CHAPTER 2

REVIEW OF LITERATURE

2.1 SPIRITUAL QUOTIENT / SPIRITUAL INTELLIGENCE AND SPIRITUALITY

Conlin (1999) have discussed that the leadership with the attachment of spirituality on helping its workers or employees and managers towards aligning the personal and organizational values about their understanding of spirituality would add value to the organization.

Wolman (2001) has stated about Emmons definition of spiritual intelligence in his study the persons mental and the emotional properties are seen as an overall guiding purpose in order to be connected with the higher purpose and to sustain the behaviors to serve them.

Spiritual intelligence has a relevant in understanding the manifestations of spirituality in workplace settings or the work environment because it uses spiritual information that is applied to solve the real life problems (Shabnam & Tung 2013). Also has stated about the Emmons postulations on five core abilities of spiritual intelligence as the capacity to transcend the physical and the material, the ability to penetrate in to the consciousness state of mind, with the sense of sacred and the ability to spend the everyday activities, events and relationships, the ability to use spiritual resource for solving problems in life, and the capability to show the virtuous behavior like forgiveness, to express gratitude, being humble, exhibit compassion. And, in their study they have stated that, for the senior level position in an organization an employee would require more spiritual quotient
(SQ), besides high levels of IQ and EQ, since the job entail creative approach like the vision of the organization and concern for the ethical, environmental as well as larger issues.

According to (Gill 2004) for an effective leadership IQ is required definitely, but it also requires EQ and spiritual dimension of life and work that create a positive variation to other people well-being which is called as (SQ). Also it is concluded that, for a leader in an organization should follow a holistic approach by which they formulate their body, mind and soul are engrossed to perform the task.

According to (Dehler & Welsh 2003) in general management scholars has defined spirituality as the search for the meaning and the purpose, the self- knowledge and the self-development, the scared or the large purpose, helps to seek higher power. Buchholz & Rosenthal (2003) has stated spirituality as the knowledge of right or wrong which means the moral beliefs. And (Rhodes 2003) has stated spirituality as the holistic, personal and individualized experience.

Spiritual intelligence is said to be the personal endowment or it is the ability of oneself to perform compassion and wisdom in order to uphold the inner and the outer peace and to exhibit love despite of the circumstances (Wigglesworth 2002).

Monika Seth & Asudani (2015) have stated spiritualism as the sense of security, the happiness and the satisfaction for an individual according to this an highly religious person or an individual is said to possess psychological well being and have analyzed on the existence of positive relationship among spiritual quotient and the persons psychological wellbeing, where the six aspects of Ryff scales such as the autonomy, the environmental mastery, the personal growth, the purpose in life, the self-acceptance, the positive relations with others have been used to determine the
individual state of psychological well being. Also have briefed on the ideas of Edward Burnett Tylor which explains an individual or the person is said to be capable with outstanding sensitivity toward occult dimension that help to experience the vision and the exposure. And have discussed about the growth of the spirituality and the existence of the spiritualism which have incredible things to perform or execute with the spirit or the soul of the human being.

Mitroff & Denton (1999) have claimed spirituality as the interconnectedness which means the ones or the individual’s feel of being connected with the self, others and the universe as a whole.

Harish Kumar et al. (2016) have discussed from Zohar and Marshall who introduced the concept of spiritual quotient to the world, former the teacher and the author, and latter the psychiatrist and the author. Also the view of psychologist and psychotherapist Wolman Richard work on spiritual intelligence have been elucidated on psycho matrix spirituality inventory’s seven spiritual factors that are measured as the trauma, divinity, community, childhood spirituality, intellectuality and mindfulness.

Eghbal Zarei & Tahereh Ahmadisarkhooni (2013) have determined the spiritual quotient parameters which includes life origin, understanding, and spiritual life with the marital satisfaction of couples on finding their relationship through the base from various other literatures on spiritual quotient and extrovert personality factors, depression rate identified when spirituality related with prevalence of lower disease and longer life, spiritual quotient with mental health. Also, have briefed on spiritual quotient as the inter-personal relations and the mentality of the human being, it showers the complete knowledge about themselves and all the people around us and their relationship with all the creatures in the universe. Thus spiritual quotient is utilized to develop the real form of an exercise which includes the inter-personal interactions among the human beings and all the creatures that exist
in the universe thereby increased knowledge on spiritual life would pay more consideration towards kindness and feelings.

Gail De Blasio (2011) have discussed about the spiritual intelligence and the spirituality effects, and have elucidated the literatures given by the past researchers on spiritual intelligence, this initiative have been primarily proposed by Howard Garden in 1999 in his book called intelligence reframed he had incorporated new intelligence called existential intelligence which explains the existential features of the human being is considered as the important in their life, the death, and the thoughtful love among others. Similarly other researcher’s thought process about the spiritual intelligence such as Emmons, Frances Vaughan, Zohar & Marshall, Richard Wolman, Sisk & Torrance viewpoints have been elaborated with respect to the study. Moreover, the scientific evident of the brain based research and scientific community have been explained in Gails study.

Job performance is said to be determined by the joint of emotional intelligence, spiritual intelligence, and the intelligence quotient (Goltfredson’s 1998).

Spiritual intelligence or spiritual quotient is said to be the ability to exploit a multi-sensory approach to solve problem though learning to pay attention to your own voice. Victor Selman et al. (2005) have discussed from the work of many scientist, spiritual pathfinders, and psychologists on theory of spiritual intelligence. Also been discussed about what Dorothy Sisk and E. Paul Torrance have gathered on theory of spiritual intelligence which says on how spiritual intelligence or spiritual quotients cover all the intelligences. By differentiating SQ from the other Q’s such as IQ that helps to solve logical problems and EQ that helps to judge the situation and act accordingly, whereas SQ helps to question ourselves whether we want to be in that situation, thus finding the meaning, value and purpose of the situation before
reacting to it. And have identified when SQ is high it is said to be the best predictor of happiness, serenity, good self-esteem, harmonious and loving relationships. Therefore, high SQ can be achieved through being honest with ourselves, identifying the right choices, personal integrity, recollect ourselves from the pain and difficulties realize the deep center of ourselves, recapture our ability through intuition and visualization in order to make a difference, to explore and learn from what we don’t know, and to ask question.

