

Role of Spiritualism for Employee Engagement

Mohammad Azim Mokhlis
Email: Mohammadazimmokhlis5@gmail.com

Abstract- The important focus of any organization is continues development and to achieve success on desired goals. The predefined goals can be only attained with the support of manpower. For accomplishing the desired and predefined goals organizations needs manpower who are highly skilled, dedicated, happy as well as hopeful, visionary, creative and they should able to think out of the box, if they possess these qualities they will be committed towards their work and their performance level will be standardized. In present epoch the Spiritual Intelligence is emerging as one of the important key factor for an organization to become successful. Spiritual Intelligence is inborn inner qualities of a person alike thought process, attitude and nature. Spiritually Intelligent staff or man power are found to be more focused on the work and performance based output and this attitude towards their work leads them towards the future transformation and future beliefs to lead the organization towards the predefined goals and lead organization towards success.

Key Words: Spiritual Intelligence, Employee Engagement.

1. INTRODUCTION

Current ecosystem of organization is immensely passing over a competitive environment. In order to meet out the break even and for meeting out the job requirement, one needs to passionately lead cutthroat competition. In this cutthroat ecosystem organizations can attain good performance level with the support of devoted manpower who is engaged with the organization with their unshakable thought process and also dedication involved for accomplishing the desired results. Organizations are always in need of manpower who promising, enthusiastic and devoted and these are certain characteristics which ensures the organizations attain the desired goals and excellence. The workforce depicts their level of enthusiasm and involvement for their work when they understand the real meaning of life and work. Here we understand the real meaning and need of S- Spiritual I-Intelligence. Spirituality involves people in certain activities which directs towards understanding the meaning to relationship towards nature and society. Today's critical situation of our ecosystem depends on spirituality. It guide towards understanding oneself and also helps in upgrading SQ. SQ is the best pattern for improvising the level of commitment and involvement for working together comfortably in group and remaining distressed.

The measuring units of S-Spiritual I-Intelligence as well as S-Spiritual Q-Quotient helps us in

understanding the problem and handling the problem with valuable solutions, so that precautionary measures can be taken which will add value to their life. Encouragement and inculcation of SI, effectively involves the workforce, so as to produce certain definite outcomes. Though the investigators are analyzing the aspects of SI for individual's growth at work place with the reference to organizations techniques for handling the stress.

Developing and nurturing SI in employees helps organizations by efficiently engaging them in order to produce positive outcomes. Although researchers have been studying the role of Spiritual Intelligence in individual's life and workplace, in the context of organizational outcomes and also the processes and strategies for coping up with the stress, it is presumed that spiritual parameters of workforce commitments are still uninvestigated. Fewer experiments have been conducted for this.

The important aspect of this paper is to provide and represent the visionary aspects of Spiritual Intelligence and further understanding its meaning and the aspects of employee's commitments. This paper includes 6 segments:

Segment 1: Introduction

Segment 2: Represents visionary structure of SI - Spiritual Intelligence and the fundamentals of SQ S-Spiritual Q-Quotient.

Segment 3: Represents Review of Literature S-

Spiritual I-Intelligence and Employee's commitment.

Segment 4: Furnishes the techniques for upgrading S-Spiritual I-Intelligence.

Segment 5: Represents the factual documentation of S-Spiritual I-Intelligence and working methodology.

Segment 6: Represents the forthcoming viewpoints to peruse conclusive researches and demonstrates few facets for additional investigation in this domain.

Hypothetical FRAME

(A) Spiritual Intelligence

Spiritual intelligence is the primary elemental core foundation of our mortality. It's important integral component of benevolence. Analysis and research depicts 3 diverse sensual provisions in the mortal mind. These enables 3 separate bands of philosophies comparable to the 3 bands of Intelligence i.e. IQ, EQ and SQ. The elementary conferred; either III Q's are arranged in a line form

- Serial Thinking – It's over neural areas and is determined by IQ, this is related with logical and rational understanding practice.
- Associative Thinking - It happens across neural networks. It determines and governs EQ. It guides the mental interrelations. It develops models in mind helps in identifying faces, fragrances; learning skills for example driving vehicle or any other activity. Emotion based reactions is part of associative thinking.
- Intuitive Thinking - Intuition is the feeling where we understand the meaning of right and wrong it is basically our gut feeling and this is our SQ. We perceive and figure out with the help of IQ and EQ. SQ develops our capability to develop and formulate.
- According to the study of Dana Zohar and Ian Marshall they depicted SQ as utmost important brain power. Our neural functioning defines SQ, as a consolidated segment of our IQ and EQ. If we are using our SQ and along with it if we use our best IQ and EQ, then it allow us to approach towards our creativity, it also supports us to open up to the unexpected insights and develop ourselves towards the best by

understanding who we are.

