

Impact of Spiritual Values on Employees Behaviour



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Abstract

The resources are found to be a very essential part of any organization and if they are utilized in an effective manner could produce optimum results. Human resource is regarded as the most vital element of any organization and forms the most knowledgeable asset of any unit. The working force of any organization needs to put efforts and show their worth that can add value to the organization and can raise the standards of the organization increasing the productivity and efficiency at workplace (Shyama Kumar Chattopadhyaya, 2000). The presence of spiritual notions among the employees helps in building a high-value culture and is found to be making the employees more responsible and loyal. Spirituality is referred to the establishment of connections with the higher self to keep oneself motivated and select the right path to accomplish the work or conduct. Workplace spirituality is referred to the different aspects of the employee behavior and conduct related to work, community, and organizational value. The workplace spirituality is referred to the establishment of interconnections with the experiences that the employees had in the past and between the current working statuses. It also referred to the development of trust among the employees which leads to the creation of better and enhancing working environment that is highly progressive and productive in nature (May, Gilson & Harter, 2004). In case if the workplace lacks the spirituality notion the organization may become a challenging place to work in. Employee behavior is also governed by the spiritual notions and helps the employees to conduct righteous and peaceful behavior at the workplace. It influences the employee's reaction in a particular situation at the place of work. The employees are required to behave sensibly at the place where they are working so that they could gain respect and appreciation from others and help towards the contribution of the establishment of a healthy work culture in the organization. This would lead to the reduction of hindrances and issues to comprehensively work in the organization. The present study examines the impact of spiritual values on employee's behavior in the manufacturing and service industries (Popli & Rizvi, 2015). It also includes a brief discussion about the relationship between spiritual values and employee behavior, the contribution of spiritual values in the promotion of an organization's effectiveness and individual growth of employees and extent to which spirituality in the workplace leads to improved organizational performance and is addressed by lasting organizational excellence. The study also includes the research problem and contribution of study to get a better understanding of the research topic.

Keywords: Spiritual Values, Employees Behaviour

Introduction

The incorporation of spiritual values into the working of the manufacturing and service industries in NCR was a difficult task as the employees had a deep-rooted faith in the traditional way of application of spirituality and were not able to accept the new found status of spirituality in the workplace. The employees working in the manufacturing and service industries were not interested to change their previous methodologies of thinking and accept the changes in a positive manner. The positivity and change that is brought by the practice of spiritual values are slow and consistent in nature and the employees found it difficult to incorporate it into the working process as they were under tremendous work pressure to show results and better performances (May, Gilson & Harter, 2004). The employees had positive attitudes towards adopting the spiritual values but did not have the patience to wait for the results coming from its implementation.

Objectives of the Study

While making focus on the aims and objectives of the study, it can be said that aims helps the researcher to execute their further plan as per the determined manner. It is refer as a conceptual background of the study that helps to implement the research study (Laudon & Laudon, 2016). In the current research study, the main aim of the current research is to examine the impact of spiritual values on employee's behaviour in manufacturing & service industries- a case study of National Capital Region (NCR). Apart from this, there are some other objectives which also plays an important role in the study. These are as follows:

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.
7. To analyse the relationship between spiritual values and employee behaviour.
8. To study the contribution of spiritual values in promotion of an organization's effectiveness and individual growth of employees.
9. To evaluate the extent to which spirituality in workplace leads to improved organizational performance and is addressed by lasting organizational excellence.

Research hypothesis**H01**

Spirituality consciousness is negatively related to the effectiveness and individual growth of employees.

H11

Spirituality consciousness is positively related to the effectiveness and individual growth of employees.

H02

Moral character & Faith is not positively related to the effectiveness and individual growth of employees.

H12

Moral character & Faith is positively related to the effectiveness and individual growth of employees.

H03

Hypotheses 1 and 2 will be not stronger for Female than for Male.

H13: H03

Hypotheses 1 and 2 will be stronger for Female than for Male.

Review of Literature

The relationship between spiritual values and employee behavior, As per Kanwar, Singh & Kodwani,

(2012) point of views 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. 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 have increased in the recent years. According to Khandekar & Sharma (2005), the rate of growth and expansion of the manufacturing and service industries globally was about 19.5% in the year 2009 which has increased to about 38.87% in the year 2015. The continuous growth in these units has increased a lot of pressure upon the employees and the other working force. The increased competition due to the inclusion of global exposure has reduced the level of adequate working culture in the organizations. The employees are found to be under tremendous pressure to prove them and outperform others to increase their value and worth. This has led to the deterioration of working ethics and values among the employees and they feel lost and de-motivated. The inclusion of spiritual values at the workplace could help the employees to regain the lost strength and work as per the human values so that the stress levels could be reduced to a minimum and ethical and healthy work culture could be promoted in a better way improving the conditions of the employees.