According to (Tanyi 2002) spirituality means that entail humans in explore for meaning in life whereas religion entail rituals, practices and the higher power or god.

According to neurologists spiritual quotient is said to be the god-spot that is situated in the human brain which helps to triggers our brain when our mind searches for the meaning in our life, thus spiritual intelligence or spiritual quotient have the ability to assess the course of action of our life in a meaningful way and to add values to our life by solving the problems. Also have identified the dimensions of SQ such as the spirit of surrender and service, self-esteem, compassion, wholeness, gratitude and ego have been stated by Anusuya et al. (2010) about what Dana Zohar has mentioned in the research with respect to spiritual quotient (SQ).

Duchon & Plowman (2005) have confirmed in their study that the work unit performance is been positively associated with the work unit spirituality. After reviewing on 85 scholarly articles Dent et al. (2005) has found out that the majority of them hypothesized a correlation between the productivity and the spirituality.

Meenu Singh (2012) have discussed on today the thinking attitude of the people has changed with corruption, partiality, selfishness, favourism etc., therefore in order to make the world a better place, people are in need to search unity and harmony, and human being should need to grow the sense of
realization towards ethics to know what is right and what is wrong. Also, have explained about the spiritual science as five vikaras namely desire, anger, greed, attachment and ego, the spiritual quotient as the foundation of human values and about the four quotients through which human being is endowed with are (PQ), (IQ), (EQ) and (SQ). And, when these potentialities where utilized to maximum it would not only make their life happy but also would make this world a better place to live. Thus people on directing their intellect, physical strength and thinking process towards true spirituality would help them to bring peace in this world.

Biberman et al. (2002) have stated spiritual quotient as the human beings intelligence or it can be said as the capacity that link closer to the spiritual characteristics and the manifestations such as meaning and the purpose, the consciousness means self-awareness, the compassion, the vision and values.

Fulton (2005) has discussed in his research that mindful person finds richness even in the commonplace rather than requiring constant stimulation or the excitement. Because the mindfulness practices, in meticulous would encourage the assessment of the small details of experience thus leads to a greater sensitivity to the fullness of life. Similarly the spiritual quotient would also lead to a better ability to find joy in small things in life and make it easier in order to remain focused.

Spiritual quotient are said to be exist in all traditions and cultures in varied forms and degrees in view of the fact that times are immemorial. Also states that spirituality helps to tranquil the mind and to integrate the lower self of human being such as body, personality and ego with the higher aspects of human being such as soul, spirit and the higher self, in order to obtain the greater spiritual awareness and its practices through spirituality (Vaughan 2002).
Kumar & Pragadeeswaran (2011) has found in their analysis that executives with low level of stress would tend to have high spiritual quotient.

In the study on (IESQ) intelligence, emotional and spiritual quotients it has predicted to rise with increase of personal quality of corporate mangers when mediated by internal locus of control. Bambang Bemby Soebyakto & Chee Wei Ming (2012) has found in their study that most of the managers have good standard of EQ and SQ than the IQ. Since the internal locus of control is a sturdy sensation that pushes one to do something correctly. The spiritual quotient is seemed to be placed in highest portion when mediated with locus of control. Thus spiritual managers would apply good attitude and behavior in order to augment their personal quality in organization and the society environs.

The study on spiritual quotient have been explained by (Zohar & Marshall 2000a) as the quotient which set human beings actions in to range of semantic texture and thereby investigating the significance of our life as a phase to compare it with another phase. On a neurology research at the end of 1990s, (Zohar & Marshall 2004) has found that the human brain has other kind of intelligence or another Q this new intelligence initially called as spiritual intelligence and which famously named as spiritual quotient. The term spiritual quotient derived from a Latin word spiritus, which means the energizing principle of an organism whereas the SQ’s S also from the latin word Sapientia which means wisdom intelligence. Thus spiritual intelligence / quotient are the capacity of the human brain that gives the basic ability or the wisdom to understand the meaning, values, belief for solving problem.

From Mohammad Ghezelayagh et al. (2014) in the transcendent scope of the person vision towards their life, the spiritual quotient is said to go beyond physical and cognitive relationships with environment and to travel in to the intuitive scope of their life. Thus, in special occasions and in everyday
life spiritual quotient have been discussed as the adaptive and realistic job performance of spirituality.

Based on the past theories on intellectual intelligence, emotional intelligence and spiritual intelligence by Emmons (2000); Zohar & Marshal (2000b); Mayer & Salovey (1997); Golemann (1995). Marian de Souza (2009) discusses about the transformational learning model which explains the learning model that promotes the connectedness through three aspects of learning as thinking (IQ or cognitive learning), feeling (EQ or affective learning) and intuiting (SQ or Inner reflective learning) process. Also the learning process that supports Jung’s theory of human experience phenomena been argued in 4 ways such as perceiving the facts, thinking logically, feelings on value based judgement and intuiting the facts, where intuitive means the knowledge that the individual gained through unconscious perception that is stored in unconscious mind of the human being.

How spiritual quotient can be associated to a person’s interpersonal relation and mental have been argued by (Abdollah Zadeh et al. 2009) also the relationship by transcendent to each other, the earth and all beings are said to be consciousness in spiritual quotient.

Mac Mullen (2003) has stated the components of spiritual quotient values as courage, integrity, intuition and compassion.

