CHAPTER II

LITERATURE REVIEW

This chapter present some literature related to spiritual leadership and employee empowerment, namely organisation development, Quality of Work Life employee empowerment, perspectives on empowerment, employee empowerment steps, spirituality and religion in the workplace, leadership, and spiritual leadership. The literature would be beneficial groundwork to construct a theoretical framework.

A. Organisation Development

Organisation development, well-known as OD, has been claimed for years as a process in which organisation is able to construct and manage its ability to achieve the goals. The development is necessary to be implemented since the changes of the organisation environment is being more complex and is growing fast. Cummings and Worley (2008: 1-2) define organisation development as a broadly applied strategy and transferred behavioural science knowledge to improve organisation effectiveness. They emphasise five characteristics of organisation development descibed as follows.

1. Strategies, structures, and processes are enabled to develop. To respond the organisation change, an organisation strategy might be adjusted, that

would affect its structure as well as processes. The changed structure is related to the better performing tasks carried out by the employees, while the employees are actively involved to the process of solving problems (Cummings & Worley, 2008: 2).

2. The application and transfer of behavioral science knowledge and practice are critical. The application and transfer comprise two approaches called microconception, such as leadership, group dynamics, and work design, and macroconception, such as strategy, organisation design, and international relations (Cummings & Worley, 2008: 2).

3. OD focuses on informal planned changes. It is adaptive and flexible processes that enable an organisation to identify and overcome organisational problems. As the process of the change is in progress, the revision is probably conducted (Cummings & Worley, 2008: 3).

4. OD concerns the design, implementation, and the reinforcement. For instance, OD designs team works that enable each member of the team to explore ideas to new product development. Supervisor, then, takes an action to ensure that each member has a freedom to vigorously participate in the planned activities. Training and development are applied to maintain their skills (Cummings & Worley, 2008: 3).

5. OD is adapted to enhance organisational effectiveness. Through OD, employees have great opportunities to increase their skills and knowledge to achieve their effectiveness. OD has also contributed to lower costs,

improve products and services, as well as increase productivity. In the end, because of the better performances, OD leads to satisfy customers (Cummings & Worley, 2008: 3).

Those five characteristics evince that OD plays an important role to bring success to an organisation. It is flexible and adaptable, encouraging the organisation in reacting to the rapid changes in the environment. Thus, the organisation is developed, and the employees have great opportunities of improving their skills and knowledge to perform tasks effectively.

B. Quality of Work Life

Quality of Work Life, also well-known as QWL, is the opportunity shared with employees, where they are allowed to decide their jobs and workplaces design in order to increase productivity and service delivery effectively (Cascio, 2016: 23). In addition, Cummings and Worley (2008: 11) state that QWL involves applied methods of enhancing employees' performances. The meanings underline that employees are provided chances to freely plan how they accomplish organisational goals and perform the individual tasks by their own ways. However, QWL is possible to affect employees' ability to perform and lead to increase employees' commitment to work.

Chitra and Mahalakshmi also contend that some organisations might apply QWL as a strategic tool to attract and retain employees (2012: 175).

The currently rapid changing in the organisations' environment compels leaders to maintain work-life balance. By retaining employees in an organisation, the high employees' turnover can be averted, encouraging high performances in the workplaces. In addition, Esmaelli and Alizadeh (2014: 355) have found that nowadays, employees' satisfaction can be resulted from a thorough designed program, which is QWL. Providing that employees experience self-improvement, they are motivated to work, implying the higher the quality of work life, the more motivated employees will be (Baleghizadeh & Gordani, 2012: 33). Great motivation for work will contribute to positive impact on employees' commitment and cooperation's ability to accomplish the given tasks. An organisation should pay attention to QWL since de-motivated employees apparently have an intention to quit, driving to inefficiency. QWL also instils ideas into employees to be more committed in which they are expected to dedicate their time and energy to work individually and in a team. Additional, the team formation intended for accomplishing certain tasks inspires work group that is an example of another outcome of QWL that help employees to become accustomed to working with others.

One of the three aspects of QWL proposed by Chitra and Mahalakshmi (2012: 176) is cognitive climate aspect, including several dimensions, namely meaningfulness, competence, self-determination, impact and work-family interference. The dimension of meaningfulness develops into the origin of empowerment. Meaningfulness is defined by several

researchers in May *et al.* (2004: 14) as an individual's judgement of standards related to the value of a work goal or purposes. Thus, it can be described that an employee has his/her own impulse to work in an organisation, which means he/she does not only pursue careers or receive salary, but also in search of a meaning of work. Since employees have been able to translate meaningfulness in a workplace, they become aware that their time and efforts are worthy. They eagerly give valuable contributions to an organisation in order to achieve its goals, and, as a result, the organisation is able to run business effectively.

