

The Contribution of Spiritual Values in the Promotion of an Organization's Effectiveness and Individual Growth of Employees



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Abstract

Spirituality is name of inner consciousness of human being. Although the mostly companies have their formal code of ethics and offer ethical training to their employees for the productivity. These motivational types of programs or training parts have proven to be ineffective with many ethical breaches remaining widespread in companies. Such type of conditions will grave concern for organisational sustainability. The role of employees in the success and sustainability of any company is becoming more strategic and much crucial and receiving great interest in the business development. Due to this dishonesty, unethical and morally-perturbed attitude exhibited by the employees of the company have suffered an un-survivable setback.

Keywords: Spirituality, Spiritual Values, Organization's Effectiveness. Spiritual Awareness.

Introduction

The employees of the manufacturing and service industries like telecommunications company Global Crossing were involved in dishonest, unethical and fraudulent behaviour. At the heart of these scandals was employee unethical behaviour. Therefore, there is room for serious revision of existing organisational culture and current ethical code of conduct. It is within this context that the examination of spiritual quotient (SQ) in the corporate culture must be envisioned as a potential solution to these problems. So the spirituality or spiritual awareness is required to develop the behaviour of the employee for higher productivity. If we talk about other organisations other than manufacture firms and service providing companies, educational university sector, states that, a spiritual environment can lead towards an inherent job-satisfaction. Intellectually stable and cognitive lecturers, when endowed with morally and instinctively satisfying dominant concept of religiosity, reap better results. They are satisfied at a human level, and hence perform comparatively better. The students are also more sharp, happy and engaging with the teachers. Hence, this all contributes towards a healthy educational dynamical system. Positivity is hence, enthralled in the subjects.

According to Wang & Yi, (2012), "the spiritual values help in bringing about positive and constructive working environment into the working culture of the manufacturing and service industries. The presence of spiritual values into the culture of the organizations helps in enhancing the peer knowledge and enabling the feeling of oneness towards others. The spiritual values add value to the working environment of the organizations in a meaningful way. It leads to the inclusion of compassion, empathy, and support for others. The manufacturing and service industries in the NCR regions are found to be highly competitive in nature. The manufacturing and service units operating in the same fields are found to be competing with each other to gain more clients and customers and gain a bigger hold in the markets. The employees of these units are also found to be highly professional in nature. The employees were making great efforts to bring more business to their respective organizations"(Wang & Yi, 2012). If the employees are more spiritually enlightened, then promotional activities and marketing can take new forms and thus new unimaginable heights.

Objectives of the Study

While making focus on the aims and objectives of the study, it can be said that aims helps the to execute their further plan as per the

determined manner. It is refer as a conceptual background of the study that helps to implement the research study. In the current research study, the main aim of the current research is to examine the impact of spiritual values on employee's behaviour in manufacturing & service industries- a case study of National Capital Region (NCR). Apart from this, there are some other objectives which also plays an important role in the study. These are as follows:

1. To prepare action plan for employees to address spirituality at work for better & higher productivity.
2. To indicate a statistically significant relationship between spiritual values and behaviour.
3. The positive effects of spiritual values in promotion of an organization's effectiveness and individual growth of employees.
4. To enhance the organizational efficiency and effectiveness.
5. To gives the managers and employees a broader perspective and ability to create, convert, and transform organizational values.
6. Spirituality in workplace leads to improved organizational performance and is addressed by lasting organizational excellence.
7. To analyse the relationship between spiritual values and employee behaviour.
8. To study the contribution of spiritual values in promotion of an organization's effectiveness and individual growth of employees.
9. To evaluate the extent to which spirituality in workplace leads to improved organizational performance and is addressed by lasting organizational excellence.

Workplace Spirituality

"Workplace spirituality develops the sense of unity and togetherness to develop the connectedness among employee groups. The spiritual awareness motivates employees to demonstrate pro-social behaviors and care for others at work and makes them go beyond their own roles & responsibilities and perform ethical behaviour at work. Researchers also state that spirituality is a strong motivator and a life-giving energy that spurs individuals to participate in volunteering for social works and acting in the social good for the welfare of others and the community. Many studies have asserted that the activation of concepts related to spirituality positively affects people's pro-social attitudes and behavior."

