

Ascertaining Individual's Spiritual Growth and Their Performance Orientation

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Abstract

The purpose of this study is to measure the individual's performance orientation based on their spiritual growth. For the present study, a questionnaire was framed to assess seven spiritual growth parameters based on eight components, such as approach to physical reality, mental attitude, emotional makeup, social style, personal power and leadership style, financial choices, career options and spirituality, and individual's performance orientation factors: loyalty, workaholic, goal-orientation. Data from 441 respondents was drawn from service (academic, hospital, spiritual centre and IT) and manufacturing (textile and auto component) sectors in Coimbatore, Tamil Nadu (India). The questionnaire was subjected to reliability analysis and found to be reliable. It is inferred that individuals in upper hemisphere are comparatively more loyal and goal-oriented when compared with individuals in lower hemisphere. The results of this study will guide researchers, in how performance can be improved by progression of individuals from lower to higher hemisphere through spiritual management techniques.

1. Introduction

Every human in this world are in different levels of spiritual growth, depending on their life experiences and spiritual knowledge. There are seven spiritual growth parameters existing, which are: survival and self-preservation, sensuality and procreation, assertion of will, unconditional love, creativity and expression, intuition and wisdom, and higher consciousness. And, every individual have to pass through these seven stages, in different dimensions of their life. Some may attain bliss in their early age of life and some may not even transcend to the upper hemisphere till the end of life because of their ignorance and various other reasons. According to Wilber (1986), an individual attains the third stage in spiritual growth parameter that is 'assertion of will' from lower hemisphere during their young adulthood and depending upon one's experience and knowledge he/she may or may not transcend to the upper hemisphere, in his/her middle adulthood. Even an individual from young adulthood may progress to the upper

hemisphere if he/she is spiritually inclined, but it happens rarely. It may even happen the opposite, like individuals in middle adulthood may still remain in his or her lower hemisphere, if they are not spiritually enhanced because of their materialistic bond.

The same happens in the workplace, depending on employee's spiritual growth there may happen positive change in workplace or may not. The management has to take steps to understand the employee's problems in the workplace, as each employee working are in different spiritual growth stages. This is why there is variation and imbalance in energies among employees leading towards poor work performance. It would be difficult for an organization to overcome the performance issue until they understand the core problem lies in employee's spiritual levels. Spirituality in workplace is gaining great importance in this decade, since employee experiences of spirituality at work results in organizational benefits through individual spiritual transformation leading to

positive outcomes for individual employees in interpersonal and organizational aspects (Pawar, 2009).

Karakas (2010) reviewed about 140 literatures on workplace spirituality integrating three different perspectives on how spirituality enables or leads to organizational performance. 1) Human resources perspective: Spirituality enhances employee well-being and quality of life, 2) Philosophical perspective: Spirituality provides employees a sense of purpose and meaning at work, and 3) Interpersonal perspective: Spirituality provides employees a sense of interconnectedness and community. Indeed, it has been suggested that organizations that encourage spirituality experiences improved organizational performance and profitability.

According to Rego and Cunha (2008), by improving spirituality climates, managers can promote organizational commitment and, thus, individual and organizational performance. This is because people react reciprocally towards an organization that satisfies their spiritual needs, allows them to experience a sense of psychological safety, makes them feel that they are valued as human beings and that they deserve respectful treatment, and allows them to experience senses of purpose, self-determination, enjoyment and belonging. The authors empirical study focuses on filling a gap in the organization and management literature, in which empirical studies on organizational spirituality have been scarce until now.

Management Guru Drucker (1988) envisioned that universities would someday connect the teaching of management to a spiritual ground and a higher cause. Research suggests that the encouragement of spirituality in the workplace can lead to benefits in the areas of creativity, process improvement, customer service, honesty and trust, personal fulfillments, and commitment, which will ultimately lead to increased organizational performance (Krishnakumar et al., 2002). Thus,

the purpose of this study is to measure an individual's spiritual growth and performance orientation through questionnaire method, which will be a contribution to the field of spiritual business management, thereby filling the gap.

2. Overview of Literature

The review of literature is categorized under two concepts namely spiritual growth and performance orientation.