The emotional quotient (EQ) concept has been taken as fundamental to (IQ) intelligence quotient and (SQ) spiritual quotient, and these have been used as parameters for assessing the betterment in job performance of each and every individual who work in organizations in spite of the kind of works they demonstrate. Also (Venkatesh & Balaji 2011) has defined spiritual quotient as the modern factor that has grabbed the attention of the professional world and furnish us to a well-known status of understanding by solving problems, creating value by directing one’s
thoughts, and action towards wider and meaningful prospect of goal attainment thus spiritual quotient helps to improve our ultimate intelligence to wholeness. Besides in their study they have emphasized on, there can be no association for religious people to have high spiritual quotient and non-religious people to have low spiritual quotient since conventional religion is said to be the set of beliefs, values and guidelines which is forced by the external environment. Moreover spiritual quotient is said to be the measure that focuses individual’s spiritual intelligence and hence spiritual intelligence / spiritual quotient can acts as the intelligence that rests internally and when used it provides wisdom to human being which is beyond any ego also which recognizes and distinguishes the existing values in the direction to empower the human being with creativity to discover even new values.

Nasrin Parisan & Trisha Dunning (2009) have revealed that in order to measure the spirituality and to examine the relationship between the spirituality and young adults coping with diabetes is done through evaluating the questionnaire developed using the psychometric properties. Also through factor analysis has identified that the four factors such as the self-awareness, spiritual beliefs importance, spiritual practices and the spiritual needs.

Taheri Lari et al. (2012) has revealed evidently that among the three elements of SQ, the ability of facing and interacting problems, paying attention to good behavioral characteristics and self-awareness and interest shows that there exist an positive and meaningful relationship among the spiritual quotient and employees entrepreneurship whereas with the total thinking and religious dimension as the element of SQ revealed that spiritual quotient has no meaningful relationship with the employee’s entrepreneurship.
2.2 WORK ENVIRONMENT

Shalley et al. (2000) have claimed that the job satisfaction and the lower intentions to leave can be attained by the employees who work in a creative work environment thus would help them to progress in their well-being.

Woodman et al. (1993) have argued that when employees are not allowed to exhibit their preferred creative behavior when they are placed in a productivity-driven traditional organization which is bounded by strict time constraints and regulations, performing similar tasks daily, working in standardized workplaces, following formal structures. Whereas when a creative employees works in supportive work environment which allows the employees to generate new and useful ideas.

Jan Dul & Canan Ceylan (2011) has enlightened the work environment dimension such as physical work environment and social – organizational work environment. The workplace where the employees work and their surrounding environment and buildings are placed are subjected to the physical work environment, whereas the teamwork among the employees and superiors, the design of job, the reward system and the leadership styles comes under social and the organizational context of the employees which are subjected to the social – organizational work environment, hence this is portrayed as three levels such as, the organizational level as the whole, the team and the job level. Thus have concluded that on improving the work environment would enhances the employee’s creativity as well as the group creativity.

Brittney Helmrich (2015) have stated in the article, in order to create a better work environment slight changes need to done from physical to management techniques and the culture that prevails need to be shifted with the appropriate changes that include recruiting the right staff, avoid toxic...
employees, physical appearance of the organization should be clean and comfortable, natural lighting facility, visual work of the work done, employees should feel comfortable and promote personalization among them, by participating in week end activities, and to take part in outings after meetings, cultivate collaboration among the employees, don’t burden employees and allow flexibility and transparency, provide open feedback and training to employees, wellness of the employee should be focused.

Emad Hosny (2015) have copied on an article about what Michael Poh have been stated in the blog that describes on the positive work environment characteristics which consist of the space for personal development among the superior and the subordinate relationship, culture exists in the organization would increase the involvement of the employee in their work and being positive would make the employee to feel enthusiastic and motivated throughout the whole day in their work. Certain qualities that can be deployed for improved positive work environment such as philosophy of the organizations, mission, values that should be recoiled after each time of the meeting by means of communicating openly among the worker or employees thus emitting transparency among organizational levels, suggestions and creatively executable ideas when put forward by employees should be appreciated, balancing work life would improve the job satisfaction by fulfilling employees basic need and goal of their life, employees when share their thought process through out of box thinking to an situation need to recognized, training and development through hard skill and soft skill training in order to be always updated, employees hard work should be appreciated and acknowledged based on the effects of recognition, support of the team spirit and acceptance of sense of unity among the co-worker and supervisor.

Vathsala Wickramasinghe (2010) have examined the relationship connecting work-related dimensions such as the work routine, the role clarity, the relationships with others, and the promotional opportunity, with the job
stress and their coping strategies effect. Through factor analysis have identified the individuals four coping strategies such as the individual destructive coping, the workplace informal support, the workplace initiatives and the individual positive coping, among them none shows moderating effect on the relationship connecting the job stress and the work-related dimensions have been found.

Shibani Belwalkar (2012) have discussed about whether spirituality improves the organizational performance and whether workplace spirituality can be scrutinized from the individual and the organizational point of view. Therefore, when workplace spirituality is viewed in organizational perspective the outcomes are obtained as the employee attitude and the behavioral patterns, and when workplace spirituality is viewed from individual perspective as fundamental, maturity dependant, emotional advancement of individual employees. Whereas the organizational performance been connected to the attitudinal and the attachment allied work consequences like loyalty, the job involvement and the job satisfaction. Workplace spirituality as the spiritual point of reference and is said to be emerged in an organization and in workplace when it creates an environment that are favorable to employees to experience harmony in their behavior, belief, values, work, and their sense of purpose in their occupation. Also, workplace spirituality is said to be the outcome of the situations and interactions, the value systems and the code of conduct and the engineering which have been created is said to be favorable to the employees or the workers sense of fulfillment and spirits nourishment. The ethics, trust, respect, honesty, interactions of actions and the fairness of decisions are framework of basic elements in workplace spirituality.

