

The Relationship between Spiritual Values and Employee Behavior



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Abstract

Employee behaviour is the most concernable issue that has been confronted by big industries managers and business tycoons. Service industries normally employ those human resources that carry respectable demeanour, presentable personality and polished talks in contrast to the rash and rude behavioral traits, so that the employees can communicate in a better-processable manner to their prospective clients. Besides, manufacturing industries need more fluid, mentally as well as emotionally well-equipped personnel, who have a distinguishable spiritual quotient that can be in turn linked with the higher attainable motives and objectives of the company. Spiritual synergy assures positive actions, well-being and output from the employees that ultimately ascertains higher profits, better functioning at all the management levels and therefore, improved organisational performance.

Keywords: Spirituality, Employee Behavior.

Introduction

Spirituality and prominent knowledge about various religious structures and tenets have a major and vital role to play in human resource development and besides, in ascertaining the behaviour of its human resources/employees. Sustained efforts to improve the productivity by quantity and quality have been a prime task of the organizations across the economies. Training and development in spiritually infused organizations is likely to focus on developing character, ethics, values, and creativity in addition to focus on technical skills, training and development. This can be provided in experiential formats such as vision quests, shamanic journeys, and spiritual study groups.

Objectives of the Study

The present study therefore seeks to analyse the following :-

1. To prepare action plan for employees to address spirituality at work for better & higher productivity.
2. To indicate a statistically significant relationship between spiritual values and behaviour.
3. The positive effects of spiritual values in promotion of an organization's effectiveness and individual growth of employees.
4. To enhance the organizational efficiency and effectiveness.
5. To gives the managers and employees a broader perspective and ability to create, convert, and transform organizational values.
6. Spirituality in workplace leads to improved organizational performance and is addressed by lasting organizational excellence.

Need & Scope of the Study

Spirituality is from the heart, beyond the field of mind: It means engaging the world from a foundation of meaning and values. It pertains to our hopes and dreams, our patterns of thoughts, our emotions, feelings and behaviours. As with love, spirituality is multidimensional, and some of its meaning is inevitably lost when attempts are made to capture it in a few words

This new spiritual dimension embodies employees' search for simplicity, meaning, self-expression, and interconnectedness to something higher.

1. Increases employees' well-being by increasing their morale, commitment, and productivity;
2. Decreases employees' stress, burnout, and workaholism in the workplace. A spiritually-friendly workplace will have greater staff-retention rates, so lowering recruitment costs.
3. It will see an increase in creativity and innovation, improved morale, better cooperation and teamwork and superior interface between the organization and its customers.

Kanwar, Singh & Kodwani (2012) point out that, "manufacturing and service industries are most venerable industries where the employees are required to carry out tedious job activities along with satisfying the needs of the consumers and meeting their expectations. As per the data released by International Manufacturing Trends 2017 it was found that the manufacturing units like Dabur India Ltd., Quality Ltd., JK Tyre & Industries Ltd., Indian Oil Corporation Ltd., Hero MotoCorp Ltd., Eicher Motors Ltd, Havells, etc. and services industries like IBM India Pvt Ltd, Csc India Pvt Ltd, HCL Technologies Ltd, Cvent India Private Limited, etc. which are situated in Delhi or NCR regions have adopted more aggressive attitudes due to stiff competition in the market and are competing ferociously with each other to gain more profits and competitive advantage.

It was also found that the growth and expansion of manufacturing and service industries has increased prodigiously in the recent years." Khandekar & Sharma (2005) puts forward that, "the rate of growth and expansion of the manufacturing and service industries globally was about 19.5% in the year 2009 which increased to about 38.87% in the year 2015.

The continuous growth in these units increased a lot of pressure upon the employees and on the other working forces. The increased competition due to the inclusion of global exposure reduced the level of adequate working culture in the organizations. The employees were found to be under tremendous pressure in order to prove themselves and their potentiality and outperform others to increase their value and worth. This led to the deterioration of working ethics and values among the employees and hence, they feel lost and demotivated" (Khandekar & Sharma, 2005).

