









5. The impact of organizational vision on corporate identity
6. The influence of organizational vision on productivity
7. The effect of organizational vision on organizational success

## **2.1 LITERATURE REVIEW**

According to this research, many organizations are supportive of their employee's needs for special accommodation related to their religious and spiritual beliefs in addition, finding from relevant literature reveals that employee morale and employee retention are most affected by having a workplace that provides religious accommodation for its employees however employers must reasonably accommodate employees sincerely held religious beliefs, observances, and practices when requested. A reasonable religious accommodation is any adjustment to the work environment that will allow the employee to practice his or her religion. Employees tend to want freedom, even in scheduling, to express their personal beliefs. I think finding the right balance and providing accommodations where necessary increases employee morale and productivity.

Tanebaum's 1999 survey of employees "Religions bias in the workplace, revealed that 89% of employees said that it was very important for companies to provide personal days for religious observance.

## **2.2 CONCEPT OF CORPORATE RELIGION**

Corporate religion is about building a strong company through personality and a corporate soul. If you want to succeed in global business today, you have to get religion - Corporate Religion. So says Jesper Kunde, founder of Denmark's most

successful advertising agency, which he established, he tells us, as a protest against traditional agencies' lack of insight and interest in the clients they were working for.

According to Franklin, (2022) consumers are increasingly looking beyond advertising messages and brands. Emotional values are replacing physical attributes as the fundamental market influence. The time has passed when technical advantages alone can sell a brand: it is the attitudes to a brand and the non-material values associated with it that create a brand.

Consumers no longer simply buy products; they buy attitudes (Corporate personality). They want to know who is behind the products they buy. They are looking for attitudes that reinforce their belief about the brand or message. A brand is a promise, both rational and emotional. A promise is only valid if it comes from a sound person. If a person keeps changing or the promise keeps changing, there is no value in either. Likewise, if the company's attitudes are inconsistent or non-existent, consumers will lose faith and seek a more solid atmosphere elsewhere. A strong market position therefore means more than creating brand awareness and focusing on the market outside. It means creating a company that delivers internally and involves customers externally. The better a company communicates its attitudes or corporate image the stronger it will become.

According to Franklin, (2022) Integrating the external market position of a company with the internal culture through a unifying vision, mission and system requires a consistent corporate concept that must be communicated both internally and externally. It has to be consistent because it must secure trust and loyalty, both from within the organization and from without amongst consumers. This requires strong leadership, clear messages and unwavering communication. It means in effect building a 'corporate religion'.

### **2.3 SPIRIT AS THE CORPORATE FOUNDATION**

Kunde uses the word religion (derived from the Latin word religare) because it means to bind something together in a common belief. Only with a strong spirit at its foundation can a company achieve a strong market position. It is not possible to have any meaningful vision of the future without believing in something-Franklin,(2022).

Companies are no longer adequately defined simply by the products they make. Customers buy the company and everything it stands for. The company must be able to define itself in a connected and coherent way so the sole thing that accrues in the market is one single consistent value. The aim is to unite everything in a corporate religion that brings together the internal company and the external market 'in a shared, connected flow of understanding'.

Communicating the company's attitudes and values becomes the decisive factor for success, it demands that you find out who you are as a company. When top management finds a satisfactory answer to that question, it gives them the key to communicate the company's ideology internally as well as externally. The new generation of leaders must be skilled at communicating inside their companies and externally to the market. They will be rated by their ability to see and describe how the market will evolve, and by their company's ability to meet that coming reality. Those who are capable of formulating and reformulating their companies will be tomorrow's winners. And the better they are at reaching into every corner of both the company and the market, the more things will flow in the same direction. In most large international companies, half the available energy is untapped. This can be released to powerful effect if you can describe the company, develop a consistent

company concept, formulate an internal religion, and manage the whole organization accordingly.

In the global marketplace, the ultimate arbiter of success is brand position. The highest position a brand can reach is when consumers regard it as a Brand Religion, when it is a must, a belief. Kunde points to Richard Branson as a classic example of the new kind of leader, someone who is a religion leader for both their market and their company. How is it possible for Virgin to operate successfully under a spread of activities ranging from airline and railway companies to life insurance and soft drinks under a single brand without it becoming watered down? The answer is that Virgin is not rooted in a product category as it is with traditional brands: it has its roots in a person and in a certain abstract, qualitative values that have been elevated above product level.

