EMPLOYEE TRANSCENDENCE AND PERFORMANCE OF HOTELS IN SOUTH-SOUTH, NIGERIA

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Abstract:

This research centred on investigating the relationship between transcendence, as a dimension of the emerging theme of spiritual intelligence and employee performance in 3- and 4-star hotels in the South-South of Nigeria. The research focused on a total of 3 objectives addressing the relationship between transcendence and employee performance measures such as contextual, task and adaptive performance. Data were obtained from 234 staff from 36, hotels using the questionnaire. Reliability tests for the instruments yielded positive and substantial alpha coefficients (where $\alpha > 0.70$). Correlation analysis was carried out using Spearman's Rank Order Correlation tool, and the test showed that transcendence significantly contributes toward outcomes of the task, contextual and adaptive performance, hence, all null hypotheses were rejected. It was affirmed that transcendence plays a key role in the extent to which employees are able to carry out their routine tasks, build relationships with significant others and also learn effectively. It was thereafter recommended that the management of the 3- and 4-star hotels in the South-South geographical region of Nigeria should focus on developing and advancing favourable work environment which is conducive to workers' engagement in spirituality and their development of spiritual intelligence particularly in the area of transcendence.

Keywords: transcendence, employee performance, task performance, contextual performance, adaptive performance

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1. Introduction

The hospitality industry in Nigeria, like most others around the world, is such that is primarily defined by the depth of uniqueness, attractions and quality of service. To be successful, industry players have to be able to not only express competence in their capacity for addressing client expectations; but are also expected to be knowledgeable about key demographic features (age, religion, gender, marital status, etc.) that dominantly define their market population. As such, there is a growing pressure on learning and performance – a lot of which is hinged on the employees of the organization (Hafessz & Akbar, 2015).

Employee performance describes the level and quality of employee functionality within the organization (Johnson & Meade, 2010; Hafessz & Akbar, 2015). This definition is considered as suitable because, it reflects Zhang and Venkatesh (2014) position that performance is not only an outcome or output but relates to processes entailing relationships and learning behaviour. Hence, employee's performance describes not only the outcome of employee actions in terms of service quality, quantity or the timeliness of delivery (task performance), it also relates to the employee's capacity for effective relations and good correspondence with co-workers (contextual performance), as well as the employees' ability to learn and update their skills or knowledge with regard to job or role requirements (Zhang & Venkatesh, 2014).

A review of content reveals that where there is a lack of intrinsic motivation, most employees will easily be demotivated by sudden or small changes to the status quo within their environment or as a result of changes in their incentives. This observation reinforces the need for intrinsic motivational factors, not hinged on external factors but rather stemming from the employees' own sense of duty and alignment of values with those of the organization. Uppal, Mishra and Vohal (2014) noted that given the observed deficiencies in explicit motivational models, research in recent decades appears to be spurred on by the growing number of interests in various employee intrinsic motivational models, especially those which address intelligence-based concepts premised on ascertaining behavioural and work-related outcomes resulting from expressed levels of awareness, relationship management and self-development, such as relates to transcendence.

Given the growing recourse to transcendence, which can be described as a heightened level of consciousness, useful for coping with stress, strengthening resolve and enriching relationships, the recent and yet evolving conceptualization of transcendence as a feature of spirituality is such has it in a short period, birthed a considerable amount of evidence on its usefulness and significance in the workplace (Gupta, 2012; Khalajani & Farhangi, 2017). Studies identify the variable as offering a profound sense of meaning to the worker and as stimulating stronger levels of cooperation, tolerance and self-control within the organization (Mortazavi, 2014; Nair & Paul, 2017, Mishra & Vashist, 2014).

Research on transcendence indicates that apart from the personal development and drive it advances in the achievement of personal goals, transcendence also places a

premium on meaningful relationships and learning – therefore, suggesting a possible influence on the performance of employees. There is, however, a scarcity of research empirically linking transcendence to employee performance within the hospitality industry of Nigeria. This gap stems from the observed emphasis of previous studies (Hafessz & Akbar, 2015; Zhang & Venkatesh, 2014) on explicit-based motivational factors, and the scant attention paid to intrinsic motivational factors. This study departs from previous literature as it investigates the relationship between transcendence and employee performance in 3- and 4-star hotels in South-South Nigeria.

