



Faculty of Cognitive Science and Human Development

**SPIRITUAL INTELLIGENCE FACTORS ASSOCIATED
WITH EMPLOYEE WORK BEHAVIOUR**

Yong Min Hooi

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Alamat Tetap:

G20, Block G, Rasah Jaya Apartments,
70300 Seremban, Negeri Sembilan

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SPIRITUAL INTELLIGENCE FACTORS ASSOCIATED WITH
EMPLOYEE WORK BEHAVIOUR

P.KHIDMAT MAKLUMAT AKADEMIK
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by

Yong Min Hooi

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The project entitled 'Spiritual intelligence factors associated with employee work behaviour' was prepared by Yong Min Hooi and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfilment of the requirements for a Bachelor of Science with Honours (Human Resource Development).

Received for examination by:

Zaiton

(Cik Zaiton Hassan)

Date:

10/3/03

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ABSTRACT

SPIRITUAL INTELLIGENCE FACTORS ASSOCIATED WITH EMPLOYEE WORK BEHAVIOUR

Yong Min Hooi

Spiritual intelligence has its benefits in the workplace as a highly spiritual intelligent person would be able to work more productively and therefore promotes positive work behaviour. Generally this project aims to perform a preliminary investigation into spiritual intelligence factors (flexibility, reluctance to cause unnecessary harm, self-awareness, ability to face pain and suffering, inspired by vision and values, field independence, being holistic and questioning) associated with employee work behaviour in a telecommunications company. The objectives of this study are to identify the work behaviour of the respondents and the relationship between spiritual intelligence factors and work behaviour. This study chose the survey method as the research design using convenience sampling with a sample of 89 respondents out of 1000 non-executives employees. The instruments used are questionnaires and interviews which will then be analysed with descriptive statistics such as frequencies and Pearson correlation using SPSS. Results of this study showed that most of the respondents have positive work behaviour and none of the spiritual intelligence factor is found to be significant to employee work behaviour. Therefore all null hypotheses are accepted. In contrast, interview results indicate that the respondents have spiritual intelligence knowledge but lack its application in daily tasks. With this, organisation is recommended to establish a positive corporate culture with spiritual intelligence elements to emphasise the organisation's call on positive work behaviour.

ABSTRAK

Hubungkait faktor-faktor kepintaran rohani dengan tingkahlaku pekerja bekerja

Yong Min Hooi

Kepintaran rohani dapat membantu pekerja-pekerja untuk bekerja secara produktif dan mempamerkan tingkahlaku bekerja yang sihat. Secara amnya, kajian ini bertujuan untuk mengenalpasti perkaitan di antara faktor-faktor kepintaran rohani (flexibility, reluctance to cause unnecessary harm, self-awareness, ability to face pain and suffering, inspired by vision and values, field independence, being holistic and questioning) dengan tingkahlaku pekerja bekerja di salah sebuah syarikat telekomunikasi. Objektif kajian ini adalah untuk mengenalpasti tahap tingkahlaku pekerja bekerja dan hubungkait di antara faktor-faktor kepintaran rohani dan tingkahlaku bekerja pekerja. Kajian menggunakan survei sebagai rekabentuk kajian dan menggunakan "convenience sampling" di mana seramai 89 orang responden dipilih sebagai sampel kajian daripada 1000 orang pekerja bukan eksekutif. Instrumen yang digunakan adalah dalam bentuk borang soal-selidik dan temuramah. Hasil dapatan kajian dianalisis dengan menggunakan perisian SPSS bagi statistik deskriptif iaitu frekuensi peratusan dan kolerasi Pearson. Kajian ini mendapati tingkahlaku responden adalah positif setelah menjalani latihan ICV mengikut persepsi mereka dan tiada perkaitan yang signifikan di antara setiap faktor kepintaran rohani dan tingkahlaku pekerja bekerja. Namun begitu, hasil dapatan temuramah menunjukkan bahawa responden mempunyai kesedaran terhadap kepintaran rohani tetapi tidak mengaplikasikannya di tempat kerja atas alasan peribadi. Maka dengan itu dicadangkan agar pihak pengurusan menyemai faktor-faktor kepintaran rohani di dalam budaya organisasi untuk memupuk dan mengekalkan sifat bekerja positif.

CHAPTER 1 INTRODUCTION

1.1 Introduction

An adult is expected to live up to 78.9 years in a developed country (Human Development Report, 2002). This is because an average adult spend an average of 30 years of his life working to earn a living. Behaviour at work therefore becomes an interesting topic as he can learn how to use behaviour to his advantage. From the managerial point of view, work behaviour is an interesting topic to know deeper so he can monitor his employees and ensure that they are doing their work productively. An employee is interested to know about the behaviour because he can then observe and compare himself with his colleagues behaviour and try to improve himself.

