality is consisting of the dimensions such as inner life, meaningful work, and community[20]. In this connection, the construct of spiritual climate is conceptualized as consisting of the dimensions of harmony with self, sense of community, and transcendence[19]. Accordingly, the theme of self-interest transcendence is the essential component of this construct too.

The construct of 'spiritual climate' was originally developed to measure the presence of spiritual climate in the entire organization[19]. The spiritual climate scale developed by Pandey et al., (2009) is a collective construct and therefore, a macro-level construct. Harmony with self, harmony in environment and transcendence are its dimensions[19].

The concept of spiritual climate presupposes that spirituality at workplace manifests itself through the value-framework of an organization[19,21]. Further, it is argued that values are enshrined in organizational climate in general[19], and teams in particular[22]. Therefore, the degree of presence of spirituality at workplace can be understood by measuring spirituality present in work climate[19]. This implies that there exists theoretical and empirical justification to conceptualize spiritual climate at the organizational level.

3. Theoretical Background

3.1 Psychological Source of the Experience of Self-interest Transcendence

Why individuals seek meaning and connectedness, the concepts that manifest the notion of self-interest transcendence[1], is the issue that helps us understand the phenomenon of workplace spirituality. In this regard, the theory of individuation[23] provides the link between individuation process and search for meaning. The individuation process is the process of development of one's ego and its later subordination to one's 'self'. Search for meaning in work, in the context of the theory of individuation, is an attempt to become fully conscious and thereby to become an individuated self. In this connection, prior research has argued that self-interest transcendence is the essential theme of the two critical dimensions of workplace spirituality i.e. meaning and connectedness[1].

Therefore, an insight into how the process of individuation facilitates connectedness would facilitate our understanding of the manifestation of self-interest transcendence at workplace, in general and teams in particular. In this connection, the issue is: How does the process of individuation facilitate self-interest transcendence through connectedness? The theory of individuation, in this regard, provides an explanation on how connectedness or the sense of community at workplace[14] acts as an expression of self-interest transcendence in one's relationship with one's co-workers. The theory of individuation argues that the process of identification of ego with the conscious personality should be multi-sided in the sense that all characteristics of an individual's personality, both conscious and unconscious, should be subsumed by ego. If this doesn't happen, those characteristics of the unconscious that haven't found their expression through their identification with the ego, will find their expression in one's interpersonal relationships[24]. Therefore, one comes to know of one's unconscious by analyzing one's own relationships with others. In short, repressed characteristics of the unconscious find their expression

through projection onto others. Nature and degree of connectedness with others will be the result of projection or otherwise of repressed characteristics. Therefore, individuation process is expected to help individual team members to become conscious of their own shortcomings. This facilitates the sense of community at one's work unit. Thus, as the individuation process matures, the individual-specific meaning and connectedness that individual team members experience will also increase. Accordingly, this facilitates manifestation of self-interest transcendence in teams' functioning.

The theoretical gap of the theory of individuation in explaining self-interest transcendence is its inability to enable the understanding of human beings' search for meaning through organizational interventions and facilitation. Therefore, the theory of individuation does not explain individuals' search for meaning enabled by organizational mechanisms, which requires explanation of the role of organizations, in general, and leadership behaviors, in particular, in this process. The theory of individuation views search for meaning as essentially the responsibility of individuals themselves. In this regard, symbolic interactionist theories of identity[25] bridge the above-mentioned gap so as to explain the interaction between the individual-level relationships and their interaction with the organizational – level factors.

