

## Spirituality and Productivity - A Relationship Perspective

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### **Abstract**

*Spirituality and its practices are the real gems of value additions in the human life, they helps in building a strong foundation and getting a greater clarity. Spirituality is not a limited concept but expansive like a vast blue ocean. Spirituality, being currently becoming an attracting trend when considered with organizations, many of the organizations prefer in deploying spiritual functions and practices aiming for a good level of perspicacity and growth in their future forecasts and operations for the enablement of delivering a good level of productivity. This study aims at examining the connectivity existence or non-existence between some organizational productivity factors that directly or indirectly contributes to productivity levels and the factors of spiritual intelligence. For the study a controlled experiment was conducted, the 4 factors of spiritual intelligence such as Critical Existential Thinking, Personal Meaning Production, Transcendental awareness, Conscious State of Expansion was considered and measured by taking an organization after that 4 factors that contributes directly or indirectly to productivity function such as Ability to address day to day Variations, Adherence in task accomplishment at extreme workload scenarios with equanimity, Consistency level in Benchmark achievement or meeting the provided/ defined target levels, ability in performance beyond the expected level in logical Operations were consulted and measured. After this a pairing was made with a deep look of these factors and each pair consisted of different predictors and a response variables, 4 regression models were developed in Minitab with these in order to check whether there was any connectivity/relationship existence between any one of the factors between the grouped four pairs each (i.e. to check at least 1 predictor - response relationship existence was there or not in all 4 regression models developed). The result signalled the existence of relationship between at least 3 factors to at most 5 factors in all the model, marking a green signal of relationship existences.*

**Keywords:** Spirituality, Productivity, Critical Existential Thinking, Transcendental awareness, Conscious State of Expansion

### **Introduction**

Spirituality - a word with deeper meaning which focuses on the real-time freedom on getting a vibrant touch of the real source of self-bliss attainment in a human life by signifying the removal of ignorance of darkness. A human life is a blessed birth in relative sense with other creatures/species because humans are the ones who are engineered with the self-discriminatory analytical power to understand or sense what is good or bad in the entire manifested creation

accompanied with unique default qualities in life where the optimistic qualities are always an asset of transcendence. Spirituality sparks the ignition of thirst for a person who is in real need entangled with glittering interests to understand the real nature and meaning of life. In search of transcendence of performance in different fields of environments, workplace etc. the real meaning of life's highlight could be a factor, which would transform or shifts materialistic enamored modes of dynamic perishable desire lists of a person to a multidimensional self-developmental static design

on a continual basis where the dynamic desires are just a perishable factor of fulfillment. According to Frankl (1948) the meaning in life signals for the real natural need of humans to find conscious meaningfulness in their lives in order to live a healthy and well-adapted life, struggle for the sense of significance, real nature and purpose of life.

Spiritual Intelligence can be described as a set of capabilities of mind that are input factors to the mindfulness, assimilation, also an adaptive use of the intangible and superior aspects of one's being, dominant to such outcomes as contemplation of existence, augment of sense, acknowledgment of a superior self, and mastery of spiritual conditions. The factors such as CET (Critical existential thinking), (Personal Meaning Production) PMP, TA (Transcendental awareness), and CSE (Conscious State of Expansion) are the core 4 components/factors that is considered in measuring scale of spiritual intelligence these 4 levels could be in different ratios for a human, being a contribution factors in molding his/her Spiritual intelligence scales.

Productivity is a measure of efficiency, productivity can be told as the efficiency generated by the employee in accomplishing the task / projects etc. on a specific theoretical / specified time scale in an organization. It also focuses on generation of value by exploring the performance, capabilities etc. contributing to the adherence factor facilitating to the level of Benchmarking, nourishing the growth levels in an organization and the good levels quantified productivity display is a brevity of forward success signal that augments the goodwill.

## Literature Review

(Bhagavad Gita 7:3) among thousands of men, one per probability strives for the need of attainment of perfection, even among those successful strivers, only one per probability know me in the real essence. The line of focus and the level of

significance to extract the thirst to sense the real purpose of life is really a sacrament activity.