Mat Desa, Nasina & Koh Pin Pin, Doris (2011) in their study have found the four workplace spirituality dimension on affective commitment such as the team’s sense of community, the alignment between the
organizational and the individual values, the sense of contribution to the society and the enjoyment at work. Thus through their results they have found that the significance of the three aspects of workplace spirituality would egg on the sense of workplace spirituality, which in turn would enlarge the positive outcomes such as the honesty, trust, creativity and the commitment in order to further develop the long term organizational performance and organizational success. Also has argued that when employees are given the emancipation to bring their physical, intellectual, emotional and spiritual characteristic to the workplace, this would make the employees more productive, creative and fulfilled. Whereas in contradictory, to the said argument if the employees work in a dispirited workplace, it would marked themselves in various work troubles like decrease morale, growing absenteeism, more turnover, burnout, recurrent stress related illness and the espousal of non-committed attitude or behavior towards the organization.

The organizations with high influence on the workplace spirituality would able to surpass than any other organizations with no spirituality in the workplace or the work environment as discovered by Lloyd (1990). Moreover, it has been discussed as the gigantic collision that happens in the organization in view of the fact that the organizations are capable to achieve the advantages by emerging a humanistic environment in which the workers or the employees could accomplish their complete capacity (Turner 1999).

As Garcia-Zamor (2003) have also argued about the workplace spirituality or the work environment spirituality as the new trend since employees consider it as the humanistic work environment that could create a win-win condition for the employees and the employees co-workers in turn results to the good will of the organization.
Krishnakumar & Neck (2002) have given three viewpoints on the perspective of workplace spirituality as intrinsic-origin view (means the concept that originate from the inside of individual), the religious view, and the existentialist perspective.

There are not much widely accepted definitions on workplace or work environment spirituality but very few have proposed certain definition as the term spirituality involves compassion, forgiveness, a sense of connection or community, a sense of giving and service, meaning and the morality (Mahoney & Graci 1999).

Workplace spirituality have been defined as the recognition that the employees have on inner life that is nourished by the meaningful work that takes place in the background of community (Ashmos & Duchon 2000).

The workplace spirituality according to (Giacalone & Jurkiewicz 2003) have been defined as the framework of organizational values that are evident in the culture which encourage the employee’s savoir faire of transcendence during the work process, and facilitate their sense of connect to others thus provide a feeling of complete and joy. The employees experience on passion and energy of their own work, to find the meaning and the purpose of their work, to express complete self at work, and to feel connected to whom they work with are said to be the workplace spirituality (Kinjerski & Skrypnek 2004).

Neck & Milliman (1994) have stated that the workplace spirituality convey four benefits to a firm such as, enhancing the intuitive ability of employee through consciousness experience, the organizational vision would increase the innovation of the employees while performing their job, to provide opportunity for employees to achieve personal growth and the development, also increases the teamwork and commitment among employees.
Cynthia Fisher (2010) has reviewed about the consequences of happiness at work and the measure of individual-level of happiness would include the work engagement, the job satisfaction and the affective organizational commitment. On the aspects of happiness which has been measured at multiple levels like transient experiences, stable person-level attitude and collective attitude with respect to discrete events, the job, and the organization. Thus it has been evidently said that happiness at work has vital consequences for both individual and organization.

Judge et al. (2001) has confirmed through the meta-analysis that the correlation between the job satisfaction and the job performance of uncorrelated population is said to be modest.

Hedonic tone means (pleasure to displeasure) is found to be average when work was correlated with job satisfaction (Weiss et al. 1999).

The descriptions of job-related affect have been subjugated by the pleasant and the unpleasant dimensions (Van Katwyk et al. 2000).

According to Bakker & Demerouti (2008) the variance in the person-level happiness in an organization is measured on three aspects first, the affective and cognitive involvement and enjoyment of work itself; second, the job satisfaction which represents the cognitive judgement about the job that includes pay, co-workers, supervisor, and the work environment; and third, the affective organizational commitment as the feeling of attachment, then belonging and value that match to the larger organization.

Pfeffer (1998) has discussed on high performance work practices which is also called as high involvement and high commitment approaches, this involves the work redesigning by autonomous teams, employment selective, job security, training investment, sharing of information and power with employees, rewards based on organizational performance and implement
flat structure in organization thus these practices helps to improve motivation, quality, contribute to short term and long term financial performance, also augments the affective commitment, engagement and satisfaction, and reduces employee turnover. In addition, the high performance work practices increases the opportunities for employees in order to obtain satisfaction of the three basic human needs put forward by self-determination theory such as competence, autonomy, and relatedness.

The work environment / the workplace have both positive and negative impact on morale of employee, productivity and engagement. According to (Chandrasekar 2011) there are workplace environment factors which influences the employee job performance such as, setting up goals, feedback on job performance, Role congruity, defined process, workplace or the work environment incentives, support of superior, mentor/coach, opportunity to apply, job assistance, environmental and physical factors.

Joroff et al. (2003) have discussed on the relationship between work, workplace and tools of work and thus has defined the workplace as the necessary element of the work itself.

The workplace is assumed as a social practices place which is maintained by the community of workers as stated by (Lave & Wenger 1991) and hence it is said to be the thought of community of practice.

Thomas et al. (1990) has defined empowerment as the set of cognitions that is shaped by the work environment. Also (Bandura 1989) has stated about empowerment as it reflects the continuing recede and surge of people’s perceptions about themselves in relation to their work environment.

Gallup organisations (2008) have performed a study that discussed on certain factors which have been combined to construct a quality workplace or the work environment. Also has identified the dimensions of quality
workplace through four critical outcomes at high levels such as the employee retention, the customer satisfaction, the productivity and the profitability. Thus, have revealed that, about 82 per cent of employees among the 80,000 employees have agreed that their recognition motivates them to improve their importance in the job they do. The twelve component or the dimensions that help to create a workplace or the work environment successful are as follows, knowing what is expected, the materials and the equipment, what I do will the best, the recognition, Supervisor or superior care on employees, encourage employee development, employees opinion are valued and taken in to count, the mission or the purpose of the company, execute quality work, trusting relationship at workplace, employee progress review, opportunity to learn and grow in their job.

