The Relationship between Spirituality and Quality of Employee Management Behavior

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Abstract:

This research the notion of 'spirituality' as a dimension of human self, and its relevance and role in management behavior has studied. Growing interest in workplace spirituality and in management practices permit people to fulfill fundamental values at work. Human Relations, Organizational Development, Total Quality Management and Quality of Working Life were all more deeply researched than spirituality at work. Log spirituality in organization gives the ability to the staff to earn the integrated perspective of the organization, family and their community gain. In the management studies, there are this opinion that spirituality and spirituality in workplace can gives response for decrease Organizational inefficiencies such as alienation, stress, too much compromise and depersonalization. This model shows that the two components of spirituality in the workplace and organizational citizenship behavior have mutual interactions with each other. In other words, the rise of spirituality in the workplace organization makes, will behave efficient and excellent staff. In this paper the management behavior of employees and how this management is possible with spirituality will be discussed. And what kind of positive behavior in employees is produced of spirituality.

Key words: spirituality, management behavior

Introduction:

World of work is experiencing rapid change and organizations (Blau, 1999, p.687). New issues is designating now. Although the idea of integrating spirituality and work in organization may be new in management studies, there are scholars (e.g., Quatro, 2004) who believe that this idea can be traced to the works of earlier scholars like Mary Parker Follett (1918) and Abraham Maslow (1998). Likewise, there was much discussion on spirituality by early psychologists like Carl Jung (1960). The interest in spirituality at the workplace is actually a revival of that in the past.
In this paper, reviewed the relationship between spirituality and quality of employee management behavior is studied. Simultaneously with the rise of customer orientation campaign and the emergence of new perspectives in management studies, the concept of organizational citizenship behavior has also been considered in studies related to the organization (Kakhaki & et al, 2007, p115). Organizations are social systems. If one wishes to work in them or to manage them, it is necessary to understand how they operate. Organizations combine science and people –technology and humanity. Over the past decade, and particularly in the past three years, employers and employees have faced human capital challenges and an uncertain economy. Today's, Managers are faced with different challenges at stressful business. Technological changes and innovation in one hand and complexity management at organization in other hand cause to rely just on the human resources. Accordingly, importance of employees is increasing today (Esmailie et al. 2014) organizations need to develop workplace improvement strategies with the scope of effects extending beyond the organizational environment and influencing the employ-ees' non-work life (Loscocco, KA .1991; Sirgy MJ et al.; 2001) Due to the importance and the role of manpower in any organization, the authors are attracted to the issues that increase employees' performance, decrease absenteeism and improve the productivity (Kamdideh, 2002: 10). Quality of work life was entered from work environment to human resource literature as important part of employee's experiences at 1970 and is mentioned as a variable to supply employee's satisfaction after several decades (lawler, 1983). If an employee feel improvement in work life quality, due to self-performance or companies strategies, so employees work with more motivation (KhaghaniZadeh et al, 2009). Work life quality can be including any improvement in organizational culture that supports the development and promotion of employees in organization (Dockel, 2003). Therefore, Value system of the quality of work life conceived individual investment as on the most important variable at strategic management, which means satisfying the needs of the organization will lead to long-term employees to improve performance (Richard, 2007) In contrast, Several researchers found that employees began to feel distanced, vulnerable, and cynical as a result of downsizing, restructuring, reengineering, delay ring, layoffs, and other current changes in organizations (Sparrow and Cooper, 2003; Bartlett and Ghoshal, 1995, Meyer and Allen, 1997; Biberman and Whitty, 1997). Sprituality at workplace and God in organization is the major trends in 21th century that have their roots in 1990s. According to Carrette & King (2005), most authors go to extraordinary levels to define the term and yet struggle to come up with a definitive meaning As Jennifer Laabs (1995) points out that "defining spirituality in the workplace is like capturing an angel - it's ethereal and beautiful, but perplexing" (p.63). One of the most important recent phenomena in quality management development and globalization is the relationship between spirituality and quality of employee management behavior. Territory of management and organization, theoretically and practically is influenced by a powerful force called spirituality. New perspective believes Spirituality enhances employee well-being and quality of life; Spirituality provides employees a sense of purpose and meaning at work; and

