

## PERCEPTION OF WORK IN DIFFERENT RELIGIOUS SYSTEMS

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The issue of employment for the human being has always been central to all periods of time and this has caused great attention in both scientific and religious systems. The work as a phenomena came into psychology in the 19th century due to the American psychologist F. Taylor, later G. Emerson paid attention on it and after that representatives of the American Social-Psychological School. In the above mentioned era, the efficiency of the workers was a primary issue, but along with the development of the field, the raised issues were also increased. Nowadays, one of the primary issues of organizational psychology are the choice of employee, work motivation and job management. While discussing the issue of choosing an employee in professional literature, a great attention is paid both on the employee's professional abilities and personality traits. Nevertheless, different religious systems, even during the creation of their saint books, have clearly described how working relationships should be, who should be accept to the certain work, how to work, and how to pay the worker. So this article is directed to the research how different religious systems refer to work and how experts interpret it.

**Keywords:** *Religion, work, management model, expert inquiry.*

Theoretical analyses of the issue. All worldwide religions both directly and indirectly refer to the work. In the ancient world, work has been observed as humiliation and only slaves deserved to work, but Christianity has completely changed these perceptions since there is no slavery and everyone should work equally to feed [2]. According to Christianity, the main motivations of work are the saving of the life, love over people and God. The higher motivation is work for God. Such work is a transformation of our world and, therefore, is joint work with the Creator. It is creative, stately for human and makes connection with God [4].

From the viewpoint of classical Buddhism, the work is considered as one of the factors that connects a person to earthy interests and is considered as a malicious activity that hinders the salvation process. During the period of Buddha the monks did not have the right to do any kind of work other than lighting and self-improvement activities [6]: Therefore, Buddhism is preaching to refuse any production activity, family connections and duties, making a monk one who is living at someone else's expense.

The only work that deserves encouragement is the work that contributes to the saving of the monastic community [1] .

Nevertheless, in modern Buddhism the picture is changing as there are three concepts on the job. First, a person can develop their abilities through the work, the second, work helps a person overcome his own egocentrism (special attention is paid in the system of the mahayana), and the third, the work brings enough resources to maintain their own physical and spiritual existence [7]. This circumstance makes the perception and meaning of the work equivocal.

According to literature, social justice is one of the main characteristic of Islam. For example, remuneration for worker may vary depending on the level of their skills, social status and situation. Caliph Omar assigned a payment for their subordinates and deputies depending on the complexity of the problem, it's content, the living standard in the community, and personal needs; i.e. the number of family members etc. The caliph has introduced the principle of voluntary work for the public needs and his caliphate restored a dry canal from the Nile to the Red Sea in a year [3].

In Islam, considerable attention is paid to salaries and rewards. It is essential that in case of salaries and rewards in Islam, the size is mainly related to the results and efficiency of the work and has the following goals: encouragement for appropriate behavior, avoiding apathy, ensuring of the commitment of the greater social issues, as well as motivation for employees to work efficiently without forgetting spiritual values [5].

In practice, both the authoritarian style management and the nepotism (sponsorship) are common in staff recruitment and wage distribution. Both phenomena are incompatible with the Muslim Sura, as well as the principles of equality and justice [8].

In Arabic countries, usually everything is clear by outlook and mostly there is no need for words; i.e. status, clothing, car, office layout etc. are speaking for a person [12].

Japanese organization adopted philosophy according to which employees and especially managers should be prepared within the company in a personalized program. According to Akio Morita, the founder of the Japanese corporation «Sony Corporation»: "From the very beginning we hire people in Japan and then see how to use them" [11]: If we draw parallels between religions and management models, the only contradiction is between Buddhist and Japan, nevertheless, According to 2008 data the number of Buddhist communities was 85897 and Syntactic communities were 88,861. The slight difference in distribution allows to compare the Japanese style of management with the Buddhist principles [12].

The literature says that the practice of cadre rotation is developed in Japan, and the purpose is to expand the employee's viewpoint trough getting acquainted to different branches of the organization [9, 10]. Moreover, the difference is that the employees in the US and Western Europe are doing the same job in different corporations, but in Japan, different jobs are done in the same corporation.