Gretchen Spreitzer (1995) has disclosed that the two personality traits are hypothesized such as the self-esteem and locus of control are said to be the antecedents of empowerment since they silhouette how individual or person perceive themselves in relation toward their work environment. And have stated about managerial effectiveness as the empowered managers who see themselves as proficient are able to sway their work and work environment in evocative way and they are prone to be proactive to execute their job responsibilities through predicting the problem and performing alone. Also has discussed about the performance as people should need to understand that how well their work units are performing in turn to create and persuade decisions to retain and improve the performance thus the performance information is said to be the fundamental to reinforce the sense of competence and to believe that one is a appreciated part of the organization.

Bandura (1977) have discussed that the individuals who embrace themselves in high esteem are liable to enlarge their feelings of the self-worth to a work specific sense of competence.
Aaron Cohen & Ying Liu (2011) have found that both the individual values and the commitment are taken as concepts which facilitate to increase our understanding towards employee’s behavior in the workplace. Also have discussed about the altruistic OCB which means the behavior that aims to help other people may be the managers or the colleagues at their work. Somers & Birnbaum (1998) has stated that the commitment towards the organization would improve the job performance when OCB and the in-role performance is said to be related with commitment.

Cohen (2003) have argued that in the workplace employees have been exposed at the same time towards many matters of commitment, that includes work group, occupation, the work in general and to one’s particular job. Moreover the workforce has become knowledgeable and refined where organizational commitment are no longer said to be assumed than the occupational consideration. Hence occupational consideration would be present as the driving force behind an employee’s decision on the way to remain or depart a job. Also have discussed through the better performance or the high level of OCB the employees who experience a positive barter with the organization would respond with the higher level of commitment, which in turn would motivate the employees to contribute to the organization.

Fischer & Smith (2006) has highlighted the different career aspirations and the value systems towards their work are brought by the employees from different socio-cultural background. Also in their research they have stated that employees have been influenced by the justice perception based on their value orientation. While, Lam et al. (2002) have stated about values as the functional role in all sorts of the work-related processes and the outcomes.
Colley, Hodkinson & Malcom (2003) has stated in their research study about how the IT worker/employee would learn in workplace/work environment. Though workplaces are not particularly designed for education, but in order to support workers learning at work, it is made to be rich in resources together with both (human and non-human). Moreover, the employees or the workers in general would learn on much of what they need at their work through unofficial or through informal learning.

The religiosity correlation on affecting the individual behaviour like the physical and the mental health, coping and concern for the others, the creativity and the commitment, the ethical behaviour, the prejudice, the intelligence and the personality in the workplace were discussed based on the literatures from the psychology and management research papers (Nancy Day 2010). The more different and active religious workforce or employees would make the business atmosphere vibrant and potentially rickety; in particular the new management approach to incorporate spirituality in the workplace or the work environment might build a religious attachment. Also, the religious difference in the workplace or the work environment would produce legal challenges and hasten the interpersonal conflicts. Although these possible negative consequences are evident. In order to lead their organizations successfully the managers and the executives should need more knowledge on how religiousness affects the workplace or the work environment attitude, the relationships and the outcomes should be known to them. In addition, religious workplace diversity engrosses a variety of faiths, and individuals think themselves religious or spiritual outside an ordered faith, where religiosity have been investigated as the psychological construct rather than the behaviour as discussed in the study of workplace diversity.

Weaver & Agle (2002) has predicted on how religion affects the ethical behaviour when identity and role variables are aligned. Where religiosity is expected to influence positive in ethical behaviour, while the
employees accept a particular religious identity with the purpose of ethical behaviour, also the religious identity is most important to the individual in their work environment.

Cash & Gray (2000) has discussed about the movement of certain organizations to develop into spiritual, apparently in an effort to let employees to further fully combine the personal dimensions toward their work experiences.

SHRM & Tannenbaum Center (2001) have discussed that the Hr managers are seem to deem in religious conflicts or discrimination is not a workplace or work environment subject, nevertheless majority of the employees, who are from non traditional American faiths know-how the religious preconception take place at their work environment or workplaces.

Baruch’s (1998) has determined in the study about the commitments effect on the performance as soon as the individual values are incorporated in the equation.

Schwartz & Sagiv (1995) has envisaged the value system where the values are plunged to higher order dimensions such as the openness to change, the conservation, the self-enhancement and the self-transcendence. Furthermore Schwartz (1996) have argued that in the workplace context the values would be more sturdily allied to the commitment foci so as to offer more opportunities for exchange relationships, since these exchange relationships endow with more opportunities for the accomplishment of personal motivational goals.

In order to have a positive effect on work outcomes such as OCB and performance (Sagiv & Schwartz 2000) have stated that the congruity between the value system of the given groups and their work settings, as embodied by the organizational and the occupational commitment.
Berings et al. (2004) has stated the employees value system is said to be a better fit with the notion of performance and would adjust to their work environment also perform better. Since majority of the organizational culture strongly accentuate on the performance.

Huselid (1995) have argued that the performance emphasizes on outcomes, that they do not stipulate those outcomes to be achieved through control of human potential. Whereas performance hold the philosophy of empowerment and the human development thus better performance is achieved when appropriately executed.

Bierema (1997) has stated that the contraption mentality in the workplace or in the work environment have been coupled with the neurotic focus on performance has produced a crisis in the individual development. The centers of attention towards the individual development become visible to equate the performance viewpoint to the mechanistic model of the work.

Swanson & Gradous (1986) have defined the performance as in order to achieve specific task and to generate specific outcomes the performance should consists of manifestation of planned specific behaviors.