1.2 Statement of the Problem

The problem of this study is traced to the poor performance outcomes of the staff of these hotels in Nigeria, especially with regard to their inability to function effectively within the growing pressure and demands of the industry given its noted growth and expansion (Akpabio, 2007; Suleiman, 2013). Apart from task-related challenges in terms of poor service quality (task performance issues), most employees also have difficulty maintaining healthy and collaborative relations with co-workers within the workplace (contextual performance issues), and also experience difficulty in learning and advancing their skillsets and knowledge in line with the changes in the industry (adaptive performance issues).

Some of these result from their inability to cope and balance work pressures with family expectations, or their inability to identify change forms and areas, and engage in learning from the challenges emerging from their context (Akpabio, 2007). This problem afflicts the organization with incompetence at the micro or individual level, which invariably plays out at the organizational level. Organizations are as such, left to struggle under the burden of such incompetence and poor employee performance level, while at the same time addressing the dynamic changes and competition of their environment – thus leading to their failure and inability to meet expectations. This research, in addressing this problem, examined the role of transcendence in the actualization of employee performance in 3- and 4-star hotels in South-South Nigeria.

2. Review of Literature

2.1.1 Transcendence

Transcendence, the first dimension of spiritual intelligence discussed in this study, describes the feeling of detachment from and elevation above situations, experiences and circumstances that are physically normal. According to Garg (2017), transcendence suggests a surpassing of what is regarded as normal and subject to the dictates of the environment; thus, transcendence implies the ability of the individual to rise above certain forms of reactionary behaviour or perspectives and to "view or see things" from a more enlightened or accommodating stance.

The development of transcendence in employees is also a step further towards enhancing their capacities for relating effectively and functioning adequately within the organization. While transcendence is noted to emerge as a spiritual feature for most

employees; it could also be developed in others who are not as spiritual but share the same work environment (Word, 2012). This can be achieved through content focus and emphasis shifts in employee orientation programs and organizational culture values and norms.

2.1.2 Employee Performance

Performance has been defined based on behaviours or activities that are associated with the goals of an organization (Salah, 2016; Awang et al, 2010). The mission of organization and judgments of the behaviours made by the managers or supervisors in the organization are often used to identify these goals. Moreover, employee performance is the action or behaviour itself and not the result of actions or a consequence. That is to say, the conceptualization of employee performance is premised on the well-being and functionality of the employee rather than the output of the work (Asfaw et al., 2015; Kum et al., 2014; Nassazi, 2013).

A. Task Performance

Task performance according to Aima, et al. (2017) describes the workers' contribution to organizational performance, and in that vein reflects the employees' actual results in their roles and responsibilities to the organization. At a general level, task performance consists of activities that transform materials into the goods and services produced by the organization and in that vein allows for the efficient and effective functioning of the organization (Aima, et al., 2017).

B. Contextual Performance

This category captures the relationship between workers and the extent to which they are able to cope and effectively demonstrate competence in their relationships and in supporting other functions within the organization (Eric, 2012; Aima, et al., 2017). Contextual performance is hinged on other related features of workplace relationships and workers' behaviour towards others (Aima, et al., 2017), altruism, conscientiousness (Organ et al, 2006), organizational role (Aima, et al., 2017), and affiliative /promotive behaviour (Organ et al, 2006) are behaviours that help and support peers. Interpersonal relations (Eric, 2012), interpersonal dealings and communication (Eric, 2012), and courtesy (Aima, et al., 2017) describe behaviours related to cooperating, communicating, and exchanging job-related information.

C. Adaptive Performance

Campbell et al.'s (cited in Carlson et al., 2006) taxonomy of work performance did not initially include adaptive performance. However, due to changing and dynamic work environments, the need for adaptive employees has become increasingly important (Beltran-Martin & Roca-Puig, 2013; Baard et al., 2014). Numerous authors refer to adaptability using different names. Chen and Firth (2014) referred to the adaptive performance as that form of performance premised on the learning behaviour and openness of the employee to change.

