



Communal Identity and Shared Value Toward Organizational Performance in the Context of Religious Knowledge Management

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Abstract. The purpose of this study is to develop a model of religious communal identity in strengthening organizational performance. Shared religious values as an organizational asset are able to play professional working behavior guidance among the group members and increase organizational performance. However, gender and culture community sometimes hamper and make more complex of the relationship. Thus, this study offers a conceptual model to maximize organizational performance, particularly, which running by women manager. In this article, the understanding of the concept and dimensions of shared religious values and religious communal identity and its relation to organizational performance will be discussed.

Keywords: Religious communal identity · Shared religious values · Collective engagement

1 Introduction

Community of practice (CoP) becomes a phenomenon in knowledge-based economy especially to support the lack of and dispersion of knowledge among the community. CoP defined as a group people who agree to develop expertise, which basis of knowledge or experience or expertise that they have. In knowledge-based economy, CoP is encouraged comprehensively use in identifying problems, evaluating, retrieving and sharing all the organizational information and practices to improve the performance of the organization among the community members.

Recently, the spiritual or religious paradigm gradually increases getting an attention from scholars to seek an understanding relationship between religious and organizational performance. Moreover, religion as a significant social force on organizational practices yet has been relatively under examine in the organizational theory. The problem arises from the study literature is the lack of studies on religious shared values and the impact to organizational performance. In the organization that is bonded with particular value such as religious shared, people will lead to act, perform and obey in the religious framework.

Prior studies of employee engagement is important to contribute in this study placed the concept on individual level, thus drawing up a description concept of

collective engagement in a group or collective level is important to explore in this study. Therefore, the aim of this study is to offer a conceptual model for maximizing organizational performance, which is tied to religious values, in particular, by female managers. Subsequently validation the dimension and scale of measurement of the basic concepts will develop.

2 Literature Review

2.1 Shared Religious Value

Religion defined as “a particular institutionalized or personal system of beliefs, values, and practices relating to the divine – a level of reality or power that is regarded as the ‘source’ or ‘ultimate’, transcending yet immanent in the realm of human experience” [1]. The concept of religion in line with institutional logics principal, which is state that in social community there is a belief system or code of living and intensity in term of obedience, reverence, and worship towards a divine and imagined ultimate power that is considered superhuman [2].

Social communities are formed based on the specific aspects such as race, nationality, religion, and others. Culturally, in Indonesia, community that attracting to join is a community based on religion. Community-based religious values generates social processes that able to create social capital, empower resources, and provide arrangements for members and community change efforts to relate religious principles [3]. The benefits that the members are able to obtain when they participate in a community-based religious, they might create the organization as a place to share and collect religious knowledge (religious thought). Then, the members will apply shared religious knowledge into their business and daily life. Furthermore, a person’s self-resolution in community-based religious releases with the group followed [4].

The members receive social support and transfer in term of information and knowledge among the members in community-based religious. This support leads to a positive impact on business performance and quality of life [5]. Social interactions among the members also improve quality relationships between members [6], so that a sense of mutual support and transfer knowledge in term of shared religious arises. Thus, it will strengthen religious communal identity.

2.2 Collective Engagement

Collective means the individual feels an attachment to the organization the individuals is participating in [7]. The strong feeling is felt by the individuals and they considers that the organization is a part of him. Engagement occurs when the individuals are able to express themselves actively within the organization [8]. The individuals regard the organizational environment is a very comfortable place so that they are able to be strongly involved in the organization. Collective engagement becomes a sign that the organization’s environment motivates its members to do something such as doing a business.

2.3 Religious Communal Identity

Identity theory states that a person's sense of who they are based on their group membership which the groups are an important source of pride and self-esteem. Becomes the member of the group society, people try to interpret themselves in the society. Identity influences individuals' act and decision in making a policy [9]. There is a cause why individuals join a community, it is because they share similar identity to one another [10]. Identity is a longlife construction process [11]. It clings on the individuals, that is why it is important. Therefore, in joining a community, there will be religious organizational values or knowledge matching with individual values.