Branson personifies both the brand and brand value in Virgin. He is very conscious of his own role and the consequences for the way people perceive the Virgin concept and hence the business. He achieves brand-building successes by consciously focusing on the real value in Virgin. When consumers buy a Virgin product, they are actually buying Richard Branson. The core of the company thereby becomes Branson's own personal PR company, which links all Virgin products to the man and his adventure-oriented and anti-business approach.

A product or service can only come under the Virgin umbrella if it matches the company's founding values and profile. Thus the focus is not directly on product specifications, but on the linkage potential to a range of emotional values. At Virgin, new areas must fulfil four out of five criteria: a Virgin product must be (1) the best quality (2) innovative (3) value for money (4) a challenge to existing alternatives, and must additionally contain (5) 'a sense of fun or cheekiness'.



The need today is to create strong, non-material values and services, that together form an aura around the product and give the brand its perceived value. But you can't have Brand Religion without Corporate Religion. Only an organization that wants the same things and goes in the same direction will be able to work sensibly with the qualitative values which differentiate brands. It is not enough just to employ people for their skills - their attitudes and values must also match those of the company. An employee's best qualification, says Kunde, is their belief in the company.

Corporate Religion is an alternative way of focusing a company's goals. Kunde is quite clear that it is a centralized model which requires that management takes real responsibility and, if necessary, draws power back to the company's core. Its central purpose is to strengthen and unite a company's efforts. The most important contribution a religion makes to a company is to reduce the negative and destructive energy between the parent company and its subsidiaries. International growth poses the big problems for companies.

A strong brand and Corporate Religion require new organizational thinking. In traditional organizations, empire building will always undermine unity of purpose. So the subsidiaries must be stripped of their autonomy and reduced to coordinating units. The company must be divided into two parts: the traditional functions on the one hand and the 'pure concept organization' on the other. Everything concerning the concept must be united by one person, the concept manager, who simultaneously becomes the company's religion leader. He or she must be supported by a system and production manager who is responsible for development, production, logistics and finance. The key benefit of this division is that it brings under one umbrella everything which gives the company its brand value. It enables the company to control the total flow of

information and gives an integrated view of the market that enables the company to take a unified approach instead of isolated initiatives.

## **2.4 HOW TO MAKE THE TRANSFORMATION FROM A TRADITIONAL COMPANY TO ONE RUN BY RELIGION?:**

- 1. Analyze the company's product programme:** Be clear about what you market and sell. The goal is to unite the complete product range into one brand where the brand values are relevant to every product. No product can be permitted to conflict with the brand and some brands may have to be sacrificed.
- 2. Analyze brand values in selected markets:** How wide can the brand be and still have a meaning? Test the concept among target groups in selected markets to reveal whether the values that the company thinks lie in the brand are also the values which the consumers think are important in relation to choice. In practice, says Kunde, consumers around the world tend to attach the same weight to the core brand values. It is only the peripheral brand attributes that separate countries.
- 3. Assess the brand's business opportunities:** You may have to divide up your business into two brands. You may need to consider whether there are sufficient resources available to achieve penetration in the global market with both brands. If the solution is to go for a main brand and a smaller follow-my-leader brand, while the smaller brand must be properly supported, nobody should forget which brand is the revenue generator.
- 4. Develop the Corporate Concept:** Set up a mission for the brand which forms the Corporate Concept. This defines your company goals and how you want to pursue success. You can then start finding out which products and concepts fit

the objective of achieving a certain market position. The more you can involve consumers in your brand, the greater the value, and the stronger the brand position becomes.

5. **Construct a total description of the company:** This must bring the internal and external company into harmony. The external market position is the starting point, relating the whole company to a set of values that can deliver the desired brand value. What matters here are the company's soul and belief rather than products and packaging. The aim is to unify the whole company in a value-related and spiritual dialogue with the market. Treat it like a play, suggests Kunde. Everyone inside the company has different roles and they must know them inside out in order to achieve the best result. But first the play itself must be written and written well. It needs a good plot, a good director, and a blend of audacity and commitment.

6. **Define the Corporate Religion and the systems to ensure commitment and action:** Define a mission statement for top management. For the company to become focused, the religion has to be formalized so that everyone understands it. Top management must communicate the message in a way that results in concrete actions for every employee. The essence of Corporate Religion is about bringing the human factor into the 'dehumanized' machines that characterize massive international organizations. It should get each individual thinking each day: 'What have I contributed to the spirit in my company?' This means the religion must be communicated by the top leader, that operational management systems are built up for building the religion, and that the organization is managed in the right direction through education. Strong

management is necessary from the top all the way out to the markets to ensure commitment and action.