C. Employee Empowerment

Some researchers seemingly agree that QWL has been evolved into employee empowerment, which many organisations presume it is such an exceptional applied strategy to increase effectiveness. In accordance with Meyerson (2012), empowerment involves a dynamic means designed to the realisation of shared vision to actual goals. Sahoo and Das (2011) citing Kanter's (1983) argument state that empowerment is employed as a motivation approach and intended to delegate as well as share powers to employees. In addition, Bryman (2004) views the empowerment as the devolution power from higher to lower employees. "Power" in empowerment is a central point that is re-distributed to employees in order to have the authority to make and implement their own decisions

(Greasley, Bryman, Dainty, Price, Naismith, and Soetanto, 2007: 41). By providing latitude for employees, an organisation expects the employees' participation during running the activities in the workplace is gradually increasing. Employee empowerment plays an important role to encourage responsive decisions, continuous performance improvements, and greater employee flexibility, commitment, and satisfaction (Cummings & Worley, 2009: 350). In fact, empowerment affect employees' way to work that probably results in pleasing customers (Robbins & Judge, 2013: 251).

Hence, employee empowerment concerns with the involvement of employees affecting productivity. There are findings that the participation of employees can better communication and coordination, employee motivation, and the capabilities of employees (Cummings & Worley, 2009: 352 – 353). Firstly, empowerment allows employees to have a prodigious opportunity of collaborating with the others in the different departments, encouraging communication and coordination to task completion. Communicating with the other employees would also enable them to apprehend the same organisational goals that results in the effectiveness. Besides, the communication among employees from diverse departments might also intensify coordination in order to share information that yields desired outcomes.

Secondly, sharing power or authority with employees reinforces employees' motivation in the workplace. Empowered employees feel confident that they have latitude, autonomy, and discretion (Sahoo & Das,

2011: 47) to perform their tasks, so that they will employ their abilities to perform tasks. Additionally, highly motivated employees might seize the initiative and drive them more proactive, where it will probably bring excellent advantages to an organisation.

Thirdly, empowerment positively influence the capabilities of employees, in a sense, the employees' ability to do something gradually improve. Empowered employees, shared power by their superiors, should have a better understanding in the decision-making processes, and they are also used to problem solving processes, affecting to better performances. The decision-making become a relevant skill that empowered employees should have. They are not necessary waiting for their superiors' decisions to cope some problems encountered, and they are more responsive and adaptive in such situation.

Some researchers, such as Ripley (1992) and Spatz (2000) in Sahoo and Das (2011: 47) clarify further benefits of employee empowerment. The employees' involvement in the process of building quality of an organisation has influenced employee loyalty. Employees, serving as subordinates, are given credence to work, increasing employee pride, self-respect, and self-worth. The feelings create well-being of the workplace for employees. As a result, the effect of high turnover, absenteeism, and illness can be avoided. One of the reason or cause of turnover is about management frustration, proposed by Arokiasamy (2013: 1535), Thomas (2013: 3042), and Ongori (2007: 50). Employees value

autonomy that is delegated by their superiors, intended to employee empowerment. Provided that an organisation never adjusts empowerment to its employees, it will encounter some obstacles in managing the employees. Another effect is then the decision-making process will probably be hampered, and the sharing information will not be effective. It is common where the employees do not feel comfortable with the atmosphere in the workplace; they are not willingly staying longer in the organisation.

D. Perspectives on Empowerment

Employee empowerment underlines the effective process of power delegation for employees, intending for improving employee authority and responsibility. According to Greasley, Bryman, Dainty, Price, and Soetanto (2004), two perspectives on empowerment are described, namely a psychological dimension and a tructural dimension. The two dimensions are considered as the key aspects of how employees would perceive empowerment. Moreover, another research conducted by Dewettinck and Ameijde (2010) has also found that the perspectives are categorised as a macro and a micro perspective, in which a macro perspective is derived from managerial role, while a micro perspective is evolved from intrinsic motivation at the level of employees.

