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20 August 2020

Online at <https://mpra.ub.uni-muenchen.de/102899/>  
MPRA Paper No. 102899, posted 17 Sep 2020 12:17 UTC

**Encouraging Brilliance in the Workplace: The Case of the Petroleum  
Sector in Egypt**

## **Abstract**

This research investigates the impact of five pillars (growth – happiness – abundance - significance - meaning) on encouraging brilliance in the workplace. It used a mixed methods approach to collect information related to the research.

The researcher found that the five pillars (growth – happiness – abundance - significance - meaning) have a significant impact on encouraging brilliance in the workplace. Insights from this study can be used to benefit the development of this research line in future.

Keywords: brilliance, growth, happiness, abundance, significance, meaning, workplace.

## **1. Introduction**

In accordance with Johnston (2001), due to swift changes and globalization, organizations seek competition and excellence in their workplace. As stated by Leslie et al. (2015), in consequence of immense advances in technology and services, organizations search for organizational brilliance, which is top-level of excellence.

Based on Souza (2005) inside every employee there is a brilliant diamond that waits to be discovered and used for the benefit of the organization. Organizations need to mine and polish these diamonds to unveil their brilliances.

Several organizations do not know how to create an environment where its employees are able to grow and shine. They do not know how to develop the brilliance of their employees to enable them to contribute to the workplace. <sup>1</sup>

Based on Seager (2015), brilliance can be found in one form or another inside every employee, but to be able to find it and make it work for the benefit of the organization

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<sup>1</sup>*Coaching Skills for the Workplace Bring Out the Brilliance in Your People.* (n.d.). Retrieved February 28, 2020, from <https://nlp-leadership-coaching.com/documents/coaching-skills-for-the-workplace.pdf>.

can be challenging. According to Spoelstra (2009), the key to achieving organizational success lies inside the employees. They should be able to express themselves inside the organization and these organizations should create conditions and provide techniques for the employees to find their inner selves.

There are five pillars which enable the organizations to encourage brilliance in the workplace. These are growth, happiness, abundance, significance and meaning.

### **1.1 The problem of the study**

The environment in some organizations may not encourage brilliance or give the employees the opportunity to use their full capabilities at work or encourage their potential which hinders the success of the business. This research examines the impact of five pillars (growth- happiness – abundance- significance - meaning) on encouraging brilliance in the workplace.

### **1.2 Research Objectives**

- RO1: To study the impact of growth on encouraging brilliance in the workplace.
- RO2: To examine the impact of happiness on encouraging brilliance in the workplace.
- RO3: To investigate the impact of abundance on encouraging brilliance in the workplace.
- RO4: To analyze the impact of significance on encouraging brilliance in the workplace.
- RO5: To explore the impact of meaning on encouraging brilliance in the workplace.

### **1.3 Research questions**

The study will tend to answer the following research questions:

- What is the impact of growth on encouraging brilliance in the workplace?
- What is the impact of happiness on encouraging brilliance in the workplace?

- What is the impact of abundance on encouraging brilliance in the workplace?
- What is the impact of significance on encouraging brilliance in the workplace?
- What is the impact of meaning on encouraging brilliance in the workplace?

#### **1.4 Research Hypotheses**

H1: Growth has a significant impact on encouraging brilliance in the workplace.

H2: Happiness has a significant impact on encouraging brilliance in the workplace.

H3: Abundance has a significant impact on encouraging brilliance in the workplace.

H4: Significance has a significant impact on encouraging brilliance in the workplace.

H5: Meaning has a significant impact on encouraging brilliance in the workplace.

### **2. Literature review**

This section will discuss the literature related to brilliance, growth, happiness, abundance, significance and meaning.

#### **2.1 Brilliance**

Brilliant employees do not only possess the most impressive qualifications, but also have potential to create excessive value from the resources which are offered to them. Their innovation can finance an organization for several years.<sup>2</sup>

#### **2.2 Growth**

According to Pope (2019) providing the employees with continued growth opportunities is one of the hottest trends in HR.