2.1.3 Relationship between Transcendence and Employee Performance

Fernando and Jackson (2006) argued that one of the major benefits of spiritual intelligence is the sensibility it injects into relationships and interactions with others, especially with regard to transcendence. Employees who are spiritually intelligent tend to have a higher level of tolerance and understanding for others and are empathetic towards their colleagues. This is because, within situations of conflict or aggressive competition within the organization, such spiritually intelligent workers tend to be able to rise above the situation and are often able to connect circumstances which on the surface may appear unconnected.

Furthermore, Fernando and Jackson (2006) observed that transcendence was also related to wrong overlooking in workplace relationships and in that way allowed for improved cooperation and collaboration between individuals or workers within the organization. Delago (2005) observed that actions that recognized and yet integrated individual differences were important for the effectiveness of employees in the performance of their tasks. Transcendence therefore can be considered as having a strong impact on the employee's capacity for tolerance and understanding within the workplace.

It is therefore hypothesised that:

HO₁: There is no significant relationship between transcendence and employee contextual performance in selected 3- and 4-star hotels in the South-South geopolitical region, Nigeria.

HO₂: There is no significant relationship between transcendence and employee task performance in selected 3- and 4-star hotels in the South-South geopolitical region, Nigeria.

HO₃: There is no significant relationship between transcendence and employee adaptive performance in selected 3- and 4-star hotels in the South-South geopolitical region, Nigeria.

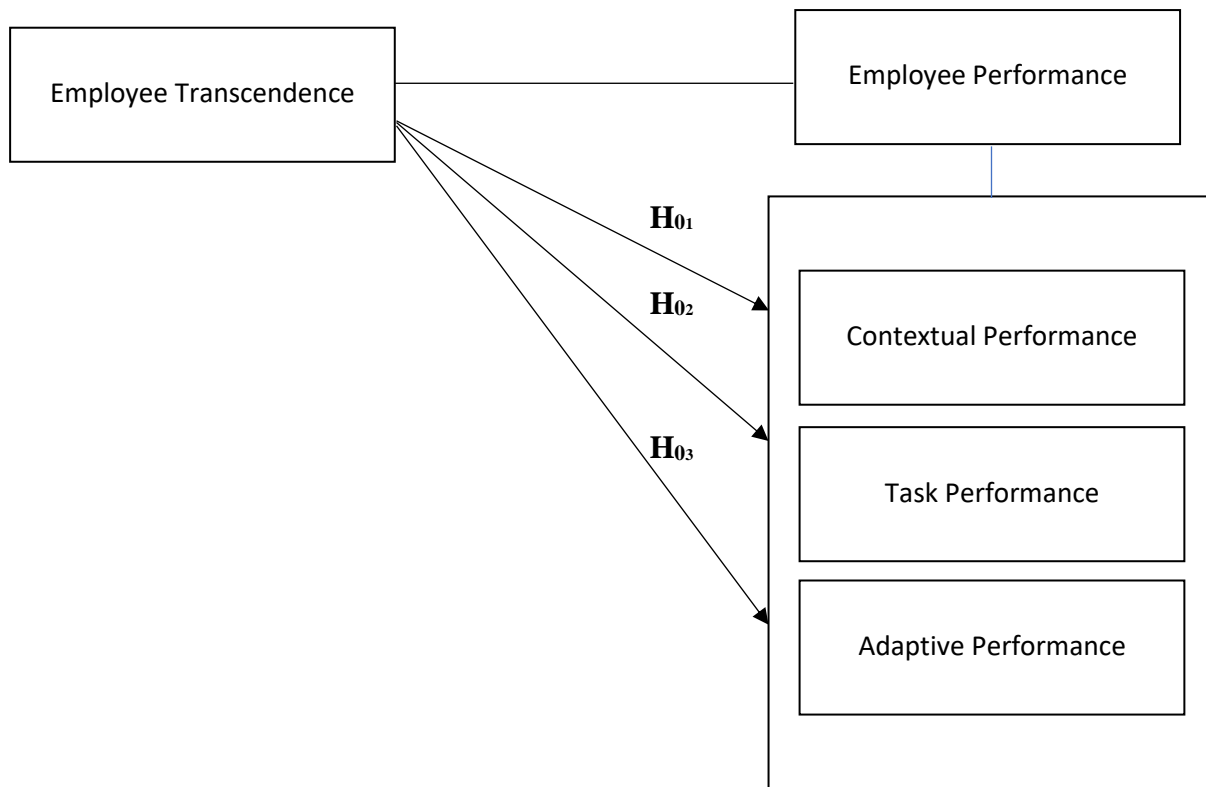The conceptual framework of the study is indicated below:

2.2 Conceptual Framework

Figure 1.1: The framework of transcendence and employee performance

2.1.4 Theoretical Review

This study identifies the self-determination and inter-subjectivity theories as the baseline theories associated with the research.

