(REVIEW ARTICLE)

A critical review of the impact of Christ's life and teachings on ethics and organizational effectiveness for sustainable performance

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Abstract

This paper presents a critical review of the impact of Christ's life and message on ethics and organizational effectiveness for sustainable performance. It explores the ways in which Christ's Life and teachings can influence ethical decision-making, behaviour, and effectiveness in an organization, and how they can contribute to sustainable performance. The paper examines the relationship between Christ's message and organizational effectiveness, considering the implications for leadership, culture, and values within organizations. Ultimately, this review highlights the importance of incorporating the nature and kind of life, ethical principles, and values inspired by Christ's Life and teachings into organizational practices, in order to promote sustainable performance and societal well-being.

Keywords: Christ's Life; Christ's Teaching; Ethics; Effectiveness; Organizational Performance; Morality

1. Introduction

The influence of religion on society and its institutions is a topic that has been widely discussed by scholars from various fields. According to Mitroff and Denton (1999), religion has historically played a significant role in shaping organizational culture and behavior. Religious teachings provide a framework for individuals to understand their place in society and their expected role and behavior in the organization.

One of the most prominent figures in religious history is Jesus Christ, whose life and teachings have had a significant impact on individuals and society as a whole (Ehrman, B. D. (2014). In recent years, there has been growing interest in the impact of Christ's message on the workplace and organizational behavior. Christianity, a religious group named after Jesus Christ is said to have played a significant role in shaping ethical values and moral behavior in Western societies (Shaw, J. B., & Newton, D. W. (2014), Putnam, R. D., & Campbell, D. E. (2010) . The life and teachings of Jesus Christ, as recorded in the Bible, have influenced individuals and organizations to uphold high ethical standards and to prioritize the common good (De La Torre, M. (2012). This paper presents a critical review of the impact of Christ's life and message on ethics and organizational effectiveness for sustainable performance.

While 21st-century organizations in both private and public sectors are faced with the challenge of keeping ethical standards and organizational effectiveness (Carroll, A. B., & Shabana, K. M. (2010) Kaptein, M. (2017)Carroll, A. B., & Shabana, K. M. (2010), This paper presents a critical review of the impact of Christ's life and message on ethics and organizational effectiveness for sustainable performance.

The review begins by examining the challenge of Ethics and Organizational Effectiveness with a link to moral failures, and further illuminating the influence and necessity of Christ's Life and teachings on ethical decision-making, employee

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behaviour, and organizational effectiveness and overall performance in an organizations. The principles of love, justice, compassion, and forgiveness that are central to Christ's message have been recognized as important ethical values in organizations, leading to better decision-making, increased trust, and improved relationship. Finally, this review considers the challenges that organizations may face in adopting Christ's principles and values, particularly in a secular context. It acknowledges the importance of recognizing and addressing these challenges to promote meaningful change and positive impact within organizations.

Overall, this review highlights the importance of incorporating ethical principles and values inspired by Christ's teachings into organizational practices. By doing so, organizations can contribute to sustainable performance and societal well-being, while upholding high ethical standards and promoting the common good.

2. The Challenge of Ethics and Organizational Effectiveness – the link to moral failure

Ethics and effectiveness are two critical factors that influence organizational performance. Ethical behavior is essential for creating trust, building positive relationships, and promoting social responsibility, while effectiveness is crucial for achieving organizational goals and objectives. However, organizations often face challenges in maintaining ethical standards and achieving effectiveness, which can have a negative impact on organizational performance **(**Piderit, S. K. (2006), Maignan, I., & Ferrell, O. C. (2004), Waddock, S. (2004).