(Bhagavad Gita 16:9) The intake injection or acceptance of demonic vision tackles down the spiritual intelligence levels of one degrading his quality levels to an adverse destructive nature and he contributes or adds to the output level of universal destruction, like an industry of non-adherence nature in compliance management contributing to the toxicity contamination in the of atmosphere etc. which later causes huge health degradation and death causals, this later becomes a social disaster being a negative factor in the contribution levels of the entire Nation which would be an added loss function of productivity to the entire Nation.

Many of the organizations have integrated spirituality in their work areas, strategies/cultures like large corporations like Intel, Coca-Cola, Boeing, Sears etc. (Burack, 1999; Konz and Ryan, 1999; Wagner-Marsh, and Conley, 1999; Gogoi, 2005).

Buzan (2001) and Switzer (2011) signals on the matter that in the behavior of people who develop SQ in different degrees are seen to have sure spiritual values. Compassion, humility, forgiveness, gratitude etc. are some of the certain salient spiritual values. By the adoption of the spiritual values or virtues and its practices, transformations to a higher consciousness of special living and can lead to the development and growth of spiritual intelligence.

Selman et al. (2005) posits that higher Spiritual Quotient leads to serenity, happiness, harmonious and affectionate relations in the life, serenity and good self-esteem,. (Rotimi, 2008) Emotional intelligence was statistically analyzed with accordance to the conflict resolution behavior with respect to spiritual intelligence in the Nigerian area (Khokhar and Khush, 2009) and analysis showed that an improved quality of performance in work is gained through the advanced emotional

competencies. Better human performances are always helpful factor in building up productivity more in an organization as we know that productivity could be told as a measure of efficiency significance. Productivity is a measure that aids us to signal and record the efficiency line of operations, such as labor and capital, are being deployed in an economy to produce a given level of output, in that the human capital being a great source of aiding function to efficiency generation. The main factor considered as a key source of economic growth are competitiveness, comparison etc. the level of productivity expressed in terms of numerical/statistical data also considered for many international Comparisons and country based performance assessments. For example, productivity data's are used to investigate and analyze the impact of product and labor market regulations on the base of economic performance. The growth line of productivity constitutes an important element for modeling the productive capacities of the economies. The capacity utilization analytics determinations with respect to the capability and capacity modeling allows one to measure and record the position of economies in the business cycle and to forecast/foresee economic growth level. The demand and inflationary pressures are assessed/evaluated using the factor called production capacity (Krugman, 1994). Productivity could be also told as an economic measure of per unit of output to input. Collective analytics of productivity measures could be made tracking out the significant capability, performance, and achievement factors throughout the entire economy or an business by business analysis could be prepared to assess the trends in labor growth, efficiency, capability, variations, levels of wage and technological enhancements.

Wigglesworth (2012) describes the spiritual intelligence “the power to behave with knowledge and compassion, at the same time sustaining inner and outer peace/calmness, without taking consideration of the factors situation or scenario as whichever it may be of”. Spiritual intelligence

(SQ) is actually the core central and most basics of all the types of intelligences that we have heard, being a collective intelligence which links the rational intelligence and emotional intelligences SQ becomes the basis of guidance for others. In a context a person with a high SQ not only not just responds appropriately but also analyses why he is in that particular situation and how he can improve in such situations. A high Spiritual intelligence scale enables a person to function beyond the limitations enhancing the productivity levels to a great extent. Zohar and Marshall (2000) tells that high spiritual intelligence gives humans the sense and ability to discriminate. A generation of moral sense would be there, the skill to temper tight inflexible policies with the appropriate understanding, compassion and also an equal ability to see when the compassion is required and also understand the limits.

Brewer (2008) indicates that the availability and advantage of “the spiritual intelligence is universal (i.e. availability/installed to every one) but the problem is only a few makes utilization on it creating a good level of advantage for them.

Nadaf et al (2010) showed that between spiritual intelligence units, managers and supervisors there is a significant and direct dependency/relationship amongst productivity and productivity of the staff. Naderi and Rajayipour (2010) conveyed through the report that spirituality at work enhances efficiency and helps to manage the organization in an effective manner. Study of Bagherpour and Abdollahzadeh, (2012) found a positive relationship between leadership style combined with spiritual intelligence (high morale and high productivity).