Self-determination theory (Deci & Ryan, 2000) is a general approach to human motivation and personality that addresses the quality of motivation in addition to the quantity or intensity of motivation. SDT differentiates between several types of behavioural regulation that reflect either self-determination or the monitoring of actions. This quality of motivation is regarded as an important predictor of favourable outcomes beyond a merely quantitative approach. Several studies have taken an SDT perspective on motivation in applied contexts as diverse as education, parenting, weight loss, practicing religion, volunteering, relationships, or even hygiene (Deci & Ryan, 2008).

The self-determination theory is relevant in the sense that it demonstrates internalized regulation forms, such as introjection, whose behaviours are guided by the dynamics of identification, in which values are consciously accepted and transformed into elements of the self (Podsakoff et al., 2000). Finally, the integration process organizes and makes congruent different identifications, making the experience of the self as a unit possible. Internalization explains how values and self-regulations are transferred and maintained in one's life, this process is very different from behaviourisms reinforcement which has no mechanism for the transfer and maintenance of values and self-regulations. This supports the position of this paper, that through transcendence, which is an internalized disposition toward issues or one's context, workers can move beyond the

trivialities that bridge collaboration and cooperation with significant others in the organization.

The Intersubjectivity theory according to Billett (2006) describes the meanings attached to issues, relationships and the realities that shape the context of the individual, group or organization. This could be shared by a collective within the organization or personally construed to suit a more dominant position. Intersubjectivity is described as shared understanding based on a common focus of attention and some shared presuppositions that form the ground for communication. Tomasello (2004) defines it more broadly and includes both the recognition and control of cooperative intentions and joint patterns of awareness.

The intersubjectivity is relevant in this research as it advances a position which emphasizes the imperatives of behavioural modifications based on intelligence or an understanding of their implications (opportunities or threats) within a social environment. This presents substantial and a guiding framework of support for the possible relationship between transcendence and employee performance. This is because transcendence is not only aimed at the spiritual development and well-being of the employee but its adoption is also geared towards addressing healthy relationships between workplace parties in ways that could enhance outcomes of the task, contextual and adaptive performance.

2.1.5 Empirical Review

Anwar and Oswan-Gani (2015) examined the effect of spiritual intelligence and its dimensions on organizational citizenship behaviour among the employees who are working in the manufacturing and service industries in Malaysia. Data were collected from 112 employees of the organization from 10 manufacturing and 10 service organization in Peninsular Malaysia. The study confirmed a positive relationship between transcendence and organizational citizenship behaviour.

Fernando and Jackson (2006) in their study titled 'The influence of religion-based workplace spirituality on business leaders' decision-making: An inter-faith study of decision-making', reports the findings of thirteen interviews with prominent Sri Lankan business leaders drawn from Buddhist, Christian, Hindu, and Muslim religious traditions. The findings suggest that transcendence being part of spirituality plays a significant role in influencing the judgment, emotional and motivational qualities of Sri Lankan leaders' decision-making – in that a frame of reference based on a connection with a transcendent and ultimate reality is likely to be a source of solace, guidance, and inspiration to leaders' critical decision-making.

Hameed and Amjad (2009) in a survey of 31 bank branches confirmed that convenient and ergonomic office design encouraged the employees and increased their performance significantly. Their study demonstrated the need for organizations to be more attentive to the aesthetics and features of their office and workplace designs in motivating and enhancing workers' performance outcomes. The study also utilized correlation tools in the assessment of the relationship between the variables; demonstrating that the context of work could also contribute substantially towards

employee performance. This is as Chandrasekar (2011) also asserted that unhealthy and unsafe work environments in terms of poor ventilation, immoderate noise, inadequate lighting etc. affect employees' productivity and health; Thus, impacting on employee's level of interaction and performance within the organization.