**Experimental design of the research:** Based on the existing theoretical studies an expert inquiry was conducted. 14 experts were selected to estimate and express their opinion regarding the issue. Experts were from various fields, in particular: psychologists, religious scientists, philosophers. The survey questionnaire was compiled based on the theoretical material including both work and religion. The total number of questions was 29. All questions were divided to two parts and each to three sector: in first part experts should evaluate the attitude of different religious systems to different spheres work. Second part was also dedicated to work, but here experts estimated the attitude of management models. The sectors contained such topics as:

1. according to experts how three main religions treat to work,
2. which factors effect on hiring certain personal, which personal qualities are appreciated in different religion systems/ management systems
3. the relationship between the employer and the employee, their rights and responsibilities,

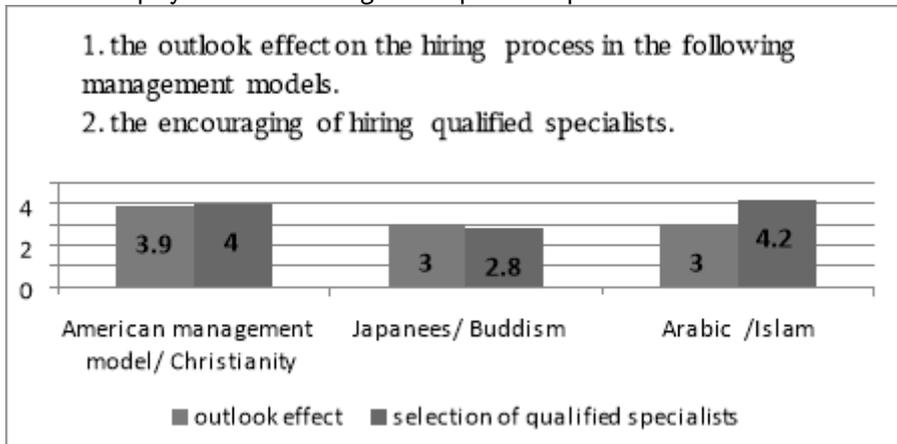
There were two types of questions- open and closed, nevertheless, both of them referred to three religions or three management models; i.e. one question showed experts attitude regardless all systems and religions we were studding. In case of closed questions experts should evaluate the raised issue.

The explanation and the analysis of the result. Most experts consider that work in world religions is not considered as humiliation and mostly has a noble meaning, i.e. is not only to maintain its own existence, as well as promotes overcoming their own egocentrism. At the same time, experts estimated the overcoming of Ego-censorship through work in different religious systems above the average score in case of Christianity and Buddhism the average score was 4 and for Islam - 4.25. It is an interesting to note that Christian common phrase "work for God" has been more linked to Islam by the experts. According to the experts, avoidance of work is more encouraged in Buddhism. At the same time, Christianity encourages more establishment of social justice and employment of others, rather than accumulation of wealth.

Speaking about hiring qualified specialists, according to the experts the greatest attention is paid in Islam and at least in Buddhism. Nevertheless, in the case of the manager, the experts emphasized the importance of working in the given field more than management education (average score 3.62). What is closer to Japan management model. On the other hand, according to experts, the outlook of employee influences the hiring process at minimal extent in Islam and at the same time hiring qualified specialists the most encourages the Arab management model. The picture is presented below.

