

Religious Influences on Management Structure

Brittany Stevens, Columbia College
Kateland McDaniel, Columbia College
Katelyn Phillips, Columbia College

ABSTRACT

This paper highlights the impact religion has on management structures. A comparison of three widely practiced yet significantly different religions is presented and linked to the cultural behavior experienced in the work place. Hinduism, Islam, and Judaism define relationships between management and employees very differently and as such require managers to adjust their style and interactions accordingly. The key to success in today's global economy is increased cultural understanding and sensitivity to the beliefs, behaviors, and expectations of people. Recognizing differences is a starting point, acceptance follows, and finally an effort to accommodate will build the necessary trust between managers and employees is key to a successful business operation.

INTRODUCTION

Imagine having to live in secrecy about one's religion because of the fear of having others judgment and hypocrisy interfere with the individual's advancement in the work force. Many individuals keep their religious beliefs secret because of the negativity that he or she might receive due to the restrictions of their religions. Times are rapidly changing where management is more willing to accommodate individuals that come from various religious backgrounds. Looking at religion from three different countries, such as, India, Saudi Arabia, and Israel shows the way religion can influence management structure. The management structure can alter in various aspects due to their religious practices.

In India, their religious belief is Hinduism, "claiming about eight hundred million practitioners worldwide (most originating in India or of Indian decent) [...] it is unique among humanity's major religions in that it cannot be traced to any specific individual or historical event" (Toropov 154). In Saudi Arabia, their religion is Islam, "Islam is a powerful cultural force that has shaped human civilization for more than 1,400 years" (Toropov 111). In Israel, their religious belief is Judaism, "a faith that has encompassed many historical events, factions, movements, and countermovements" (Toropov 33).

With Hinduism, Islam, and Judaism, all of these religions have some similarities as well as differences. Some differences between these spiritual beliefs are: with the religion of Hinduism the practice of studying the Vedas is most important in their culture; in the Islamic faith they believe in only consuming their foods if they are slaughtered a certain way; in Judaism, the overall faith is centered on coming together as a community to pray. Although each

religion is different, they all have a common belief that they must follow the golden rule, treating others the way one wants to be treated. For example, in India, the Hindu believe that you do unto your neighbor as you would have them do unto you because karma is important to them and what comes around goes around. In the Islamic religion, they treat everyone equal because in God's eyes; everyone is equal. In the Jewish faith, the Jews have a community-based religion and treat everyone equally and fair; it is very important to them that they abide by the Decalogue and live by them every day.

Each religion restricts the ways one is allowed to interact with others. In Hinduism, managers will be seen as a patriarchal figure, but his authority over his employees is never brought into question. In Islam, managers are superior to their employees, but they strive to treat everyone equally. However, in Islam, men do not associate themselves with women in a public business setting for restraints of business etiquette. In Judaism, the restrictions placed on workers in the business setting are the understandings of management to partake in specific holidays and celebrations. There has to be boundaries set to be supportive and respectful to all religions.

With each religion, the management styles are varied. In Hinduism, the manager is supposed to take charge; whatever the manager wants in a Hindu company, his subordinates are supposed to do exactly as he asks without any question of his authority. In Islam, managers must work around daily prayers by allowing time out of the day for this religious practice. As well, managers must be sensitive to the different types of diets that Islamic followers must abide by when managing a successful company. In Judaism, managers must work around their work day constraints. They must work six solid days and then they take two days off, in those two days, they do not work at all. Managers must be sensitive to their prayer practices due to special holidays and celebrations.

INDIA

Religion affects many aspects of a country's way of operating. Religion influences culture, interactions, and management in business settings. Hinduism is the religion most commonly found in India. The religion of Hinduism is based on the grounds of brotherhood. In Hinduism, the world is seen as a family. Hindu culture believes that man is divine in nature and their primary goal in life is to reach supreme truth in human activity. India is an enormously hierarchical society. The Hindu society is made up of a caste system. A caste system is the division of society by different classes. These classes are based on the inequalities recognized in men based upon birth, family lineage, and the proclaimed will of god. The classes are sometimes divided based on hereditary occupation, the jobs your family has been performing through time, you will continue. The caste system is divided into four divisions (V., Jayaram).