Researches on workplace spirituality have seen an outstanding increase all over the world significantly, in the past two decades. "Workplace spirituality shares a commonality with the emerging positive organizational scholarship field in focusing more explicitly on the humanistic aspect of work (Lavine, Bright, Powley, & Cameron, 2014) by seeking to more fully understand the human experience, including the drive for self-actualization, self-development, and more complete self-expression at work. Workplace spirituality is seen as multi-faceted constructs influencing an individual's intrinsic motivation" (Joelle & Coelho, 2017).

Similarly, other researchers contend that "greater attention should be given to the study of how employee engagement is influenced by the fulfillment

of an individual's inner needs and through the experience of work meaning" (Jung&Yoon, 2016).

Furthermore, we can see that "workplace spirituality nourishes the spirits of employees in diverse ways and makes them think about the wellbeing of society and the environment" (Wierzbicki & Zawadzka, 2014). It is seen that, "employee engagement is highly correlated with meaningful work, sense of "calling", humanism, and loyalty. These antecedents are also components of the workplace spirituality. This suggests that workplace spirituality may lead to increased employee engagement. That is, those who feel their jobs as meaningful, purposeful, connecting with coworkers, and other people associated with work, and find better alignment of one's core beliefs and the values of their organization may be more likely to reciprocate with increased employee engagement. Also, through the sense of calling, workplace spirituality instills a sense of meaningfulness to one's work with the organization and should foster employee engagement. This relationship can be explained by the fact that jobs providing a sense of meaning make people feel they work in an environment that conveys values compatible with their own. It is widely documented that the sense of belonging to a collective is positively associated with employee engagement" (Milliman, Gatling, & Kim, 2018).

Afsar et. al. (2016) ascertained in his study and research work that the "interaction of individuals' sense of responsibility and concern about the results of their activities (i.e., environmental awareness) with their sense of community membership and meaningfulness in life (i.e., workplace spirituality) can activate their moral obligation and result in PEB (Pro-environmental Behaviour). Moreover, numerous studies have indicated that when employees are aware of environmental problems, they are more likely to exhibit eco-friendly behaviors. Thus, environmental awareness strengthens the relationship between workplace spirituality and employees organisational behaviour."

As per Sackett, Berry, Wiemann and Laczko, (2006), "the employees spend most of the time at their workplace being separated from the family and friends. This makes the employees feel secluded and isolated in the workplace. As per the data released by the Employee and Organization Committee United States, it was found that about 61 % of the employees felt isolated and alone at the workplace where they were working and were unable to concentrate on their work in a proper manner. According to Sawatzky, Ratner and Chiu, (2005), "the incorporation of spiritual values in the working of the organizations has brought about significant changes to the working of the employees. The practice of spiritual values in the manufacturing and service industries provides a deeper meaning and connection to the employees. The employees feel better connected to the workplace and could work with much more efficiency. This leads to the improvement of work done by the employees and increasing their performance leading to the enhancement of the organization effectiveness along with the individual growth of the employees. This also

leads towards the generation of higher connectivity, simplicity, work ethics and work-life balance among the reinvigorated and rejuvenated employees.”

Individual growth of employees is indeed promoted by an effective internalisation of spiritual values. Pay, intellect and mind no longer serve as the primary sources of motivating and bribing employees to achieve organisational goals. They need something higher, more satisfactory that can provide meaning to their personal, unprofessional life as well.

Bhatia and Arora (2017), put forward that, “workplace spirituality inculcates past practices of interconnectivity and a feeling of trust between individuals, who are a part of a particular work process, which subsequently instigate cooperative feelings and lead to an overall organizational culture that is driven by motivation, exemplified by a positive response, and unanimity and harmony among the individuals, consequently, uplifting the cumulative performance of the individuals, and in turn aiding to the organizational excellence as a whole” (Bhatia, Arora, 2017).