The accord or dependence with spirituality deployed in workplace and employee involvement/engagement is of great significance as it has been verified that for the positive directional flow of better performance employee engagement is needed. The better and excellent performances has helped in contributing to the

levels of productivity in terms of performance and enhanced efficiency. Saks (2011) signals an integrated wide picture that straightly relates to the three dimensions of workplace spirituality such as Spiritual values, Excellence, Community, also with extended ideas of protection etc. of employee interactions on a generalized perspective signaling an indirect dependency to the factors such as meaningfulness, availability, safety, of employee interactivity.

The variety of intelligences that can be seen can be linked to any of the three basic neural systems of the brain (Zohar and Marshall, 2000). The different study done on intelligences is actually the variations of one of these three intelligence, Rational intelligence (IQ), Emotional intelligence (EQ), Spiritual intelligence (SQ) and related neural activities.

All the types of different intelligences studied are really variations of basic

Amram and Dryer (2007) believes that to possess spiritual intelligence involves a sense of meaning and mission in the entire life, a consciousness of the sacredness of life, a equanimity understanding of the value and believe in a better/improved world.

Schmidt-Wilk (2003) indicated in his report that a ten members of Swedish top management team who exercised transcendental meditation claimed to have developed a type of developmental maturity which enabled them to implement a total quality management program and such kinds of programs are a big factor contributors that enables to maintain a quality level productivity systems directly or indirectly in an organization. McCollum (1999) investigated the relationships between leadership developments with accordance to self-development. The participants who were practicing transcendental meditation claimed to be more efficient and effective in their work, which is actually a contribution factor towards performance with a directional positive

proportionality in contributing to the productivity growth in terms of efficiency.

Ashmos and Duchon (2000) states that spiritual paradigm/archetype significantly detects that the people works not just with their hands but with their hearts or soul also. At times when the people works with a committed spirit or enthusiasm they can detect a kind of meaning, purpose, and an aim, a type or sense of fulfillment which signals that the workplace can be an area where people can openly express up their whole hearted entire selves and ideas. This enablement of the expression of human experience at its deeper and most spiritual level of touch may not only slashes down the stress, conflict, and absenteeism, but will also improve employee well-being, accompanied with value of life (Karakas 2010) making a big contribution factor towards enhancing productivity. Karakas (2010) conveyed that by integrating spirituality at work enhances employees' welfare by enhancing their morale, obligation, and efficiency and reducing employees' pressure, stress, and work-holism at work.

Humans possessing a high Spiritual intelligence sense a feel of greater fulfillment and sensing a deeper definition and aim in their lives. They operate in terms of optimism, exploring the excellent efforts, reaping joy in assisting/serving others, enhancing/developing the society by using a bigger spread of intelligence as their ability to deploy and employ their IQ and EQ are on an improved better range (Singh and Sinha, 2013) These types of value additions factors helps in a multidimensional line of contribution enriching the performance, values, quality in life and generating a favorable factor in the forward thrust of productivity in terms of human efficiency.

### **Purpose of the Study**

The main purpose of the study was to look on some of the significant factors that builds up the spiritual Intelligence scale (King and DeCicco, 2009) of measure such as PMP (Personal Meaning

Production), CET (Critical Existential thinking), TA (Transcendental Awareness), CSE (Conscious state Expansion) and check its level of relationship significance with some factors that contributes or adds value to the productivity factor in an organization directly or indirectly the factors considered are as – ability in performance lines beyond the expected capability levels in logical operations - PCPK, deadline adherence in task accomplishment at extreme workload scenarios with equanimity of mind - DAEQ, ability to address day to day variations efficiently - ADVE, consistency level in benchmark achievement or meeting the provided/ defined target levels - CLBA. In short with clarity the study aims at examining the relationship significance between the factors such as TA- ADVE, CET – DAEQ, PMP – CLBA, CSE – PCPK and analyzing this factors level of significance in dependency/relationship between them which helps in signaling the existence or non-existence of relationships between some factors of spiritual intelligence and productivity so that the level of need for spirituality in productivity is signified clearly.