Peccei and Rosenthal (2001) in Greasley *et al.* (2004) notice the psychological dimension emphasises on employees' perception and empowerment experiences. Furthermore, Meyerson (2012) defines this perspective as an approach to the delegation of decision-making and motivational processes of employees. Several researchers' findings concluded by Baird and Wang (2008: 577) assert that the psychological dimension focuses on employees' feeling and experiences of being empowered. Greasley (2004) adapted four aspects of the psychological dimension proposed by Lee and Koh (2001). The aspects involves 1) *meaningfulness* – entailing an individual's own principles to value a task goal or purpose, 2) *competence* – involving skilful capabilities believed by an individual to perform tasks, 3) *self-determination* - an autonomous individual's initiation and continuation of work behaviours and processes, and 4) *impact* - an individual's perceptions towards the influence of certain outcomes at work.

The other perspective on empowerment is well known as the structural dimension, which is a practice found in organisations and management intending to encourage employees at lower organisational levels (Dewettinck & Ameijde, 2010: 288). Such practice involves the delegation of decision making to employees, enabling the information that can be accessed by the lower level employees. Besides, the model of power redistribution is closely related to the structural dimension (Greaslet *et al.*, 2007; Dewettinck & Ameijde, 2010). Greasley *et al.* (2007: 41) also conclude some researchers' idea, such as Kanter (1977), and Eylon and

Bamberger (2000), that empowering devolves power through knowledge and skill development, access to information, support, resources and responsibility. Additionally, Dewettinck & Ameijde (2010: 289) argue that structural dimension shape what is called as leadership empowerment behaviour since the role of leader is crucial in this dimension.

E. **Employee Empowerment Steps**

One of the common strategies to employee empowerments is to provide latitude to employees' participation in decision making process. Prior to the implementation of the strategy, four key elements suggested by Cummings and Worley (2008: 351) are necessary to be taken into consideration by the leaders to encourage the empowerment, which is described as follows.

1. Power enables employees with enough authority to make decisions to accomplish tasks

2. Detailed, appropriate, and clear information should be shared in order to make effective decisions.

3. Employees' knowledge and skills are enhanced by the well-designed training and development programs affecting effective employee empowerment.

4. Rewards, in forms of promotions or feelings of self-worth and accomplishment, are powerful to empower employees.

Suggested by Hamed (2010: 73), the employee empowerment steps are proposed to ensure effective implementation of employee empowerment based on those four key elements.

1. Choose employees to empower

   Employees with adequate and satisfying knowledge and skills are potential to make effective decisions and accomplish additional responsibilities.

2. Provide role information

   Employees' roles are necessarily specified in order to define boundaries to clarify decisions employees will and will not make, and specify performance criteria and rewards for outstanding achievement.

3. Share organisation information

   Employees need to comprehend organisation's vision and values, to clarify priorities, and learn decision-making and problem-solving skills.

4. Provide training to employees

   Training is intended to develop employees' knowledge and skills to support their ability perform the tasks. It should be sustainable, so they are used to transferring what they have learnt in the training into their daily routine tasks.

5. Inspire individual initiatives

An organisation plays important role to continuously motivate and inspire employees to get involved in the business activities by creating supportive atmosphere and designing rewards to employees.

F. Spirituality and Religion in the Workplace

Spirituality in the workplace should not be connected to religion or a specific belief system, but it is based on personal values and philosophy (Rego & Cunha, 2007: 55). However, Rego and Cunha (2007) explicate religion emphasises on formal structure, and excludes those who have different beliefs, while spirituality, where they cited Mitroff's idea (2003), is inclusive, tolerant and open-minded. Asher (2001: 2) also provides further clarification that religion is associated with justification of the creation and governance of the universe, which might be understood sociologically as a formal set of beliefs, doctrines, laws, practices, rituals, and assignments of authority.

Yet, another study conducted by Mitroff and Denton in 1999 found people have four different orientations toward religion and spirituality (p. 89). The first orientation presents religion and spirituality have a positive orientation viewed by a person, describing that spirituality is on the same footing with religion, in which spirituality is experienced and developed only through religion (Mitroff & Denton, 1999: 89).

Figure 2.1 Four Orientations towards Religion and Spirituality

		Spirituality	
		Positive	**Negative**
Religion	**Positive**	Religion and spirituality are synonymous and inseparable; both are sources of basic beliefs or universal values.	Religion dominates spirituality and is a source of basic beliefs or values.
	Negative	Spirituality dominates religion and is the source of basic beliefs or universal values.	Neither religion nor spirituality are primary; universal values can be defined and attained independently of religion and spirituality.