Ethics is a fundamental aspect of organizational behavior, as it sets the foundation for trust and positive relationships. However, organizations often face challenges in maintaining ethical standards (Treviño, L. K., & Weaver, G. R. (2003). According to O'Fallon and Butterfield (2005), ethical dilemmas can arise in organizations due to conflicting values and goals, lack of clarity in ethical policies, and pressure to achieve results. These ethical challenges can lead to a breakdown of trust, which can have a negative impact on organizational performance**.** Furthermore, unethical behavior in organizations can lead to negative consequences such as legal penalties, loss of reputation, and reduced employee morale. According to Ferrell and Fraedrich (2015), unethical behavior in organizations can also have a negative impact on customer loyalty and trust, which can ultimately affect organizational performance. In the same vein organizations often face challenges in achieving effectiveness, such as poor communication, lack of clarity in roles and responsibilities, and inadequate performance management systems. According to Kiggundu (1981), ineffective performance can lead to low employee morale, reduced productivity, and increased turnover, all of which can have a negative impact on organizational performance. Furthermore, ineffective performance can also lead to a loss of competitive advantage, as competitors who are more effective can gain market share and outperform the organization. According to Porter and Kramer (2006), organizational effectiveness is essential for creating shared value, which is the idea that companies can create economic value while also addressing societal challenges.

Howbeit, there is a close relationship between ethical challenges, ineffectiveness, and personal moral failure. Ethical challenges and ineffectiveness can lead to personal moral failure, while personal moral failure can also contribute to ethical challenges and ineffectiveness in organizations. Ethical challenges can arise in organizations due to conflicting values and goals, lack of clarity in ethical policies, and pressure to achieve results (O'Fallon & Butterfield, 2005). When individuals face ethical challenges, they may be more likely to engage in personal moral failures, such as lying, cheating, and stealing (Aquino & Reed, 2002). Personal moral failure can occur due to a lack of moral courage, which is the ability to act in accordance with one's moral principles despite external pressures (Trevino et al., 2003). This lack of moral courage can lead to individuals compromising their values and engaging in unethical behavior. Ineffectiveness can also contribute to personal moral failure in organizations. When individuals feel that they are not achieving their goals and objectives, they may be more likely to engage in personal moral failures as a way of compensating for their lack of effectiveness (Kiggundu, 1981). Personal moral failure can also occur when individuals feel that they are not being recognized for their efforts or are being unfairly treated by the organization (Trevino et al., 2003). This can lead to feelings of frustration and resentment, which can contribute to unethical behavior. Personal moral failure can also contribute to ethical challenges and ineffectiveness in organizations. According to Aquino and Reed (2002), individuals who engage in personal moral failures may be more likely to engage in unethical behavior in the workplace. This can create a culture of ethical ambiguity, where employees are unclear about the organization's ethical standards and are more likely to engage in unethical behavior. Furthermore, personal moral failure can contribute to ineffectiveness in organizations. When individuals engage in unethical behavior, they may be more likely to engage in behaviors that are counterproductive to the organization's goals and objectives (Trevino et al., 2003). This can lead to a loss of productivity and competitive advantage, which can have a negative impact on organizational performance

In conclusion, ethics and effectiveness are two critical factors that influence organizational performance. Ethical behaviour is essential for creating trust, building positive relationships, and promoting social responsibility, while effectiveness is crucial for achieving organizational goals and objectives. However, organizations often face challenges

in maintaining ethical standards and achieving effectiveness, which can have a negative impact on organizational performance. Addressing these challenges is essential for creating a culture of trust, promoting employee engagement, and achieving organizational success. It has also been argued that there is a close relationship between ethical challenges, ineffectiveness, and personal moral failure in organizations. Ethical challenges and ineffectiveness can lead to personal moral failure, while personal moral failure can also contribute to ethical challenges and ineffectiveness in organizations. Whilst this paper acknowledges this relationship, it argues that moral failures are only a reflection of the nature of life a person carries, Like a tree bearing fruits, we argue that pressures of work, disappointments, embarrassments, and other challenges argued by these previous scholars are only to test the quality of the kind of life person carries and also propose that eternal life which is Christ's Life has the capacity to be consistent, all going, ever calm, ever straight and always rejoicing irrespective of the pressure surmounted. Therefore this paper argues that addressing these challenges will require a change of the inner man as proposed in this review and we believe this is essential for creating a an effective, stable, sustainable, coherent and high-performing organization where managers and employees are selfless and have the capacity to cultivate the culture of trust, promoting employee engagement, and achieving organizational success.