(B) Explanation of SQ

$$IQ + EQ = SQ$$

SQ differentiates man with computer and animals. EQ may be possessed by animals and IQ by computers. SQ is all about integrated access towards life i.e. self-assessment, enthusiasm, thinking out of the box, curious nature, etc.

SI helps in understanding the problem in wider sense it develops the sense to arrive to a proper solution which will add value to life. With SI and SQ our understanding becomes clearer towards what is right and wrong. Our intelligence is dependent on IQ and EQ.

(C) 12 Principles of SQ

12 principles of SQ are instigated by Danah Zohar, If these principals are implemented and executed in our behavior then remarkable outcomes can be attained while resulting to conducive working ecosystem.

12 principles is depicted here below in figure 3.

1. **Self-Awareness** - Knowing what I believe in, value, and deeply motivates me
2. **Vision and Value Led** - Acting from principles and deep beliefs, and living accordingly
3. **Positive Use of Adversity** - Learning and growing from mistakes, setbacks, and suffering.
4. **Holistic** - Seeing larger patterns, relationships, and connections; having a sense of belonging
5. **Compassion** - Having the quality of "feeling-with" and deep empathy
6. **Celebration of Diversity** - Regarding other people for their differences, not despite them
7. **Field-Independent** - Standing against the crowd and having one's own convictions
8. **Ask Fundamental "Why" Questions** - Needing to understand things and get to the bottom of them
9. **Ability to Reframe** - Standing back from a situation/problem and seeing the bigger picture; seeing problems in a wider context
10. **Spontaneity** - Living in and being responsive to the moment
11. **Sense of Vocation** - Feeling called upon to serve, to give something back
12. **Humility** - Having the sense of being a player in a larger drama, of one's true place in the world

Figure 3: Principles of SQ

Source: http://danahzohar.com/www2/?page_id=146

SI (SQ) is the intelligence that is inbuilt characteristic, if utilized then it leads us towards that knowledge

level which is superior than ego and it helps in identifying the existing values and empowers us with creativity and further helps us in discovering ourselves with new values in ourselves.

2. REVIEW OF LITERATURE

Spiritual Intelligence is influential for employee's engagement. Several researchers have started working in this area. There are lots of conceptual contributions made by researchers in the literature. Very few studies provide empirical evidences of the concerned subject. Past researches indicate that to survive in the current century in the face of economic downturn and global competition, it is imperative for leaders, managers and employees to tap into their spiritual resources. There is a gap in literature in examining the possible interaction between Spiritual Intelligence and Employee Engagement level. Testing this relationship would lead to further growth in employee development, increased job performance, lower turnover rates, higher profits and employee retention as they relate to organizational goals and strategies.

Zohar and Marshall in the year 2000 depicted in their research and confirmed that people who possess greater level of spiritual intelligence depicted intellectual and appropriate behavior while people who possessed lower level of spiritual intelligence depicted problematic behavior. People possessing higher level of spiritual intelligence found to be satisfied with their job and exhibited higher performance level.

Rizwan Qaiser Danish in the year 2014 analyzed the enthusiasm at work place and also staffs engagement in Banks. The study of the analyzed and investigated is the compensation, honor, payment systems are key factor to boost the efficiency of the employees and there was conducive environment for both the enthusiasm at work and employee engagement. The managers should introduce different reward and bonuses systems for boosting the spirit of employees and should eradicate those factors which lower the commitment level of the employees. The future suggestions were also induced.

Armin Khaleghi Forghani et.al cited in the year

2014 In his studies the Effects of Employee's Spiritual Intelligence on Work Engagement in Ferdowsi University of Mashhad. In their analysis they have learned the effects of spiritual intelligence on employees' work engagement. The outcome depicts a positive relationship between the two variables.

Dr. Kanagalakshmi and Dr.Vaneetha Aggarwal in the year 2015 analyzed the Influence of Spirituality and Emotional Intelligence on Employee Engagement. Their reviews exclaimed that the level of spiritual and Emotional Intelligence is utmost important and influential for the employee's engagement. Therefore the study theoretically contributed in demonstrating and organizing a complete framework for developing better understanding about the effects of spiritual, Emotional Intelligence on employee's engagement hence contributes to the existing diversified literature in the field of organizational management.