Work behaviour in any organisation has a direct influence on the productivity and performance level in that organisation. This is because the employees are the driving force or main core of the organisation and therefore their outputs are invaluable. In a study conducted with 5000 American households in 2000, only 50.7 percent said they are satisfied with their current jobs compared to 58.6 percent in 1995 (France, 1998 in Anderson, 2000).

Newer work environments place a premium on employee qualities best described as conscientiousness. They are called to do more problem-solving, adapt and learn quickly, work longer hours and gain newer capabilities derived largely from job-related experiences (Behling, 1998 in Burack, 1999). This resulted in erosion of respect and confidence in management (Business Week, June 28, 1998 in Burack, 1999).

An employee is a human being with commitments to his family, friends and society other than the organisation alone. When the stress levels are up, he will feel tired and loses concentration at work (Marioles, 2002). As a result of stress, problems such as lackadaisical attitude in work, sloppiness, absenteeism crops up and causing losses to the company (Kumar, 2002; Thompson, 2000). In a national survey among 1300 American workers, 42 percent said yelling and verbal abuse took place where they worked (Nissen, 2000). Stress in the workplace and the pressure to produce is uncommonly high as more people are being asked to do more than they can handle (Hutchinson in Nissen, 2000).

Spiritual intelligence or spiritual quotient was first acknowledged by many religious teachers many years ago and recently by motivational speakers such as Deepak Chopra and organisational behaviourist or social scientists. Spiritual intelligence by religious teachings is aimed at improving oneself to be a better person. Motivational gurus highlighted the importance of knowing the inner person to develop oneself. Organisational behaviour researchers noted that companies of today are no longer putting money as top priority but the people in it as well. And this move has proven to be a wise move when creativity soars, productivity improves and profits increase (Mitroff, 1999).

A humanistic environment could provide higher personal fulfilment and high morale which in turn is linked to outstanding performance (Turner, 2001). Employees are recognised as human beings with feelings, values and belief systems to work and not machine. When these feelings are incorporated into the company policy, the result is a more content, loyal and stable workforce.

When an employee has high spiritual intelligence, the individual has high intrinsic motivation in performing his/her duties. It means that the individual is seeking fulfilment in their daily activities. Self-actualisation within the individual is achieved thus better quality and higher productivity at work. Disciplinary problems are reduced when employees are more concerned in producing best quality work than wasting time doing unproductive work.

The presence of spiritual intelligence in an individual can give the individual motivation and guidance in maintaining his/her happiness thus better productivity at work. According to Sichel (2002), Spiritual intelligence is the best predictor of happiness, serenity, good self-esteem and harmonious and loving relationships. Spiritual intelligence is found in great leaders such as Gandhi, Mother Theresa, Martin Luther King, Tommy Douglas, and Nelson Mandela (DalyPlanet Communications, 2001).

1.2 Background of the study

Thomas (2002) defined work as a total number of tasks to be completed. Tasks are most fundamentally defined by the purposes they serve. Purpose in the tasks help to bring meaning to the work itself. Employees need to bring this purpose to work as a way to achieving self-actualisation.

In work itself, there are various work behaviours that could affect productivity and performance. According to Ralston (1995), there are three unhealthy work behaviour which is abusive behaviour, permissive behaviour and controlling behaviour. Each behaviour is unhealthy to the employee and the organisation. It belittles the employee thus making the employee to lose motivation in work.

In a research conducted by Brewerton (2001), British employees were working longer hours compared to 3 years ago. The research also found that men were working longer hours than woman. And among the women, those between the ages of 25-30 years old were working longer hours than older and younger women. These people are most likely to experience 'burnout' due to work pressures.

In another view, Frost, Mitchell and Nord (1992) mentioned that there are several sets of processes that take place frequently in organisations. One of the processes occurs within the individual and involves the internal standards of conduct that influence beliefs about certain things; what an individual should and should not do, what is meaningful and worth doing and not, and what constitutes success and failure. The authors claimed that this process is in conflict with the demands of the organisation.

Therefore enforcing disciplined behaviour in peak performance teams benefits more in a set of strong core values (Katzenbach, 2000). This form of discipline can be energising and fulfilling. Clear rules of behaviour enforced by the management and a strong sense of self-discipline imposed by the workers themselves will make it work.