3.2 Search for Identities and Self-interest Transcendence

Two propositions of identity theories[17] constitute the essential theoretical premises for articulating the role of individual-organization interaction[26] that manifests in the relationship between transformational leadership and workplace spirituality. These propositions help us understand why the need for expression of their identity leads to self-interest transcendence among individual team members. First, identity theories propose that human beings have an aspect of self-expression in their personality. This implies that motivating factors of human actions cannot be limited to instrumental, rational, optimizing and calculative

behaviors alone. Assumption of self-expression explains even the self-sacrificial behavior that human beings display. Accordingly, the assumption of self-expression implies that people act to express and assert their identity. If such an assertion requires transcendence of self-interests[1], it results in increase in their willingness to display the same. In a similar vein, workplace spirituality research also argues that human beings are also inspired by larger purpose or transcendence of self-interests and, thus, they strive to go beyond the 'cost-benefit' exchange mechanism. Therefore, team members' need for assertion of their identity induces them to consider self-interest transcendence too.

Secondly, these theories hold the view that even as individuals interact with members of collectivity, they are thus likely to identify themselves with the collectivity too. Accordingly, individuals would have individual identity as well as social identity[27]. Which of these two identities i.e. individual identity and social identity would lead to emergence of self-interest transcendence is the relevant issue, in this context. While the verification of individual identity leads to intrinsic motivation, the verification of social identity of individuals inspires them to transcend their self-interests, demonstrate connectedness and thus contribute to manifestation of workplace spirituality.

3.3 Team-member Exchange Processes and Self-interest Transcendence

How team members attempt to attain the trade-off between their aspirations for individual and social identities is explained by the theory of optimal distinctiveness of identities[12]. The aspiration of human beings to assert their individual and social identities manifests in team-contexts in two forms. First, it expresses itself in the form of desire for differentiation within a team so as to establish one's uniqueness among team members and, thereby, to assert one's individual identity. Second, it expresses itself in the form of need for assimilation across teams in the organization's context within which teams are functioning and, thereby, one's need

for social identity. The theory of optimal distinctiveness of identities[12] argues that team-member exchange processes within teams operate in such a manner that individual team members strive to maintain the balance in attaining uniqueness within their team and assimilation across the teams with which they are interacting[12]. Thus, this process of attaining optimum distinctiveness of their individual and social identities would help team members in avoiding the negative trade-off that may result in asserting their individual and social identities. This implies that though individual team members aim at differentiating themselves from their team members within their team, they have to necessarily demonstrate self-interest transcendence so as to realize assimilation across other teams within their organization. Therefore, it is the aspiration for establishing one's social identity that facilitates self-interest transcendence to come into being.

Though the symbolic interactionist theories of identity bridge the gap relating to individual-organization interaction which is not explained by the theory of individuation, they do not situate this process against the context of a leadership theory. The theory of motivational effects of charismatic leadership based on the self-concept bridges this gap. In this regard, this theory argues that transformational leadership doesn't seek to achieve the value of goal accomplishment through cost-benefit mechanism[17]. Transformational leaders try to accomplish the same through the process of expression of goals in terms of values[28]. This creates meaningfulness to followers[17]. Further, transformational leadership behaviors create goal meaningfulness and task meaningfulness by relating goals and the corresponding tasks across past, present and future[17]. Larger goals become the basis of collective identity and thus would they facilitate transcendence of self-interests[29]. Therefore, transformational leadership behaviors displayed by team members would also facilitate creation of social identities among team members.

Accordingly, transformational leadership influences the dimensions of spirit at work i.e. engaging work, joyful experience and spiritual connection by invoking salient identities through the process of linking goals to values and thus creating task meaningfulness and transcendence of self-interests and the integration of core personal identity with work role identity[17]. Consequently, these theoretical propositions give enough indication that there exists relationship between transformational leadership and workplace spirituality. Transformational leadership is supposed to be in positive association with work unit spirituality because transformational leaders are expected to pay attention to boundary expanding issues whereas traditional leaders are known to pay attention to boundary satisfying external issues[20]. Therefore, transformational leadership is expected to lead to 'spirit at work' in teams.