The extent to which spirituality in the workplace leads to improved organizational performance and is addressed by lasting organizational excellence:

Implementation of spirituality at workplace is considered as a “win-win situation” for both the organisation and employed human resources. Sinha and Khari (2017) affirm that, this aptly adds towards a more prominent ‘knowledge Sharing intention’ in between the employees. Individual efficiency and effectiveness sees a visible growth automatically. They evolve above a tensed environment and become more stress-free devoting much time and strength towards overall organizational excellence. Improvement in Physical and Mental health of people is readily witnessed. Besides, a direct association with positive energy and emotions is established.

Works on ‘karma capitalism’ (Engardio & McGregor, 2006), ‘conscious organizations’ (Heaton & Harung, 1999), ‘enlightened organizations’ (Neal, 2013) “encourage organizations to embrace a more holistic approach by considering employees’ intangible inner needs” thus facilitating evidently towards improved organizational performance.

Long lasting organisational excellence and all level ascendancy majorly depends upon the “conversion of appropriate individual knowledge into organisational knowledge.” When the employees get a comfortable and adjustable environment, which both provides a personal touch with the professional one, they voluntarily start engaging with the organisation and deem the company and their entity very much as one. They start completing tasks assigned on time, know-how to help others and to collaborate with others to solve problems, develop new ideas, or implement policies or procedures” (Sinha and Khari, 2017).

Organizational Citizenship Behaviour

“Organizational citizenship behaviour (OCB) is a voluntary behaviour that improves organizational effectiveness, and it goes beyond formal duties or roles of employees.” Importantly, spiritual quotient

(SQ) or spiritual intelligence can have a significant effect upon citizenship behaviour. Individuals with good spiritual knowledge and intelligence can serve as assets to a particular institution or industry. Hence, the need to trace the organisational citizenship behaviour arises with changing times and needs of the business world, relentlessly looking for more and more output and profit generation. To aptly adjust the working potentialities and to in turn judge their individual employable capabilities worthy of big output, the managers and the owners rest nowadays principally upon ‘spirituality’ and its due internalisation in the workplace.

Spiritual Intelligence

D.B King has identified the four main dimensions of spiritual intelligence. “The dimensions are namely critical existential thinking, personal meaning of production, transcendental awareness and conscious state expansion. Critical existential thinking (CET) means ability to think the meaning of life, reason and other existential/otherworldly issues (e.g., presence, reality, demise, the universe). In addition to that, it is the ability to think about non-existential issues in association to one’s existence to death. The another dimension proposed is personal meaning production (PMP), which is the capacity to infer individual importance and reason from all physical & mental encounters, including the ability to produce and expert an existence reason. Another dimension of spiritual intelligence is transcendental awareness (TA), the ability to recognize magnificent measurements of the self, of others, and of the physical world amid typical conditions of awareness, joined by the ability to recognize their connection to one’s self and to the physical. The final dimension conscious state expansion (CSE) is capacity to move around higher level of spiritual awareness at one’s own discretion” (Anwar, Osman-Gani, 2015).

Hassan, Nadeem and Akhter (2016) talk about how “the incorporation of spiritual practice has provided more rationale to the employees so that they could conduct their work with high ethical values and greater fulfilment. The employees were in an able position to connect with the work with a positive frame of mind and did not calculate success in materialistic terms like money or promotions. The employees gave more value to the establishment of connectedness, balance, and wholeness as the parameters to define success in place of monetary achievements. The inducement of spiritual alignment helped in solving the issues faced by the employees at the workplace in an efficient manner.”

According to Case & Gosling, (2010), the practice of spiritual values led to the development of the sense of community and association of the employees at the workplace. The notions of sharing and the ability to connect with the other co-workers raised the success rates at the workplace. The employees were found to be working together and developing a bond with each other because of which the employees worked with unity and uniformity and were able to raise the standards of the company.”

Spirituality, surely affects the overall organisational environment. Spirituality programmes implemented in the firms assure healthy and positive employee behaviours and productive cognitive and intellectual employee constructs. Thus, “the interaction of environmental awareness with workplace spirituality is likely to strengthen this relationship and increase employees’ participation in environmentally friendly behaviors” which definitely postulates towards

organisational excellence and attainable efficiency in the long term processes (Latif, Aziz, 2018).

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