The outcomes and drivers have been suggested as the two categories to measure the performance. Where, outcomes are defined as the effective measure of the core outputs of the system, the sub-system and the process or the individual. And drivers are defined as the measure where performance elements are projected to enhance the system, the sub-system, the process or the individual’s ability and the capacity in order to be effectual and more efficient in upcoming years. The experts when focused on performance drivers and outcomes as solely, the results showed both equally flawed and failed. Therefore it is suggested that the outcomes and the drivers when considered together would sustain the occurrence of long-term performance improvements (Kaplan & Norton 1996).
The research on job characteristics model by (Hackman & Oldham’s 1980) have suggest that the individuals look for two decisive psychological states such as the work outcomes responsibility and the meaningful experience of the work.

According to (Whitbourne 1987) the failures and the frustrations has threaten the individuals concept of self-competence, while, the success at work is been observed as the essential to individual vital adult identity since it assist them to notice themselves as the productive and competent human being.

The individual’s inherent drive for (Maslow 1970) self-actualization and (McClelland 1965) the need for achievement can be fulfilled through success at work.

Olson & Boron (1989) have argued that employee who works in the workplace stick to the surrounding environment that impact their performance. Hence workplace environment is said to be include both the components such as the physical and the behavioral which in turns have the positive and the negative impact on employee behavior and performance.

Al-Anzi (2009) have discussed on employee’s involvement with organization and with work environment would persuade at immense amount the innovation level of the employees, employee’s collaboration, and absenteeism or employees attitude to stick towards a particular job.

Nguyen (2015) has mentioned that with the help of increased employee performance an improved work environment would condense the moan and the absenteeism. There are certain physical layout in the workplace that would impact the performance of the employee such as the work areas, noise, temperature, lighting, physical security, formal and the informal meeting areas. Hence on improving these physical layouts in the workplace
would create a good environment in the workplace thus enhancing the employee productivity. And have concluded that the continuous improvement in the work environment would result in positive impact on the employee productivity. In order to increase the productivity employees need to be empowered and confident thus it helps to create a supportive and collaborative work environment.

An improved or convenient physical environments quality would sturdily manipulate the capability to enlist and keep hold of the talented employee in organization when compared to the employees who work in inconvenient conditions that result in low performance and turnover, high in absenteeism and occupational illness. Also has discussed on engagement, productivity, morale and the comfort level as the behavioral factors of work environment that affects the employee performance. Thus it reveals that an improved work environment would help to motivate the employees to generate improved results. Also, argues on working in an concord environment in which employees are treated friendly and set to assist and intermingle with each other, as well as the superiors are very supportive towards the work and treat every employees equally, would not only augment the performance of the employees but also improve the organization performance as whole (Leblebici 2012).

2.3 JOB PERFORMANCE

Ryan & Deci (2000) their research on self-determination theory have suggested that the human beings have three inborn needs which are indispensable for the optimal functioning and well-being such as the need for competence, the relatedness and the autonomy. Therefore, by improving the feelings of competence would help the effective performance to contribute to the individual sense of well-being.
The individuals failure would be frustrating, hence, Barrick Mount (1991) have stated that when an individual attains the high level of dispositional traits called as the conscientiousness it is said to be the valuable predictor of the job performance.

Elwood Holton (2002) have discussed in the study about the performance as, it helps the individual to accomplish the instrumental goals also it directs the way to acquire career advancement and career opportunities in the organizations and to obtain the performance results such as the intrinsic and extrinsic rewards.

According to Swanson & Holton (1999) learning is said to be the important, but not adequate, stipulation to improve job performance through superior expertise. And expertise has been emerged as a construct that integrates the performance constituent of HRD by means of learning.

The employees are considered as the strategic asset of the organization moreover they could determine the organization’s survival (Drucker 1994).

As Jamal Abu-Doleh & David Weir (2007) have said never before today the organizations are paying added attention to employee performance and productivity not only to remain competitive but also to survive in the competitive world. Moreover, form one of the findings of their study has found that in both public and private sectors the provision of performance feedback and the recognition of individual performance was rated highest.

Organizations are able to stimulate the modification or the changes that happen within an organization by communicating with their employees to rework with their beliefs and expectations relating to the deal that would be understood through psychological contract (Rousseau 1995).
As (Jeffrey Kane 2009a) have discussed in job performance the appraisal to a worker / employee can be achieved only when the range of performance is said to be held accountable. With respect to the accountability principle that explains the chance to limit the performance level below perfection when circumstances are beyond the worker / employees control. And these uncontrollable circumstances such as scarce of equipment and tools, deficient time, lack of information, lack of essential backing from others, materials and supplies shortages, unforeseeable crises, are also referred as situational constraints.

Jeffery Kane (2009b) has suggested to limit the definition of each job aspect to a single criterion for assessments of constraints and performance. The performance dimension would constitute the combination of the single criteria and the job function like quality planning. Also, has identified six generic criteria that represents varied standpoints based on which an organization would value the performance on a job function are 1.Timeliness, 2.Quantity, 3.Quality, 4.Need for supervision, 5. Interpersonal impact and 6.Cost effectiveness

The leading theorist and progenitor of total quality management (Deming 1986) has contended situational factors as the common causes or the system factors due is variation in individual performance. Deming in his experience reveals the causes of performance deficits as the most troubles and possibilities for improvement since it lies in the proportions of (94 per cent belong to the system) which means the responsibility of management and (6 per cent is special) which means it belong to the individual. Thus these are all said to be the factors that are beyond the control of individual employees (or) workers which causes restrictions in the range of individual performance.
Susan Jackson et al. (2002) in their study on the strategic perspective on managing individual job performance have discussed about the different ways through which an employee would add a value by interacting or communicating with the customers, also to attract other talent to the firm, and quickly adapt to the changing conditions so on. Also, the employees with unusually high levels of skill or knowledge are identified as exceptional.