As per Hill, Ginsburg, Citko & Cadogan, (2005) point of views, the spiritual values help in the creation of feelings of understanding, support, inner wholeness or association with others who are working with the employees. The presence of spiritual values helps in establishing connectivity with other people, subordinates, managers, seniors, management, etc. in the workplace. According to Gallarza & Saura, (2006), the presence of spiritual values helps the employees to establish associations and linkages with the other individuals at the workplace and develop a feeling of trust among oneself. The development of trust in each other is the most essential requirement for the conduction of work at manufacturing and service industry. The inducement of spiritual values into the working of the organization helps in instigating cooperative values and ethical work culture. This leads to the generation of a healthy work culture in the manufacturing and service industry. The employees feel motivated, positively charged, and conduct their work with utmost harmony and in union with each other. This highly impacts the performance of the employees and improves the productivity of the organization. The employees manufacturing and service industries are found to be under high pressure

to perform well and establish coordination between the various departments of manufacturing units and service segments.

As per Colquitt, J., LePine & Wesson, (2009) point of views, few studies have been carried out by some researchers on the relevance of spiritual values at workplace. The conclusions that were received were not only tested empirically but were also put into operations of the manufacturing and service industries. It was found that the relationship between the spiritual values at the workplace lays a positive impact on the conduction of behavior of the employees. The moral of the employees get increased and they begin to adopt more innovative approaches to work behavior. The installation of spiritual values affected the commitment levels of the employees toward their work and the organization. According to Charkhabi, Mortazavi, Alimohammadi & Hayati, (2014), the employees were found to be aligning values and meaning to the work resulting in attainment of high quality of work in an ethical manner. Many of the researchers propounded that the personal life values of the employees also affect the way the employee conduct their work and adopt behavior at the workplace. The spiritual values help in enhancing the personal traits of the employees and help them in adopting such behavior and attitude that is beneficial for them as individuals and as employees of the manufacturing and service industries. The spiritual values enlighten the attitudes and behavior of the employees towards the work in true essence at the workplace and help to procure the best job results. The employees started to respect their work and practiced it as divine activity and with full commitment and dedication.

The contribution of spiritual values in the promotion of an organization's effectiveness and individual growth of employees

According to Awasthy & Gupta, (2011), the incorporation of spiritual values practice into the working of the manufacturing and service industries has led to the attainment of a deeper sense of meaning and purpose in each and every task done by the employees. This aspect of the spiritual values of deals with the interaction attributes of the employees and gets a better understanding of the daily conductions of the employees with others in the workplace. The practice of spiritual values by the employees leads to the enlightening of inner motivations, truths, and desires. This contributes towards the attainment of an in-depth meaning and purpose to their own lives and the lives of others. According to Asgari Vaziri & Zareei, (2011), the employees are found to have increased levels of self-search and are looking for an authentic and purposeful meaning towards the work and life. The awakening of internal awareness of the employees has brought positive changes in the working of the employees. The employees were found working with much more vigilance and a sense of bonding to the work. This highly impacted the work in a positive manner and the employees were able to accomplish their task with greater efficiency and accuracy without getting stressed. The practice of spiritual values has

provided the employee with a deeper sense of purpose leading to enhancing their performance and increasing the productivity levels of the organizations.

According to Wang & Yi, (2012), the spiritual values help in bringing about positive and constructive working environment into the working culture of the manufacturing and service industries. The presence of spiritual values into the culture of the organizations helps in enhancing the peer knowledge and enabling the feeling of oneness towards others. The spiritual values add value to the working environment of the organizations in a meaningful way. It leads to the inclusion of compassion, empathy, and support for others. The manufacturing and service industries in the NCR regions are found to be highly competitive in nature. The manufacturing and service units operating in the same fields are found to be competing with each other to gain more clients and customers and gain a bigger hold in the markets. The employees of these units are also found to be highly professional in nature. The employees were making great efforts to bring more business to their respective organizations. According to Vermeir & Verbeke, (2008), the employees are working hard towards improving the quality of the products at a low cost so that the profits could be increased and cost could be reduced. The working condition of these employees is highly stressful and devoid of trust and faith in others. To improve the working conditions of the employees and reduce their stress levels the integration of spiritual values was done into the workings of the organization. This completely changed and improved the working conditions of the organizations. The employees used the spiritual values more properly by including the values in the conduction of their work. This highly affected the workings of the employees and developed interlinked motivations and actions. The employees were more connected to each other and were compassionate about the work in a positive way.