2.1 Review on Spiritual Growth

From a detailed study of various existing research on workplace spirituality, the literatures were grouped under eight categories; physical reality, mental attitude, emotional makeup, social style, personal power and leadership style, financial choices, career options, and spirituality. This review on spiritual growth discusses on the origination of the eight constructs.

Starting with 'approach to physical reality' construct, the authors (Musgrave et al., 2002, Corrigan et al., 2003) identified that intersection of spirituality or religiosity and health eliminate health disparities, and promote positive health outcomes. For the construct 'mental attitude', the researcher explored that the gap in the research connecting spirituality and decision-making exists (Harrell, 2008), and workplace spirituality requires and supports thinking outside the box (Marques, 2007). In 'emotional makeup', on reviewing prior research the author found that both EI and spirituality leads to greater individual work success (Tischler et al., 2002), and employee emotional intelligence is associated positively and strongly with all three dimensions of workplace spirituality (conditions for community, meaningful work, and inner life) (Charoensukmongkol et al., 2013). The construct 'social style' is considered, since the authors finding is that workplace spirituality is an element of the organizational culture, and that it has an important effect on team effectiveness and organizational behavior (Pawar, 2009; Daniel, 2010). In case of 'personal power

and leadership' construct, there is positive correlation between transformational and servant leadership with workplace spirituality (Field, 2003; Herman, 2008). The construct 'financial choices' is taken, as the merger of spirituality, stewardship, and financial decision-making is of great importance for the survival and prosperity of businesses and the people they serve (McCuddy and Pirie, 2007). Also, 'career options' construct is important, because correlation analysis revealed a significant positive relationship between workplace spirituality and person's job satisfaction (East, 2005; Komala and Ganesh, 2007). Finally in case of 'spirituality' construct, the interaction of personal spirituality and organizational spirituality is related to total work rewards satisfaction (Kolodinsky, 2008). Thus from previous studies, eight constructs were identified and it is found to influence performance and productivity.

According to Tosey and Llewellyn (2002), there are seven dimensions of energy in organizations, where the employees fall in any of these seven 'ideal qualities' of organizational energy, which are: survival and self-preservation, sensuality and procreation, assertion of will, unconditional love, creativity and expression, intuition and wisdom, and higher consciousness (Wilber, 1986; Best, 2010). The instrument is developed based on these seven dimensions of organizational energy, where the term has been coined as, 'spiritual growth parameters'. Here, the eight constructs are common for all the seven stages of spiritual growth. Thus, the review discusses on the instrument designed to measure individual's spiritual growth after a keen investigation of prevailing literatures on workplace spirituality.

2.2 Review on Performance

The review focuses that organizational success and outcome are highly depended on the individual's loyalty, workaholics and goal orientation, which ultimately result in individual's performance.

Individual's loyalty to job performance is related to

employee's attitude and behavior (Roehling et al., 2001; Conway and Monks, 2009), commitment (Brown et al., 2011), involvement (Mahajan et al., 2012), interpersonal relations (Narra, 2009), satisfaction (Eskildsen and Nussler, 2000; Silverstro, 2002; Matzler and Renzl, 2006; Chang et al., 2010) and leadership style (Ding et al., 2012). Individual's loyalty can be improved by top management communication and organizational commitment, and stronger learning achievement and learning behaviours (Lin et al., 2011). The outcome of employee loyalty influences corporate performance and firm growth (Eskildsen and Nussler, 2000; Antoncic and Antoncic, 2011).

The various characteristics of workaholism according to authors are identified as motivational orientations (Van den Broeck et al., 2011; Van Beek et al., 2012), organizational culture (Burke, 2001, 2002), attitudinal and demographic variables (Harpaz and Snir, 2003) and various other dimensions (Peiperl and Jones, 2001). According to Friedman and Lobel (2003), through an environment of open, honest and fear-free communication, happy workaholics help unlock their employee's freedom to raise and resolve such concerns, with better performance. Also, a happy workaholic is a role model for employees, as they are committed people driving hard to achieve superior performance.

