

# Chapter 7

## Shift in Paradigm: Organizational Values and Performance

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### ABSTRACT

*Quantum theories have become widely accepted in the fields of management and social sciences, because these theories enhance organizational sustainability. The principles of the quantum approach are humanizing in nature being a panacea in organizational life. In those organizations that adopt this mindset, employees tend to accept common goals and objectives. The aim of this chapter is to ascertain whether management of Higher Education Institutions (HEIs), specifically Universities, adhere to the quantum principles already evident in other sectors. Universities are, par excellence, the source for creation and sharing of knowledge, hence this chapter reflects on whether sustainability is achievable and also if major organizational challenges are surpassed in knowledge creation and sharing despite the absence of spiritual capital. Spiritual capital is a vital component in the new age organizational paradigm. The main objective of this chapter, therefore, is the identification of spiritual capital characteristics in profit-oriented organizations, including Universities.*

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## **INTRODUCTION**

In recent years, the role of Universities in creating and sharing knowledge has been purpose of reflection. In view of the fact that Higher Education Institutions (HEIs) fulfill a strategic function in economic, social and personal development, we perceive that the professional performance of alumni arising from HEIs should be tangible and measurable. This issue is also associated with intellectual capital, especially spiritual capital. This capital, from a voluntary, responsible and esprit de corps perspective, affords individuals to be consciously aware of themselves, their life, their role in society and especially the tasks and activities to be performed in organizations. Therefore, spiritual capital is a strategic asset associated with individual, group and organizational performance which positively affects society. Spiritual capital enables efficient productivity and also the creation of a harmonious and cohesive workplace. The spiritual construct fosters critical and constructive thinking, strengthening cooperation, tolerance, creativity and sharing. Moreover, spiritual capital enables commitment towards unconditional participation and organizational flexibility leading to innovation and sustainable competitive advantage.

The main aim of this chapter is to identify the perception that gainfully employed HEI alumni have towards 'values'. This perception enables the definition of employee profiles as well as those organizations which are in tune and receptive to the often forgotten intangible assets which coexist with tangible assets. It is also our objective to ascertain the effects of these 'values' on organizational performance. We developed and distributed a questionnaire which includes a Likert scale of 7 response options, ranging from 1 (Totally Disagree) to 7 (Totally Agree). The data was gathered in the first semester of 2013 and analyzed using SPSS Statistics 20. Descriptive statistics and variable associations were obtained via Spearman Rho. This chapter is divided into the following sections: a contextualization of spiritual capital as a strategic pathway for organizations and the association of this construct with the notions of new age management and the quantum paradigm in organizations. The empirical application of this construct is set forth in the presentation, analysis and discussion of primary data gathered from a sample of gainfully employed HEI alumni based in the Northern region of Portugal.

## **THE SPIRITUAL CAPITAL CONSTRUCT: CONTEXTUALIZATION.**

The spiritual capital construct arises from three distinct routes: (i) from sociological constructs developing the work of Bourdieu (Verter, 2003), (ii) from attempts to align

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