The first division of the caste system is the Brahmins, they are the priestly class. The Brahmins are seen as the middle men between god and men. They act as temple priests for they are the incarnation of the sacred tradition. Brahmins are born to serve and protect Dharma. Dharma is the laws described by Hindu scriptures that you must follow and live your life by. They have the right to study the Vedas. The Vedas are the Hindu scriptures. The Brahmins belong to the excellent human race; they are endowed with intelligence and knowledge to attain Brahman. Brahman is the highest on earth, lord of all created things. The Brahmins are the highest level in the caste system. They are wealthier and the closest to god in the eyes of Hindu society (V., Jayaram).

The second division is the Kshatriyas, they are the warrior class. Kshatriyas must protect the people, give gifts to the Brahmins, and offer sacrifices to gods and ancestors. The Kshatriyas are not allowed to partake in sensual pleasures. Kshatriyas, like the Brahmins, have the right to study the Vedas. The third division of the caste system is the Vaishyas; they are the merchant and peasant classes. The Vaishyas have to tend cattle, offer sacrifices, trade, lend money, and cultivate the land. The Vaishyas are not allowed to marry women out of other classes, but are also allowed to study the Vedas (V., Jayaram).

The fourth division of the caste system is the Shudras, they are the labor class. The Shudras must be servants to the other three classes. The Shudras are not allowed to study the Vedas, nor are they allowed to hear sacred chants. The Shudras are not allowed to eat food in the company of a higher caste or marry their women because they are in the lowest caste. Of the Shudras, the lowest section of them is called the Chandalas. The Chandalas are impure. It is said that other castes considered their shadows to also be impure. The Chandalas worked in graveyards, cremation grounds, as hunters or butchers, or were professional cleaners of human waste. The higher three castes want only for them to work in their homes and yards, but wanted nothing more to do with the Shudras because they were dirty and poor (V., Jayaram).

In the caste system, cross-caste marriage was forbidden. You must marry within your own caste and your children must take up the trade your family worked. Many times, marriages are arranged so that they are kept within the one caste and there is no chance of cross-caste marriages (hinduismfacts.com). Only the highest two classes are allowed to study the Vedas because they are considered to be the cleanest, richest, and most pure of society. The caste system is enforced by heredity, the caste rules, marriage, preferential treatment, and royal support (V., Jayaram).

In some cases, castes are not allowed to associate with other castes. For example, the Brahmins cannot have friendly relationships with the Shudras. The Shudras are only allowed to work as servants for the Brahmins. Caste differentiation leads to caste restraints on economic freedom such as entrepreneurship. In 2003, it was said that caste systems continue to limit the Indian economic growth. The caste system has had definite impact on the distribution of income. The Brahmins and the Kshatriyas received most of the income and were fined lower taxes (Narayana, N. S. S.). Other than the caste system, another factor that effected economic growth of Hindu India is that for a long time, they did not want to adopt and implement new technology into their business practices. It took a long time for India to accept and adapt to the influences of science and technology (Rosser).

In modern India, within work places caste members form groups of only their caste members thus creating cliques and segregation of workers. Scheduled castes and tribe unions and organizations often add undue pressure on management by using their protected statuses. There would be ridiculous complaints of discrimination and false criminal cases against officers of higher castes to settle some past scores. While the caste restraints that are in place in work places, private entrepreneurship, markets, external trade, and government regulation have been well-known components of economics for traditional India under Hinduism (V., Jayaram).

The caste system is not the only way that society is divided up. The Hindu society is segregated by sex as well. Long ago, Hindu women were seen as inferior to their male counterparts. The women were supposed to stay in the custody and home of their parents until they were legally married. When the women were married, they became the property of their husband. The women responsibilities were to be his servant, his minister when making decisions, the mother to his children, and the lover in his bed. The women had to wear a Sari, the official

clothing for Hindu women, or any clothing that covers most parts of the body. Long ago, in Hindu India, it was customary that the women did not work out in public, but remained within the home and worked for their husbands (V., Jayaram).