Several authors have reported a positive relationship between goal orientation and job satisfaction (Lin and Chang, 2005; Lee et al., 2006; Brown and Huning, 2010). This could be achieved by motivational beliefs (Bong, 2004; Ho and Hau, 2008), Wages (Basse et al., 2012), learning opportunities and behaviours (Gelderen et al., 2005; Baranik et al., 2010; Anseel et al., 2011) and competition among the individuals (Heidemeier and Bittner, 2012). Learning culture definitely moderates the planning communication effectiveness on goal achievement and firm success (Bunnoon and Ussahawanitchakit, 2012). It is to be noted that learning opportunities and learning behaviors are related to three outcome

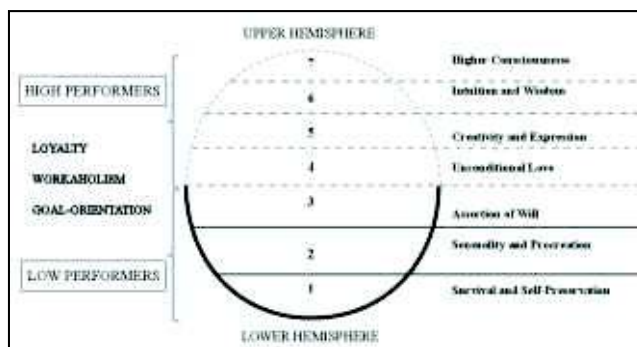
measures: a performance outcome (goal achievement), a personal growth outcome (skill development) and an affective evaluation outcome (satisfaction).

The three major performance orientation factors for an organizational success are loyalty, workaholism and goal-orientation. From a detailed investigation of literatures, we witness a positive relationship between loyalty, workaholism and goal-orientation with individual performance (Friedman and Lobel, 2003; Antoncic and Antoncic, 2011, Bunnoon and Ussahawanitchakit, 2012).

2.3 Conceptual Framework

Based on the previous researches, it is observed that there is a link between workplace spirituality and individual performance as depicted below,

Fig 1. Spiritual Growth Model demonstrating the link between Performance Oriented Factors and Spirituality



Most of the individuals in upper hemisphere are high performers, since they are in the spiritual enlightenment progress. In general, the individuals in lower hemisphere are low performers because of their materialistic bond to this world. It is assumed that the individuals in upper hemisphere have high performance orientation: loyalty, workaholism and goal-orientation, when compared to individuals in lower hemisphere.

3. Objectives

The objectives of the study are:

- To develop an instrument to measure individual's spiritual growth and performance orientation factors.
- To determine an individual's spiritual growth and their relationship with their performance orientation factors in different sectors in Coimbatore.
- To find out whether individuals in upper hemisphere have high performance orientation when compared with lower hemisphere individuals.

4. Methodology

4.1 Questionnaire Design

In this research, two questionnaires were combined into a single assessment tool, to determine individual's spiritual growth and performance orientation. They are,

1. Spiritual Growth Questionnaire
2. Performance Questionnaire

The questionnaire on 'Spiritual Growth' was framed based on 7 parameters, which were: survival and self-preservation, sensuality and procreation, assertion of will, unconditional love, creativity and expression, intuition and wisdom, and higher consciousness. The 'Spiritual Growth Questionnaire' included 112 questions, which were segregated under eight components, each component consisting of 2 questions each from all the 7 spiritual growth parameters. The respondents have to make their response in a 5 point Likert scale varying from 'Strongly Disagree' to 'Strongly Agree'.

The 'Performance Questionnaire' consists of 15 questions totally, 5 questions in each of the 3 performance orientation factors namely: loyalty, workaholism and goal-orientation.

The table 1 is the description of spiritual growth and performance orientation questionnaire,

Table 1: Description of Questionnaire

Components	No. of Questions
Spiritual Growth	
Approach to Physical Reality	14
Mental Attitude	14
Emotional Makeup	14
Social Style	14
Personal Power and Leadership Style	14
Financial Choices	14
Career Options	14
Spirituality	14
Performance Orientation	
Loyalty	5
Workaholism	5
Goal-Orientation	5
Total	127

4.1.1 Questionnaire Reliability and Purification Analysis

Reliability of constructs refers to the accuracy with which the constructs repeatedly measure the same phenomenon without much variation. The reliability of each construct and sub-construct in question was examined using Cronbach's Alpha (Cronbach, 1951). An alpha score larger than 0.7 is generally accepted as sufficient accuracy for a construct (Nunnally, 1978). In case of newly developed construct alpha value of 0.6 can also be considered.