7. **Trials in selected test markets:** Test the concept and the brand values and the possibilities for a wider brand.
8. **Adjust the concept and the religion:** Do not press forward with extensive changes to the company until you have found the right solution for both the brand and the company.
9. **Dismantle the old international organization:** The transformation to a religion-run company can only be successfully launched if the old company organization is replaced. If this is not done, the subsidiaries will continue as before and the distance between the parent company and the market will simply widen. The role of the subsidiaries must be changed from self-governing provinces to co-ordinating units for the global brand which is controlled by the Corporate Religion. Everything must link up in a continuous, controlled process from the central brand Centre all the way out to the customers in the markets. Say farewell to employees who can't adjust to the new structure.
10. **Change the organization simultaneously:** As many of the company's resources must be released and redistributed to new functions, it can only happen if it all occurs at the same time. This may cause short-term panic but can release a lot of dynamism.
11. **Impress the religion on everybody right from the start:** During the transformation, the religion leader must be highly visible. He or she must set aside a full year to implementing the new approach. Results and knowledge must be conveyed through the entire company so that everyone becomes strongly motivated and the Corporate Religion is constantly adhered to.

**12. Establish the religion within a year:** From the word go, resources must be deployed for collecting and analyzing information to ensure the strategy is being implemented and that there is action in the markets.

## **2.5 DIMENSIONS OF CORPORATE RELIGION**

- i. Visionary leadership:** A visionary leader is an individual who sees the potential for how the world should exist and then takes steps to get there, however a visionary leader is a person who has a clear idea of how the future should look, Franklin, (2022).
- ii. Organizational Vision:** Organizational vision is often referred to as the primary guiding force of all organizational activity.

## **2.6 THE PREVALENCE OF RELIGIOUS ACCOMMODATION IN THE WORKPLACE**

Just as there are many religions across the globe, there are many forms of religious expression tied to a person's faith that employers may request time during the day to practice prayer, they may need to avoid contact with members of the opposite sex. While most employers are attempting to meet the religious needs of their employees, these requests are handed informally.

## **2.7 THE IMPACT OF RELIGIOUS ACCOMMODATION ON EMPLOYEE PERCEPTION**

To attract and retain the best talent, it is important to provide a work culture and environment that recognize the needs and challenges of employees and also build on employee engagement. Human resource professionals reported

that employee morale and employee retentions were most affected by having a workplace that provided religious accommodation for its employees.

It is worth noting that small and medium organizations were more likely than large one to report employee loyalty as a factor most affected by providing religious accommodations in the workplace.

It has been observed that employee morale emerges as the indicator most affected by religious accommodation”, says Georgette Bennett, Ph.D, President and Founder, Tanenbaum Center for Interreligious understanding.

## **2.8 WEAVING SPIRITUAL DIVERSITY INTO THE WORKPLACE**

SHRM’s 2008 religion and corporate culture survey report reveals that human resource professional is still graphing with identifying the key religious diversity issues in the workplace and understanding how best to address them.

Paying attention to religious diversity is also a good bottom line. It is no coincidence that employee morale emerged as the factor most affected by companies granting religious accommodations morale is intrinsically tied to other areas of concern to human resource: recruitment, retention, satisfaction, productivity and employee loyalty.

## **2.9 How we can inject corporate religion into the management of African Work Organization as a measure of improving efficiency and effectiveness?**

According to the SHRM Legal Report, employers should attempt to fulfill three basic requirements in order to protect employees against religious discrimination.

- 1. Reasonable Accommodation:** An employer has a duty to accommodation an employee’s religious practices or beliefs when an employee makes a request for

accommodation. A refusal to accommodate is justified only when the employer can show that the accommodation would result in an undue hardship. all employee needs to show an expression that he/she was treated fairly because of his/her religious belief in the organization.