3.4 Transformative Leadership Behaviors and Self-interest Transcendence

The theory of motivational effects of charismatic leadership[17] explains the mechanisms and processes that facilitate the relationship between transformational leadership and spirit at work. First, it argues that the process of invoking salience of identities creates task meaningfulness. Integration of work and one's self-concept influences the existential dimension of the construct of 'spirit at work'. This implies that one's concept of 'meaning of life' and 'meaning in work and meaning at work' are integrated. As this self-work integration takes place through the process of providing shared vision and hope in a group, collective identity and collective self-efficacy are also invoked. This leads to shared commitment to work among team members. Self-sacrificial behavior that the motivational processes of transformational leadership induce is akin to transcendence of self-interests or the 'transcendental' dimension of the construct of 'spirit at work'. Accordingly, this facilitates the process of transcendence of self-interests among team members.

Can individuals be the propelling force of transformation? What is the role of organizational climate in bringing about transformational effect in teams? In this regard, Banner and Gagne (1995) posit individuals as the cause of transfor-

mation. Therefore, according to the organizational transformation approach advocated by Dehler and Welsh (1994), there requires enough number of individuals to transform themselves. This facilitates transformation of organizations as well as teams. Furthermore, transformation that takes place in a critical mass of organizations spreads to all organizations and consequently facilitates societal transformation too. At the individual level of transformation in organizations, meaning at work and transformational leadership has proven themselves to be the transformative factors[31]. Therefore, individual experiences of meaningful work are crucial to ensure the presence of 'critical mass of individuals' in an organization. This leads to the presence of 'spiritual climate' within the overall 'organizational climate'. Therefore, this paper argues that the greater the degree of spiritual climate within an organization, the higher would be the effect of team transformational leadership behaviors on spirit at work in teams.

4. Research Propositions

There are two issues that this paper tries to answer while conceptualizing the relationship between team transformational leadership and spirit at work, the individual-level construct of workplace spirituality. First, we examine why there exists the relationship between these two constructs. Second, we deliberate on processes and mechanisms that are inspired by self-interest transcendence which facilitate the relationship between team transformational leadership and spirit at work in teams.

4.1 Team Transformational Leadership and Spirit at Work

As regards the first issue of relationship between team transformational leadership and spirit at work in teams, it is instructive to know how transformational leadership behaviors impact the dimensions of the construct of spirit at work. The spirit at work's dimension of spiritual connection[6] speaks of self-work integration, which means integration[32] of work role and personal identities. In this regard, prior research demonstrates

psychological impact of transformational leadership on followers' self-concept[17]. Integration of personal identity with work role identity, which is implied by the dimension of spiritual connection, can come into being as a result of transformational leadership. Prior to research also recognizes the beneficial impact of transformational leadership on identity integration of followers at several levels. Identification of followers with their leader, and their social identification with the work unit have found empirical justification for their association with transformational leadership[33]. These transformational leadership behaviors can be displayed by both team leaders and team members. The TMX processes among team members facilitate the emergence of team transformational leadership behaviors among team members so that team transformational leadership gains relevance over and above the transformational leadership behaviors of individual leaders as implied by LMX processes.

The second issue of the processes and mechanisms that facilitate the relationship between team transformational leadership and spirit at work in teams is important as it provides insights on how transformational leadership behaviors would lead to experiences of spirit at work among team members. Research discourse on the linkages between transformational leadership and workplace spirituality has argued that as the notion of self-interest transcendence is inherent in both these constructs, transformational leadership behaviors also act as the mechanisms that inspire workplace spirituality. It is noteworthy that transformational leadership behaviors are expected to increase connectedness, transcendence of self-interests, and self-work integration among one's associates. Moreover, transformational leaders are posited to be suitable for facilitating spirituality at workplace as they are inclined to pay attention to boundary-expanding issues[22]. Transformational leadership is expected to bring about the internalized intrinsic motivation[31] among team members[17]. Therefore, it lays emphasis on quality and speed in place of quantity of performance. Change in efficiency and effectiveness of performance[31] is essentially a process change, which the transformational leadership