3. CHRIST'S LIFE & Message – A necessity for effective Employee and Organizational Ethics & Effectiveness for Performance

The life and teachings of Jesus Christ have been widely studied and discussed by scholars from various disciplines and backgrounds. In recent years, there has been growing interested in the impact of Christ's message on organizational behavior, particularly in the areas of ethics, leadership, and performance (Cameron, K. S., & Quinn, R. E. (2011), Ferrell, O. C., & Fraedrich, J. (2015), Jones, G. R. (2010). Christ's life and message have been a significant influence on ethical behaviour in the workplace Martin, G. (2019). According to Mitroff and Denton (1999), religious teachings provide a moral framework for individuals to understand their place in society and their role in organizations. Christ's teachings on love, compassion, and respect for all individuals have inspired values of fairness, integrity, and responsibility in organizational cultures (Panagopoulos, N. G., & Dimitriou, A. (2017).

The life of Jesus Christ has been a subject of study and reflection for centuries. Christ's teachings and examples have had a profound influence on individuals and society as a whole (Keener, C. S. (2010). In recent years, there has been increasing interest in the impact of Christ's life on the workplace and organizational behavior, particularly in the areas of ethics, effectiveness, and performance (Huang, S., & Chen, C. (2021). Christ's Life has been defined as the very life of God that was embodied for the purpose of dying on the Cross of calvary for the salvation, redemption, and regeneration of the whole world (Writer's of Hebrew 2:14, Mathew 1:18, Writer of Hebrews 10:5-9). The Bible teaches that all human beings, regardless of their color, religion, ethics, social status, economic background, or geographic location, have sinned and possess a sinful nature with natural tendencies towards corruption, selfishness, bias, and other vices (T. Paul, Rom 3:23; Gal 5:19-21). In one of Jesus's teachings, as quoted in the sixth chapter of the Gospel of John, it is noted that "Whoever sins is a slave to sin," highlighting the issue of sin, selfishness, ineffectiveness, and inefficiency in human life. Scholars such as Paul, Akanni G., Poonen Z., and N. Watchman, among others, believe that weaknesses, ineffectiveness, corruption, and poor performance in any family, nation, or organization are caused by the weakness in the human capital, which is the most important asset in the organization (Armstrong, 2011).

In response to this, Paul argues that the mystery of the glory, effectiveness, prosperity, and performance of any organization lies in individual humans recognizing, accepting, and living out Christ's life in them (Col 1:17, King James Version of the Bible). This life is generally regarded by Bible scholars as a package containing essential virtues of integrity, love, commitment, loyalty, forgiveness, joy, peace, and more (Paul in Galatians 2:20-21). These virtues are essential for employee and organizational ethics, effectiveness, and performance.

Christ's message of love, compassion, and respect for all individuals has influenced organizational cultures, promoting values of fairness, integrity, and responsibility. According to Reed and Knight (2009), Christ's teachings on the Golden Rule (to treat others as you would like to be treated) have been particularly influential in promoting ethical behaviour in organizations. This approach to ethics emphasizes the importance of empathy and consideration for others, which are essential for building trust and fostering positive relationships in the workplace. Christ's teachings on servant leadership have also had a significant impact on management practices. Servant leadership is a leadership approach that prioritizes the needs of employees and focuses on creating opportunities for their growth and development (Greenleaf, 1977). According to Blanchard and Hodges (2003), Christ was the ultimate servant leader, who demonstrated humility, empathy, and a willingness to serve others. Leaders who adopt this approach to leadership create a work environment that is more conducive to employee engagement, job satisfaction, and productivity. Christ's teachings on ethics and leadership have also been shown to have a positive impact on organizational performance. According to Sendjaya et al. (2008), servant leadership is associated with higher levels of employee job satisfaction,

commitment, and performance. Furthermore, Christ's message of love and compassion can foster a sense of purpose and mean in employees, which can enhance their motivation and commitment to the organization (Simpson et al., 2016).

In conclusion, the life and message of Jesus Christ have been a significant influence on organizational behavior, particularly in the areas of ethics, leadership, and performance. Christ's teachings on love, compassion, and respect for all individuals have inspired values of fairness, integrity, and responsibility in organizational cultures. Furthermore, Christ's Life and teachings has set the highest standards of ethical behavior and effectiveness, and are highly recommended for sustainable and consistent organizational performance. His teachings on servant leadership can inspire leaders to create a work environment that is more conducive to trust, collaboration, and teamwork. Finally, Christ's message of love and compassion can provide a sense of purpose and meaning in employees, enhancing their motivation and commitment to the organization.

