CHAPTER 8

CONCLUSION

The principal aim of this research is to identify how spirituality differs among generations, and to frame measures to narrow down the conflicts across generations for improving work performance to enhance organizational productivity.

Research conducted in Coimbatore city revealed that spiritual growth of majority of the population were in ‘Creativity and Expression (CE)’ awareness level. It is found that Coimbatore is in the fifth level of spirituality because of the prevalence of many devotional places and spiritual organizations (Art of Living, Pranic Healing Centre, Isha Foundation, Christa Sishya Ashram, Osho Premveena Meditation Centre, Spiritual Wellness Centre), who preach and guide generations to transcend; and help in spiritual evolution. The respondents under CE categories are creative, better communicative and have a positive significant relationship in loyalty and goal-orientation.

The spiritual growth questionnaire developed for the study enabled to identify the Spirituality - Job fit of an individual. Identifying the Spirituality - Job fit suggestions can be given to individual on their career options. The assessment tool will also help the managers to assess employee’s spiritual growth and performance orientation across generations based on the individuals characteristics, and train them to improve their performance, and maintain their track record for future reference by bridging the gap.
As it is understood from the findings, higher and lower order of spirituality is found irrespective of generations, whether young or old. Here, individuals possessed higher order of spirituality due to their rich experiences and knowledge could guide those in lower order of spirituality and motivate them to practice spiritual activities. They support for enhancing work performance in an organization, thereby bridging generation gap. Thus, by improving employee’s performance through spiritual management result in employee’s commitment, positivity and productivity; ultimately leading to organizational productivity and success.

This research concluded that employees with high order of spirituality (creativity and expression, intuition and wisdom, unconditional love) showed a positive and significant relationship with loyalty, workaholism and goal-orientation and they are found to be high performers. It is determined that females and married respondents are spiritually matured and attached to a particular spiritual centre depending on their spiritual knowledge and awareness. Because of this, they possessed creativity and expression as well unconditional love which showed a positive and significant relationship with loyalty, workaholism and goal-orientation (Appendix 11).

Higher order of spirituality was observed among respondents of E-Gens, while Gen Yers showed lower order of spirituality. Gen Xers were loyal, workaholic and balance work and family, while Gen Yers were aggressive, concentrate more on personal growth and more towards salary range and incentives. Free gens were perfectionists, not flexible and workaholic (Appendix 12).

Significant changes in economic, political, social and technological events due to globalization increased conflicts between young and old generations in workplace and family. This resulted in increased stress and lack of peaceful mind, which made employees struggle to balance work and
family, which in turn has caused deterioration in their health and morality. The managers found difficulty in solving problems of generational conflicts due to globalization ‘Third Wave’ (1989-Present). Literally, this has paved way for the depletion of industrial growth and work performance, gradually resulted in economy slow down.

For industrial growth and success, spiritual management tools (Pranic healing, Yoga, Meditation, Classical sound therapy) plays a pivotal role. These tools are bridge to spirituality. On implication of the spiritual management techniques, state of harmony is maintained; relationships at home, in social circle and at work are improved. Thus, employees can manage work and home. The spiritual transformation involving in spiritual practices, in turn change the entire perspective of life. This transcendence improves professional effectiveness, work efficiency and productivity.

The spiritual welfare in business, on implementation of spirituality tools, helps in stress management, increases in work performance, improves efficiency and productivity, enhances individual’s effectiveness, balance work and family; and industrial growth and success.

From this research, it is interesting to observe that spiritual growth has a greater impact on performance of employees in workplace and success of organization goal. Therefore, it is suggested that employers can launch and strengthen spiritual activities as a part of employee’s motivation, welfare and health programs across generations.