According to Deetz, Tracy & Simpson (1999), "the service segment employees are required to directly deal with the customers and clients and meet their needs and requirements. They are under constant pressure to be presentable and accessible to the customer and solve their queries without making any delays. The inclusion of spiritual values helps the employees to treat their customers in a better way by developing the behavioral skills and instilling positivism in their subconscious mind. The propagation of spiritual values helps the employees to reform and re-built their character in a positive way which is reflected in their treatment to others and in handling situations that are more demanding in nature or carry out work under immense pressure" (Deetz, Tracy & Simpson, 1999).

Spiritual Connectedness

Anthony (2015), "describes spirituality at work as the transcendental experience of employees who are passionate about their work, who sees grand meaning and purpose in their work, who feel that work helps them in expressing themselves, and they feel connected to their peers with whom they share the bulk of their office hours" All these factors, symbolically affect the behaviour of the employees and add to the profitability scheme of a successful organisation (Anthony, 2015).

Compassion

"In Indian context there is an important construct of spirituality at workplace proposed by Sengupta (2010). According to his SS*PS model of practical spirituality "SS" stands for "Spiritual Synergy" and "PS" stands for "Positive Spirit". He has stated that the (SS*PS) leads to positive mental attitude, positive thought-action in the form of compassionate attitude, and positive karma" and helps improve the behaviour of employees a great deal (Sengupta, 2010).

Alignment of values

"Alignment simply means "broadly consistent with" with the value system with which one is attached. Many scholars in the field of management have conceptualized alignment with organizational values as an important organisational aspect of workplace spirituality. Theories dealing with this concept have always invited many researchers to research upon it. A clearly articulated statement of values binds the professional with the organisation, thereby creating a greater focus and momentum to achieve organisational goal. Alignment with the vision and values of the organisation is related to the premise that an individual's purpose is to make contribution to others and society" (Pradhan, Jena, 2016).

According to Askew et al., (2015) "Many organisations are highly concerned about employee behaviour for a number of reasons. Poor employee behaviour decreases organisational performance, increases financial losses, makes company vulnerable to reputational damage. This is thus, a safety concern and causes loss of customers to the firm" (Askew et al., 2015). "Unethical behaviour in the organisation is defined as behaviour in and by organisations that violates generally accepted moral norms of behaviour. Unethical behaviour may be defined as behaviour that violates generally accepted moral norms which may impact an entity's costs, stakeholders and the society in general. There are growing cases of employees experiencing situations where peers and supervisors encourage unethical behaviour. For instance, unethical behaviour may be an employee turning a blind eye to wrongdoing, failure to report wrongdoings or directly engaging in unethical activity" (Xu et al., 2016).

Conclusion

In the twenty-first century, I have focussed on employee spirituality in the workplace. Despite the attention of previous studies on spirituality, the growing body of literature on workplace spirituality has offered several insights, but it also has been criticised for lacking rigour or critical thinking. The dimension of workplace spirituality represents how employees interact with their day-to-day work at the individual level. The expression of spirituality at work involves the assumptions that each person has his/her own inner motivations and truths and desires to be involved in activities that give greater meaning to his/her life and the lives of others.

Focus upon employees' behaviour can "help achieve individual-employee self-purification, self-

control, discipline and order, spiritual puberty which are in turn considered resources and mechanisms that comprise Spiritual Quotient (SQ). These are deemed as components of moral virtue and should be transferred for balancing human character and proper interpersonal relations. It emphasises the importance of the development of the spiritual aspect of a person's work morality to improve the capacity of human resources that, in turn, stresses on general cooperation. The understanding of spirituality as a kind of intelligence develops the psychological concept of spirituality and relates it to the cognitive and reason process such as achieving goals and solving problems.

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