Source: Mitroff and Denton (1999)

The second orientation represents a person who views positive about religion but negative about spirituality. In other words, he/she commits his/her self to the religious life and practise particular religion rituals (Mitroff & Denton, 1999: 89-90). The following orientation describes a person who has negative view of religion, yet a positive view of spirituality. This orientation brings contradiction, where religion is sees as organised, close-minded and intolerant, and spirituality is open-minded, tolerant, and universal (Mitroff & Denton, 1999: 90). The last orientation views both religion and spirituality is negative. A person believes that either religion or spirituality does not influence secular workplace (Mitroff & Denton, 1999: 90).

Focusing on spirituality in the workplace, Milliman *et al.* (2003) in Rego and Cunha (2007) found that three dimensions as regards workplace spirituality, namely *meaningful work* (affective commitment, intrinsic work

satisfaction, job involvement, & self-esteem), *sense of community* (all the attitudes), and *value alignment* (commitment and intention to quit).

The *meaningful work* is the first dimension concerning the way of employees' interaction of their day-to-day work at the individual level (Wainaina, Iravo, and Waititu, 2014), where they sense of meaning and purpose at work (Rego & Cunha, 2007). Charoensukmongkol, Daniel, and Jardon (2015) infer that employees who are likely to be more willing to dedicate themselves to their work and organisation have perceived their job is meaningful.

The second dimension is called the *sense of community*. According to Wainaina *et al.* (2014, 282), the *sense of community* can be articulated as a deep connection to, or relationship with, and others. Since this dimension occurs at the group level of human behaviour and concerns interactions between employees and their co-workers (Wainaina *et al.*, 2014, p. 282), employees are motivated to devote themselves to help other employees and the organisation (Charoensukmongkol *et al.*, 2015, 35).

The last dimension is the *value alignment*, which measures whether individuals experience a strong sense of alignment between their personal values and the organisation's mission and purpose (Rego & Cunha, 2007: 58). Hence, Wainaina *et al.* (2014,) affirm that the dimension is associated with the premise that an individual's purpose is larger than one's self and should make a contribution to others. A research conducted by Beheshtifar

and Zare (2013, 250) have discovered that employees feel more aligned when both leaders and employees in the organisation have appropriate values, have a strong conscience and are concerned about the welfare of its employees and community.

G. Leadership

Leadership has an important role for the manifestation of employee empowerment that improve job involvement and advance better employee relations in an organisation (Hamed, 2010: 86). In addition, Ozaralli (2002: 336) claims that leaders can develop a supportive atmosphere that encourages empowerment. GanjiNia *et al.* (2013: 41) agree with previous researches saying that one of the practical measures to empowering employees is leadership commitment because leaders should delegate authority to their employees that strengthen performances.

Daft (2008: 4) defines leadership as an influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes. The meaning emphasises that leaders should influence employees to bring changes of desired purposes. Leadership is also closely related to the ability to influence a group toward the achievement of a vision or set of goals (Robbins & Judge, 2013: 368). The meaning of leadership is also supported by Northouse's idea (2004) in Bolden (2004: 5) explaining that leadership concerns with attaining organisational goals by influencing

employees. However, leadership represents four significant roles, suggested by Robbins and Judge in their book entitled *Organizational Behavior*, namely hiring, training, motivating and disciplining employees (2013: 6). Two theories are presented in Robbin's and Judge's related to leadership, namely trait theories of leadership and behavioural theories. Trait theories differentiate leaders and non-leaders from qualities and characteristics, while behavioural theories focus on differentiating leaders and non-leaders from specific behaviour (2013: 369 – 371).

Providing that it is connected to empowerment, leadership should become an appropriate behaviour that leaders necessarily have to be capable of motivating their employees. Motivated employees will enhance productivity affecting the accomplishment of the organisation's vision and goals (Daft, 2008: 226). In addition, Daft (2008: 246) proposes an approach in order to motivate employees by helping employees find true value and meaning in their work. Leaders with impressive leadership are able to create environment in which employees feel happy to work. Hence, Robbins and Judge (2013: 117) believe that effective leaders rely on emotional appeals to help convey their messages. For instance, a leader who shows positive attitude will influence his/her employees in the workplace. Yet, a leader who does not have respect to the employees might affect to the unpleasant environment.