Spirituality provides employees a sense of interconnectedness and community (Karakas, 2010). There are more than seventy definitions of spirituality at work, and still, there is no widely accepted definition of spirituality (Markow and Klenke, 2005).Spirituality is mostly described as an idiosyncratic, multifaceted, elusive concept; difficult to be captured in a common definition (Guillory, 2000; Dehler and Welsh, 1994; Barnett, Krell, and Sendry, 2000, p. 563; Cavanagh et. al., 2001, p. 6; Nash and McLennan, 2001, p. 17; Delbecq, 1999, p.345). The term "spirituality" lacks a definitive definition although social scientists have defined spirituality as the search for "the sacred," where "the sacred" is broadly defined as that which is set apart from the ordinary and worthy of veneration. Some researchers view spirituality as anti-materialist (Lips- Wiersma, 2003; Gibbons, 2000) and anti-positivist (Fornaciari, Lund Dean, and McGee, 2003). Manning (2004) believes that spirituality can be experienced and felt either in the religious or in non-religious context and background. Spirituality is often related to a person's belief system. The spiritual power of a person guarantees his/her positive attitude to the problems and his interest in helping the people around him/her (Javaheri;2013). In spite of substantial inquiries on workplace spirituality and workers' attitudes associations, researchers have been unsuccessful to evaluate the direct impact of one's belief on their work behavior (Roundy, 2009).Humanizing the work and workplace by designing meaningful tasks, providing skill development and career growth opportunities, supporting job security, and promoting work safety and health has been shown to be correlated with higher job satisfaction and life wellness (Havlovic, 1991; Hian ,1990; Adhikari, et al. 2010 & Mosadeghrad, 2011). There is a growing consensus in workplace, health (spirituality) promotion community that effective interventions should target determining factors of workplace health and organizational causes of wellness (IPolanyi, 2000). The term "spirituality" has its roots in 17th century France, where it described a form of contemplation favored by the quietest movement. By the 19th century, it had become associated with mysticism and piety(Wright,2004,p.75). Spirituality allows the individual to have a sense of the sacred without the institutional practices and limitations that are associated with traditional religion (Zinnbauer, Pargament, & Scott, 1999). Spirituality discussion is considered in individual areas and organizational areas and In addition is entered to areas of psychological and other humanities fields such as management , too(Sagharvani, 2010, p39; Emmons ;2000; Harrington, 2004; Mitroff& Denton, 1999; Tischler et al., 2002,p.203; Garcia-Zamor, 2003). Spirituality, as defined by Mitroff and Denton (1999a), is "the basic feeling of being connected with one's complete self, others and the entire universe" (p.83).Spirituality is generally viewed as some "internal substance", "a value, belief, attitude, or emotion", "that affects people's behavior" (Moore & Casper, 2006, p. 109-110). Carrette& King (2005) argue that spirituality has become the 'brand label' for the search for meaning, values, transcendence, hope and connectedness in modern societies.

Review of literature:

The link between spirituality and wellbeing is well known (Paloutzian, Emmons, and Keortge, 2003), research is just beginning to support the view that the experience of spirit at work results in more fulfilling lives for individuals and positive outcomes for organizations (Fairholm, 1997; Groen, 2003; Kinjerski, 2004; Kinjerski and Skrypnek, 2006; Milliman, et al., 2003; Milliman, Ferguson, Trickett and Condemi, 1999; Mitroff and Denton, 1999; Moxley, 2000). Also the recent spurt of scholarly articles along with several authors currently writing on the work-spirituality connection (Benefiel, 2003a , 2033b ; Krishnakumar& Neck, 2002; Ashmos & Duchon, 2000; Dehler& Welsh; 1994) reflects the interest in the relationship of spirituality in the workplace, job satisfaction and organizational commitment (Connolly & Myers, 2003; Milliman, Czaplewski& Ferguson, 2003). Research is demonstrating a positive relationship between the presence of spirit at work and employee wellness as well as organizational performance (Kinjerski and Skrypnek, 2006). Sixty-six percent believe their company's financial performance would benefit from being more spirituality among their employees. Hard work and long hours can become unhealthy and dissatisfying for employees as they confuse meaning and their inner worth with external rewards, promotion, striving for mastery, and affluenza (Burke; 2006, p. 10-20) Ashmos and Duchon (2000) recognize that the world of corporate work is changing. Recent publications and studies have focused on the relationship between workplace spirituality and organizational performance (Giacalone & Jurkieweiz, 2003). Earlier studies showed a strong correlation between spirituality and increasing tolerance on face of problems. Turner (1999) has highlighted that the workplace spirituality has a huge impact on an organization since the organization is able to gain advantages by developing a humanistic environment in which workers can achieve their full capacity.

