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## **Employees Performance: A Spiritual Approach to Achieve Success**

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### **Abstract:**

*Performance management is very essential for every employees nowadays. Spirituality has emerged to be most important factor in performance management. It is not only a system that should be followed in organisation to evaluate the performance but we should first understand what are the key aspects for which we are performing and why we need to perform. The spiritual side of performance management is ignored in most of the organisations. The purpose of this paper is to study how the spiritual approach helps in enhancing the employee's performance in achieving success. This paper is based on secondary data. The findings of the research helps in understanding how spirituality helps in motivating, identifying the gap areas and understanding the importance and impact of performance management on employees performance with the help of spiritual model of performance management.*

**Keywords:** *Performance management, Performance, Spirituality, Spiritual Intelligence and Success*

### **1. Introduction**

In 21<sup>st</sup> century everyone want to be successful in their life whether it is professional or personal. Organisations are having "I win you lose" or "you win I loose" mind set (Marques, 2008). Time has changed and so the priorities and aspirations. People are looking for success and to achieve it they need to work harder day out. They are spending their most of the time in their workplaces in order to get fame, wealth and respect from everyone. Performance and success are both interlinked with each other. To perform we should be clear with our Key Performance Areas (KPAs) which help us to focus and achieve the targets to do our work easily. There was a time when performance management was more a system, "the fact of getting or achieving wealth, respect or fame". And it can only be achieved if we perform. Success can only result if we overcome with our failures. But now there is a shift from system to spiritual approach to achieve success. Spirituality is helping in order to enhance the performance of the employees. It leads into paradigm shift from strict capitalistic and individualistic mind set to a more socially oriented perspective (Marques, 2008).

#### *1.1. Few Definitions of Performance Are*

- (Bates & Halton, 1995), "performance is a multi-dimension construct, the measurement of which varies depending on a variety of factors"
- (Bernadin, Kane, Ross, Spina, & Johnson, 1995), "performance is the outcome of work because they provide the strongest linkage to the strategic goals of the organisation, customer satisfaction, and economic development".
- (Brumbach, 1998), "performance means both behaviours and results. Behaviours emanate from the performer and transform performance from abstraction to action. Not just the instruments for results, behaviours are also outcomes in their own right- the product of mental and physical effort applied to tasks- and can be judged apart from results".
- (Campbell, 1990), believes that "performance is behaviour and should be distinguished from the outcomes because they can be contaminated by system factors".
- (Hartle, 1995), defines performance as "mixed model" that is "performance is about how things are done as well what is done".
- Oxford English dictionary defines performance as "accomplishment, execution, carrying out, and working out of anything ordered or undertaken".
- (Fletcher, 1993), says "the real concept of performance management is associated with an approach to creating a shared vision of the purpose and aims of the organisation, helping each employee understand and recognise their part in contributing to them, and in so doing, manage and enhance the performance of both individuals and the organisation".

