

# Effects of Intrinsic Motivation & Spirituality on Employees

Reducing Inner, intra and Inter Stress.

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### ABSTRACT

There is a subtle and a silent relationship which exists throughout the ages, in one form of the other in the lifecycle of human beings, and in this article, I have endeavoured to investigate and Fathom that relationship which exists there. Personal growth, problem solving and personal leadership are connected in some important ways to spirituality. Learning, as we all know is a life long process and continues till the last breath and it is this continuous process that helps man to become what he is. One learns more at the unconscious level. When the experiences rises upto the conscious level, one has to have the capacity to experience what life offers, not at the outer level but at the inner level. By intrinsic motivation we mean a process of arousal and satisfaction in which the rewards come from carrying out an activity rather from a result of the activity. We speak of the reward being intrinsic to a task rather than the task being a means to an end that is rewarded or is satisfying. The term "iftrinsic" sometimes also occurs with a different connotation in reference to incentives which are consistent with personal qualities, intentions and values. Satisfaction gained from such incentives may be seen as intrinsic to the person rather than to the task

## 1. OUTLOOK

Deci and Ryan (1987) proposed that intrinsic motivation stems from the drive-like human needs to be self-determining and competent, i.e. to be autonomous rather than externally controlled. In concrete terms, an intrinsically motivated behaviour is that which appears to be spontaneously initiated by the person in pursuit of no other goal than the activity itself. According to Deci and Ryan, events that foster self determination or competence will enhance or maintain intrinsic motivation whereas events that weaken self determination or competence will diminish intrinsic motivation. Supporting research evidence shows that events that enhance self-perceived autonomous functioning produce increased intrinsic motivation for the target activity.

: Spirituality, in my opinion is not simply  
: going Godwards, but is tilting towards the  
: development of that intelligence by which  
: we address and solve problems of  
: meaning and value; the intelligence with  
: which we can place our actions and our  
: lives in a broader richer and valued aspect  
: providing meaning - giving context; the  
: intelligence with which we can assess that  
: one's course of action of one's life-path is  
: more meaningful than another.

: Life skills are "..... problem-solving  
: behaviours appropriately and responsibly  
: used in the management of personal  
: affairs" (Curtiss and Warren, 1973, p.1).  
: In his work on identifying and defining  
: intelligence, Gardner (1993) states "An  
: intelligence is the ability to solve problems,  
: or to creat products, that are valued within  
: one or more cultural settings". He has  
: since clarified with "I now conceptualize  
: an intelligence as a biopsychological

Before the battle of Kuruksetra, every effort was made to avoid the war, even by the supreme personality of Godhead, but the other party was determined to fight. So for such a right cause, there is a necessity for fighting.

potential to process information that can be activated in a cultural setting to solve problems or create products that are of value in a culture. (Gardner, 1999, p. 33-34). According to 'Bhagavad Gita', (Text 8).

नियतं कुरु कर्म त्वं कर्म ज्यायो ह्यकर्मणः।  
शरीरयात्रापि च ते न प्रसिद्धेदकर्मणः॥ !!8!!

*Niyatam kuru karma twam  
Karma jyayo hy akarmmanah  
Sarira - yatrapi ca te  
Na prasiddhyed a larmanah.*

Perform your prescribed duty, for doing so is better than not working. One cannot even maintain one's physical body without work. There are many pseudo meditators who misrepresent themselves as belonging to high parentage and great professional men who in my opinion falsely pose themselves as if they have sacrificed everything for the sake of advancement in spiritual life. Lord Krishna did not want Arjuna to become a pretender. Rather, the Lord desired that Arjuna perform his prescribed duties as set forth for Ksatriyas. According to Bhagawad Gita, (Text 20).

कर्मणैव हि संसिद्धिमास्थिता जनकादयः।  
लोकसंग्रहमेवापि सम्पश्यन कर्तुमर्हसि॥

Kings like Janak were all self-realised souls; consequently they had no obligation to perform the prescribed duties in the vedas. Nonetheless they performed all prescribed activities just to set examples for the people in general. Janak was the father of Sita, and father-in-law of Lord Shri Rama. Being a great devotee of the Lord he was transcendently situated, but because he was the king of Mithila (A subdivision of Bihar province in India), he had to teach his subjects how to perform the prescribed duties. Lord Krishna and

Arjuna, the Lord's eternal friend had no need to fight in the battle of Kuruksetra but they fought to teach people in general that violence is also necessary in a situation where good arguments fails. Before the battle of Kuruksetra, every effort was made to avoid the war, even by the supreme personality of Godhead, but the other party was determined to fight. So for such a right cause, there is a necessity for fighting. Experienced persons in Krishna consciousness can act in such a way that others will follow.