seeks to achieve by injecting 'meaning' into work. Accordingly, transformational leaders are expected to change perspectives regarding perception and reality[34]. Towards this end, transformational leaders are theoretically supposed to elevate needs of their followers from their needs for security and self-esteem needs in a manner of graded ascension eventually to self-actualization needs[17]. Further, transformational leadership is also accounted for extra efforts put forth by employees due to augmentation effects of transformational leadership behaviors[35]. Therefore internalized approach to intrinsic motivation[31] among team members facilitates extra efforts, and transformational leadership influences this process. In this regard, team transformational leadership behaviors[5] are expected to bring about spirit at work[6] as the prior research interprets transformational leadership to be a precursor to workplace spirituality[1]. Therefore, this paper has proposed the 'antecedent-consequent' kind of relationship between team transformational leadership and spirit at work. Accordingly, the following research proposition is framed:

- **Proposition 1:** Team transformational leadership behaviors stimulate meaning at work, self-work integration, connectedness and transcendence as a result of motivational processes that transformational leadership behaviors initiate, which are based on the process of verification of identities of team members and emergence of self-interest transcendence.

4.2 Moderating Role of Spiritual Climate

Spiritual climate is a construct of workplace spirituality at the organizational level, even as the concept of spirituality at workplace is also conceptualized at individual, leadership and organizational levels[36]. Among these constructs, organizational spiritual climate is of particular importance as it is theoretically expected to contribute to individual spiritual experiences of employees. Therefore spiritual climate, which measures collective spirituality as a type of organizational climate, is expected to give rise to positive outcomes among team members.

The relevant issue, in this context, is about the nature of organizational interventions that can facilitate the creation of 'spiritual climate' in organizations. The organization transformation framework of Dehler and Welsh (1994) proposes that vision or organizational purpose leads to emotion-based response of individuals or what can be called as spirit at work. In this context, we argue that emotion-based response manifests itself in the form of self-interest transcendence of team members. Further, the vision operationalized as transformative leadership leads to behavioral change that precedes cognitive change. Among themselves, vision and transformative leadership can together lead to an improved state of organizational performance and alignment with organizational values. Thus they can lead to the presence of 'spiritual climate' in an organization in general and teams in particular, which can provide individual spiritual experiences at workplace.

Accordingly, empirical studies conducted in healthcare units have shown that spiritual climate of a work unit will improve its performance[22]. The fact that leaders can facilitate the experience of workplace spirituality is also demonstrated by prior research[20]. In a study conducted among healthcare units[22], it was shown how the positive impact of leadership led to variance in the scores of meaningful work and sense of community, though the scores of 'inner life' dimension did not show the same variation as was observed in meaningful work and sense of community. This showed that leaders could exercise their influence on bringing about spiritual dimensions in a work unit's climate, even though employees' individual spirituality didn't contribute to the same. Therefore, there is positive connection between spirituality of leader and spiritual climate of a work unit is. Leader's ability to ensure the spiritual climate ensures person-organization-fit. Good fit is likely to ensure better performance, though on its own, good fit is not a predictor of performance[22]. Therefore, it is argued that it is logically sound to posit organizational spirituality as a moderating variable than as an independent variable in a model of workplace spirituality that seeks to show the organizationally beneficial employee outcomes.

These results are also corroborated by the results of a few other studies[1,14], which suggest that spiritual climate could be a better moderator than individual spirituality in enabling positive attitudinal outcomes. The results of prior research on the comparative impact of organizational spirituality and individual spirituality on work attitudes indicate that organizational spirituality exercises significant association with work attitudes, and it goes beyond the impact of individual spirituality. Moreover, individual spirituality was not found to moderate significantly the effect of workplace spirituality on work attitudes[1,14]. Further, the study conducted by Pawar (2009a) has shown that the suitable moderating variable that facilitates positive outcome such as spirit at work can be a construct of collective spirituality. Therefore, the following research proposition is advanced:

- **Research proposition 2**: The higher the degree of spiritual climate of an organization that

results from harmony with oneself, harmony with environment, and the feeling of transcendence, the greater would be the effect of team transformational leadership behaviors on individual spiritual experiences at work.