Spirit at work is reported to add meaning to one's life, enhance one's creativity, and increase one's commitment to and enthusiasm for work (Fairholm, 1997; Groen, 2003; Milliman et al., 1999; Moxley, 2000). Studies have indicated that employees with a high level of psychological well-being are more committed, and more productive than employees with a low level of well-being(Wright,2007; Wright;2004).High QWL has been linked to reduced loss due to absenteeism, lower rate of turnover, and improved job satisfaction(Havlovic'1991).Studies which have proceeded to examine the relationship between workplace spirituality and quality of employee management behavior such as organizational commitment (Rego& Cunha, 2008; Duchon & Plowman, 2005; Jurkiewics & Giacalone, 2004; Garcia-Zamor, 2003). They have found that when people find meaning in their activities and feel involved in heavily spiritual organizational climates, they become healthier and happier, where they act in a more committed manner, become more engaged and are able to apply their full potential to work.

An empirical relationship between spirit at work and job satisfaction (Kinjerski and Skrypnek, 2006; Looney and Brewer, 2003), and decreased absenteeism (Kinjerski and Skrypnek, 2006) is beginning to emerge. In (Kinjerski, V. & Skrypnek, B.J., 2006: 232-239.) own research, individuals with high spirit at work have reported that spirit at work has a positive effect on their personal wellbeing, relationships, consumer relations, and productivity. Stress caused by work a holism and long hours at work can result in loss of spirituality, chronic illnesses, pain, chronic fatigue, fear, and guilt (Killinger, 2006). Cartwright and Increasing stress in the workplace leads to higher absenteeism, lower productivity, and increased health compensation claims the

collective cost of stress for U.S. corporations have been estimated to be around $150 billion due to absenteeism, loss of productivity, health insurance and medical expenses (Karasek and Theorell, 1990). Reave (2005) mentions that summarize seven studies that have reported "a significant correlation between spirituality and mental health indices of life satisfaction, happiness, self-esteem, hope and optimism, and meaning in life" (p. 667). Another survey conducted in 1999 by a sociologist from Princeton University indicated that more than four in ten respondents reported an increased interest in spirituality over the previous year (cited in Higgins, 2000).

Spirituality

Traditionally, the study of spirituality falls under the domain of philosophy and religion. Spirit at work, which involves profound feelings of wellbeing and a belief that one's work makes a contribution, is about finding meaning and fulfillment, beyond self, through work (Ashmos and Duchon, 2000; Kinjerski and Skrypnek, 2004; Milliman, Czaplewski, and Ferguson, 2003; Mitroff and Denton, 1999; Sheep, 2004). According to Krishnakumar& Neck (2002), there are three main viewpoints of the workplace spirituality perspective which are intrinsic-origin view, religious view and the existentialist perspective. Jackson(1999, pp. 65-66) &Kriger & Hanson, (1999, p. 304) consider Equality, Honesty, Compassion, Avoiding Harm, Respect, Peace, Justice, Forgiveness, Service, Duty Trustworthiness, Being a Good Citizen, Peace, Thankfulness as spiritual values. Synder& Lopez (2001) focused on Optimism, Hope, Humility, Compassion, Forgiveness, Gratitude, Love, Altruism, Empathy, Toughness, and Meaningfulness as spiritual values. For Giacalone & Jurkiewicz, (2003a, p. 14), Integrity, Humanism, Awareness, Meaningfulness, Responsibility, Love, Inner Peace, Truth, Humility, Sense of Community, Justice are spiritual values. Fry (2003, p. 695) note that Forgiveness, Kindness, Integrity, Empathy, Honesty, Patience, Courage, Trust, Humility, Service to Others in spirituality. AndJurkiewicz & Giacalone, (2004, p. 131) point out to Benevolence, Generatively, Humanism, Integrity, Justice, Mutuality, Receptivity, Respect, Responsibility and Trust as spiritual values.

Workplace

Work sites have become the central pieces in our lives and the source of values in society. Workplaces are the places where people spend most of their lives, develop friendships, create value, and make their most meaningful contributions to society (Fairholm, 1996). The organizations where people spend most of their time become their most important community, their gemeinschaft where small numbers of People have simple and direct face-to-face relations with each other. For some people, work and colleagues at work have even taken the place of family or social groups as Conger (1994) observes workplace has become the fountainhead of community for many people. Together with the increasing importance and centrality of work in people's lives, associated problems also have increased (Karakas, 2010: pp. 89–106.). Solving this problem many corporations encourage the development of humanistic work environment as can create a win-win situation for employees, for employee's co-workers, and that it is good for the organization (Burack ,1999;Garcia-Zamor, 2003 and Wiersma, Dean & Fornaciari, 2009). Organizations, especially in underdeveloped and developing countries should provide the background so that employees and leaders operate the all experience, ability and their capacity to promote organizational goals (Hall et al, 2009, p382). An organization's success and

effectiveness is crucially dependent on how tasks and processes are performed by its employees (Barnett; 1998).