Growth opportunities in accordance with Greenberg (2015) drive the engagement of employees. They vary and include opportunities for financial, career, professional and personal growth. Opportunities for financial growth do not only include increases in

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<sup>2</sup>*Managing brilliant employees*. (2012, September 1). Retrieved February 29, 2020, from <https://www.director.co.uk/16880-2-managing-brilliant-employees/>.

the salary, but also bonus opportunities for exceptional performance. Career growth opportunities are opportunities for the advancement in the organization. Employees, who are ambitious, believe that professional growth opportunities are essential. These include training to gain advanced knowledge and improve their skills, working on committees and special projects and assignments to lead teams. Opportunities for personal growth create motivation and keep employees from being bored with work.

As mentioned by Kløngørbo (2019), these involve social gatherings outside of work, the freedom to work outside of a traditional office environment and flexible work schedules.

### **2.3 Happiness**

Human beings as mentioned by Moccia (2016) continuously pursue happiness as a goal and permanent status of well-being.

Happiness is according to McGonagle (2015) a complex concept. It is based on experiencing satisfaction and positive emotions.

In accordance with Diener (1984), happiness consists of a high number of personal satisfactions and positive feelings and a low number of negative feelings.

From a classical philosophical point, happiness as mentioned by Moccia (2016) is a result of possessing goods that an individual loves and a person becoming what he loves.

Based on Seligman (2003), people are authentically happy when their lives have a meaning and they are able to engage with others in meaningful activities.

### **2.4 Abundance**

According to Ulrich & Ulrich (2010), abundance is created by individuals and is related to the personal values which individuals place on events. It is concerned with focusing on opportunities and looking into opportunities in the future. Abundance

fosters hope, determination and creativity. Abundance in the workplace creates a positive work environment which connects all employees and makes them feel cared for and happy.

Based on Hoff (2015), abundance in the workplace is based on the idea that there will always be room for one more employee and that he will not detract from the abilities of the other employees to achieve their professional goals or earn a living.

In organizations where there is abundance, victory is measured by the abilities of the employees to support each other and work together. They focus on finding solutions and improving the organizational performance.

## **2.5 Significance**

In accordance with Martela & Pessi (2018), significance is related to whether work has intrinsic value and how much intrinsic value employees give to their work. As mentioned by Lepito & Pratt (2017), significance can be defined as the evaluation of the worth of the work and all its related activities.

Feeling significant at the workplace is when the employee is being recognized at work for his accomplishments.<sup>3</sup>

## **2.6 Meaning**

Work based on Martela & Pessi (2018) has a different meaning for each individual. For some, work is considered a way to get a paycheck and for others work is about status and promotions which result into having a successful career.

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<sup>3</sup>*The human need for significance.* (n.d.). Retrieved March 5, 2020, from <https://www.tonyrobbins.com/personal-growth/need-for-significance/>.

According to Rosso et al. (2010), meaning is defined as a result of having made sense of something. Meaning can also be defined as mentioned by Martela & Steger (2016) as a description of the way an individual understands the meaning of work.

### 3. Conceptual Framework

The model illustrated below was constructed according to the objectives of the study. The conceptual framework of the research model is based on the independent variables (growth - happiness - abundance – significance - meaning) and the dependent variable (encouraging brilliance in the workplace). It shows the impact of the aforementioned independent variables on the dependent variable.

**Independent Variables      Dependent Variable**

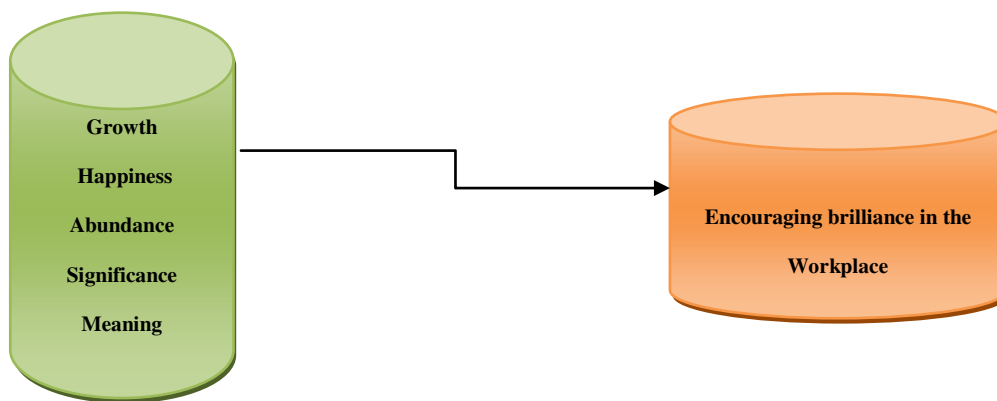


Figure 1: Independent variables (growth - happiness -abundance –significance- meaning) and dependent variable (encouraging brilliance in the workplace)