In another study carried out by Boakye (2015) on the impact of teamwork on employee performance, using Komfo Anokye Teaching Hospital and Ejisu Government Hospital, several measures of team performance were analyzed including team-trust, recognition and rewards. The study used correlation techniques in order to analyze the relationship between the two variables, which is teamwork and organizational performance. The study found that teamwork is positively and significantly related to organizational performance. Important to this study is the fact that their study hinged outcomes of organizational performance on the extent to which the workers in the organization were also performing; suggesting a strong link between performance at the organization and individual level as well. In another related study, Manzoor, Ullah, Hussain and Ahmad (2011) worked on the effect of teamwork on employee performance, using the staff of the higher education department of Khyber Pakhtoon Khawa, Peshawar Province of Pakistan. The study which was designed as a descriptive survey design also reiterated the observations of Boakye (2015) as it showed that a positive and significant relationship exists between teamwork and employee performance.

In a related development, Walid and Zubair (2016) carried out a study on the impact of effective teamwork on employee performance, using the entertainment company in Kuala Lumpur capital of Malaysia as the study area. The study adopted a descriptive and exploratory research design. The result showed that efficient communication, level of trust, leadership and accountability, has a positive and significant impact on employee performance while intrapersonal skills and cohesiveness have no influence on employee performance. Similarly, Agwu (2015) also conducted a study to determine the effect of teamwork on employee performance in the Liquified Natural Gas Plant, Bonny, Nigeria. The study adopted a descriptive research design. The result from data analysis indicates that a significant relationship exists between teamwork and employee performance. It was concluded that the current team building in the plant should be sustained.

3. Methodology

Thus, the cross-sectional survey is considered as adequate and appropriate for this investigation. The purpose of this study was to investigate the relationship between consciousness and employee performance in selected 3- 4-star hotels in the South-South geopolitical region, Nigeria – thus implying the assessment of several cases or units within a specified context and at a particular point in time. The accessible population for this study covered 792 full-time staff – from managerial to junior level staff of the randomly selected 36 (6 from each state), 3 and 4-star hotels (www.tripadvisor.com) registered with the respective State's Chambers of Commerce, Industry, Mines and Agriculture. The sample size determination was conducted using the Taro Yamane

sample size determination formula. Hence from a population of 792, a sample size of 266 was obtained. A twenty-item questionnaire was designed for this study. The questionnaire contained three sections: A, B and C. Section A comprises the demographic variables of the respondents; Section B has items that capture the responses to consciousness (independent variable) and Section C captured responses with respect to employee performance measures. Furthermore, the items are anchored on a four-point Likert scale, where 1 = strongly disagree (SA) and 4 = strongly Agree. This study test utilized the Cronbach alpha reliability test and was carried out using the SPSS software. A threshold of 0.70 was adopted as a benchmark in line with Nunally's (1970 cited in Sekaran, 2003) position for social research. The techniques for the data analysis will comprise the use of descriptive and inferential statistical techniques. The univariate analysis was done using the mean and standard deviation. Spearman's rank order correlation coefficient is used for bivariate analysis. This is as a result of their non-parametric features and their capacity for assessing the strength of the relationship's correlation coefficient.

3.1 Data Analysis and Results

A total of 266 (100%) questionnaire copies were distributed based on the adopted sample size, 251 (94%) copies were retrieved successfully from the target organizations however, after collation and the error assessment of the retrieved copies, only 234 (88%) copies were considered admissible in the study. It was observed that 17 copies had issues with some sections which were either blank, or were even missing from the questionnaire. All retrieved and cleaned copies were thereafter coded into the Statistical Package for the Social Sciences (SPSS version 25) and analysed.

3.1.1 Univariate Analysis

The result for the distribution of the data on each of the variables is presented in this section. The univariate analysis assessed the distributions for each of the variables using mean distributions which serve to identify respondents' average experiences and feelings about the variables of interest. Results are presented in this section using contingency tables and histogram charts, each illustrating mean distributions for aspects of the variables and their manifest properties. Each indicator is also scaled on a 4-point scale implying distributions ranging between high evidence of support or agreement to the manifestations of the variables (where $x > 0.2$) or inadequate or a lack of support or disagreement to the manifestations of the variables (where $x \leq 0.20$).