Spiritualism builds a strong foundations for psychological growth as well as spiritual growth. Many psychologists, philosophers and theologians (e.g. Buber, 1923/1958; Emmons, 1999; Frankl, 1959; Campbell and Mc Mahon, 1985; Dreher, 1990; Hinkerkopf, 1998; Kornfield, 1993; Kurtz, 1990; Peck, 1978; Reed, 1996; Richardson, 1996; West, 1998) support the notion. Wolman (2001) considers the drive for spiritual self-improvement to be the same thing as the desire for self-actualization. Self-actualizing people provide Maslow (1987) with his benchmark for psychological health. From this perspective, life skills, in its support and encouragement of personal growth, is involved with supporting and encouraging spiritual growth.

## 2. PERSONAL LEADERSHIP

There is a growing body of material that supports the idea of spiritual approach to matters of leadership. Short (1998) makes the connections that to live is to lead. He sees us as the centres of self-created organisations that are made up of the people and relationship that we bring into and maintain in our lives. How we use, delegate and abdicate responsibility and control of our

organisations is up to us. Short's view is engaged in the activity carry a threat of losing power or status. The individual who is possessed with spiritual intelligence will not feel threatened by these aspects since they look beyond incentives and rewards for knowledge sharing. They realise that it is essential to make the paradigm shift from the scarce resources to the managerial attention on developing the learning capabilities of the organisation. These are the individuals who are possessed with high self-worth and are intrinsically motivated. Self concept motivation will be internally based when the individual is primarily inner directed. Internal self concept motivation takes the form of the individual setting internal standards that become the basis for the ideal self. The individual tends to use fixed rather than the ordinal standards of self measurement as he/she attempts to first, reinforce perceptions of competency and later achieve higher levels of competency. This need for achieving higher levels of competency is similar to what McClelland (1961) refers to as a high need for achievement. The motivating force for individuals who are inner driven and motivated by their self concept is task feedback. It is important to these individuals that their efforts are vital in achieving outcomes and that their ideas and actions are instrumental in performing a job well. It is not important that others provide reinforcing feedback as is true for other directed individuals.

**3. WILL YOUR COMPANY SURVIVE THE NEXT 20 YEARS ?**

Having a job - and with that feeding a family - no longer has the intrinsic value it used to have in our society. Being employed is not something

people necessarily take pride in anymore. The times that people got a job and stuck to it for the rest of their lives are also over. Small or large, the success of a company- and even its sustainability - is primarily determined by the quality of the work done by its people and their ability to rise to challenges. To succeed and survive, companies need their people to do their very best. In the current economy people coming in 'Just to do thier job' will not lead to sustainability. It is no wonder that companies are facing a deep motivational crisis - just as society as a whole does. Infact, what companies need are people who care for and are involved in their work with their hearts and souls. That level of involvement and caring is therefore the core issue and determiner of corporate success in today's world. People engaged with heart and soul are the most valuable asset any company can have.

Many companies are aware of this and are therefore integrating their so called 'human oriented thinking' into their corporate strategy. But even companies with humah - oriented thinking have difficulties shifting from seeing their people as resources to valuing them as assets. The essential difference between assets and resources is that resources have no value outside the (business) process they are used in, whereas assets have an intrinsic value not necessarily related to that process. A resource in managed (maintained, developed, invested in) in order to be used. An asset is managed in order to increase its intrinsic and potential value. Investment in people from a resource - management orientation, however big, extensive and well-meant, will never tap into their true intrinsic and potential value. Managed as resources, people do what resources do : they

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become depleted or absent - they burn out or move to another company (unlike other resources. humans do have a will of their own). Managed as assets, they flourish, grow and add value to the companies they are a part of.

The first step in developing an asset is to recognize and comprehend what constitutes its true value and potential. Personal care and deep involvement spring from two sources : how we as humans think and feel (heart engaged) and who we are as humans beyond our personal emotions, thoughts and belief systems (soul engaged).

The level of the heart has been extensively researched within the corporate world context over the last 25 years. The importance of Emotional Intelligence (EQ) for bottom - line

: business results is gradually gaining a  
: wider recognition. When we talk about  
: "Soul" or "Human Spirit", we relate it to  
: something that goes beyond rational  
: thinking i.e. IQ and even beyond  
: emotional intelligence and belief systems  
: (EQ). Infact, we relate it to that  
: intelligence which searches for gives  
: meaning, that occupies itself with vision,  
: ethics and values, and that leads to an  
: intrinsically motivated individual. Spiritual  
: Intelligence (SQ) has only recently begun  
: to gain recognition in the western world,  
: based on scientific findings about the  
: working of the human brain and  
: consciousness. The corporate World  
: needs to introspect and become adept in  
: "Science of the Soul" to gain an optimum  
: understanding and development of the  
: Human assets.

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