In Telekom Malaysia Berhad (TMB), the management has decided to inculcate strong core values within the employees back in year 1992. The idea of core values was a result of stiff competition in the industry which clearly showed that other telecommunications organisation employees were more productive compared to TMB. These core values are aimed at increasing productivity and to maintain a strong lead in the telecommunications industry.

In an interview with the General Manager of TMB, the management had noticed that their employees are not internalising the core values as the management hoped since the inception of the program. This can be seen by the number of unnecessary coffee breaks, falsification of sick leaves, using the company vehicle and time for personal use, coming late to work/meetings and dishonesty. These are examples of work behaviour problems.

In year 2002, the management has declared a SERAPI declaration to ensure full participation from the managers and train the employees themselves to inculcate the core values. As it is, the management has reduced the number of core values from seven to three in hopes that these three would be easily internalised within them.

1.3 Statement Of The Problem

Work behaviour problems could pose to be a major threat to productivity level as it hinders any form of growth. It could cause unnecessary problems to the management who are trying hard to inculcate new values in their employees. Therefore this study aims to know how spiritual intelligence factors can influence employees work behaviour i.e. changing the 'bad' habits.

The field of spiritual psychology and spiritual intelligence is new to the Asian community and thus this study aims to find the extent of knowledge and practices shown by the locals here. Globalisation and developments in both academic and technological world could have influenced the locals perceptions and might even change their values. Furthermore this study is interested to know whether spiritual intelligence factors could have an influence on the local work behaviour similar to the West.

Being an exploratory research, this study aims to describe the spiritual intelligence factors associated with work behaviour in one of the largest telecommunication company in the country. Some of the research questions of this study includes the relationship between flexibility, self-awareness, being holistic, field independent, questioning, reluctance to cause harm, inspired by vision/values and ability to face pain and suffering and work behaviour. This study also aims to identify the most dominant factor that influences employee work behaviour.

1.4 Objectives Of The Study

The main objective of this study is to identify the relationship between the components of Spiritual Intelligence and work behaviour of Telekom Malaysia Berhad (TMB) employees.

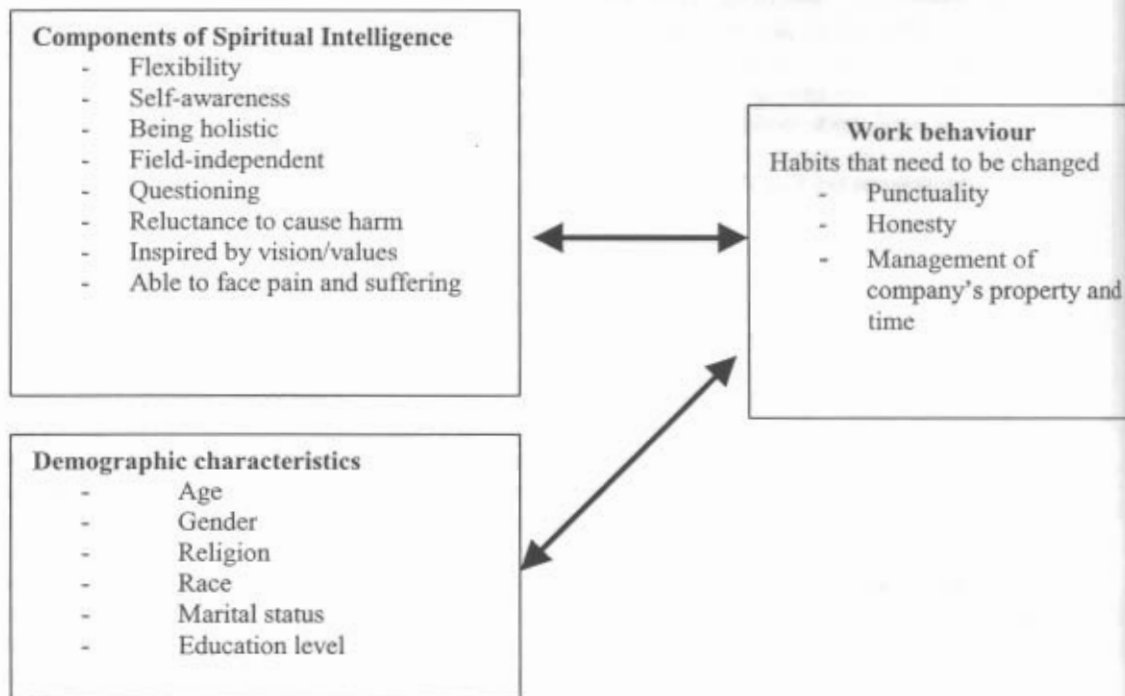
Specifically the objectives of this study are as follows:

- (i) To describe selected demographic characteristics of the respondents.
- (ii) To identify the level of work behaviour among TMB employees.
- (ii) To identify the relationship between flexibility and work behaviours.
- (iii) To identify the relationship between self-awareness and work behaviours.
- (iv) To identify the relationship between being holistic and work behaviours.
- (v) To identify the relationship between field independent and work behaviours.
- (vi) To identify the relationship between questioning and work behaviours.
- (vii) To identify the relationship between reluctance to cause harm and work behaviours.
- (viii) To identify the relationship between inspired by vision or values and work behaviours.
- (ix) To identify the relationship between able to face pain and suffering and work behaviours.
- (x) To determine the most dominant Spiritual Intelligence factor that influences work behaviour.

1.5 Conceptual framework

Independent variables

Dependent variables



1.6 Hypotheses

The following null hypotheses are formulated from the research questions and objectives

Ho1: There is no significant relationship between flexibility and work behaviour shown by Telekom Malaysia Berhad employees.

Ho2: There is no significant relationship between self-awareness and work behaviour shown by Telekom Malaysia Berhad employees.

Ho3: There is no significant relationship between being holistic and work behaviour shown by Telekom Malaysia Berhad employees.

Ho4: There is no significant relationship between field independent and work behaviour shown by Telekom Malaysia Berhad employees.

Ho5: There is no significant relationship between questioning and work behaviour shown by Telekom Malaysia Berhad employees.

Ho6: There is no significant relationship between reluctance to cause harm and work behaviour shown by Telekom Malaysia Berhad employees.

Ho7: There is no significant relationship between inspired by vision/values and work behaviour shown by Telekom Malaysia Berhad employees.

Ho8: There is no significant relationship between able to face pain and suffering and work behaviour shown by Telekom Malaysia Berhad employees.

1.7 Significance Of The Study

This study on work behaviour is set in a customer-oriented company in a telecommunications industry in Malaysia and it aims to seek relevance between spiritual intelligence and employee work behaviour. The findings could be used in any organisation that is interested to get the best out of their employees thus increasing productivity.

The focus of this study is on employee work behaviour and to what extent spiritual intelligence factors is able to influence on it. Previous research on employee work behaviour has focused on different aspects such as target goals, work design and work settings. Therefore this study would be able to shed some light on another aspect of work behaviour problems such as time management, abuse of company time and property as well as honesty with the presence of spiritual intelligence.

Elements on what influences positive work behaviour is further researched in this study as the study works with employees viewpoint. The insight into what makes them tick would enable TMB management to view from their employees side thus working appropriate programs for them.

The implication of having spiritual intelligence elements incorporated into the organisation could benefit the organisation and its employees on a large scale. Therefore managers, supervisors and human resource practitioners would find their daily work activities eased when having high SQ employees in the organisation.

Spiritual intelligence elements should be included in Human Resource functions such as career development and designing training programs. In career development, the employee will make his judgment based on his awareness of the surroundings as well as to what tasks gives the most pleasure in doing so. The HR personnel could facilitate the development by giving guidance and advice best suited for the employee.

Meanwhile spiritual intelligence in training programs facilitates the learning process of the learners faster. This is because the learners are genuinely interested to upgrade their skills and willing to learn. The motivation to learn remains at peak because the employees are interested to learn and the motivation is from the inside that drives them to learn more. HR personnel will be able to identify easily what is important and interesting to the employees. From here, they will be able to coordinate future training programs for the betterment of the employees.

1.8 Definitions Of Terms

Work behaviour

Conceptual:

Behaviour is synonymous with words such as "activity", "action", "performance", "responding", "response" and "reaction". "But behaviour is anything that a person says or does" (Martin & Pear, 1992). The behavioural components of an attitude are the intentions to behave in a certain way based on a person's specific feelings or attitude (Wood et. al., 2000).

Operational:

Behavioural displays such as punctuality, honesty and management of company's property and time shown by the employees during the working hours at the workplace.

Punctuality

Operational:

Punctuality is defined as obeying and practise time management during working hours.

Honesty

Operational:

For this study, employee honesty is used as the benchmark for this segment. For example, honest when submitting actual claims and did not falsify sick leaves.

Mismanagement of company's time and property

Operational:

This refers to abuse or misuse of company's property such as company vehicle, company utility and company premises. Mismanagement of company's time is when the employee is not doing actual work during office hours and instead using that time to pursue personal interest.