### 1.2. Definition of Spirituality/ Spiritual Intelligence

- (Smith and Rayment 2007), “Spirituality is a state or experience that can provide individuals with direction or meaning or provide feelings of understanding, support, inner wholeness or connectedness. He further added it is about care, compassion and support of others; about integrity and people being true to themselves and others. It means individuals and organisations attempting to live their values more fully in the work they do”.
- Krishna kumar and Neck (2002) “If this spirituality is allowed to be expressed (Lips-Wiersma and Mills 2002) on an individual level, identify enhanced creativity, increased honesty and trust within an organisation and increased commitment.”
- (Guillory, 2000), “Spirituality has been defined as our inner consciousness a specific form of work feeling that energizes action”.
- (Delbecq, 1999, p.345), “The unique inner search for the fullest personal development through participation into transcendent mystery”.
- (Moxley, in Neal 1999), “Spirituality offers the opportunity for employees to bring their ‘whole selves to work”.
- (Konz and Ryan) in their spiritual analysis of the mission statements of Jesuit Universities (1999) say, “Spirituality grounds people in their work and allows them to connect with the transcendent in all they do.”
- (Dehler and Welsh, 1994), “a process of self-enlightenment”.
- Barnett (1985) talks of a model of personal growth where: “A Career becomes a path to personal enlightenment leading through the mastery of material skills to spiritual growth and self-knowledge”.
- (Vaughan), defined “spiritual intelligence enables the person to distinguish reality from illusion. Spiritual intelligence depends on the capacity to see things from more than one prospective and to recognize the relationship between perception, belief and behaviour.”
- (The god spot in workplace: Spiritual Intelligence), “defines spiritual intelligence as a unit to measure- allows human beings to look at problems related to meaning and value. So that life and action can be placed in a wider, richer meaning giving context”.
- (Valarek, 2009), defines “spirituality in seven general categories as: searching for meaning, and purpose, living in harmony with others, personal wholeness, wellness, holistic, achieving personal growth, ethics, integrity or values and belief in the divine and sense of justice or fairness”.

### 1.3. Definition of Spirituality in Workplace

- Spirituality in the Workplace is about individuals and organizations seeing work as a spiritual path, as an opportunity to grow and to contribute to society in a meaningful way. It is about care, compassion and support, about integrity and people being true to themselves and others.
- Giacalone & Jurkiewics (2010) provide the following definition: “Aspects of the workplace, either in the individual, the group, or the organization, that promotes individual feelings of satisfaction through transcendence. To elaborate, that the process of work facilitates employees sense of being connected to a non-physical force beyond themselves that provide feelings of completeness and joy.”
- (Smith and Rayment 2007), “Spirituality in the Workplace is about individuals and organizations seeing work as a spiritual path, as an opportunity to contribute to society in a meaningful way”.
- (Guillory, 2000), “spirituality has been defined as our inner consciousness, a specific form of work feeling that energizes action”.
- Ashmos & Duchon (2000), identified and tested the construct of spirituality at work “by identifying the dimensions of that construct” and concluded that workplace spirituality is “the recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community.”
- (Barnett, Krell, and Sendry, 1999, p. 563), “a worldview plus a path”.
- (Clark 1958), “It can be most characteristically described as the inner experience of the individual when he senses a 'beyond', especially as evidenced by the effect of this experience on his behaviour when he actively attempts to harmonize his life with the beyond”.
- (Dehler and Welsh, 1994), “a process of self-enlightenment”.

## 2. Purpose of Study

To study how spirituality or spiritual approach enhances employees performance to achieve success.

## 3. Research Methodology

The Study- Exploratory

The tools used for data collection- Secondary Data (research papers and books)

## 4. Review of Literature

Why performance is important? This question doesn't apply today only but years back performance was still evaluated to see if the person is capable or not for doing that particular job. Performance management is a process to deliver success to organisation by improving the performance of the individual and teams working in that organisation. It is concerned with the inputs and outcomes

made by the performance. Managing performance of an employee is very important to achieve success. But nowadays there is a paradigm shift in performance management from system to spiritual approach. This shift is also called as “spirituality movement”, (Duchon & Plowman, 2005) explained as “major transformation”. They gave three different perspectives to know how spirituality leads to organisational performance. Those three perspectives were human responsibility, philosophical and interpersonal perspectives. In this human responsibility perspective helps in enhancing the employee well-being which helps in increasing the morale, commitment and productivity and decreases the stress, burnout and work holism. Spirituality leads to high degree of fulfilment which increases the performance and makes the employee more honest, courageous and compassionate towards work. Where the philosophical perspective gives the understanding, the meaning and the purpose for employee to perform better and add creativity to their work. And lastly, the interpersonal perspective provides employee a sense of interconnectedness and community which increases the attachment, loyalty and belongings towards the organisation. In the research on people’s attitude (King, 2010) 50% of the respondents were unhappy in their work. Why? Because they are not recognised and appreciated. (Kouzes & Posner, 2003) Stated few questions employees reflect on and ask themselves:

- “What do I stand for? What do I believe in? Why?”
- What is the meaning of the work I’m doing? Where does this lead to me?
- Is there a reason for my existence and the organisation?
- What brings me suffering? What makes me weep and wail? Why?
- What am I passionate about? Why? What keeps me awake at night? Why?
- What do I want for my life? Why? What do I really care about? Why? “

Spirituality helps in answering these question as it increases the personal satisfaction and joy towards the work we do.