Accordingly, this paper conceptualizes the moderating role of organizational spiritual climate in the relationship between team transformational leadership and spirit at work as conceptualized in the following concept cap:

5. Discussion

This paper had two objectives i.e. to know the impact of team transformational leadership on spirit at work and to examine the moderating role of spiritual climate in the relationship between team transformational leadership and spirit at work. In this regard, this paper began its discussion on the related issues such as the origin of the
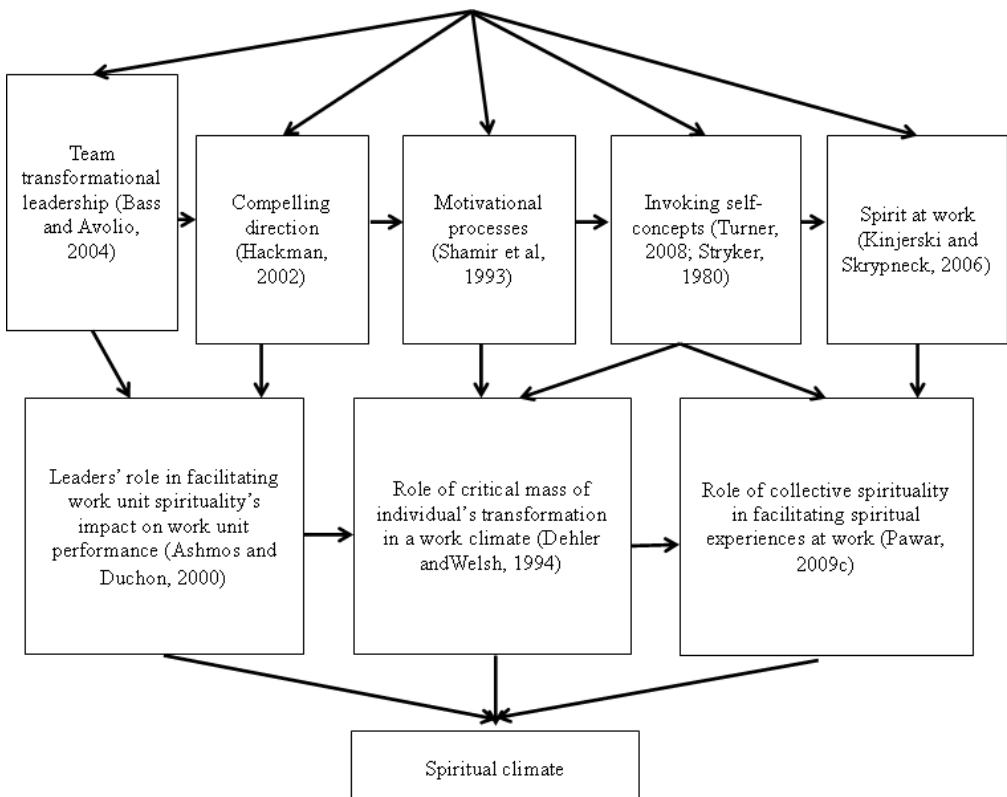
Figure 1. Team transformational leadership and spirit at work: Moderating role of spiritual climate.

process of meaning-making individual spiritual experiences, the processes that lead to fulfilling employee experiences that are characterized by the presence of self-interest transcendence in team contexts, the process by which transformational leadership behaviors of team members influence their associates' meaning-making experiences, and the mechanism by which team-member exchange processes bring about self-interest transcendence. The review of literature on these issues has provided clarity on these theoretical issues. We discuss, in the ensuing section, what we know as well as what we do not know on these issues and the theoretical implications that we are able to infer on the nature of relationship between the constructs of the study.