H. Spiritual Leadership

Spirituality in the workplace has been argued to influence organisational performances and productivity. Denton (2007) in Naidoo (2014: 8) considers that organisational culture needs to be transformed to meet spirituality in the workplace by transforming leadership where spiritual practices and values are incorporated into the culture of the organisation, which means that an excellent culture is created by spiritual leaders. Spiritual leadership can also be described as engaging people in higher values and mission, and trying to create a corporate culture based on love and community rather than fear and separation (Daft, 2013: 423). Fry *et al.* (2011: 261) affirm that spiritual leadership intrinsically motivate one-self and others and satisfy fundamental needs for spiritual well-being through *calling* and *membership*.

In addition, Reave (2005: 663) states that spiritual leadership refers to some values, such as integrity, honesty and humility, and behaviour, such as individual reflective practice or in the ethical, compassionate, and respectful treatment of others. The positive impacts brought by spiritual leadership involve employees in the decision – making process by motivating them, giving information and empowering and strengthening them (Chegini *et al.*, 2012: 8421). Boroom (2009: 31) has found that as the organisational vision becomes increasingly clear, leaders and followers are empowered to make decisions necessary to grow the organisation and improve power for self –

direction. Below, several spiritual leadership variables proposed by Boroom

(2009: 31)

Table 2.1 Spiritual Leadership Variables

Performance (Vision)	Established through altruistic love whereby leaders and followers have a genuine care, concern, and appreciation for both self and others
Effort (Hope/faith)	Fosters conviction, trust, and action for performance of the work
Membership	Employees are understood and feel appreciated
Calling	Making a difference where life has meaning for leader and followers

Figure 2.2 The Model of Spiritual Leadership, Presented by Daft (2013: 444)
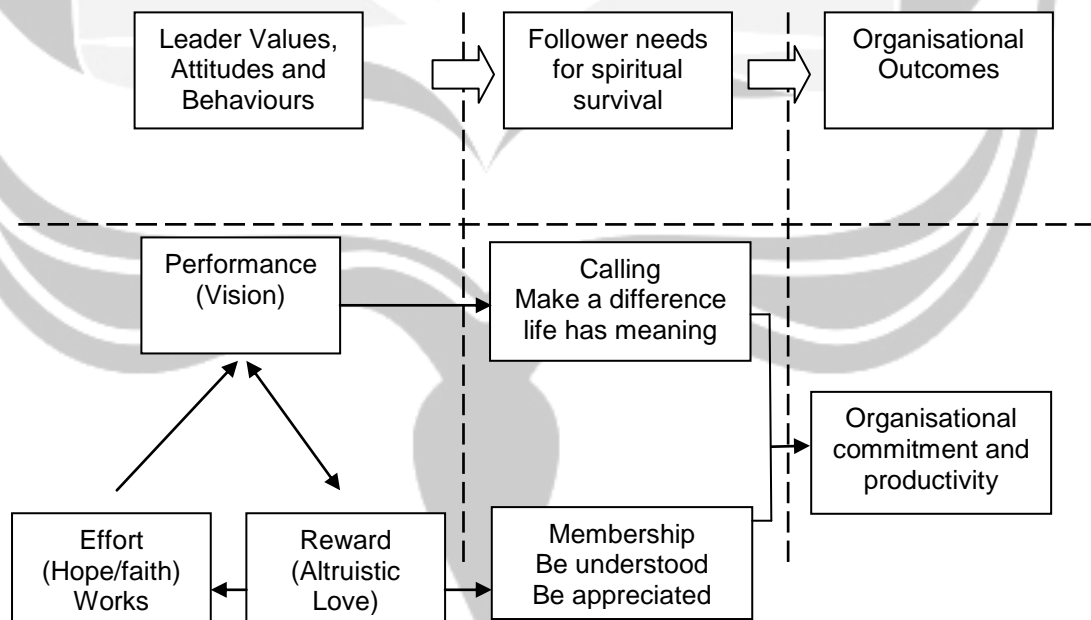
To be a supplementary illustration, there are several qualities of spiritual

leadership suggested by Fry (2003: 695) showed in the following table.