Religion and spirituality have positive effect on today's business environment [12]. Religion basic organization is able to create a social process which create social capital, empower sources, and give the settings to all members in linking the religious principal and the effort to change the society [3]. The values cover in the organization also create some supports from the members and the result is, they will perform well in the organizational performance.

Religion communal identity leads the individuals to be bounded with the organization followed [7]. Identity and values of the organization are being part of himself, in term of trust, support, profile, etc., that would be accepted automatically. When the individual is able to tie himself in the organization, then it can be said that the individuals own the strong organizational identification. In the program or activity which is held by the organization, the individuals would join with high enthusiastic as they feel pride. They will support each other and proud to be the part of the organization. From the explanation, it can be concluded that the identity bonding is able to create self-esteem and high confidence to perform better.

2.4 Task Sharing Household Responsibility

Women managers often experience double roles that lead to work-family conflict. Particular in patriarchy culture society, such in Indonesia, where social role dichotomy is evidence. Women's main role is not as a breadwinner of the family, but they have main responsibility in domestic roles, as a wife and a mother. Recently, women are doubled roles. Women managers are confident that they are able to run business as well as men managers. Particular in small business entrepreneur (SME), prior studies find that characteristic of profit is influenced by gender [13]. Particularly, women prefer to run small and simpler business than men as women try to avoid personal conflict which is usually emerge in the bigger business size [14].

As work-family conflict is the evidence for women with double roles [15], thus, sharing of household tasks are critical to achieve better performance and reduce such conflict. Spouse supports this term is able to reduce tension of work targets. There are some ways to measure the success of a business, there are resilience, profit, investment, sales growth, number of employees, happiness, reputation of cooperation, etc. [16]. Communal religious identity will lead women managers to be more confident in doing their job. They will do the job without guilty as they have to conflict with work-family responsibility as long as the relation moderates with task sharing from spouse and family members.

3 Conceptual Model

Based on literature review in the previous section, the conceptual models can be described in Fig. 1 and hypothesis proposed as follows:

- H1: Shared religious value will increase religious communal identity
- H2: Collective engagement will increase religious communal identity
- H3: Religious communal identity will increase organizational performance
- H4: Task sharing will moderates the relationship between communal identity and organizational performance

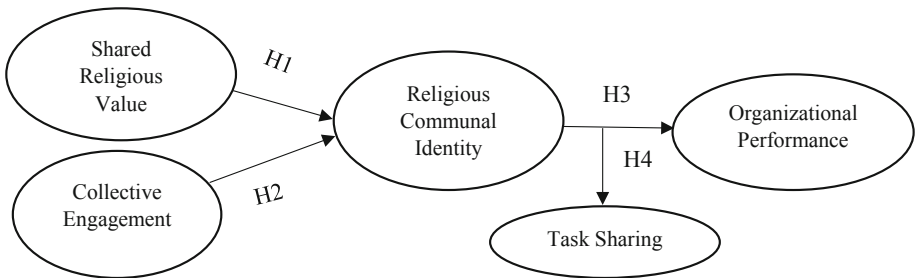


Fig. 1. Conceptual model of religious communal identity and organization performance

4 Conclusion and Further Research

The concept of religious communal identity and shared religious value toward organizational performance have not been widely discussed in the current literature. This article aims to build a conceptual model for shared religious value, collective engagement, religious communal identity, tasks sharing and organizational performance. In the future, authors plan to further validation the proposed model, in steps follow:

1. Develop concept of religious communal identity and shared religious values.
2. Develop a measurement of each variable in this study.
3. Conduct some pilot studies to improve variable measurement.
4. Conduct a survey to the respondents to test the validity of each instrument developed by structural and nomological.
5. Test the proposed model.

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