As per Sackett, Berry, Wiemann & Lacz, (2006) point of views, the employees spend most of the time at their workplace being separated from the family and friends. This makes the employees feel secluded and isolated in the workplace. As per the data released by the Employee and Organization Committee United States, it was found that about 61 % of the employees felt isolated and alone at the workplace where they were working and were unable to concentrate on their work in a proper manner. According to Sawatzky, Ratner & Chiu, (2005), the incorporation of spiritual values in the working of the organizations has brought about significant changes to the working of the employees. The practice of spiritual values in the manufacturing and service industries provides a deeper meaning and connection to the employees. The employees feel better connected to the workplace and could work with much more efficiency. This leads to the improvement of work done by the employees and increasing their performance leading to the enhancement of the organization effectiveness along with the individual growth of the employees. This also leads to the generation higher connectivity, simplicity, work ethics and work-life balance among the employees.

According to Prahalad & Ramaswamy, (2004), many manufacturing and service organization in the NCR regions were found to be experiencing scandals and frauds into the operations and working of the organizations. This was attributed to the fact that some of the employees were not practicing ethical working conditions in the workplace and were found to be indulged into fraudulent activities because of which the organizations were facing loses and scams. As per Richardson, (2014) point of view, the employees were found to be having a low self-esteem and were more governed with self-interest rather than thinking for the interest of the organization. The employees were found to be driven by the motive of self-profit and growth in place of the whole organization. This has led to the worsening of the working conditions in the manufacturing and service industries as in these organizations each and every task that is given to the employees is interconnected with each other. When an employee goes out of track and tries to break the chain, the working system that is followed in the organization gets disturbed. The incorporation of spiritual practices becomes essential to provide a purpose and modify the indecent behavior of the employees. According to Popli & Rizvi, (2015), the working places which have become a socially barren place and highly polluted with self-interest and individual profit-making motives have got transformed into socially abundant workplaces. The organizations act as places where each and every employee is bound to be connected to each other and working together to improve the conditions as members of the large extended community. The practice of spiritual values gives the employees a sense of value and positivism because of which the employees who were indulged into indecent practices leave all he ill-practices and start working with the positive and righteous state of mind. This helps the employees to bring about positive changes in themselves and contribute towards the growth of the organization in a better manner.

As per Khandekar & Sharma, (2005) point of views to get a better knowledge and understanding of the extent of spirituality at workplace and its impact on the working of organization the critical employee behavioral patterns must be analyzed and studied well. The manufacturing and service industries usually denote their employees as the major source of power which could bring about significant changes in the performance and productivity levels of the organizations if guided well. The main task of the organization is integrating the abilities of the employees in the tasks present in the workplace. The employees are found to be an important source which helps in attaining the goals that are set by the organizations. Spirituality in the workplace helps the organizations to achieve its objective in a concise manner with the active participation and involvement of employees. According to Kanwar, Singh & Kodwani, (2012), the organization which has included spiritual value practice into their working operations are experiencing a high spirit of contribution, cooperation, commitment and satisfaction from the employee's side leading to the increase in the

productivity and performance levels of the organizations. Due to the positive impact of workplace spirituality, the employees have experienced increased joy, composure, job contentment and dedication towards work. This has led to the enhancement of organizational performance which is going to last for a longer duration of time at the changes which have been incurred by the employees are momentarily based.

As per the facts presented by Gallarza & Saura, (2006), many manufacturing and service industries located in NCR region are promoting their places as human communities where social functions and communal benefits are taken into consideration and practiced into the working of the organizations. This leads to the development of a perspective that organizations are not built with just machines for the attainment of major task of producing goods and service. According to Hayes, (2004), it must also be accepted as a place where the employees spend most of the valuable time of their lives. Hence the workplaces must be considered as a large extended community where each employee plays a significant role towards its growth and development. The practice of spiritual values at workplace leads to lying down of foundation where the employees acquire more meaningful purpose life. This leads to the generation of ethical standards and high regards towards work an experience a satisfying and meaningful life experiences for individuals, families, friends, and community at large. According to Doloreux, (2004), this leads to the formation of rich and sound communities at workplace. Here each employee is connected to other and are working together to reach the common goal. It was found that many of the American organizations are moving forward towards the adoption of value-based spiritual inclusions which helps the employees to be more tolerant and increase the sense of community and wholeness among them. According to Deetz, Tracy & Simpson, (1999), the practice of spiritual values has also shown great changes in the managerial perceptions also leading to the generation of positive work culture and improving the working capacities of employees. As per the collected data, it was found that those organizations which were practicing spiritual values into their working operations at the workplace the attitudes of the managers got improved. This led to an increase in the connectivity levels of the managers with the employees and in prorogation of tasks in a proper manner. The managers of Cvent India Private Limited found that the efficiency of employees had improved and grown significantly due to improvements in the relations between the managers and employees. The efficiency levels of the employees had increased to 45.2 % from 21.3 % due to the inclusion of spiritual value at the workplace in Cvent India Private Limited.