(Osman-Gani, Hashim, & Ismail, 2013), the goal of spirituality is to evolve the personal state or attainment of one’s highest potential leading to greater employee creativity, motivation and organisational commitment. (White, 2013) Gave the characteristics of SQ:

- “SQ is a rational higher level of consciousness;
- SQ is the capacity for affective intellectual development;
- SQ implies that an individual has the unique ability to construct a vision that is infused with a notion of ultimate purpose;
- SQ is the ability of intuitively seeing connections between existential ideas and varied life world experiences;
- SQ provides a grounding for authentic self-efficacy coupled with an empathetic understanding of others;
- SQ is a predisposition to see inherent connections that may not be tangible and to seek existential answers that support a rational theoretical orientation, and
- Scientific research suggests that the brain’s actual “physiological organization” is designed to produce spiritual thoughts”.

We can now understand that spirituality influences decision making and it is necessary to find out and use the deepest inner resource from which we get the capacity to care and the power to tolerate and adapt. It also creates the environment where employees feel happier and perform better (M, Mukherjee, Kundu, Sinha, & Israel). There are research which shows that how spirituality increases the competencies including personal and social (Tischler, Biberman, & McKeage, 2002). Personal competence helps in knowing “how we manage ourselves?” like self-awareness, emotional self-assessment, self-esteem self-supportiveness, time competence and self-actualization. Where social competence tells “how we handle relationships?” like positive social attitude, empathy and altruism. (Marques, 2008) Spirituality results into authenticity, reciprocity and personal good will which increases the motivation and inspiration (Smith & Futrell, 2014) and resulting job satisfaction (Fachrunnisa, Adhiatma, & Mutamimah, 2014) which further improves the performance.

## 5. Analysis

Performance management has changed now. It is more a process then a system. The system approach consists of asking team members, employees, their supervisors and organisation to define or identify the key performance areas, plan it and review the performance and finally identifying and assigning the performance ratings. It seems performance was more quantitative and we ignored the spiritual and dynamic aspects. It involves both outputs and inputs that are delivered while performing. Spiritual approach is more motivational, it helps in identifying the gap areas in ourselves where we can work in order to improve our performance. It gives a better understanding and the main purpose of doing that job which give us happiness for what we are doing. Adding spirituality in performance (Rao, 2014) helps in answering the question like:

- “How we set our KPAs?”
- How to coach?
- How to give feedback?”

Various studies also shows how spirituality is helping employees to improve their performance to achieve success. It helps the organisation and employees both. Employees are able to know the capabilities and their limit and knowing what are their limits. It evolves the hidden energies in the employees as well help the organisation to create a peaceful condition and environment where the employees can perform better (Rao, 2014) . It helps in understating ourselves. The self-awareness, self-motives, emotional self, self-esteem, self-supportiveness and self-actualisation. There are different factors affecting our performance and those are personal, team based, leadership factors, system and situational factors (Armstrong & Baron). Studies have shown that spirituality helps in all these following factors in one or other aspects. As we know performance management is an on-going process so it requires to understand the motives behind that work and maintain discipline and commitment. We can only perform if we know our SWOT. And spirituality helps a lot knowing our strength, weakness, opportunities and threat. It helps in overcoming our weakness and make us perform better.

Spirituality comes from spirit. And people are spirit. If everyone understand and accept them as they are then there life become easy and there performance too. Once the performance is improved, success will come to our path.