5.1 Theoretical Implications

First, the theory of transformational effects based on the self-concept[17] provides theoretical basis for positioning transformational leadership as an antecedent variable of workplace spirituality. Claims of the theory of transformational leadership[15] are substantiated by the motivational processes that the theory of transformational effects articulates[17]. Further, theories of identity[37] provide theoretical grounding to conceptualize transformational leadership's relationship with workplace spirituality between which the notion of self-interest transcendence is the common connecting theme. Research discourse on workplace spirituality also provides conceptual validation for conceptualizing the relationship of workplace spirituality with transformational leadership[1]. Therefore, this paper proposes the 'antecedent-consequent' kind of relationship between transformational leadership and workplace spirituality.

Second, there is clear research evidence to posit the moderating role of spiritual climate in the relationship between team transformational leadership and spirit at work. An organization is said to be pervaded by spiritual climate[19] if it manifests the presence of meaningful work, the sense of authenticity, the sense of community, profound sense of well-being and transcendence of self-interests. Therefore, team members who work with an organization that possesses the above-men-

tioned characteristics are expected to demonstrate engagement in their work, demonstrate sense of community, transcend their self-interests and integrate their core personal identity with their work role identities. Team members are expected to put forth discretionary efforts i.e. the excess of personal capability over minimum requirements for their team as well as the organization which is imbued with spiritual climate. These discretionary efforts, which are the outcomes of self-interest transcendence displayed by team members, will ultimately improve team performance[17]. However, the starting point of organizational change is the change that one brings about in oneself. Therefore, responsibility for the practice of spirituality in teams is essentially that of individual team members. However, there exists skepticism regarding individuals' ability to influence an organization[31]. Accordingly, it is argued that spiritual experiences that individuals experience in organizations are the results of interplay of individuals' spirituality and organizational climate. Therefore, spirit at work or the individual team members' spiritual experiences at workplace are thus enabled and moderated by the presence of spiritual climate. Accordingly, the interaction among the factors such as larger goals put forth by transformative leadership behaviors of fellow team members, experiences of spirit at work that the individual team members perceive and the enabling spiritual climate present in the organization is expected to inspire the behaviors pertaining to self-interest transcendence among team members.

Third, literature on workplace spirituality posits individuals as the cause of macro level transformation as regards the origin of change that facilitates emergence of organizational spiritual climate. Therefore, according to the organizational transformation approach advocated by Dehler and Welsh (1994), there requires enough number of individuals to transform themselves so as to facilitate transformation of an organization. Meaning at work and transformational leadership has proven themselves to be the transformative factors at the individual level of transformation in organizations. Therefore, individual self-interest transcendence experiences of meaningful work are crucial to

ensure the presence of 'critical mass of individuals' in an organization. This leads to the presence of 'spiritual climate' within the overall 'organizational climate'. Therefore, the degree of spiritual climate present in an organization is expected to enable the expression of team members' experience of self-interest transcendence.

Fourth, team-member exchange processes are known to facilitate manifestation of transformational leadership behaviors and thus bring about team identity. Most importantly, TMX processes enable the assertion of distinctiveness within teams and assimilation across teams and, thus, facilitate individuals' aspiration for realizing their individual and social identities[12]. Further, prior research has shown enough evidences to articulate the incremental validity of LMX processes over TMX processes in team contexts[7]. Therefore, team members' aspiration for attaining social identity will inspire them to manifest self-interest transcendence in their interaction across teams within their organization.

5.2 Contributions to Research

This paper has primarily contributed to develop the conceptual framework to understand how the impact of transformational leadership on spirit at work is moderated by spiritual climate present in organizations. In this connection, this paper has explored theoretical justification to explain the role of leadership in facilitating workplace spirituality, role of spirituality in organizational climate in bringing about spiritual experiences at workplace and about the direct effect of team transformational leadership on spirit at work and the moderating effect of organizational spiritual climate in the relationship between team transformational leadership and spirit at work. In this venture, this paper has found affirmative answers to these issues.