Table 2: Descriptive Analysis of the Properties of the Variables

		Min	Max	Mean	Std. Deviation
Transcendence X = 2.5265 SD = 0.25031	I try to put off unpleasant experiences without bothering too much about them	1.00	4.00	2.6538	.47242
	I always prioritize my goals for each day in my work	1.00	4.00	2.7265	.09998
	I strive to make relevant contributions to my organization	1.00	4.00	2.8034	.47391
	I understand how important relationships are to my success in this organization	1.00	3.00	2.3034	.47242
	I value my relationship with others as well as their success	1.00	4.00	2.1453	.81820
Contextual Performance X = 2.7103 SD = 1.8897	I am supportive of my co-workers in their responsibilities	1.00	4.00	2.8419	.47242
	I always create time to interact with others within my workspace	1.00	4.00	3.0171	.47088
	I am open to sharing knowledge with my co-workers	1.00	4.00	2.8504	.47242
	I help cover for my co-workers when they are unable to meet up	1.00	4.00	2.4060	.47242
	My co-workers are supportive of my functions in this organization	1.00	4.00	2.4359	.47391
Task Performance X = 2.7889 SD = 0.25089	I tend to meet up with my deadlines in this organization	1.00	4.00	2.9744	.47088
	I have a good rapport with the clients of this organization	1.00	4.00	3.0769	.47391
	There are hardly any complaints about my services in this organization	1.00	4.00	2.9744	.07020
	I am detailed about the content and process of my services in this organization	1.00	4.00	2.4829	.08991
	I am confident in my capabilities and competence in my role in this organization	1.00	4.00	2.4359	.94483
Adaptive Performance X = 2.7556 SD = 0.16364	I am always striving to improve my skills	1.00	4.00	2.9573	.47242
	I am open to new technologies and processes	1.00	4.00	2.9872	.47242
	I often engage in training and development programs in my line of work	1.00	4.00	2.9274	.47391
	I am constantly seeking better ways of approaching my responsibilities	1.00	3.00	2.4402	.47088
	I tend to compare myself with other professionals in my field of work	1.00	4.00	2.4658	.90132

Source: Survey result, 2022.

The result of the descriptive analysis of the properties of the variables is illustrated in Table 2. Evidence shows that all properties of the variables have substantial mean distributions (where x > 2.0) advancing these items as characterizing the target organizations of interest. The evidence shows that the mean coefficients of the indicators are all adequate and as such indicators are considered as reflecting actual practices which can be described as anchored on the manifestations or evidence of the four variables, by the employees in the organization, although on a moderate level.

3.1.2 Bivariate Analysis

Data were analysed using Spearman's rank order correlation coefficient. The decision rule was: Reject null hypotheses if the probability value is significant. Accept the null hypothesis if the probability value is insignificant, hence Criterion Decision: PV<0.05; reject the null hypothesis; PV≥ 0.05; Accept the null hypothesis if PV ≤0.05.

Table 3: Descriptive Analysis on the Properties of the Variables

		Transcendence	Contextual Performance	Task Performance	Adaptive Performance
Transcendence	Correlation Coefficient	1	.976**	.983**	.981**
	Sig. (2-tailed)		.000	.000	.000
	N	234	234	234	234
Contextual Performance	Correlation Coefficient	.976**	1	.983**	.972**
	Sig. (2-tailed)	.000		.000	.000
	N	234	234	234	234
Task Performance	Correlation Coefficient	.983**	.983**	1	.992**
	Sig. (2-tailed)	.000	.000		.000
	N	234	234	234	234
Adaptive Performance	Correlation Coefficient	.981**	.972**	.992**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	234	234	234	234
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Survey result, 2022.

The result from the analysis of the relationship between transcendence and the measures of employee performance is stated as follows:

1) The relationship between transcendence and contextual performance has a correlation coefficient of rho = 0.976 at a P = 0.000. The null hypothesis is rejected based on the evidence of significant associations between the variables.