4. Discussion and Implications

Christ's life and message have been the subject of study and reflection for centuries, with scholars and practitioners examining the impact of his teachings on various aspects of life, including ethics and organizational effectiveness. In recent years, there has been a growing interest in the relationship between Christ's life and message and sustainable organizational performance. This critical review aims to examine the impact of Christ's life and message on ethics and organizational effectiveness for sustainable performance, discuss the implications of this relationship, and identify areas for further research.

Christ's life and message promote ethical principles such as love, compassion, forgiveness, and humility (Murray, 2012). These principles have significant implications for organizational ethics as they promote a culture of trust, respect, and fairness. Employees who practice these ethical principles are more likely to act in the best interest of the organization and its stakeholders, leading to higher levels of performance and productivity (Rhodes & Steers, 2013). Additionally, Christ's message emphasizes the importance of integrity, honesty, and accountability, which are essential for building a culture of ethical behavior in organizations (Gentile, 2010).

Christ's life and message also have implications for organizational effectiveness, particularly in the areas of leadership, teamwork, and communication. Christ's leadership style was characterized by servant leadership, which emphasizes the importance of putting the needs of others before one's own needs (Greenleaf, 2002). This approach to leadership has been linked to higher levels of employee engagement, job satisfaction, and organizational commitment, leading to improved organizational effectiveness (Dierendonck & Nuijten, 2011). Christ's message also emphasizes the importance of teamwork and collaboration, which are essential for achieving organizational goals and objectives (Gordon, 2005). Additionally, Christ's message promotes effective communication, particularly the use of active listening and empathy, which are essential for building positive relationships among employees (Hahn & Kim, 2013).

The impact of Christ's life and message on ethics and organizational effectiveness has significant implications for sustainable organizational performance. By promoting ethical principles such as love, compassion, forgiveness, and humility, organizations can create a culture of trust, respect, and fairness, which is essential for long-term success. Additionally, by promoting servant leadership, teamwork, and effective communication, organizations can improve their effectiveness, leading to improved performance and productivity.

However, there are some potential challenges associated with the implementation of Christ's teachings in organizations. For example, the promotion of ethical principles such as love and compassion may be viewed as overly idealistic and impractical in some organizational settings (Rhodes & Steers, 2013). Additionally, the implementation of servant leadership may require a significant shift in organizational culture, which can be challenging to achieve (Greenleaf, 2002).

In conclusion, the critical review has highlighted the significant impact of Christ's life and message on ethics and organizational effectiveness for sustainable performance. Organizations that embrace these teachings can create a culture of trust, respect, and fairness, improve their effectiveness, and achieve long-term success. However, the implementation of these teachings may require significant organizational changes and a shift in organizational culture, which can be challenging to achieve. Further research is needed to explore the relationship between Christ's life and message and sustainable organizational performance and identify best practices for implementation.

5. Conclusion

In contribution to the many discussions on how to ensure sustainable organizational performance through Ethics and Effectiveness, this paper brings a new perspective and argues that the Life and Message of Christ has the capacity to impact employee work behavior, ethics and effectiveness for sustainable organizational performance. It has been argued that contrary to the prevailing argument amongst scholars that pressures, lack of motivation and other external factors often lead to poor work ethics and ineffectiveness in organization and vice-versa, it is discussed here that work behavior are only the result of the kind and nature of life the employees carry and therefore proposes, recommends Christ's Life, Examples and Leadership Styles as the ultimate solution for a more stable, excellent, effective, ever-growing and sustainable employee behavior and output as well as the organizational performance. This paper, therefore, calls on Leaders and HR Managers to receive Christ's Life through a deliberate recognition and believing of Christ's death as the death of their natural life and in exchange invite Jesus into their life as Lord and Saviour. We believe that this experience will lead to superior supernatural and sustainable leadership which will ultimately result in high organizational performance.

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