Symposium Proposal on "Advances in Organizational Behaviour"
27th Annual Conference of National Academy of Psychology

Convener: Prof Ajay K Jain, MDI, Gurgaon
Session Chairs: Prof Shailendra Singh, IIM Ranchi and Prof K.B.L Shrivasta, IIT Kharagpur

1. **Title of the symposium**

"Advances in Organizational Behavior"

2. Abstract/summary of the proposal

Organizational behavior (OB) is an interdisciplinary field of research which is developed and contributed by psychologists, sociologists, social anthropologists, political scientists and public administrators. Among others, psychology has given a strong foundation to OB.The field has witnessed a paradigm shift inits approach to study human behavior in organizations. OB has moved from rational models (IQ) and theories to emotional-motivational frameworks (EI), leader-followers models to self-leadership and distributed leadership/shared leadership, hierarchical control to digital control, managerial to entrepreneurial approach etc.The work places are seeing a major shift in the dynamics of work force from baby boomers to millennial and that is throwing major challenges to CEOs, founders and owners of businesses to regulate and motivate the behavior of employees.So the models of employees' commitment and loyalty are replaced by employees' engagements and boundary-less career development. In this context, there is a need to provide an answer to the call made by practitioners and researchers in the field of psychology and management for a serious research in the field of OB related to emerging forms of leadership (distributed and shared), motivational and emotional frameworks (positive organizational behaviour), short working hours (flexi office timings), organizational misbehaviour, digital control at work place (use of Whatsapp and LinkedIn, twitter) etc. The

speakers of this symposium on advances in organizational behaviour will discuss and deliberated on various individual and organisational issues to understand the current challenges faced by researchers and practitioners of OB.

List of Speakers with title of the papers and authors details including address, designation and email.

Sl No.	Author details	Title of the paper
1	Prof PriyankaVallabh, Assistant Professor MDI Gurgaon Email: priyanka.vallabh@mdi.ac.in	Role of Empathy in relationship between Workplace Spirituality and Moral Behavior at work
2	Prof Govind S. Pathak, Professor of Organizational Behavior ISM Dhanbad Email: gspathak@gmail.com	Human Resource Competencies of Millenials: Expectations vs Reality
3	Nikhil Mahendroo and Prof ManjariSrivastava, Professor of Organizational Behavior NMIMS Mumbai Email: Manjari.Srivastava@nmims.edu	Influence of Indian meditation practices on Emotional intelligence, Well-being and Character strengths
4	Prof Ajay K Jain, Professor of Organizational Design and Behavior, MDI Gurgaon Email: akjain@mdi.ac.in	Exploring the Relationship of Personality and Culture with Emotional Intelligence
5	Divya Tripathi, IIM Lucknow and Prof Shailendra Singh, Professor and Director , IIM Ranchi e-mail: shail@iimranchi.ac.in iim.shail@gmail.com	Relationship between Organizational Politics and Organizational Citizenship Behaviour: Moderating Effect of Political Skill and Personality

Role of Empathy in relationship between Workplace Spirituality and Moral Behavior at work

PriyankaVallabh, MDI, Gurgaon

Abstract

The contemporary business environment is experiencing a transition from rationalist to values based business environment. The old business paradigm that views organizations as machines and where "organizations were perceived as locks and people as cogs" is getting replaced by a new business paradigm which, being based on nurturing human spirit, is more holistic. In this regard workplace spirituality is emerging as an important field of inquiry, generating both academic and practitioners' interest. Literature suggests interdependence between spiritual and moral development, and that moral virtues are a reflection of spirituality. Spirituality has been explored in connection with ethical decision making. But, extant literature ignores the relationship between workplace spirituality and moral behavior at work. Further, spiritual experiences (religious or nonreligious) help individuals to transcend the narrow self-conception and enable them to exercise genuine empathy and to take an all compassing perspective which helps the individuals to keep their behavior in line with the moral standards. So in order to explore this relationship and address the gap in literature, the study suggests an 'inside-out' approach to develop a conceptual model linking three variables where the workplace spirituality is the antecedent in the study, with moral judgment competence (ability to act moral) as the outcome variable and empathy acts as a mediating variable. Further testing of this model is done empirically to establish the relationship and thus aims at addressing the gap in literature. To test the proposed theoretical relationships, SEM is employed. We have used SEM, since it is

appropriate to test models that possess latent (unobserved) variables. Here, a two-step approach to model construction was adopted. The first step involves testing the hypothesized measurement model with the collected data for fit and construct validity using the confirmatory factor analysis (CFA). This is followed by testing the structural model and the significance of the relationships. The SEM analysis results indicate that there is a negative association between workplace spirituality and moral judgment score. However, this relationship is statistically insignificant. The results may be indication of the gap between knowledge and practice indicating that respondents, being high on spirituality scale are aware of their moral duties but are unable to express it in their behavior. It points out the challenge of turning knowledge into actions consistent with that knowledge. The results also indicate that there is a positive association between workplace spirituality of an individual and his/her empathy at work. The sub-construct of workplace spirituality corresponding to relationship with others has the strongest relationship with empathy which indicates that those respondents who were high at linking spirituality in relationship with others were able to score higher on empathy. The above results are in line with the existing literature that supports the positive relationship between workplace spirituality and empathy. A positive association between empathy of an individual and his/her moral judgment competence is also revealed by data. The results are as per expectations and are in line with extant literature and points towards the significant role of emotions in translating moral judgment into action. Further, it was found that empathy mediates the relationship between workplace spirituality and moral judgment competency, but only partially. The limitations of this study and implications for future research are also discussed.