As per Coyle, (2002) point of views, the organization performance is highly depended on the performance of the employees. The incorporation of spirituality has brought positive changes into the working abilities of the employees. Prior the employees were found to be less connected to their work. The employees performed their task with no

deeper meaning and purpose because of which the efficiency levels of the employees were never up to the mark. According to Davenport & Prusak, (1998), the incorporation of spiritual practice has provided more rationale to the employees so that they could conduct their work with high ethical values and greater fulfilment. The employees were in an able position to connect with the work with a positive frame of mind and did not calculate success in materialistic terms like money or promotions. The employees gave more value to the establishment of connectedness, balance, and wholeness as the parameters to define success in place of monetary achievements. The inducement of spiritual alignment helped in solving the issues faced by the employees at the workplace in an efficient manner. According to Colquitt, LePine & Wesson, (2009), even the management of the organizations aims at achieving high performance from the employees. To achieve this the managers are laying down a number of management practices and approaches like provision of incentives, promotions, rewards, recognition, etc. so that performance of the employees gets increased. When spiritual value practices are blended with the approaches initiated by the managers the employees get better exposure and opportunities to perform well. This improves the performance levels of the employees and increases the productivity and profitability levels of the organizations.

According to Charkhabi, Mortazavi, Alimohammadi & Hayati, (2014), the incorporation of spiritual values into the workings of the manufacturing and service industries has helped the employees to be more self-reliant and developed the inner satisfaction level of the employees. The feeling of inner satisfaction enhances the work performance of the employees. When the managers show trust in the employees by implementing spirituality at the workplace the employees feel contented and perform better and contribute towards the enhanced productivity of the units. The self-growth of the employees gets enhanced and they are able to connect with the working environment with much more honesty, sincerity and loyalty. It develops the individual identification of the employees in the workplace and increases the self-worth of the employees. As per the collected data, it was found that due to the inclusion of spiritual values into the working of Eicher Motors Ltd has increased the organizational performance levels to about 39.01 % in the year 2016 which was about 17.45 % in the year 2011. According to Case & Gosling, (2010), the practice of spiritual values led to the development of the sense of community and association of the employees at the workplace. The notions of sharing and the ability to connect with the other co-workers raised the success rates at the workplace. The employees were found to be working together and developing a bond with each other because of which the employees worked with unity and uniformity and were able to raise the standards of the company (Bhatnagar, 2007).

Contribution of the Study

The study was necessary to be carried out to get a better learning and understanding of the impact of spiritual values on the employees working in the manufacturing and service industries in NCR (Bhatnagar, 2007). The study provided an in-depth knowledge of the usage of spiritual values in improving the working conditions of the employees so that the productivity and performance levels of the employees could be increased significantly. The inclusion of spiritual values helped in enhancing the morale and reducing the stress levels of employees. They were guided to follow a learned path because of which the occurrence of scandals and scams in the organizations in NCR got considerably reduced (Bass, 2000). The practice of spiritual values further enhanced the working potential of the employees as they felt more motivated to work in a progressive manner which increased their working efficiency. The employees developed a strong bond of connection with the workplace and co-workers and showed more dedication and sincerity towards the work. The study will help to improve the conditions of workers and employees that are working in manufacturing and service industries in NCR. It will help to bring improvements in the organizations at a large scale and make huge differences in the personality of the individual employees. The practice of spiritual values will help in enhancing the performance of the employees in a healthy and friendlier way ensuring the development of great teamwork among the employees (Awasthy & Gupta, 2011). It will also help in increasing the creativity of the employees and increasing their morale to perform well and help in increasing the productivity and profitability levels of the organizations. It will also help other researchers and scholars to carry out their research process in an effective manner by taking reference from the current research study. The study will help to improve the working conditions of the employees because of which the performance of the employees will get improved. This will be highly beneficial for the manufacturing and service industries in NCR. It is found that the markets in NCR are highly competitive in nature and a positive increase in the performance and productivity levels will improve the standing of the companies in the open markets (Asgari Vaziri & Zareei, 2011). The companies will be able to make a great impact on the rivals and in a better position to prove their worth.

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