*Source: By researcher*

#### 3.1The impact of growth (independent variable) on encouraging brilliance in the workplace (dependant variable)

As mentioned by Lakhiani (2019), growth encourages brilliance in the workplace. An organization which encourages growth at all levels and focuses on working together creates an atmosphere for talents to shine. Employees who are constantly learning skills and evolving do not only benefit themselves, but they constantly teach the other employees and benefit the whole organization.



This is a long-term initiative which leads to short-term benefits such as the improvement of the performance and engagement, increasing the employees' loyalty and their contribution to the overall growth of the organization. When employees are trained to advance in their careers, they feel supported and this makes them perform better and willing to stay longer in the organization. It also encourages the brightest and best candidates to join the organization.<sup>4</sup>

### **3.2 The impact of happiness (independent variable) on encouraging brilliance in the workplace (dependant variable)**

In accordance with Lakhiani (2019), happiness encourages brilliance in the workplace. Organizations that encourage social engagement heighten the general morale of the employees, create strong teams spirits and make them happier which leads them to be more creative and productive.

As stated by Chawsithiwong (2007), happiness in the workplace is essential for both the employees and the organization. It leads to the increasing of sales, productivity and the satisfaction of customers. When happiness exists in the workplace, the employees' satisfaction, innovation, creativity and adaptation increases. Absences, stress and losses decrease.

When the employees are happy, they are according to Gupta (2012) more ready to deal with any stress or changes that occur in the workplace.

As mentioned by Gupta (2012), there is a close relation between happiness and success in the workplace. The reason for this is that they perform their duties better

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<sup>4</sup>Hassell, D. (n.d.). *5 Ways To Improve Employee Development At Your Company*. Retrieved March 6, 2020, from <https://www.15five.com/blog/how-do-i-improve-employee-development/>.

and are more willing to assist the other employees in comparison with the unhappy employees as stated by Boehm & Lyubomirsky (2008).

### **3.3 The impact of abundance (independent variable) on encouraging brilliance in the workplace (dependant variable)**

Organizations which facilitate abundance and where employees feel abundant encourage brilliance at the workplace as mentioned by Lakhiani (2019). Better lives for the employees are nurtured and they believe that their organization ensures their benefits and adds values to their lives.

According to Iversen (2019), abundance in the workplace enables the employees to deal with any stressful work situation and make the best of work. They are willing to take on additional responsibilities to get involved.

It enables the employees to refocus on the long-term vision. The organization becomes more resilient and able to recover quickly from any difficulties even in the most challenging time.<sup>5</sup>

### **3.4 The impact of significance (independent variable) on encouraging brilliance in the workplace (dependant variable)**

According to Lakhiani (2019), significance encourages brilliance in the workplace. It makes the employees feel that they make a difference and this positively influences their performance and attitudes. When they are appreciated and praised, they will further develop their interpersonal relations and this supports co-creation and collaboration.

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<sup>5</sup>*How to Build a Company Culture of Abundance.* (2017 , May 31). Retrieved March 5, 2020, from <https://theworkingcapitol.com/inthecapitol/how-to-build-a-company-culture-of-abundance/>.

In organizations where employees feel significant, their attitudes become more positive about their abilities to contribute to the workplace which is directly linked to increasing the organization's productivity.<sup>6</sup>

When employees feel significant, it reflects through their work. They become more motivated to work harder and will stay loyal to their organization.<sup>7</sup>

### **3.5 The impact of meaning (independent variable) on encouraging brilliance in the workplace (dependant variable)**

Based on Amortegui (2014), meaning at work is related to growth, learning and being connected to the organization's mission. When employees are able to gain meaning from their work, they become more engaged at work. Their job satisfaction increases and they continue to work for the organization.

When work has a meaning, Bunderson & Thompson (2009) believe that employees will view their organizations with higher standards and will be willing to sacrifice their time for their careers.

As mentioned by Lakhiani (2019), when employees work for organizations with a purpose that extends beyond making profits and which have relations with the wider community, they know that they work for an organization that endeavors a better world. Employees bring their uniqueness to the organization and feel cherished for their individuality. Bringing meaning to the workplace is a strong tool for attraction, encouraging and retention of brilliance.