This paper has used the implications of the theory individuation to explain the process that enables the manifestation of self-interest transcendence, which is the common theme of underlying the constructs of team transformational leadership and spirit at work. Further, this paper has invoked the symbolic interactionist theories of identity to explain the manifestation of self-interest tran-

scendence among team members as a result of interaction between individuals and organization-level factors in order to show how and why transformational leadership behaviors among team members will facilitate verification of their own as well as those of their fellow team members' identities. Furthermore, this paper has drawn from the theory of motivational effects of charismatic leadership based on the self-concept to explain how transformational leadership behaviors induce self-interest transcendence among team members so that there would be the emergence of the association between team transformational leadership and spirit at work. Moreover, this paper has articulated the motivational processes through which transformational leadership behaviors lead to internalized intrinsic motivation and self-interest transcendence and thus bring about an inside-out change at workplace that results in experiences of spirit at work. Lastly, this paper has demonstrated the moderating role of organizational spiritual climate in the relationship between team transformational leadership and spirit at work.

5.3 Managerial Implications

Scholarly research has noted that the super-ordinate goals of companies motivate employees of companies to further their mission[19]. 'Doing greater good' corresponds to the dimensions of sense of community and self-transcendence of workplace spirituality. Matching capacity and values of employees with their work roles so that there results an increase in performance is an important implication of this paper, which explains why teams and organizations perform consistently and attain excellence. Reference to values of employees is indeed an aspect relevant to workplace spirituality. Increased levels of motivation and commitment are thus expected to be the results of working for a larger purpose, which is captured by the concept of workplace spirituality as the notion of self-interest transcendence is an integral aspect of the concept of spirituality at workplace. In this regard, the construct of spiritual climate measures the extent of presence of spirituality in an organization. Therefore, managers and team members will be able to create spirit at work among fellow

team members if they display transformational leadership behaviors and thus facilitate emergence of self-interest transcendence.

5.4 Limitations and Future Directions

Team effectiveness research discourse has deliberated on the issue of source of motivation of team members by positing that task design attributes create internal motivation[38]. This is further reinforced by the propositions of identity theories which argue that verification of identities of one's associates has the potential to create task meaningfulness and thus facilitate augmentation of their efforts[17]. However, strong assertion of identities of individuals can create the sense of egoistic assertion and, therefore, go against the essence of pure spirituality that calls for transcending ego[39]. The impact of egotistic behavior of team members in their interaction with their fellow team members is still to be known though the effect of contextualized self has been studied to know how it inspires citizenship behavior[12].

Secondly, the notion of workplace spirituality has not yet considered the effect of practice of the attitudes and mind states such as mindfulness, living in the present moment and acceptance[39] though these attitudinal and mental states are considered to be crucial in creating true spirituality, which is imbued with the presence of self-interest transcendence. Therefore, we do not know how these aspects of spirituality impact workplace dynamism in team contexts.

6. Concluding Comments

This paper explored the theoretical relationship between team transformational leadership and workplace spirituality based on the theoretical premises of the theory of individuation, identity theories, team-member exchange theory and the theory of motivational effects of charismatic leadership. Accordingly, we conclude that the process of individuation is the source of the crystallization of the experience of self-interest transcendence among team members. Further, the search for one's individual and social identities would facilitate the

expression of self-interest transcendence among team members. In this context, team-member exchange processes facilitate the assertion of team members' aspiration for social identity, which requires the expression of self-interest transcendence. Finally, the transformational leadership behaviors that are displayed by team members would strengthen these processes and thus facilitate self-interest transcendence among team members. Therefore, this paper has provided theoretical grounding to conceptualize the direct effect of team transformational leadership on spirit at work and for the moderating role of spiritual climate in the relationship between team transformational leadership and spirit at work. In the final analysis, this paper articulates that the presence of shared leadership in teams would facilitate the emergence of self-interest transcendence and, thereby, spirituality at workplace.

7. References

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