Saloni Devi (2016) studied the Impact of spirituality and emotional intelligence on employee engagement. Population of the study was employees of two leading private banks of Jammu region namely ICICI bank and HDFC bank. Personally administered 5 point Likert scale questionnaire had been used for collecting data. Through statistical findings it has been identified that spirituality has significantly positive impact on employee engagement. It was proved that employees with spirituality seek challenges that provide them with opportunities that are likely to enhance employee engagement.

3. PROCESS FOR ENHANCING SPIRITUAL INTELLIGENCE

(A) Seven Courses of Action for Becoming Spiritually Intelligent

Bowell (2004) included that there are VII steps for acquiring spiritual intelligence for attaining success and happiness.

Awareness – Self-awareness is very important to know ourselves. It makes us understand the meaning of life, evaluating oneself, person becomes more approachable, helps to become visionary and understands the purpose of their life.

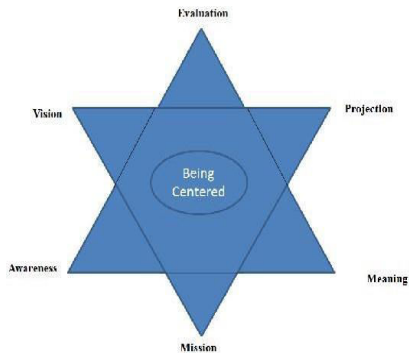


Figure 2: The Seven Steps of Spiritual Intelligence (Source: Bowell, R. A. (2004). *Spiritual intelligence: The practical pursuit of purpose, success and happiness*. London: Nicholas Brealey Publishing.)

(A) Application of Spiritual Intelligence in Practical Life

This gives us understanding to have a balance life. It develops better understanding towards personal life, family life and work life. It leads us to balance the life. We understand that the three zones should not affect each other and should not interfere each other. If these III zones managed efficiently then life becomes heaven. All relations remain healthy and lead to success.

(B) Benefits of Enhanced SQ

Helps in leading balanced life, controlling emotions, become more thoughtful, empowers emotions, enables creativity, lowers the ego and develops better understanding for others all these leads to satisfied and happy life.

(C) Activities that can Foster Spirituality

Personality engineering works for shaping the core values, beliefs and assumptions and also basic thinking. Spiritual and ethical values are developed for corporate and personal success. Inner engineering now a days are been practiced by many yoga guru's.

3. EMPIRICAL EVIDENCES-SPIRITUAL INTELLIGENCE APPROACH TO WORK

Every employee's at all designations in corporate wish to enhance their creativity and spirit. When the

employees are motivated to represent their skills they possess and to grab these kinds of opportunities the workforce are encouraged to perform very well, in order to reach the height of appreciation and recognition. Further this leads to job satisfaction and make them happy. We know that when workers are happy and satisfied they give remarkable output. Worldwide it is analyzed that people really want to bring the sense to their life and work. They want their work to reflect their personal mission in life. Many companies are researching the effective way to bring spiritual values into the workplace.

4. CONCLUSION

Employee engagement is impossible without charismatic approach, it attempts to draw out unrestricted achievements by shaping and handling employee's devotion towards living life and balancing work. Time is gone when organizations used forceful and strict methods and also by offering good remuneration and facilities for output and good performance. This is the current approach where commitment, devotion, enthusiasm, energy, interest, intelligence etc., of a person determines their performance. Spiritual adaption educates an individual to develop the understanding towards the purpose of life. It involves people in activities that give meaning to their life. When we develop spiritual intelligence in ourselves we enjoy and develop the capability to adopt the actions, experiences, beliefs and values which develops our mind for understanding meaning and purpose of our lives. The time we realize who we are which an important question of our life, it comes into focus when we discover ourselves deeply. When we get connected to the divine we can feel its power and it gives the real understanding and purpose of our life.

For retaining the best and valuable talent, organizations continuously aims to improve their Spiritual Intelligence by adopting various initiatives at workplace like: Meditation breaks, Spiritual conventions or retreats, listening to spiritual music, watching spiritual movies, Learning spiritual skills for better job performance, opening oneself spiritually, work-life inclusion programs, and Leadership practices, competitive contesting

activities, Corporate Social Responsibilities based activities, etc. These action based driven activities will undoubtedly support the employees to get them completely engrossed in their work in such a way that they will be enthusiastic to go ahead an extra mile to achieve their goals, become asset for the organization, become responsible citizens and perform at unexpected levee.

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