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<sup>6</sup>*How to Make Your Employees Feel Recognized (And Avoid Losing Them)*. (n.d.). Retrieved March 5, 2020, from <https://cmoe.com/blog/make-employees-feel-recognized/>.

<sup>7</sup>*Why It's Important To Make Your Employees Feel Valued*. (n.d.). Retrieved March 5, 2020, from <https://www.businessblogshub.com/2018/03/why-its-important-to-make-your-employees-feel-valued/>.

## 4. Methodology

This study analyzes the impact of (growth – happiness – abundance – significance – meaning) as the independent variables on (encouraging brilliance in the workplace) as the dependent variable.

### 4.1 Methods of data collecting

This research is a survey-type study. In order to collect data from the population of the study, a questionnaire was used as a tool. Each questionnaire was sent directly to the employees accompanied by a cover letter which explained the objectives of the research and assured the confidentiality of the information provided.

### 4.2 Instrument

The questionnaire consists of questions that represent all the variables of this study.

All constructs were measured using five-point Likert scales with 1 strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree.

### 4.3. Population of the study and sample

The population of the study consisted of employees working as HR managers, HR specialists and HR assistants in the Petroleum Sector in Egypt. 82 questionnaires were completed, 13 of the returned questionnaires contained missing items, leaving 69 questionnaires for the study analysis with a response rate of (94.4.7%).

Table 1 below shows the characteristics of the sample.

Variable		Frequency	%
Age	less than 30	12	17.4
	30- less than 40	24	34.8
	40- less than 50	15	21.7
	50 years and more	18	26.1
Gender	Male	43	62.3
	Female	26	37.7
Educational level	Diploma	28	12.8
	Bachelor	35	50.7
	Master	21	30.5
	PhD	13	18.8

Table 1: Characteristics of the sample

Source: By researcher

#### 4.4 Reliability and validity of the instrument

Corrected item-total correlation was used to determine the internal correlation between items in each dimension and consistency between dimensions, in order to measure structural validity. The value of corrected item- total correlation must be more than 20%.

Table 2 below shows that all the items (growth - happiness - abundance – significance - meaning) are correlated with each other.

	No of item	Corrected item correlation		Cronbach's alpha
		Corrected item – total correlation	Squared multiple correlation	
Growth	1	0.28	0.46	0.86
	2	0.32	0.27	
	3	0.53	0.43	
	4	0.53	0.30	
	5	0.56	0.30	
	6	0.49	0.35	
Happiness	7	0.28	0.47	0.81
	8	0.59	0.39	
	9	0.60	0.38	
	10	0.68	0.47	
	11	0.49	0.30	
	12	0.45	0.35	
Abundance	13	0.50	0.50	0.74
	14	0.64	0.55	
	15	0.62	0.51	
	16	0.72	0.59	
	17	0.72	0.54	
	18	0.64	0.45	
Significance	19	0.44	0.49	0.83
	20	0.56	0.48	
	21	0.58	0.40	
	22	0.48	0.40	
	23	0.45	0.42	
	24	0.41	0.39	
Meaning	25	0.37	0.39	0.76
	26	0.46	0.30	
	27	0.57	0.38	
	28	0.56	0.31	
	29	0.51	0.37	
	30	0.38	0.31	

Table 2: Corrected Item – Correlation of all the items (growth - happiness - abundance – significance - meaning)

Source: By researcher

Table 3 below shows that all items are correlated with each other in the independent variable.

Dimension	No of item	Corrected item - correlation		Cronbach's alpha
		Corrected item – total correlation	Squared multiple correlation	
Encouraging brilliance in the workplace	21	0.63	0.52	0.79
	22	0.75	0.63	
	23	0.78	0.67	
	24	0.54	0.63	
	25	0.49	0.43	
	26	0.51	0.36	
	27	0.55	0.43	
	28	0.45	0.36	

Table 3: Corrected item – correlation for encouraging brilliance in the workplace

Source: By researcher

#### 4.5 Descriptive Analysis

Means and standard deviation were used to find out the sample's evaluation of the items of (growth - happiness - abundance – significance - meaning) and encouraging brilliance in the workplace

No	Aspect	Mean	Standard deviation
1	Growth	3.57	0.94
2	Happiness	3.45	0.87
3	Abundance	3.51	0.67
4	Significance	3.55	0.83
5	Meaning	3.57	0.96
	Encouraging brilliance in the workplace	3.49	0.95

Table 4: Means and standard deviation of sample responses regarding the pillars of (growth - happiness - abundance – significance - meaning) and encouraging brilliance in the workplace

Source: By researcher

Table 3 and Table 4 show that Cronbach's alpha for the pillars of (growth - happiness - abundance – significance - meaning) and encouraging brilliance in the workplace was more than (0.60).