### Methodology

The study was based on the focusing the relationship significance level existence check between certain factors of spirituality and productivity contribution factors in an organization these are the relationship check factors: TA- ADVE, CET – DAEQ, PMP – CLBA, CSE – PCPK (with ref. to above - purpose of the study) . For this study a sample size of 50 people working in an organization was chosen, the sample size was fixed to 50 as it would give a more control factor in the sample analysis reducing the E factor (error factor) in getting the output as well as in the obtaining process of the responses also in the monitoring process of the response pattern. From the selected sample population size the Spiritual Intelligence response was measured (the questionnaire used to measure was of design SISRI-24 developed by King and DeCicco, 2009),

all the 24 responses was monitored and recorded on a scale range of 0 to 4. In the next phase the 4 factors such as ability in performance beyond the expected capability level (PCPK), deadline adherence in task accomplishment at extreme workload scenarios with equanimity of mind (DAEQ), ability to address day to day variations efficiently (ADVE), consistency level in benchmark achievement or meeting the provided/ defined target levels (CLBA) that directly or indirectly contributes to productivity level in an organization was measured, evaluated and recorded on a scale range of 0 to 4 and a reassurance of its measure level was made in order to attain a good accuracy level. After all this with the different factors measured 4 regression model was made to know the level of significance of relationship between these

- 1) **Model-1:** Transcendental awareness (TA) – Ability to address day-to-day Variations (ADVE)
- 2) **Model-2:**– Critical Existential Thinking (CET) Adherence in task accomplishment at extreme workload scenarios with equanimity (DAEQ)
- 3) **Model-3:** Personal Meaning Production (PMP) – Consistency level in Benchmark achievement or meeting the provided/ defined target levels (CLBA)
- 4) **Model-4:** Conscious State Expansion (CSE) - ability in performance beyond the expected capability level in logical Operations (PCPK)

### Analysis

In the Spiritual Intelligence relationship check with productivity, with the different independent variables and a dependent Variables regression models was made in Minitab. i.e. for example transcendental awareness (TA) was having 7 component variable measure with this and response variable ADVE a regression model was made. The predictor factors against each productivity response contribution components

was given F1, F2, F3...etc. with accordance to the number of variables they possessed i.e. as in case of TA it would be TA F1, TA F2, TA F3 etc. and for each item it would be similar only the front TA changes to PMP or CET or CSE in other cases. TA was having 7 predictor variable, CET was having 7 predictor variable, PMP was with 5 predictor variable and CSE also with 5 predictor variables – with all these predictor variables and with respect to their response variables, with the pair of check variables formed with deep look (as previously mentioned like TA-ADVE etc.) regression models

was formed and the output of the regression models of Minitab is directly signaled below:

**1) TA–ADVE (Model-1)**

Regression Analysis: ADVE versus TA F1, TA F2, TA F3, TA F4, TA F5, TA F6, TA F7

The regression equation is

$$ADVE = 0.126 - 0.75 TA F1 + 0.131 TA F2 - 0.0678 TA F3 + 0.744 TA F4 + 0.109 TA F5 + 0.0478 TA F6 + 0.166 TA F7$$

**Table 1**

Predictor	Coef	SE Coef	T	P
Constant	0.1261	0.4024	0.31	0.755
TA F1	-0.07541	0.06363	-1.19	0.243
TA F2	-0.13136	0.06665	-1.97	0.055
TA F3	0.06775	0.09682	0.70	0.488
TA F4	0.74383	0.08056	9.23	0.000
TA F5	0.10877	0.07645	1.42	0.162
TA F6	0.04782	0.07054	0.68	0.501
TA F7	0.16580	0.07029	2.36	0.023

S = 0.437580 ,R-Sq = 70.6%,R-Sq(adj) = 66.5%

**Table 2: Analysis of Variance**

Source	DF	SS	MS	F	P
Regression	6	19.7865	3.2978	17.22	0.000
Residual Error	43	8.2335	0.1915		
Total	49	28.0200			

**2) CET – DAEQ (Model-2)**

Regression Analysis: DAEQ versus CET 1, CET 2, CET 3, CET 4, CET 5, CET 6, CET 7

The regression equation is DAEQ = 0.933 - 0.103 CET 1 + 0.114 CET 2 + 0.0551 CET 3 - 0.0623 CET 4 + 0.823 CET 5 - 0.126 CET 6 + 0.0114 CET 7

Table 3

Predictor	Coef	SE Coef	T	P
Constant	0.9332	0.4409	2.12	0.040
CET 1	-0.10343	0.05974	-1.73	0.091
CET 2	0.11398	0.05570	2.05	0.047
CET 3	0.05513	0.05946	0.93	0.359
CET 4	-0.06230	0.05158	-1.21	0.234
CET 5	0.82264	0.06942	11.85	0.000
CET 6	-0.12639	0.06021	-2.10	0.042
CET 7	0.01137	0.05126	0.22	0.826