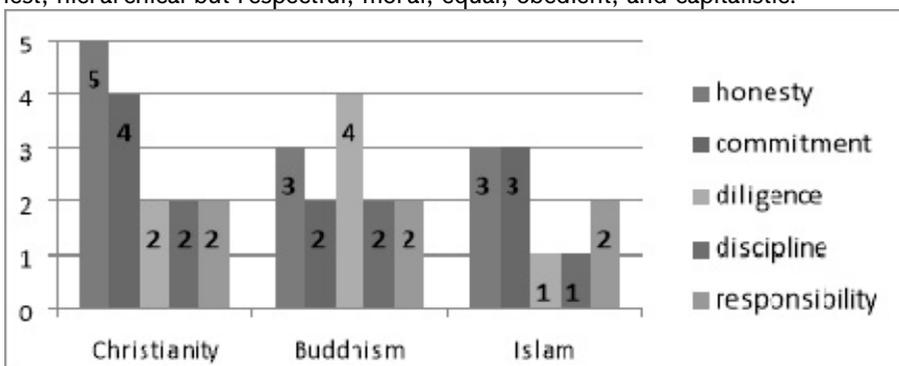
Experts believe that in all world religions, the most desirable personality qualities of the employee are honesty, justice, commitment, diligence, discipline, responsibility, initiative, professionalism, knowledge, consistency. In case of Christianity also obedience, conciliation, piety, restraint, in case of Islam, humility, piety, manipulation, respect, in case of Buddhism, prudency, stability, purposefulness. More valued features are presented

below. Nevertheless, according to the experts and literature analyzed by us the question that friendly and family relationships impact on hiring process and future relationships between the employee and the manager. The picture is presented below.



Pic. 1. the outlook effect and the encouraging of hiring qualified specialists in different management models

It is interesting fact that the experts evaluating the equity of the relationships between employee and employer depending on the management model, gave their preference to the Japanese model of management. While evaluating the same relationships from the religious point of view, they have been considered as unfairly (mutually exploiting), thankfully, (it is an honor that they have been hired/have hired), sanctified (if you hire someone you are responsible for them), chaotic. In the Arabic management model the equality of relationships were rated the lowest, while in the case of Islam, the answers were very controversial, for instance equal, fair and moral (6 person), respectful and simultaneously manipulative, unequal. There are fewer contradictions between the American management model and Christianity. In Christianity the relationships between employee and employer were considered as an honest, hierarchical but respectful, moral, equal, obedient, and capitalistic.



Pic. 2. the most appreciated personal qualities in different religion systems

Speaking about rights and responsibilities, according to experts one can say that the more attention is paid to employee's responsibilities in Islam, and to rights in Christianity, in addition all religions pay more attention to responsibilities than to rights.

If we draw parallels with the religion and well-known management models, according to experts, emphasizing the seeding of responsibilities is more typical for the Japanese management model, meanwhile definition of certain borders is more typical for the American management model.

Speaking about rights, it is necessary to refer to the issue of salaries and awards. According to experts salary is highly valued in Christianity: 6 people gave the highest score, while Buddhism was rated high only by two people - Islam - five. The average results of the marks of the experts for the salaries and rewards are the following. Christianity, 3.7 and 3.8, Buddhism, 2.7 and 2.9, Islam 3.6 and 3.7. It is obvious that according to experts in Buddhism both salaries and rewards are estimated as the lowest.

According to the experts, important the prerequisite for rewards are employee's diligence, humble service, teamwork, justice as well as accomplished work done and the embedded effort. Nevertheless, the need was mentioned as more important factor than accomplished work. In the case of Buddhism, the prerequisite of reward were mentioned the result of the work, responsible, implemented investment, subjective attitude and need. In the case of Christianity, experts believe that the quantity and quality of the accomplished work, the effort, innovation thinking, religion, honesty, commitment.

The next point which we would like to mention and emphasize the contradiction in literature and experts' opinions is the monitoring of the work of an employee. 8 experts think that personnel rotation is more typical in American management model and only 2 experts think that it is typical to Japanese model.

To conclude the abovementioned statements, we will like to add that experts considered that the Japanese model of management was the most effective by experts, and as a reason was mentioned the maniacal diligence of the employees, honesty, working in the same organization, the traditionalism of the model and at the same time compliance with the given culture.

Among the advantages of the American model were mentioned structural clarity, demandingness, legislation as a drawback corporate dominance, the implementation of a globalization program, as a result of which the elimination of the national elite.