The values in the column labeled Corrected Item-Total Correlation (CITC) are the correlations between each item and the total score from the questionnaire. Purification was carried out by inspecting the CITC values of each variable with respect to the construct to which it belongs. CITC indicates whether the variable actually belongs to the construct or not. Variables showing scores lower than 0.5 were deleted, unless there is a compelling reason to keep them in the construct. Some items with CITC values over 0.5 could also

be removed, if the overall reliability of the construct in question improves as a result of the deletion (obtained by checking the "alpha if deleted" scores) (Churchill, 1979).

Reliability and purification analysis done for 'career options', one of the constructs of spiritual growth parameter is given in table 2,

Table 2: Reliability and Purification Analysis of Career Options Construct

Items	Scale Mean, if Item Deleted	Scale Variance, if Item Deleted	Corrected Item-Total Correlation	Alpha, if Item Deleted
CSS1	49.23	44.41	0.41	0.77
CSS2	48.95	45.58	0.49	0.77
CSP1	49.63	41.78	0.53	0.76
CSP2	49.31	42.97	0.52	0.76
CAW1	49.31	43.66	0.53	0.76
CAW2	48.84	46.43	0.42	0.77
CUL1	48.91	46.08	0.43	0.77
CUL2	48.87	46.04	0.40	0.77
CCE1	48.85	45.60	0.45	0.77
CCE2	49.10	46.76	0.27	0.79
CIW1	49.05	45.72	0.33	0.78
CIW2	49.04	45.72	0.38	0.78
CHC1	49.65	46.74	0.24	0.79
CHC2	48.88	46.39	0.32	0.78
Overall Cronbach's alpha = 0.79				

From the table 2, the CITC value of CCE2 and CHC1 were 0.27 and 0.24 respectively; since the questions were found to be important and deleting would result in flaw while evaluation, thereby retaining the items. The alpha value of career options construct on 14 items performed by 441 cases was 0.79.

Reliability analysis was also performed for all the constructs of spiritual growth and performance orientation. The table 3 represents the details of the reliability value of spiritual growth and performance orientation constructs.

Table 3: Reliability Scores of ‘Spiritual Growth and Performance Orientation’ Constructs

S.No.	Construct Name	No. of Questions	Alpha
Spiritual Growth			
1	Approach to Physical Reality	14	0.68
2	Mental Attitude	14	0.72
3	Emotional Makeup	14	0.68
4	Social Style	14	0.72
5	Personal Power and Leadership Style	14	0.71
6	Financial Choices	14	0.66
7	Career Options	14	0.79
8	Spirituality	14	0.69
Performance Orientation			
1	Loyalty	5	0.62
2	Workaholism	5	0.74
3	Goal-orientation	5	0.75
	Total	127	

The alpha value for the construct ranges between 0.62 and 0.79, indicating that the questionnaire was reliable.

4.2 Sampling Design

The sampling method adopted was ‘Stratified Random Sampling’. The sampling frame consisted of individuals from service (academic, hospital, spiritual centre and IT) and manufacturing (textile and auto component) sectors in Coimbatore, Tamil Nadu, India, where 441 respondents as detailed in table 4, gave valid responses.

Table 4: Sample Description

Sectors	Sample Size	No. of Respondents	Response Rate
Service Sector			
Academic	250	216	86
Hospital	50	36	72
Spiritual Centre	100	80	80
IT	100	55	55
Manufacturing Sector			
Textile	50	36	72
Auto Component	50	18	36
Total	600	441	74

5. Results and Discussion

5.1 Spiritual Growth across Sectors

To know the spiritual growth of individuals working in various sectors, crosstab analysis was done. The table 5 represents the number of respondents in each stage of spiritual growth across six sectors in Coimbatore.