Spiritual intelligence

Conceptual:

Spiritual intelligence refers to the intelligence with which we address and solve problems of meaning and value, the intelligence with which we can place our actions and our lives in a wider, richer, meaning-giving context, the intelligence with which we can assess that one course of action or one life-path is more meaningful than another (Zohar & Marshall, 2000).

Operational:

Spiritual intelligence is made up of various components such as flexibility, self-awareness, being holistic, field-independent, questioning, reluctance to cause harm, inspired by values/ vision and able to face pain and suffering.

Flexibility

Conceptual:

The capacity to be adaptive actively and spontaneously.

Operational:

The study refers to the ability of the employee to adapt himself/herself to different changes i.e. job, environment, supervisor and colleagues.

Self-awareness

Conceptual:

To cultivate the habit of self-awareness, you are also cultivating the habit of reflecting on your experience.

Operational:

To be aware of your current situation, stand and surroundings and have it assessed from time to time.

Being holistic

Conceptual:

A tendency to see the connections between diverse things.

Operational:

Able to distinguish the connections between various events happening at the workplace as a holistic event and therefore requires reflection.

Field independent

Conceptual:

To be able to make your own judgments and support it even if it makes you unpopular.

Operational:

To be able to stand out in a crowd to support your own opinion if that is what you deeply believe in rather than following the general consensus.

Questioning

Conceptual:

A marked tendency to ask 'Why?' or 'What if?' questions and to seek fundamental answers.

Operational:

A desire for the employee to question events surrounding the workplace and seek the meaning behind each question.

Reluctance to cause harm

Operational:

Refuse to inflict any form of harm be it physical or emotional harm to anyone in the workplace.

Inspired by vision/values

Conceptual:

The quality of being inspired by vision and values.

Operational:

To feel inspired by the shared vision and values shown in the workplace thus applying it in daily life.

Able to face pain and suffering

Conceptual:

A capacity to face and transcend pain, face and use suffering.

Operational:

Ability to receive pain and suffering (emotional) and learning from the experience.

1.9 Limitations of the study

There are many organizations in Malaysia that are heavily involved in this industry with all kinds of different background and issues. However the scope of this study is only limited to a single organization in the telecommunications industry. Therefore the results of this study cannot be generalised for all telecommunications company and its employees.

There are other external and internal factors that could influence employee work behaviour other than spiritual intelligence. However for the purpose of this study only spiritual intelligence will be considered as the factor that influences employee behaviour. Some of the factors that could influence employee behaviour are self-efficacy (Cassidy & Eachus, 1997) and managerial support (Gilliland, 1998).

Furthermore this study only applies to employees serving in the headquarters which is located in Kuching and thus the work behaviour shown by these employees cannot be generalised for others located in outstation or rural offices. Other than that, this study only research on the non-executives work behaviour therefore it cannot be generalised throughout all employee levels.

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction

In this chapter, past research on employee work behaviour and spiritual intelligence is reviewed. Models, theories and relationship between these two variables also reviewed.

2.2 Theories

There is no specific theory available that is directly related to work behaviour. From previous research, work behaviour can be influenced by motivation and therefore theories related to motivation can be considered important in this study. Furthermore motivational theories have similarities to components in spiritual intelligence.

2.2.1 McGregor's theory X and Y

Heil, Bennis and Stephens (2000) wrote that McGregor introduced theory X and Y on motivation. In one of his numerous questions, there was a question that asked whether do you believe that people seek meaning in their work. This question reflects that people of that era (1950's) are aware that they are looking for something more meaningful in their life.

In theory X, McGregor believed that the style of the management determine the behaviour of its people. A hard approach may or may not work; similarly a soft approach may not be the best solution either. In his view of Maslow's self-fulfilment stage, this is the stage for continued self-development, being creative in the broadest sense. Modern life gives little opportunity for this stage to be developed as people spent most of their energies satisfying lower needs first.

Management has to give ample space and opportunities to the employees to develop the higher level needs. Lack of opportunities makes them feel deprived thus their behaviour reflects them. Examples of these behaviours are indolence, passivity, resistance to change, lack of responsibility, willingness to follow demagogue, unreasonable demands for economic benefits.

Theory Y is about intrinsic values; relies heavily on self-control and self-direction. People can achieve their own goals best by directing their own efforts toward organisational objectives (McGregor, 1957). There is no inherent conflict between self-actualisation and more effective organisational performance. If given a chance, employees will voluntarily integrate their own goals with those of the organisation (McGregor, 1960).

Mayo's (of Hawthorne studies fame in 1945) in Schein (1988) basic proposition that work had become meaningless directed their attention to the nature of the work itself. McGregor (1960), Argyris (1957; 1964) and Maslow (1954) argued that workers feel alienated because the work they had to do did not permit them to use the capacities and skills in a mature and productive way (Schein, 1988).