The job performance can be measured using the parameters such as cost, time and quality in a project. The range of job performance related problems which prevail during various project phases and which said to bear direct on project outcome are considered to be the too restrictive with lack of consideration as stated by (Pinto & Selvin 1988). Therefore, in a project the outcome of job performance would focus toward job performance related issues which influence human factors like cooperation, trust, leadership and teamwork.

On the research with respect to management and organizational studies by (Dickson & Weaver 1997), have mentioned that the individual-level constructs would have a significant consequence on organizational-level decisions and job performance, whereas individual beliefs, cognition, values and pre-dispositions are termed as individual-level constructs.

The individual-level constructs which have been established in social psychology are frequently been utilised in the research that describes the organizational / project performance, as their focus toward culture, identity, empowerment and trust on individual level of analysis have been argued (Florence Phua 2012).

The individual work performance have been stated by (Rotundo et al. 2002) as the employees behaviours or actions, rather than the results of these actions. It would consist of behaviours to assist which are lower than the
control of the individual, consequently not including those behaviours which are forced by the environment.

Roche & Geary (1996) has claimed that among all categories of employees merely 15 per cent of companies have made their jobs wider or else more flexible.

On their report to the UK government (MacLeod & Clarke 2009) has defined employee engagement as the workplace / the work environment approach that has been designed to ensure whether employees are committed to their organizational goals and values, and thus they are motivated to contribute to organizational success, as well to enhance their own sense of well being at the same time.

The seven articles contribution on how the development and advancement theory of HRM and employee engagement would enhance the performance outcomes has been reviewed, and on bringing these two terms together it has been recommended that the engagement may constitute the system through which the HRM practice would impact the individual and the organizational performance (Catherine Truss et al. 2013). Also in certain quantitative studies it has been evidently suggested that the high levels of employee engagement have been associated with the high levels of performance, the citizenship behaviour and individual well-being (Hakanen & Schaufeli 2012).

The job demands like work overload and interpersonal conflicts have been primarily linked to emotional exhaustion, and resources like supervisor and co-worker support, job autonomy have been strongly linked to depersonalization and the reduced personal accomplishment (Leiter 1993 & 1991).
Peter Janssen et al. (1999) have taken the work resources in their study such as the quality work content which represents the job enhancement opportunity’s like the autonomy, the skill variety and the feedback. The supervisor and the co-worker support which symbolize the support and the unmet expectation with respect to ones career which means the reinforcement contingency variable. Also, they have mentioned about the quality of job content as the work environment aspect such as the skill variety, the task identity, the skill discretion, the social contacts, the task significance, the autonomy, the performance feedback, the opportunities to learn, the creative opportunity, opportunity to achieve things with the intention of one to perform the best.

Performances have been defined as the attainment of definite tasks that has been measured against the predestined standards of the accuracy, the completeness, the cost and the speed (Afshan et al. 2012).

Uzma Hafeez & Waqar Akbar (2015) have concluded that the employees who are said to be committed in their job, profession, careers would try to be acquainted with more knowledge about their organization and the industry in order to learn and progress in those skills to improve their performance.

Kavanagh (1982) have defined job performance as the dynamic and multi-dimensional construct that has been assumed as employee’s behaviour indicator to implement the requirement of the organizational role.

Wise (1975) have discussed on the relationship between the measure and the job performance or the productivity is not mostly recognized. As the individuals are selected and certified by advanced institutions are basically on the source of academic aptitude or the performance.
The relationship among the organizational tenure and the job performance is found to be positive and the power of the relationship decreases as the organizational tenure is increased (Ng & Feldman 2010).

The study on managers’ education and work performance has shown significant effect while examining in certain management disciplines (Ariss & Timmins 1989).

Perry et al. (2006) have revealed that the pay have been used to produce the consequences for the desired behaviour like performance which helps to buttress the behaviour.

Takashashi (2006) have discussed that the significance of wage increase have been considered differently by the employees with stable job or long term career goals when compared with employees of short-term career goals or temporary jobs. Therefore when the employee’s relationships towards job are kept unsteady and indecisive the increase in the wage would always results only as short-term incentive.

Laiba Dar et al. (2011) have defined job performance as an activity where the individual is allowed to complete the task that is allocated to them which are focused to the usual limitation of reasonable deployment of existing resources. In their study they have discussed their objective as among many factors that affects employee’s job performance, stress is considered above all the other factors in the workplace. Hence the stress level and role of different factors of job stress in the workplace also been investigated.

Linda Koopmans et al. (2011) have argued on work performance as it is prepared from multiple dimensions and the indicators where dimension are generalized across jobs and indicators differ from job to job. Also have discussed on what Campbell has given through the definition of work performance as it is the behaviour than the results, and it includes behaviours
which are pertinent to the goals in the organization and hence it is said to be multidimensional.

Borman & Motowildo (1993) have discussed about the work performance as it includes the task performance and contextual performance dimensions where the task performance involves task activity that diverge amid unlike jobs and the contextual performance involves activities such as to follow rules, persevere, help, volunteer and cooperate, hence contextual activities are known to all jobs.

Seyed Mehdi Mousavi Davoudi & Meysam Allahyari (2013) has found that there exist significant positive influences of job organization job performance. Job performance of an employee in an organization is considered to be vital subject whether they perform or do not perform in their job.

Campbell et al. (1993) have defined job performance as it includes behaviors to facilitate employees to perform in their jobs which are germane to the organization goals.

Korkaew Jankingthong & Suthinee Rurkkhum (2012) have discussed on the factors that affect the job performance as the task performance and the contextual performance, and its effects on the organizational justice, the work engagement and the public service motivation.

Hackman & Oldham (1980) have stated that the situational factors that affects the job performance such as the job characteristics, the organization and the co-workers, whereas the dispositional factors that affects job performance such as the personality characteristics, preference, attitude, motive, and need.
Boshoff & Arnolds (1995) have stated that the interaction connecting the constructs such as the aptitude, the self-regard, the need for achievement, the locus of control, and the emotional temperament are influenced by job performance. Also job performance is said to be the utilization of the resources that are available such as the time and the energy that the employee spend on performing a particular tasks.