## 6. Conclusion

Everyone need to find different ways to improve their performance. Yet organisation is still following those system in order to perform and evaluate the performance. The basic objectives of performance management are:

- When employees and the team members understand what is expected out of them and how they can give their best to present what is expected (which means finding meaning in their job and purpose of working).
- And the capacity to do that job in order to meet the expectation.

So, we can understand that spirituality creates the environment in a way that help them to work peacefully and understanding their peers and subordinates in a better way.

The above analysis help us to understand that how spirituality is gaining its interest in today's organisation. It can be further explained "Spiritual Model of Performance Management".

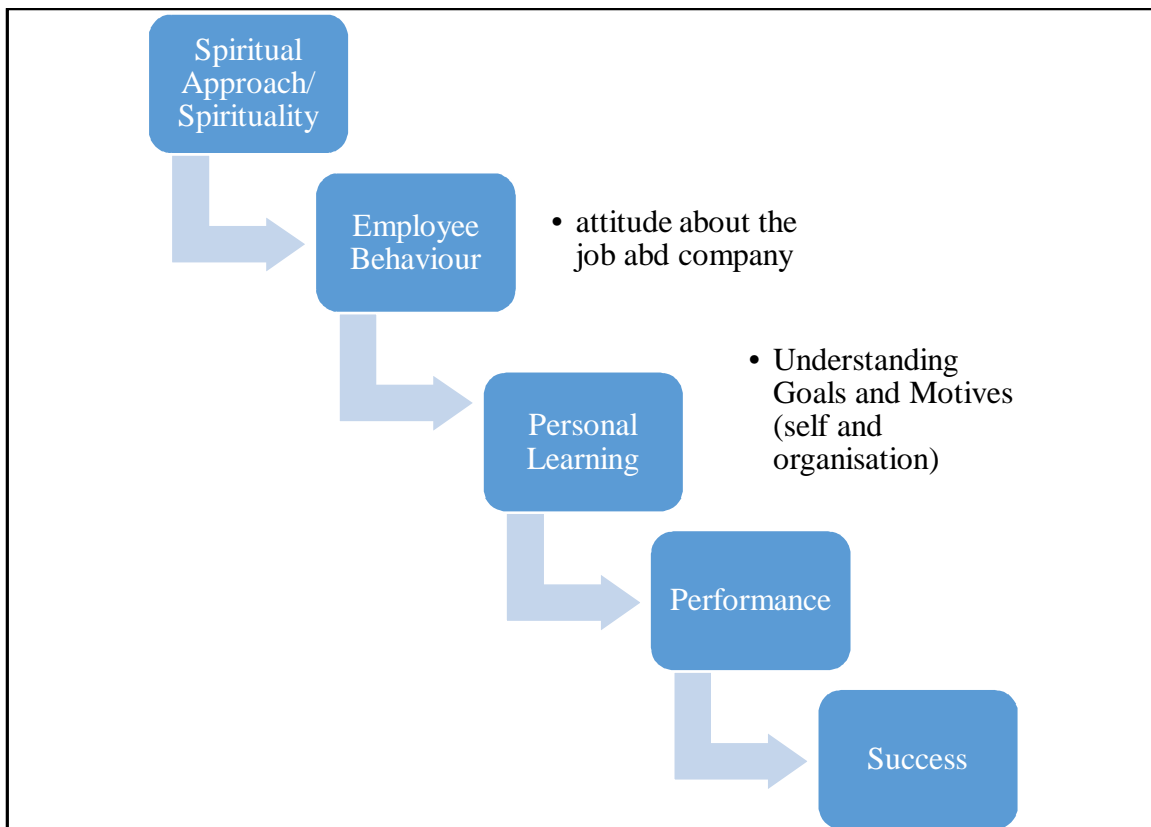


Figure 1

From this model it is easy to understand that how spiritual approach in performance management helps employees in achieving success. Managing performance means managing the business effectively and clearing the goals and objective need to be achieved. Thus, performance management is a key factor for success.

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