### **Conclusions:**

1. Christian basic phrase "job for the god" is more typical for Islam, nevertheless, work avoidance is most encouraged in Buddhism.
2. religion based differences exist in the selection of qualified specialists, the impact of the outlook, the impact of social and family relationships, as well as in the focusing on the rights and responsibilities during the work .
3. in all world religions, the most desirable personality traits of the employee are honesty, justice, commitment, diligence, discipline, responsibility, initiative,

- professionalism, knowledge, consistency. In case of Christianity also obedience, conciliation, piety, restraint, in case of Islam, humility, piety, manipulation, respect, in case of Buddhism, prudence, stability, purposefulness.
4. management model differences exist in the equity of the relationship between the employee and the employer, in the accent on the area of responsibilities and in the control determination.

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### ԱՇԽԱՏԱՆՔԻ ԸՆԿԱՆՈՒՄԸ ՀԱՄԱՇԽԱՐՀԱՅԻՆ ԿՐՈՆԱԿԱՆ ՀԱՄԱԿԱՐԳԵՐՈՒՄ

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Մարդու համար աշխատանքի հարցը միշտ կենտրոնական դիրք է գրավել բոլոր ժամանակաշրջաններում թե՛ գիտական, թե՛ կրոնական համակարգերի համար: Աշխատանքը, որպես հասկացություն հոգեբանության ասպարեզ մտավ 19-րդ

դարում ի շնորհիվ ամերիկացի հոգեբան Ֆ.Թեյլորի, նրան հաջորդեց Գ.Էմերսոնը և ավելի ուշ ամերիկյան սոցիալական-հոգեբանական դպրոցի ներկայացուցիչները: Վերոնշյալ դարաշրջանում առաջնային խնդիր էր աշխատողների արդյունավետությունը, սակայն ոլորտի զարգացման հետ զուգահեռ ավելացան նաև առաջադրված խնդիրները: Այժմ կառավարման հոգեբանության առաջնային խնդիրներից մեկը հանդիսանում է աշխատողի ընտրության, աշխատանքային մոտիվացիայի և աշխատանքի կազմակերպման խնդիրը: Մասնագիտական գրականության մեջ աշխատողի ընտրության հարցի քննարկման ժամանակ մեծ անդրադարձ է կատարվում ինչպես աշխատողի մասնագիտական կարողություններին, այնպես էլ անձնային առանձնահատկություններին: Այնուամենայնիվ, տարբեր կրոնական համակարգերը, նույնիսկ սուրբ գրքերի ստեղծման ժամանակ, հստակ նկարագրել են, թե ինչպիսին պետք է լինեն աշխատանքային փոխհարաբերությունները, ում պետք է աշխատի ընդունել, ինչպես աշխատել և ինչպես վարձատրել աշխատողին: Այսպիսով, հոդվածն ուղղված է հետազոտելու թե ինչպես են տարբեր կրոնական համակարգերը անդրադառնում աշխատանքին և ինչպես են փորձագետները մեկնաբանում այն:

*Հանգուցային բառեր՝ կրոն, աշխատանք, աշխատանքային կառավարման մոդելներ, փորձագիտական հարցում:*

## **ВОСПРИЯТИЕ РАБОТЫ В РАЗНЫХ РЕЛИГИОЗНЫХ СИСТЕМАХ**

*Այրապետյան Դ.Ր., Ստրոյան Կ.Կ. (Երևանի պետական համալսարան, Երևան, Հայաստան)*

Вопрос труда всегда был центральным для всех периодов времени как для научной, так и религиозной систем. Работа, как концепция, вошла в область психологии в 19 веке благодаря американскому психологу Ф. Тейлору, за которым последовали Г. Эмерсон, а затем и Американская социально-психологическая школа. В вышеупомянутую эпоху эффективность рабочих была главной проблемой, но наряду с развитием сектора, проблемы были также подняты. В настоящее время одной из основных проблем психологии управления является вопрос выбора персонала, трудовая мотивация и организация работы. При обсуждении вопроса выбора работника в профессиональной литературе большое внимание уделяется как профессиональным способностям работника, так и его личностным качествам. Однако, разные религиозные системы еще во времена создания священных книг четко описывали какими должны быть рабочие отношения, кого надо принимать на работу, как надо работать и как расплачиваться с работником. Таким образом, цель этой статьи - изучить, как разные религиозные системы относятся к работе и как эксперты интерпретируют ее.

*Ключевые слова: религия, работа, модели управления, экспертный опрос.*