Table 5: Respondent Spiritual Growth across Four Sectors

Sectors	HC	IW	CE	UL	AW	SP	SS	Total
Academic	14	20	92	36	12	8	34	216
Hospital	2	2	18	3	2	1	8	36
Textile	2	4	7	5	2	0	16	36
Auto Component	0	1	9	3	1	0	4	18
Spiritual Centre	2	13	40	19	4	0	2	80
IT	6	0	18	17	4	2	8	55
Total	26	40	184	83	25	11	72	441

HC – Higher Consciousness
 IW – Intuition & Wisdom
 CE – Creativity & Expression
 UL – Unconditional Love
 AW – Assertion of Will
 SP – Sensuality & Procreation
 SS – Survival & Self-preservation

The crosstab analysis revealed that maximum number of respondents had higher score in creativity and expression (Upper Hemisphere) in all the sectors except textile, which showed maximum respondents in survival and self-preservation (Lower Hemisphere). □

Academic: Out of 216 respondents in academic sector, 92 respondents had creativity and expression, followed by 36 respondents with unconditional love of upper hemisphere, because of their spiritual inclination. In lower hemisphere, 34 respondents were in survival and self-preservation, since they are attached to materialistic life. Whereas in other spiritual growth parameters, respondents were minimal.

Hospital: In this sector, out of 36 respondents, 18

respondents were having creativity and expression, followed by 8 respondents with unconditional love, similar reason as discussed before. The number of respondents in other spiritual growth parameters was very scarce.

Textile: In textile sector, 16 respondents were in survival and self-preservation of lower hemisphere, indicating they were not spiritually enhanced, rather were engrossed in worldly desires and materialistic attachment. Followed by 7 and 5 respondents respectively in creativity and expression, and unconditional love of upper hemisphere.

Auto Component: Out of 18 respondents in auto component sector, 9 respondents were in creativity and expression of upper hemisphere moving towards self-actualization, whereas 4 respondents fall in survival and self-preservation. The numbers of respondents in other stages of spiritual growth were little.

Spiritual Centre: In spiritual centre, out of 80 respondents, 40 respondents belong to the stage of creativity and expression, followed by 19 and 13 respondents of unconditional love, and intuition and wisdom respectively. This is because, they had started exploring their spiritual self and experiencing their life purpose.

IT: Out of 55 respondents, 18 and 17 respondents were in the stages of creativity and expression, and unconditional love, reason as discussed previously. Respondents were scarce in the remaining spiritual growth parameters.

5.2 Difference in Performance Orientation Based on Spiritual Growth

5.2.1 Difference Based on Spiritual Growth of Upper and Lower Hemisphere in Performance Orientation

Independent sample t-test analysis was done between spiritual growth parameters of upper and

lower hemisphere with performance orientation factors: loyalty, workaholicism, goal-orientation. The table 6 reveals the result of the analysis conducted.

Table 6: Independent Sample t-test between Spiritual Growth Parameters of Upper and Lower Hemisphere with Performance Orientation

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Loyal	Equal variances assumed	0.11	0.74	3.95	439.00	0.00	0.24	0.06	0.12	0.35
	Equal variances not assumed			4.05	189.62	0.00	0.24	0.06	0.12	0.35
Work	Equal variances assumed	5.34	0.02	.83	439.00	0.41	0.06	0.07	-0.08	0.20
	Equal variances not assumed			.88	200.46	0.38	0.06	0.07	-0.08	0.20
Goal	Equal variances assumed	0.02	0.89	2.87	439.00	0.00	0.18	0.06	0.06	0.30
	Equal variances not assumed			2.89	183.68	0.00	0.18	0.06	0.06	0.30

From the table 6, it is inferred that there was significant difference in loyalty between spiritual growth parameters of upper and lower hemisphere. In loyalty, the mean of individuals of upper hemisphere was 4.13 and lower hemisphere was 3.89. So, respondents in upper hemisphere were comparatively more loyal when compared to lower hemisphere. In case of workaholic, there was no significant difference between upper and lower hemisphere. Similarly, it is found that there was a significant difference in goal-orientation, between respondents of upper and lower hemisphere. However, in goal-orientation the mean of upper hemisphere was 4.32 and lower hemisphere was 4.14, indicating respondents in upper hemisphere were goal-oriented than lower hemisphere.