Therefore the issue is whether the employee can find meaning in work which gives him/her a sense of pride and self-esteem. The challenge of working a problem through - in a sense, controlling and developing oneself-is the heart of self-actualisation.

Past research showed that self-actualisation is indeed considered important for an employee to achieve a sense of accomplishment. Among them are the original Hawthorne studies conducted in 1920s and 1930s and Herzberg in 1968. The results clearly showed that what motivated them most are job challenge and accomplishment.

2.2.2 Integrated models of motivational theories

There are many theories on motivation. However with an integrated model of motivational theories such as Maslow, McClelland, Herzberg and McGregor, it shows which area employees deemed important for them to enjoy their work.

In Maslow, employees who have reached self-actualisation stage will do the work well as they are motivated from inside. As for McClelland, achievement is the key to get the employee to do the work willingly and well. Satisfiers are more important as competence and growth are the motivators in Herzberg. Theory Y in McGregor explained that employees are more willing to work as they find work enjoyable.

The diagram (Figure 1) below shows a simplified version of the four theories mentioned.

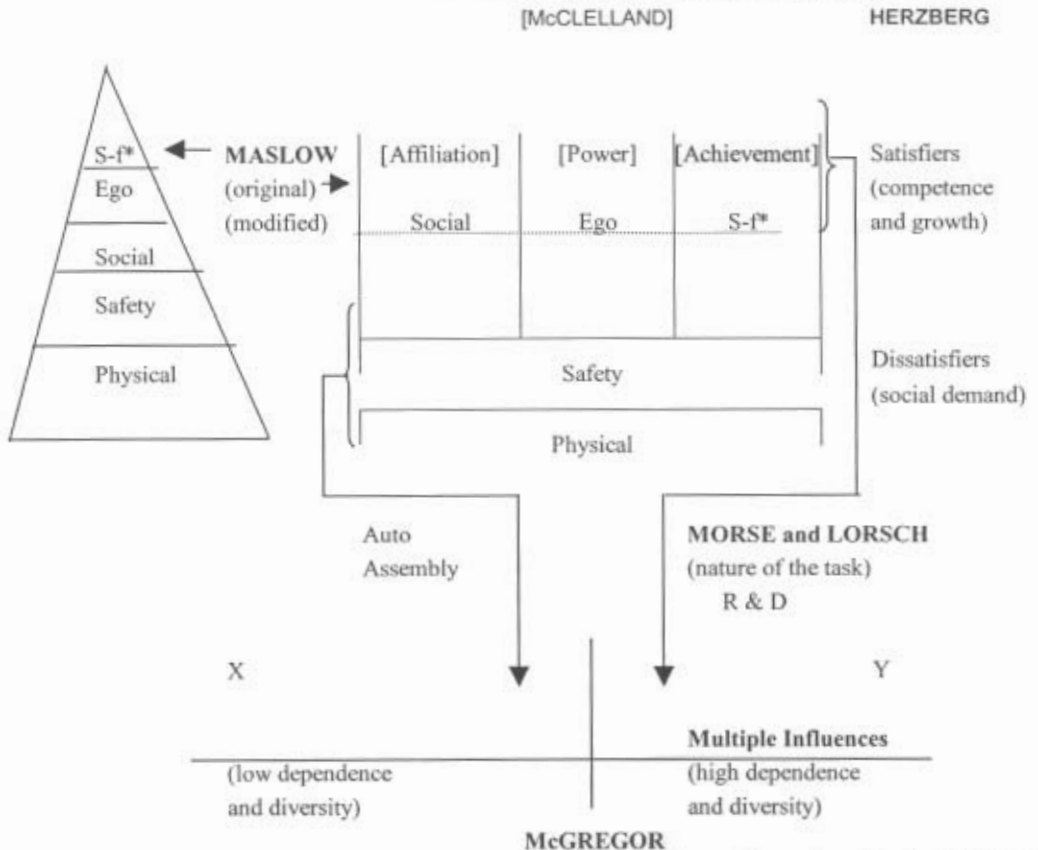


Figure 1: An integrated model of motivational theories. Adapted from Jewell, L. N. (1998). *Contemporary industrial/ organizational psychology* (3rd ed). Pacific Grove, CA: Brooks/Cole, p. 34.

In individual attitudes, beliefs and motivation, Harrison (1987) believed that employees will have to feel the job to be intrinsically rewarding thus the job becomes meaningful. An employee feels responsible for important results, obtains feedback and sees its results. This is found on the Hackman & Oldham model (1976) as stated in the diagram below (Figure 2).