## 4.6 Correlation Matrix

Table 5 below demonstrates that the correlation coefficients were positively correlated. The highest value of correlation coefficient between the independent variables was (0.51) and this shows that the model of the study is free of multicollinearity.

Variables	HRPS	RSS	TDS	MS	PAS
Growth	1	0.28**	0.36**	0.24**	0.15**
Happiness		1	0.39**	0.51**	0.43**
Abundance			1	0.33**	0.32**
Significance				1	0.50**
Meaning					1

Table 5: Summary of correlations of the pillars of (growth, (growth - happiness - abundance - significance - meaning)

Source: By researcher

\*\* Correlation is significant at the 0.01 level (2-tailed).

## 5. Results

Table 6 below shows that the pillars of (growth - happiness - abundance - significance - meaning) act as the independent variables, while encouraging brilliance in the workplace acts as the dependent variable. The regression model was statistically significant ( $F = 67.432$ ;  $R^2 = 0.388$ ;  $P = .000$ ). The  $R^2$  is 0.388, which means that 38.8 per cent of the variation in encouraging brilliance in the workplace can be explained by the five above-mentioned pillars. The proposed model was adequate as the F-statistic = 67.432 was significant at the 5% level ( $p < 0.05$ ). This indicates that the overall model was reasonable fit and there was a statistically significant association between the pillars of (growth - happiness - abundance - significance - meaning) and encouraging brilliance in the workplace.

The analysis of multiple regressions is demonstrated in Table 6 below. The results of the multiple regression models indicate that the five aforementioned pillars explain

the variance in encouraging brilliance in the workplace. The value of the R<sup>2</sup> (R Square) is an acceptable value for explaining variability of encouraging brilliance in the workplace.

In Table 6 below multiple regression analysis was used to determine whether the five pillars have an effect on encouraging brilliance in the workplace; the result of regression analysis revealed that these aforementioned pillars have an impact on encouraging brilliance in the workplace ( $\beta = .268$ ;  $p < 0,05$ ). Therefore, the hypotheses are accepted.

Model <sup>c</sup>	Unstandardized coefficients		Standardized coefficients Beta	T	Sig	Tolerance	VIF
	B	Std. Error					
Constant	1.158	0.156		7.437	0.000		
Growth	0.268	0.035	0.345	7.630	0.000	0.529	1.892
Happiness	0.116	0.036	0.135	3.246	0.001	0.464	2.154
Abundance	0.125	0.039	0.144	3.178	0.002	0.432	2.314
Significance	0.097	0.039	0.099	2.477	0.014	0.426	2.349
Meaning	0.134	0.330	0.152	3.215	0.013	0.527	1.897
Notes: R=.623; R <sup>2</sup> =.388; Adj.R <sup>2</sup> =.382; Sig.F=0.000; F-value=67.432; dependent variable, encouraging brilliance in the workplace; p < 0.05							

Table 6: Regression results of the pillars of (growth - happiness - abundance – significance - meaning) and encouraging brilliance in the workplace

Source: By researcher

## 6. Discussion and Conclusion

This study has investigated the relationship between the pillars of (growth - happiness - abundance – significance - meaning) and encouraging brilliance in the workplace.

Based on the presented results, the study revealed that the above-mentioned pillars have a significant impact on encouraging brilliance in the workplace.

## 7. Recommendation



This study suggests that organizations should invest heavily in their employees. They need to find what these employees look for and present it to them.

Benefits are gained when there is an atmosphere in the workplace which encourages the full contribution of the employees where they can have great pride in the work they perform. To encourage brilliance in the workplace, organizations should maintain a relationship with its employees where they are cared for and supported in exchange for their talents and creativity which enables the organization to earn profits.

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