5.2.2 Between Individual Spiritual Growth Parameters of Upper and Lower Hemisphere with Performance Orientation

Independent sample t-test analysis was conducted between individual spiritual growth parameter of upper and lower hemisphere with performance orientation factors: loyalty, workaholism, goal-orientation. The analysis revealed that there was no significant difference between spiritual growth parameters of Higher Consciousness (HC)–Assertion of Will (AW), HC–Sensuality & Procreation (SP) and HC–Survival & Self-preservation (SS) with all performance orientation factors. It is found that there was a significant difference in workaholism between spiritual growth parameter of Intuition & Wisdom (IW) - Assertion of Will (AW) with performance orientation. The mean of IW was 4.05 and AW was 3.66 indicating IW respondents were workaholics when compared with AW. The table 7 represents the analysis between spiritual growth parameters IW - AW with performance orientation.

Table 7: Independent Sample t-test between Spiritual Growth Parameters Intuition and Wisdom (IW)–Assertion of Will (AW) with Performance Orientation

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Loyal	Equal variances assumed			1.72	63.00	0.09	0.22	0.13	-0.04	0.48
	Equal variances not assumed	0.39	0.53	1.69	48.13	0.10	0.22	0.13	-0.04	0.49
Work	Equal variances assumed			2.09	63.00	0.04	0.39	0.20	-0.00	0.79
	Equal variances not assumed	0.18	0.67	1.98	42.57	0.05	0.39	0.20	-0.01	0.80
Goal	Equal variances assumed			1.59	63.00	0.12	0.23	0.14	0.05	0.50
	Equal variances not assumed	1.20	0.28	1.66	57.99	0.10	0.23	0.14	0.05	0.50

Similarly, independent sample t-test analysis was done between Intuition & Wisdom (IW) - Sensuality & Procreation (SP) and IW - Survival &

Self-preservation (SS) with all performance orientation factors indicating that; there was no significant difference. When the analysis was performed between Creativity & Expression (CE) - Assertion of Will (AW), CE - Sensuality & Procreation (SP) and CE - Survival & Self-preservation (SS) with performance orientation factors, it was found that between spiritual growth parameters of CE - AW there was a significant difference in loyalty and goal-orientation. Between CE - AW the mean value of CE was higher than AW indicating Creativity & Expression (CE) respondents were loyal and goal-oriented. Also between CE-SP and CE-SS there was a significant difference in loyalty and the mean value of CE was higher indicating creativity and expression respondents were loyal when compared with both SP and SS. From the independent sample t-test, it is also found that there was no significant difference between spiritual growth parameters of Unconditional Love (UL) - Sensuality & Procreation (SP) with performance orientation. Whereas, significant difference in loyalty, workaholic and goal-orientation was identified between UL - Assertion of Will (AW). The mean of UL was greater revealing Unconditional Love (UL) respondents were loyal, workaholics and goal-oriented than AW. Also between UL - Survival & Self-preservation (SS) there was a significant difference in loyalty and goal-orientation, and the mean of UL was higher indicating again UL respondents were loyal and goal-oriented when compared with SS.

6. Implications

On finding out individual's spiritual growth with performance orientation factors: loyalty - workaholism - goal-orientation, through questionnaire; it is understood that individuals of upper hemisphere are comparatively more loyal and goal-oriented than respondents of lower hemisphere. The assessment tool help the human resource managers to determine employee's 'Spiritual Growth and Performance Orientation', train them on improving their performance,

measure their spiritual growth every quarterly period and maintain record for future reference to know their progress. By raising individuals from lower to upper hemisphere, there will be development in employee's progress, productivity and positivity, which will be a foundation for an individual performance leading to firm's growth. From the literatures, it is identified that spirituality plays a wide role in interpersonal relationship, which also contributes for organizational and individual performance. Further studies can be conducted in relation with spirituality and interpersonal effectiveness. Authors also discuss on implementing spirituality in organization and conditioning the employees towards ethics and moral values in workplace by practicing spiritualism for organizational success. Thus, the study helps to improve the individual's performance by transition of respondents from spiritual growth parameters of lower to upper hemisphere through spiritual management tools.

7. Conclusion

This study between performance orientation and individual's spiritual growth of upper and lower hemisphere indicated that there was a significant difference in loyalty and goal-orientation. On finding out individual's spiritual growth with performance orientation through questionnaire, it is understood that spiritual growth respondents of upper hemisphere were high performers when compared with lower hemisphere. This result will guide for future implications of how performance can be improved by progression of individuals from lower to higher hemisphere through spiritual management techniques.

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