S = 0.357270, R-Sq = 78.8%, R-Sq(adj) = 75.3%

Table 4: Analysis of Variance

Source	SS	DF	MS	F	P
Regression	7	19.9190	2.8456	22.29	0.000
Residual Error	42	5.3610	0.1276		
Total	49	25.2800			

### 3) PMP – CLBA (Model – 3)

Regression Analysis: CLBA versus PMP F1, PMP F2, PMP F3, PMP F4, PMP F5

The regression equation is

$$\text{CLBA} = 0.182 + 0.518 \text{ PMP F1} + 0.462 \text{ PMP F2} + 0.189 \text{ PMP F3} + 0.364 \text{ PMP F4} + 0.167 \text{ PMP F5}$$

**Table 5**

Predictor	Coef	SE Coef	T	P
Constant	0.1817	0.2969	0.61	0.544
PMP F1	0.51848	0.07776	6.67	0.000
PMP F2	0.4624	0.1365	3.39	0.001
PMP F3	0.18931	0.08052	2.35	0.023
PMP F4	0.3642	0.1061	3.43	0.001
PMP F5	0.16692	0.07279	2.29	0.027

S = 0.282369, R-Sq = 78.7%, R-Sq(adj) = 76.3%

**Table 6: Analysis of Variance**

Source	DF	SS	MS	F	P
Regression	5	12.9918	2.5984	32.59	0.000
Residual Error	44	3.5082	0.0797		
Total	49	16.5000			

**4) CSE – PCPK (Model-4)**

Regression Analysis: PCPK versus CSE F1, CSE F2, CSE F3, CSE F4, and CSE F5

The regression equation is  
 $PCPK = - 0.406 - 0.120 CSE F1 + 0.180 CSE F2 + 0.551 CSE F3 + 0.224 CSE F4 + 0.285 CSE F5$

Table 7

Predictor	Coef	SE Coef	T	P
Constant	-0.4055	0.4728	-0.86	0.396
CSE F1	-0.12040	0.09207	-1.31	0.198
CSE F2	0.18041	0.08772	2.06	0.046
CSE F3	0.5510	0.1415	3.89	0.000
CSE F4	0.2238	0.1134	1.97	0.055
CSE F5	0.2852	0.1375	2.07	0.044

S = 0.352932, R-Sq = 62.2%, R-Sq(adj) = 57.8%

Table 8: Analysis of Variance

Source	DF	SS	MS	F	P
Regression	5	8.9993	1.7999	14.45	0.000
Residual Error	44	5.4807	0.1246		
Total	49	14.4800			

## Results

From the study and above regression model analysis with reference to the P values and adjusted R-Squares it shows that in all the models at least 3 and above predictors has a significant relationship with productivity contribution variables, model – 3 was the best in terms of P-Values as it signaled perfectly all 5 predictor relationship with the one productivity response. In short the with accordance to the adjusted R-Square and P value in all models we can clearly understand the goodness of model and relationship of the different set of Spiritual intelligence factor's variables towards the productivity variable on at least 3 predictor relationship with a response and at most 5 predictor relationship with a response.

## Conclusion and Recommendation

The study clearly signals that there is a level of relationship between a set of spirituality and productivity factors directly or indirectly. From the

materialistic competition and run, the productivity being a prime focus, the different factors such as ability, capacity, capability, equanimity, Variations handling, consistency in Benchmark reach, logical operations processing etc. are really a requirement in the business organizations facilitating forward factors of need to grow and sustain in the industry, with a coupled continuous level of spiritual factors enhancement focus in work force enabling to nurture the factors of spiritual intelligence such as Personal meaning production, Conscious state expansion, Critical existential thinking , transcendental awareness directly or indirectly contributes to a multidimensional ease in flow of business generating a good productivity. These kinds of studies can be done in different organizations to track out the productivity factor levels level of relationship significance in their employees with accordance to the spirituality factors. There is also a good future scope for research line on spiritual intelligence generation coupled with the levels of value injections, Quality of Life (QoL) made to the employees by the

organizations to their efficiency levels in organizational performances. In terms of multidimensional organizational growth spirituality is also a factor that helps in generation of values and productivity thus becoming an enhancer amelioration function.

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