Table 2.2 Qualities of Spiritual Leadership

Vision	Altruistic love	Hope/faith
• Broad appeal to key stakeholders • Defines the destination and journey • Reflects high ideals • Encourages hope/faith • Establishes a standard of excellence	• Forgiveness • Kindness • Integrity • Empathy/compassion • Honesty • Patience • Courage • Trust/loyalty • Humility	• Endurance • Perseverance • Do what it takes • Stretch goals • Expectation of reward/victory

Referring to the definition stated by Daft (2013) and Fry (2011), spiritual leadership emphasises on leaders' ability to intrinsically motivate their employees to enhance a sense of spiritual expression through *calling* and *membership*. Intrinsic motivation could be improved by empowering employee to increase opportunities for growth, responsibility, and involvement in the work (Robbins & Judge, 2013: 287). Intrinsic motivation model was presented by Boorom to assert that it develops spiritual leadership practice. First, leaders must have clear vision in order to stimulate employees, give meaning to work, and garner organisational commitment (Boorom, 2009: 40). Vision can be defined as the organisation's journey and why we are taking it; defines who we are and what we do (Devi, 2015: 10). In addition, on their research, Martin *et al.* (2014: 11) concluded that vision provides orientation and meaning for leaders and their teams, helping them to

focus on their energies and engaging in the transformation of practice. According to Fry *et al.* (2011: 262), there are three important functions of vision, which are to clarify the general direction of change, simplify the multitude of more detailed decisions, and help to coordinate actions quickly and efficiently.

Second, altruistic love is a key to spiritual leadership manifested through the unconditional, unselfish, loyal, and benevolent care, concern, and appreciation for both self and others (Boorom, 2009: 40). *Fry* (2003) in Fry *et al.* (2011: 262) explain that altruistic love refers to a sense of wholeness, harmony, and well-being produced through care, concern, and appreciation for both self and others. Altruistic love is also given from the organisation and is received in turn from followers in pursuit of a common vision that drives out and removes fears associated with worry, anger, jealousy, selfishness, failure, and guilt and gives one a sense of membership (Fry, 2003: 714). Crosbie and Oliner (1996) in Jeffries *et al.* (2006: 68) affirm that altruistic love is a giving, sacrificial love, in which it often involves the sacrifice of very important interests, including the sacrifice of the individual's life. Sprecher and Fehr (2005: 631) have found that altruistic love is one of typologies of love that trust, caring, helping, and sharing are among characteristics associated with most types of love.

Third, citing from Fry's statement in 2003, Boorom (2009: 40) states that hope fosters a desire with the expectation of fulfilment and faith adds certainty to hope. Hope is related to a desire with expectation of fulfilment,

which means it is the source for the conviction that the organisation's vision, purpose, and mission will be fulfilled (Fry *et al*, 2011: 262). Snyder *et al*. (1991) in Norman *et al* (2010: 351) define hope as a positive motivational state that is based on an interactively derived sense of successful agency (goal directed energy) and pathways (planning to meet goals). However, faith is more than hope or the expectation of something desired, which is based on values, attitudes, and behaviour that demonstrate absolute certainty and trust that what is desired and expected will come to pass (Fry, 2003: 713).

Based on the spiritual leadership model, Fry (2003: 695) describes that spiritual leadership involves the values, attitudes, and behaviours that are necessary to intrinsically motivate one's self and others so that they have a sense of spiritual survival through calling and membership, or well known as spiritual survival. Calling, defined by Fry *et al.* (2011: 263), is related to the experience of transcendence or how one makes a difference through service to others and, in doing so, derives meaning and purpose in life, while Devi states that membership means the organisation understands the members and appreciates them (2015: 8). The spiritual survival influence positive organisational outcomes, namely organisational commitment and productivity and continuous improvement. Organisational commitment concerns with people who become attached, loyal to, and want to stay in organisations that have cultures based on the values of altruistic love (Fry, 2003: 714). Fairholm (1998) in Fry (2003: 714) finds that people who have hope/faith in organisation's vision and who experience calling and membership will "do

what it takes" in pursuit of the vision to continuously improve and be more productive.

I. Theoretical Framework

Rapid changes in the organisational environment have driven people inside an organisation to continuously develop in order to create advantages in the high competition. The diversity usually encountered in the organisation has required their leaders to identify and implement any appropriate means of improving employees to achieve organisation's goals. Besides, organisational effectiveness will be lead by improved employees. It is known that organisation development concerns with the improvement of strategies, structures, and processes where they are interconnected. One of the significant concept that organisation should be considered is leadership. It becomes unique characteristics that a leader should have. Furthermore, leaders take responsible to have knowledge and skills to identify and overcome organisational problems by focusing on informal planned changes that can be adaptive and flexible. Leaders also have authority to design a team that will be responsible for the development of the product, to supervise the team to ensure that they participate to the activities, and to encourage team members to demonstrate their ability to accomplish the given tasks.