2. **Religious Harassment Avoidance:** Religious harassment in African work organizations should be avoided, reasons because corporate religion or spirituality enhances employee commitment as well as motivation. Integrating corporate religion into business organizations brings about jobs satisfaction and higher expectations. An emerging area of litigation with respect to religious discrimination is the issue of religious harassment. There have already been a number of reported cases dealing with the issue of religious harassment. As one might expect, the religious harassment cases that occur most frequently are those in which supervisors or co-workers demean an employee's religious beliefs or practices through insults, gestures or other belittling conduct. For example, in one recent case, *Turner v. Barr*, an employee alleged that he was subjected to a hostile work environment on the basis of his Jewish faith. The court determined the employer was, in fact, liable for religious harassment when the employee produced evidence at trial that, among other things, one of his supervisors made "humorous" references to the Holocaust, he was subjected to a stream of comments with respect to the supposed skill of Jews in handling and dealing with money, and supervisors and co-workers made various other inappropriate statements or "jokes". Needless to say, if an employer has notice of such inappropriate behavior, it must take quick remedial action, just as it would in a case of alleged sexual harassment.

## **2.10 BENEFITS OF CORPORATE RELIGIOUS WORK ENVIRONMENT TO AFRICAN ORGANIZATION**

1. **Spiritual Nourishment:** It is important to distinguish religion, which refers to a set of beliefs, rituals, and spirituality, which is associated with the desire for meaning, deeper values (Duchon and Plowman, 2005), a sense of wholeness and connectedness (Milliman, J, Czaplewski, A, Ferguson, J, 2003). Nonetheless, spiritual nourishment can arise from a religious background (Milliman et al., 2003), as the boundaries between these two are sometimes blurred. Religion, with its beliefs and prayers, can be a means through which one can explore one's spirituality, and it is supposed to provide spirituality with more depth and discipline (Cavanagh & Bandsuch, 2002). According to Duchon & Ploman (2005), religion offers a context through which individuals can pursue their spirituality. In generally, research shows that there are attempts to figure out whether spirituality is or is not significantly related to organizational performance (Hill & Smith, 2003, Duchon & Ploman, 2005). Workplace spirituality is considered to have a positive effect on employees' performance, motivation and satisfaction (Cavanagh & Bansuch, 2002, Krishnakumar & Neck, 2002). Moreover, workplace spirituality leads to increased honesty and trust within the organization (Wagner-Marsh & Conley, 1999, Seemann, A-K, Drevs, F, Gebele, C, Tscheulin, D, 2015). In line with the research, all participants of the study express themselves to be very delighted about working in a religious environment and perceived the climate as very motivating and satisfying.

Burack (1999) indicates that workplace spirituality leads to an increased sense of personal fulfillment of employees and positive effects on the perceived stress level can be noticed (Cavanagh & Bandsuch, 2002).



Berger (2003) revealed one important characteristic of religiously affiliated organizations is that the intrinsic motivation is often based on faith. By analyzing several mission statements, she concludes that a divine source of guidance provides a basis and template for individual development and motivation. Some interviewees indicated, very clearly, that their faith and the possibility to bring and live their faith at work supports their motivation and urges them to do better and achieve more.

Consequently, it has to be noted, the religious and spiritual environment and the employee's own faith provide a fruitful source of inspiration and motivation for these employees to perform outstandingly, achieve excellent results for themselves and their patients, and experience positivity in their daily routine at work.

2. Corporate religion fosters motivation, job commitment (normative commitment, affective commitment, continuance commitment), it also brings about organizational spirituality, Milliman explain that an organization is spiritual in the extent that it serves as an out-let for its members to satisfy their inner needs.
3. Beliefs about honouring God in workplace contributes to creative and collaborative behavior at work.

### **3.1 CONCEPT OF ORGANIZATIONAL SUCCESS**

Organizational success generally comes from having a clear plan or strategy to deliver on a mission, however organizational success is attributed to those companies (organizations) who actually achieves their set goals and objectives. Most Organizations that are successful create value and are efficient and effective in their operations.

To be successfully, an organization must have clear plans and programs that focus on the skills and talents of its employees, successfully organizations need both inspirational leaders and sound managers.

In order to achieve increased and sustainable results, organization needs to execute strategies and foster employee engagement. Success is measured by analyzing where the organization is in regards to its goals and its mission (Franklin, 2022).

Organizations needs to think about the future of their business and think of better ways to be successful. Organizations can either view their challenges as competition with other rivals or as opportunities to push them closer in reaching their full potentials.

However, there are four (4) steps that managers or organizational leaders can use to ensure that their organizations are not simply reacting to what challenges comes their way, but that they have a clear understanding of what their organizations needs to do to succeed.