Workplace spirituality

Spirituality at workplace can be considered as a cure to the illness of modern management (Rego & Ecungh, 2008, p.57; Marques & Dhiman, 2008, 100). Gull and Doh (2004) argue that spirituality can be the basis for ethical conduct in business. Where spirituality is absent, there is a lack of understanding that we are deeply connected.

Kinjerski(2004) found persons with spirit at work report four actions which they perceive as contributing to their experience of spirit at work: (1) consciously living a life that is purposeful and meaningful; (2) working at cultivating and living a spiritual, value-based life; (3) recognizing one's own worth and the value of others and expressing appreciation for self and others; and (4) taking time to refill one's cup by pursuing that which is intrinsically rewarding and by engaging in self-care.

Managers should pay more attention to their employees' QWL. The concept attempts to identify measure and manage behaviors by employees that increase organizational effectiveness but are not sufficiently respected in traditional employees' job performance appraisal. One limitation of past researches was their focus on organizational citizenship behavior applied widely in different organizations and situations (Bettencourtet al. 2001). A number of scholars mention a paradigm shift in organizational sciences, management theory and practice in the past two decades (Capra, 1996; Giacalone and Dafna, 2000; Harman and Hormann, 1990; Ray and Rinzler, 1993; Wheatley, 1992).Changing in management include a shift from an economic focus to a balance of profits, quality of life, spirituality, and social responsibility concerns (Walsh, Weber, andMargolis, 2003; DeFoore and Renesch, 1995). Kinjerski & Skrypnek's (2006) conceptualization of individual spirituality at work has three of the four dimensions as follows: engaging work (meaningful work), sense of community, and spiritual connection (inner life).The need for a spiritual connection has become important to a wider audience, partly because of ongoing changes in organizational structure, which often results in feelings of insecurity regarding one's place in the system (Heaton, Schmidt-Wilk& Travis, 2004). More employers today are encouraging spirituality in the workplace as a way to enhance employee morale, commitment and productivity. Mitroff and Denton (1999b) argue that today's organizations suffer from a deep spiritual emptiness and many of problems in organizations result from this spiritual impoverishment.Workplace spirituality has risen to the forefront, partly due to the enormous cost of disregarding human resource standards as they relate to business practices. Over the last decade, scholars report a steady increase of interest in spirituality at work issues among management researchers and practitioners (Cavanagh, 1999) before that Spirituality, spiritual practices, and spiritual values, have been noticeably absent as variables in organizational research (Heermann, 1997). Spirituality and its components must be understood with greater precision to allow businesses to adopt policies and programs that energize the spiritual nature of their employees (Beheshtifar and Zare; 2013). Since the 1990s, social institutions have changed in ways to make environmental issues a more direct influence on managerial action (Hoffman 2000).A company must first understand what spirituality means for an employee to express him or herself spiritually and it involves the assumptions that each person has his or her own inner motivations and truths and desires to be involved in activities that give greater meaning to his or her life and the lives of others (Ashmos and Duchon, 2000).

Conclusion:

Some corporations incorporate spirituality into their strategies within the framework of corporate social responsibility. Research shows that Spirituality is in the center of scholar attention these days as efforts for increasing Spirituality of employers means reducing stress and being successful in management. Scientists achieved Spirituality is impact inequality of employee management behavior. The relationship between spirituality and quality of employee management behavior is significant and positive despite Managers cannot hope to cultivate spirituality at work simply by relying on a single intervention like training or job design, etc as it needs teamwork. The research on this subject is not for old time but before doing more research, scientists should agree on the definition of spirituality our have different concept on this subjects. Although the literature and interest on spirituality at work is growing rapidly; there is confusion around on how spirituality influences quality of employee management behavior and, due to the lack of precise critical thinking, studies are subject to criticism. The results show Role of God in the daily life of nonbelievers is also observed but the meaning of spirituality is not always equal to accepting the existence of God and the differentiation in meaning of spirituality is lead to create perplexing studies which can show different interpretations. Considering both spirituality at work", and at the individual level is helpful.

Resource:

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