Keywords: Workplace Spirituality, Moral Behavior at work, Empathy

Abstract 2 – ID0502NAOP2017

Human Resource Competencies of Millenials: Expectations vs Reality

Govind Pathak, ISM, Dhanbad

In the V.U.C.A. world of today, the greatest challenges faced by organizations is that of acquiring, retaining and grooming the right kind of talent. To realize growth plans, rigorous efforts are being made by them to match resources with competencies. Competency is defined as a cluster of related knowledge, skills and attitudes that lead to superior performance in a given area of responsibility. Outstanding HR professionals are in a better position to understand, assign importance to competencies and utilize them according to the demands of the situation. The present study attempts to consider the HR competencies that are vital for HR, taking a sample of post graduate students in Management, pursuing a course in Human Resource Development in a technical institution in India. Based on the findings of the study, implications for further research will be provided.

Key words: VUCA, HR Competencies, Millenials

Abstract 3 – ID0284NAOP2017

Influence of Indian meditation practices on Emotional intelligence, Well-being and Character strengths

Nikhil Mahendroo and Manjari Srivastava, NMIMS, Mumbai

The present study investigates the relationship between some of the Indian meditation techniques and Emotional Intelligence, Well being and Character Strength. The study utilizes the cross sectional design and purposive sampling with a group of 180 meditators and non meditators. Researchers have used standardized tools and multivariate techniques to analyse the relationships. Results highlight *a)* In comparison to non-meditators, people who practice Indian meditation techniques report *lower on* trait anxiety and *higher on* trait emotional intelligence, subjective well-being, attention, orientation to happiness and character strengths (dependent variables); *b)* total hours of meditation practice positively influences the effect of meditation on most of the afore-mentioned dependent variables *c)* association amongst dependent variables viz. significant variance in trait anxiety as well as flourishing (measure of well-being) is explained by select predictor variables or their facets/ factors. The study may find its significance in the field of positive psychology and in policy making to institutionalize and spread the benefits in education sector, industry and nation at large.

Abstract 4 – ID0503NAOP2017

Exploring the Relationship of Personality and Culture with Emotional Intelligence

Ajay K Jain, MDI, Gurgaon

This study aims to identify the relationship between personality, culture and emotional intelligence (EI) among the students from foreign countries. In this study, EI is measured by two different inventories; one is representing the mixed-model approach of EI and the other is representing the ability model. Data were collected from 115 students from Europe, Africa, Asia, North and South America who were studying in Aarhus University Denmark. Pearson product moment correlation approach was used to analyze the data. The data were collected on personality, culture and EI by using the questionnaires developed/validated by Wong and Law (2002), Jain and Sinha (2005), Goldberg (1999) and Yoo, Donthu and Lenartowicz (2011). Results have supported a positive relationship between personality (extraversion, openness, and agreeableness) and EI. Also a positive relationships was found between three of Hofstede's (2001) cultural dimensions namely, Long-term orientation, uncertainty avoidance, collectivism and a negative relationship was found between two of Hofstede's (2001) cultural dimensions namely, power distance and masculinity. Most research is carried on the outcomes of EI; however the findings of this study indicate the importance of personality and cultural orientation in the development of EI. These results have some important implications on people development practices in organizations.

Key Words: Personality, Culture, Emotional Intelligence

Abstract 5 – ID0504NAOP2017

Relationship between Organizational Politics and Organizational Citizenship Behaviour: Moderating Effect of Political Skill and Personality

Divya Tripathi, IIM Lucknow and Shailendra Singh, IIM Ranchi

Abstract

In this study, the factors affecting organizational citizenship behavior in a politically charged environment have been explored. Specifically, it was hypothesized that the negative relationship between perception of politics and citizenship behavior would be weaker among employees who are politically skilled and scored high on personality traits- agreeableness, conscientiousness and extraversion. Data were collected from 206 full time employees working in consultancy sector in India. Results indicate that interaction of politics with conscientiousness and extraversion accounted for a significant incremental variance in the organizational citizenship behavior. The findings suggest that the work context and the individual factors play an important role in determining the engagement in citizenship behavior by employees.

Keywords: Organizational politics; organizational citizenship behavior; political skill; personality; Big Five model of personality