2) The relationship between transcendence and task performance has a correlation coefficient of rho = 0.963 at a P = 0.000. The null hypothesis is rejected based on the evidence of significant associations between the variables.

3) The relationship between transcendence and adaptive performance has a correlation coefficient of rho = 0.981 at a P = 0.000. The null hypothesis is rejected based on the evidence of significant associations between the variable

The result from the test presents transcendence as a significant predictor of the measures of employee performance. This is because the evidence shows that transcendence contributes significantly and positively towards measures such as contextual, task and adaptive performance. Based on the evidence all hypothetical statements with regard to the relationship between transcendence and the measures of employee performance are rejected.

4. Discussion of the Findings

The relationship between transcendence and employee performance is revealed to be significant; with the evidence showing that transcendence substantially impacts outcomes of employee contextual, task and adaptive performance. The evidence from the analysis demonstrates a position on the role of transcendence in advancing favourable employee dispositions toward significant others and functional outcomes. The findings corroborate the views of previous scholars (Mahajan, 2015; Cohen, 2002) on spirituality and its application or practice within the workplace. Furthermore, Fernando and Jackson (2006) observed that transcendence was also related to wrong overlooking in workplace relationships and in that way allowed for improved cooperation and collaboration between individuals or workers within the organization.

Previous studies (Karakas, 2010) point to transcendence as a vital quality in individuals; and one which impacts their perception and disposition toward situations and outcomes. The practice and manifestations of transcendence, although subjective and unique to the individual, produce a visible effect on the behaviour and attitude of the employees – creating a sense of detachment which according to Karakas (2010) allows them to rise (mentally, and emotionally and behaviourally) above otherwise stressful or aggravating events or circumstances.

The findings of this study are further corroborated by Anwar and Oswan-Gani (2015) when they examined transcendence as a dimension of spiritual intelligence and confirmed a positive relationship between transcendence and organizational citizenship behaviour. Also, corroborating this relationship is the earlier study of Fernando and Jackson (2006) that validates transcendence as a source of solace, guidance, and inspiration to leaders' critical decision-making.

In this vein, transcendence can be considered as holding a significant position and place in employee performance outcomes, especially from the perspective of intrinsic motivational factors. The evidence generated herein further reinforces related theories such as those of the theory of planned behaviour and the inter-subjectivity theory – demonstrating the employee's ability to effectively apply themselves and channel their own emotions in productive ways, based on their understanding of situations, and drawing on their transcendence of the social contexts (Dyck & Wong, 2010; Garg, 2017; Choe, 2004).

5. Conclusion

The focus on transcendence as a spiritual practice, enriches the employee's ability to detach themselves from otherwise toxic or unfavourable experiences and relationships, enabling them to look beyond negative situations and conditions in ways that enhance their capacity to cope with significant others in the workplace, thus enhancing their contextual, task and adaptive performance in 3- and 4-star hotels in the South-South geographical region of Nigeria.

Thus, it is also affirmed that transcendence conditions the workers' mindset and attitude toward significant others, enabling them the capacity to overlook offences and focus on effectively advancing outcomes that are beneficial to the organization. As such, transcendence can be considered necessary in enabling a healthier and positive work environment that promotes outcomes of employee contextual, task and adaptive performance in 3- and 4-star hotels in the South-South geographical region of Nigeria.

5.1 Recommendations
On this basis, it is recommended that the management of the 3- and 4-star hotels in the South-South geographical region of Nigeria should focus on developing and advancing favourable work environment which is conducive to workers' engagement in spirituality and their development of spiritual intelligence particularly in the area of transcendence. Such a work environment should therefore be empowering and allow for decision autonomy by workers.

It is also recommended that the management of 3- and 4-star hotels in the South-south geographical region of Nigeria enable reminders and posts within the workplace or offices That constantly remind the workers of the importance of practices such as transcendence in their daily interactions and communication with their co-workers and with the management of the organization. This is necessary for reinforcing such values and practices in the organization.

Conflict of Interest Statement
The authors declare that they have no conflicts of interest regarding the publication of this paper. The research was conducted independently and without any financial or personal relationships that could have influenced the results or interpretation of the data.

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