1. Define plans that fit the organization
2. Get clear goals
3. Don't let external factors shift focus
4. Communication/review work progress often

### **3.2 MEASURES OF ORGANIZATIONAL SUCCESS**

- i. Corporate Identity:** Corporate identify or corporate image is the manner in which a corporate, firm or business enterprise presents its self to the public (such as customers and investors as well as it employees). According

to Franklin, (2022) corporate identity is the image of the company in the eyes of the diverse public.

- **Brand:** A brand is an intangible marketing or business concept that helps people identify a company, product, or individual. As such they help shape people's perception of companies and their product. Brands provide enormous value to the company, given it a competitive edge over others in the same industry. However, many companies seek legal protection for their brands by obtaining trademarks.
- **Organization culture:** organizational culture is the collection of values, expectations and practices that guide and inform the actions of all team members, in an organization. It is a collection of traits that makes an organization what it is. Franklin, (2022) asserted that organizational culture defines the behaviour, attitudes and lifestyle of every employee in any given organization.

## 2. PRODUCTIVITY

Productivity is the efficiency of production of goods or services expressed by some measure, it is defined as a ratio between the output volume and the volume of inputs.

However, it measures how efficiently production inputs, such as labour and capital are being used in an economy to produce a given level of output.

- **Efficiency:** Efficiency is the state or quality of being efficient, or been able to accomplish a given task with the least waste of time and effort, it's a state of competency in performance. However, the term efficiency can be defined as the ability to achieve an end goal, it refers to the peak level of performance that uses the least amount of inputs to achieve the highest amount of output.

- **Effectiveness:** Effectiveness is the degree to which something is successful in producing a desired result. According to Franklin,(2022) effectiveness is the capability of producing a desired result or the ability to produce desired output.

### **3.3 RELATIONSHIP BETWEEN CORPORATE RELIGION AND ORGANIZATIONAL SUCCESS**

Corporate religion it's about leadership and what is required for winning in the market place of the future, it is about the internal –external integration, creating a bound the between the internal culture and the external positioning to consolidate the chosen market position, the aim is to unite all organizational operations or activities in a corporate religion for optional success.

The winners of the future will be those corporates who handle the consequences of this change and implement the strategies revealed in the publication, corporate religion is referred to as a share vision and the courage to believe in a corporate religion.

However, for organizations around the globe who are striving to be successful and which to have corporative edge over rivals, it must build a strong company through personality and a corporate soul, Kunde (2000).

### **3.4 CONCLUSION**

The existence of the religious added value can be found in faith based organizations (Seemann, 2015). However, a growing interest in the role of religious dimensions and factors in organizational life cannot be denied (Longeneeker, 2004).

Currently people spend a large portion of their life at work their social inclusion and recognition are being considerably influenced by their job choices, their work environment and their co-workers.

It is evident that we are moving to a more open, more diverse and more value expressive environment. This phenomenon is not going to stop in front of organization's gates people are obtaining a part of their social identity from work, and therefore, there is clearly a need for employee's requirements for a more meaning workplace and added values. The study of Ibrahim & Angelidis (2005) confirms the positive impact of a religious background on organizational performance based on positive relationship with the staff and stakeholders. Thus, understanding the special features of a religiously affiliated organization and the effects on employees might help African work organization to provide a spiritual work environment for their employees to take advantage of the beneficial effects, without having to address the identified weakness.

### **3.5 RECOMMENDATIONS**

Based on findings from relevant existing literature in the field of corporate religion & organizational success, the following recommendation is been made

1. An idea that is easy for African work organizations to implement is to begin a meeting with a recurring ritual comparable to prayer. This could be a short mediation exercise that helps individuals to calm down and focus on this that are important. Detached from religion, companies can offer mediation or yoga courses, teaching relaxation techniques and providing relaxation rooms. This is assumed to help employee redefine their values and mission and (Cash & Gray, 2000).

2. The work ethic, the working climate and the high demands on oneself that arise from the faith supporting environment provide not only a chance for religious organizations but also the possibility to achieve growth and motivation in African work organizations, if there is a chance for employees to practice and show their faith. This tolerant and supportive approach can help employees combine their private and professional lives and find the special meaning they are looking for. Even reflection on moral values without referring to a certain religion might help motivate people at work.
3. Defining and promoting a mission statement that illustrates the vision and values of the organization, similar to a religious mission statement, can help employees identify more closely with the company and therefore be more loyal and set higher personal standards.
4. The mixing of business with religion is an appropriate structure fit and a good corporate religion. Employees can engage in certain actions such as prayer and Bible studies before meetings, (Garcia-Zamor, 2005).

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