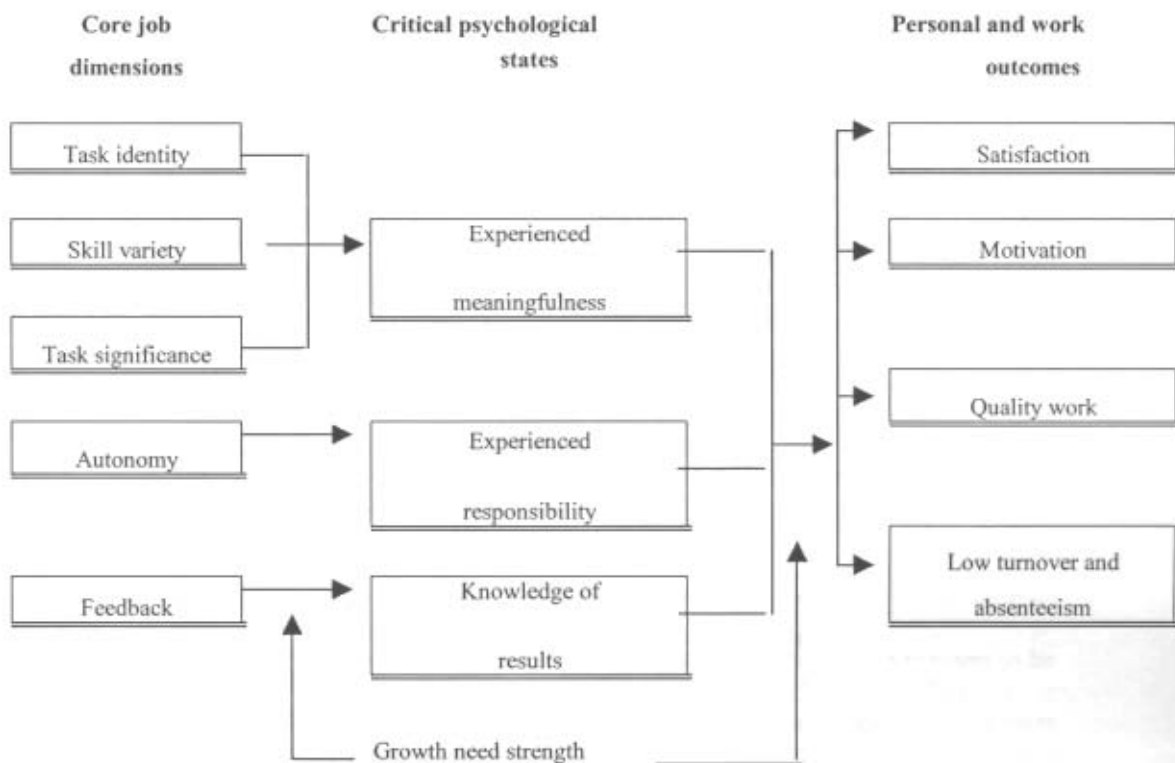


Figure 2: The Job characteristics model. Based on the discussion by J. R. Hackman & G. R. Oldham (1976). Motivation through the design of work: a test of a theory. *Organizational Behaviour and Human Performance*, 16, 250-279.

Hackman and Oldham (1976) in Jewell (1998) identified what they believe are the five basic characteristics (called core dimensions) of such work. The five core job dimensions (skill variety, task identity, task significance, autonomy and job feedback) are similar to motivator factors in Herzberg's theory. These dimensions create three critical psychological states which are experienced meaningfulness, experienced responsibility and knowledge of results. Task identity, skill variety and task significance relate to experienced meaningfulness.

The three critical psychological states are thought to bring about desired personal and work outcomes of increased motivation, work quality, job satisfaction and decreased absenteeism and turnover. If these desirable outcomes are to occur, the context of the job must be satisfactory. Context is made up of elements that surround a job and the employee but are not related directly to getting a job done.

Worker fulfilment expectations has to be fulfilled to maintain a peak performance team (Katzenbach, 2000). Feelings of self-worth, identity and purpose becomes important in key segments. Figure 3 below summarises Katzenbach theory.