Understanding that employees are they important key of organisational effectiveness, leaders must regard the suitable strategies, which

is possibly implemented in their organisation. Nowadays, employees are provided with great opportunities to perform their tasks. It is similar to the theory of Quality of Work Life (QWL). By having opportunities to decide how they will accomplish the tasks and how they will overcome the problems, employees' knowledge and skills are enhanced. Additionally, QWL helps an organisation in order to retain their employees so that employees turn over can be diminished. High employee turnovers potentially influence lowering organisational performances. For that reason, retaining employees will become a better decision instead of allowing them to leave the organisation. QWL also influence employees' meaningfulness. Meaningfulness refers to employees' awareness of the worthiness of their time and efforts. The creation of meaningfulness in the workplace should be acknowledged by leaders as a source to empower their employees to achieve organisational goals.

Employee empowerment has recently become an outstanding strategy, which is possibly implemented by leaders to encourage their employees to develop simultaneously the organisational effectiveness. In general, empowerment aims at motivating employees to work as well as delegating power to employees. Many researchers have found out that empowerment involves liveliness of employees' participation in workplace. For instance, the employees in an organisation have opportunities to be able to work with other employees in the other department to improve their service. Another example is that the employees have authority to make quick

decisions related to the customers' complaint without waiting for their superiors. Both examples describe the advantages that the leaders can obtain in practicing employee empowerment.

The perspectives on empowerment are critical before leaders are empowering their employees in the workplace. Several researchers are divided the perspectives into two dimensions, namely psychological and structural dimensions. The psychological dimension concerns with employee empowerment viewed from the employees' perception and employees' motivation. In the other hand, structural dimension is closely related to organisational and managerial practices. In the psychological dimension, employees have their own meaning for work, which links to their assessment towards goals and purposes in an organisation. Because they feel connected to the organisation, they will show loyalty to the organisation and involvement in every activity. Employee empowerment should also consider employees' ability to perform tasks successfully. When employees have adequate competencies to accomplish the tasks, it will increase employees' confidence and they will always demonstrate their ability to challenge other assignments. Since employee empowerment is about redistribution power to lower employees, it brings employees' independence to perform the assigned work. They are able to independently make decisions that will result in the development of the organisation. As a result, the employees' contribution will impact on organisational goal attainment.

The following is the structural dimension, which can be connected to what some researchers called as leadership empowerment behaviour. Some leaders in organisations are necessary to have a better understanding of this dimension. Leaders' desires to willingly empower their employees to help the leaders in achieving the goals should be encouraged. The leaders' responsibilities are not then about sharing authority and providing information, but they must also develop the employees' knowledge and skills and give conclusive evidence, such as support, resources and responsibility.

According to the perspectives on empowerment, workplace spirituality has significant roles in employee empowerment aiming at achieving organisational goals. Workplace spirituality in this context should not be connected to religion, yet it is more about how employees have meaning in work, how they have relationship with the others, and how they attempt to connect their values to organisational goals. In an attempt to implement effective employee empowerment, leaders in an organisation seemingly need to transform their style into spiritual leadership. Spiritual leadership involves the creation of pleasant and secure atmosphere in the workplace. Furthermore, leaders, carrying spiritual leadership, have a better understanding and ability to motivate their employees. In the psychological dimension, employees are motivated to work since they find value or importance at work. Then, structural dimension affirms that leadership empowerment behaviour should be developed by leaders to enable the implementation of employee empowerment. For that reason, spiritual

leadership can help leaders to understand how they are going to treat their employees in order to delegate power to subordinates. The following figure illustrates the framework of spiritual leadership and employee empowerment.