Rothmann & Coetzer (2003) have done a cross-sectional study on the relationship between personality dimensions and job performance has been determined and the five-factor personality dimension model such as the emotional stability, the extraversion, the openness to experience, and the conscientiousness been related to the task performance and the creativity.

The employee commitments toward their job and the organizational goals achievement have found to be positive when associated with culture and the employee’s job performance behaviour as demonstrated by (Deal & Kennedy 1982).

Hasan Raza et al. (2014) have resulted in their discussion that employees can be made to be utilized beyond the organization expectation with the help of the motivation of healthy workplace culture, thereby improving the motivation and performance of the employee’s shows working in a good workplace culture would results in positive impact on the employee behaviour and the performance. Also it is suggested that the workplace spirituality have positive impact on employee job performance in addition to productivity of the organization, where workplace have been treated as the integral element and employees been treated as the instrument of all the organization. Thus, it is said to be concluded that the effect of employee behaviour on the work environment and the attitude on development of organizational culture and the productivity evidently have a significant effect.
Cascio (2006) have stated the performance as the assignment or the task that is carried out by the individual or have been defined as the task accomplishment that allows an employee to perform his/her job.

Jones (2003) claims that, job performance is said to be the overall consequence of the employee’s exertion as personalized by the ability, role and the task perception.

Olu Ojo (2009) have assessed in the study on the collision of the corporate culture on the employee job performance and productivity of the organization. And has discussed on employee ability to muddle through the culture that exist in the organization would establish the performance of the employee in their job.

The job stress and the job performance correlation have explained about the reduced performance of the individual in the study performed by (Usman Bashir & Muhammad Ismail Ramay 2010).

The high levels of job performance can be demonstrated by the employees when they work hard have been identified from multiple sample of the study (Brown & Leigh 1996)

Kahn (1990) have demonstrated from the theoretical research linkage of three energies investing among engagement to job performance firstly the physical energy to work roles have contributed organizational goals resulting to accomplish increase effort level of organizational value behaviour over extended time period, Secondly investing the cognitive energy in the work roles that contribute to goal of the organization which results to behaviour changes as attentive, vigilant and focused. At last, the third invest have been emotional energy to work roles been contribute to performance enhancement in the course of promotion enlargement in the connection among the co-workers in the search of the goal of the organization.
Bruce Louis Rich et al. (2010) have hypothesized on the mediating relationship among the engagement and the value congruence, the perceived organizational support and the core self evaluation, and with the job performance two dimensions such as the task performance and the organizational citizenship behaviour.

Seokhwa Yun et al. (2007) have investigated that the employees show evidence of the job performance behaviour with a reason to develop employees self-image and the employees perception role have been moderated toward the increased self-image and job performance behaviour and its relationship among them, also the perception of managerial employee commitment and organizational citizenship behaviour have been moderated.

Gregory Hurtz & John Donovan (2000) have investigated the big five personality dimensions and job performance, and have discussed about the work of other researcher where most of them seem to be concluded that the valid predictor of the job performance is conscientiousness. Hence based on this a meta-analytic review of the past methodological and the statistical analysis a reanalysis of the literatures that supports the validity of big five research have been done. Also, they have elucidated the criterion of job performance domain in their study.

When the job complexity is greater which means raise in the job experience would result to high job knowledge and the task performance. The vice versa is considered to be right for lower complexity jobs. Various measures used for job performance such as the improved worker productivity and the physical environmental condition in the work place or the work environment that have direct or indirect impact on the job performance of the employees. Therefore, when ergonomics have been applied effectively in the work environment would results in increased employee job performance, worker safety and job satisfaction also provide physical well being to the
employees. Thus, (Emin Kahya 2007) have found that many literature have been evaluated based on employee performance with interpersonal effects and other demographic variables but workplace conditions with job performance have not been investigated hence this has been taken as the objective of the study and which results that the employee performance on job grade under job characteristics, and the environmental condition under working conditions shows a considerable relationship among them.

Through the discussion from the past research literatures about the various stream of factors that influences the employee’s job performance such as employee’s commitment, role ambiguity, job satisfaction, employee self-efficacy, and education also, the person-job fit found to be positive towards job performance. Thus, (Sethela June & Rosli Mahmood 2011) have suggested in their study that there exists a fit among the employees and the job that they perform hence employees be inclined to put forth excess effort in order to carry out their task which would direct them to enhance the job performance.

Eysenck (1998) has claimed job performance as the individual employee’s ability to realize the relevant work goals, to fulfil their expectation and to achieve the job targets or standards which the organizations have set.

2.4 RESEARCH GAP

Various studies have been done on other quotients like IQ (Intelligent Quotient), EQ (Emotional Quotient) but very few research studies been concentrating on spiritual intelligence / spiritual quotient (SQ), also SQ in IT sector is not much focussed. Only very few employees are aware of SQ and its importance on how the level of SQ can influence on employee performance, also to identify what are the factors which contributes to spiritual quotient dimension and its influence on work environment and
employee job performance. The prior research studies related to spiritual quotient were towards company’s job performance through employee happiness (Tehran), employee performance in government sector, regarding (IESQ) Intelligence, quality manager’s emotional and spiritual quotient etc. Also there are several studies on job performance and work environment / workplace learning. However, all these studies differ in regards to geographical, socio and economic profile of employees from various organisations. Indian IT industry is booming but at times when it downturns, affects enormous number of employees due to various reasons like attrition, recession or other scams which happens now-a-days in several industry. Each and every reason for its pitfall influences the work environment and job performance of employees. Therefore, the research study concentrates toward the spiritual quotient’s influence on work environment and job performance of IT industries in Chennai.