Basic Subsistence (a job)	Structure and Control	Identity and Purpose	Belonging	Opportunity
Work for a paycheck	Control your own destiny	Stand out from a talented crowd	Be part of a respected group	Learn and grow as a person
Work in a safe environment	Know what is expected	See value in your work	Feel a part of something special	Be challenged
Feel secure in your job	Know <i>why</i> things happen	Take pride in your skills and abilities	Feel like an owner	Try something new and different
	Know what may change and what will hold constant	Do good for others	Enjoy the camaraderie of co-workers	See personal progress
	Feel competent to do what is expected	Receive the respect of others	Feel like you fit	Know that opportunities are waiting
	Control your immediate work environment	Receive fair recognition	Trust those you work with	Have a positive self-image
		Receive fair reward (pay and other)		

*shading denotes needs that are notable in higher performing workforces

Figure 3: Generic fulfilment needs. Katzenbach, J. R. (2000). Peak performance: aligning hearts and minds of employees. Boston, MA: Harvard Business School Press. p. 23.

In conclusion, motivation theories such as Hackman and Oldham's Job characteristics model, Maslow's Hierarchy needs, McGregor's Theory X and Y, Herzberg Two-factor theory and Katzenbach's Generic fulfilment needs theory applies to the workplace and how it influences employee work behaviour if the right motivation is given. With motivation, the employee would drive further to achieve higher thus better productivity. When employee fulfilment expectations are fulfilled, they are able to maintain a high performance team.

2.3 Work behaviour

2.3.1 Types of behaviour

Behavioural problems can be in the form of behaviour deficits or behavioural excess. Both behavioural deficits and excess can become a cause of concern to all around if it goes unchecked and uncontrolled. Actions resulting from these behavioural handicaps will result in losses either financially or emotionally.

Positive behaviours are caused by social demands while negative behaviours are caused by people's dispositions (Ybarra, 2002). Positive behaviour is beneficial to the perceivers whereas negative behaviour brings costs to the perceivers. The underlying reason for this is because people live in groups or community. What is perceived good will go well with the rest while negative is seen as deviant acts. Human nature will go with the flow or synergy of the group to maintain harmony.

Meanwhile Ralston (1995) mentioned that there are three unhealthy work behaviours which are abusive behaviour, permissive behaviour and controlling behaviour as negative behaviours. Each of these behaviour is unhealthy to the employee and the organisation. It belittles the employee thus making the employee to lose motivation in work.

Wilkinson (1993) views two types of behaviour i.e. reflective and spontaneous behaviour. Figure 4 represents one way of visually depicting how spontaneous and reflective behaviours derive from the three sets of influences-expectations and self concept yield reflective behaviour, and this reflective behaviour becomes part of life experiences, which are part of personal attributes that yield spontaneous behaviour.

We can predict three possible predictions regarding spontaneous and reflective behaviours.

1. Spontaneous behaviour derived from personal attributes is predicted to be at least acceptably in line with organizational objectives.
2. Reflective behaviour derived from expectations and/or self-concept is predicted to be at least acceptably in line with organizational objectives.
2. Neither is predicted to be acceptable in terms of organizational objectives or a more desirable outcome is thought to be feasible through renegotiation of new or revised expectations.

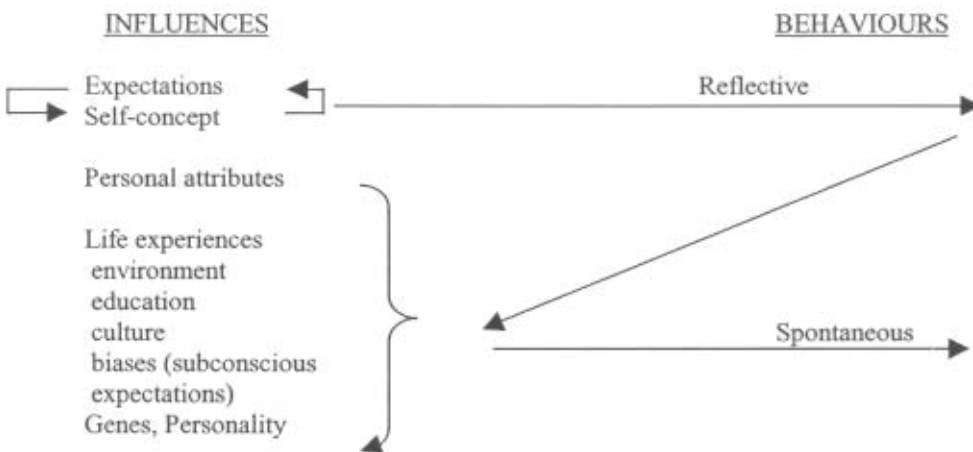


Figure 4: Behaviours derived from the sets of influences. Wilkinson, H. (1993). Influencing people in organizations: concepts and cases. Texas: Harcourt Brace. p. 34.