Figure 2.3. Spiritual Leadership and Employee Empowerment
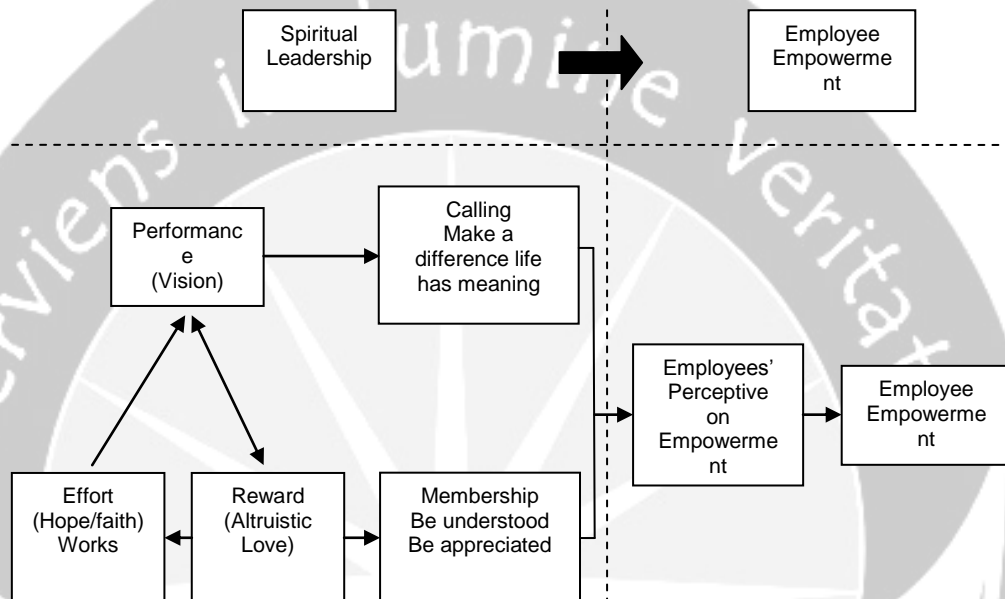
Leaders are required to have an ability to comprehend intrinsic motivation cycle, namely vision, altruistic love, and hope/faith. The cycle is the starting point to realise employee empowerment in the workplace. Firstly, the leaders must have clear vision to give employees overviews about the future of the organisation so that they are aware how they are going to fulfil it. When the leaders as well as the employees understand what they are pursuing, the direction is later acknowledged. As the vision is clearly recognised, the decision-making processes might be conducted effectively in line with the goals that the organisation would like to achieve. Since the employees have similar idea what the vision is, the coordination and communication between the leaders and the employees, and among the

employees should be quickly and efficiently. Some argue that having clear vision fully helps the leaders and employees to readily anticipate the higher competition in the organisational environment by making flexible changes in order to survive and grow.

Second, altruistic love has significant roles to create positive, peaceful, and pleasurable circumstances in the workplace. It is such a condition affecting much decrease in fear, anger, sense of failure, and pride. Some employees have definitely experienced the emotions during work. It happens when the employees are under increasing pressure from either their superiors or their assignments. Altruistic love in spiritual leadership emphasises the enhancement of trust, caring, helping and sharing. Leaders should encourage each employee to trust their colleague when they are in the same team to complete tasks. And it is important for the employees to demonstrate their ability to care each other by giving favours. In addition, the development of the organisation relies on the employees' willingness to share knowledge and skills in order to improve the performances.

The last key of the intrinsic motivation in spiritual leadership is called hope/faith. Hope can be defined as employees' feelings of what will happen in the future. Yet, faith is more convincing than hope since the employees think what is in the future can be fulfilled. Additionally, both hope and faith become the sources of how the vision can be carried out. It is obvious that leaders with hope/faith have the picture of the future so that they have truly figured out what they are going to achieve and how they are going to achieve

it. However, hope/faith is employees' self-motivation for performing the work.

The intrinsic motivation cycle influence employees' spiritual survival known as calling and membership. Calling involves employees' experience to feel that their job is not only a matter of abilities to do their work, but they also believe that their job is socially valuable. It probably influence employees to increase their dedication to work, which means they are willingness to give a lot of time and energy to their job. Membership refers to the state where employees are understood and appreciated by an organisation. Where employees are understood and feel appreciated by leaders and an organisation, the interrelationship are expected to increase and the organisational effectiveness in the workplace are possibly acquired.

Spiritual survival hereinafter brings great possibilities to the implementation of employee empowerment. The employees need high motivation from their superiors to perform the tasks, and it is possible by distributing them power. Shared power by the leaders enables the employees to enhance better performances. The employees become more proactive and start to take initiative for improving either products or services offered by the organisation. Once employee empowerment is about to be implemented, the leaders should ensure that the employees will receive authority to make decisions. Sharing information from the leaders simplifies the employees to make the appropriate decisions. However, the decisions are not effective if the employees do not have sufficient knowledge and skills. Training should

be designed by the leaders, intended to improve their knowledge and skills. Provided that the employees show their abilities to get actively involved in employee empowerment, they are entitled to receive rewards from the organisation.

By empowering employee, the organisational commitment and the improvement of productivity can be increased. Commitment is closely related to employees' desire to stay in an organisation so that turnover can be possibly minimised. Furthermore, the improvement should involve several employees from different departments working together. Leaders are responsible to encourage the communication and coordination among employees, so the information will be easily gathered and the same organisational goals are achieved.