In both traditional India and modern India, married women must look and act different than single women. For example, married women have to place a jewel between their eyebrows. In addition, married women wear toe rings and bangles on their hands so that people can tell she is married (hindismfacts.com). In modern India, the role of women is being redefined. They can now enjoy equal political status as men. On the economic front, women in Hindu society still suffer gender bias, domestic abuse, sexual exploitation and rape, and harassment. In more modern India, the women wear jeans, T-shirts, tops, etc. (V., Jayaram). There are changes being made in order for the bias and abuse upon Hindu women to change and improve, but it takes time and effort by all.

With the status of men and women becoming more and more equal, Hindu women are beginning to step up and work in major career fields. It is not a common occurrence, but there are some cases in India where women have become CEO's of large firms. Women are participating in careers such as: politics, the army, the software industry, and movies. A woman role as a worker has shifted from only working in the home for her husband to working outside the home with a career but still taking care of her home and family (hinduismfacts.com).

The caste system and the traditional role of women in the Hindu society are both factors that influence the management style of India. In modern Hindu India, the strict rules and rituals of the official caste society are illegal, but there is a hierarchical structure of job titles that create a business order. The hierarchical society of India is the strongest influence on the management style in India. Within the India hierarchy, it is extremely vital that there be a boss and the managers must act as the boss. The manager must keep in mind that each person working has an individual role in the organization keeps the roles in order. The manager takes on a paternalistic attitude of sorts to their employees. It is the work of a supervisor to check on the work of subordinates and give constructive criticism when needed. With this, managers will not do useless or tedious jobs such as getting coffee or moving chairs (worldbusinessculture.com).

The manager's job is to give explicit directions that must be followed exactly. If those receiving the instructions feel that the instructions are wrong, they must still follow them exactly. A manager who gives vague instructions with the expectations that the employees will take the initiative to do the task, will see that this leads to no work being done because the workers will be left confused as to what the manager is asking them to do. Working as a manager in India requires that you be a micro-manager and always be on top of tasks and making sure everything is done exactly as specified. Also, in India, many of the off-shore centers are managed by recent graduates. These graduates are educated, intelligent, and motivated, although they do not possess the commercial experience needed to micro-manage and keep a business running the way an older manager could do. It would also cause issues because the managers would be around twenty-five years old and their subordinates would be around twenty-three, their peers throughout life, which causes conflicts (worldbusinessculture.com).

With India's global and cultural expansion, the role and responsibilities are changing. Some managers have an appreciation of timescales and deadlines. The need for timelines makes it more possible for deadlines to be met. The culture of India is relationship friendly and group oriented. Hindu management values the relationships they make with their consumers or clients. With this culture, many managers are focused on keeping harmony and proper lines of authority in place. Other managers like to work more directly and with these managers you can work the

same way. The manager is the person that makes decisions, and they accept responsibility for their employees. Sometimes, middle managers will talk to the employees before making a decision in order to get their opinions, but most times they consult a trusted relative or mentor. In working in India, it is important that the roles of the people in the office are known. For example, a manager should not make coffee for the group or make a copy, which is the job of a lower level employee. If you are performing a job that is beneath your role in the office, that will cause you to lose reverence in the office (kwintessential.com).

Honor and reputation play a major part in Hindu Management. If you are working as a manager in India, it is important that you take into consideration every idea that is brought up and that you do not shame anyone for their suggestion or input. Communication and negotiation in India both are concerned with personal relationships. Indian business is based on trust and respect that is gained in these relationships. It is rare for people in India to be confrontational and disagree. But occasionally, reaching decisions is a slow process. Bringing the legal system into an agreement does not work well in India. Indians do not trust the government and the legal system. They believe that a person's word is sufficient in making an agreement. Reaching an agreement in business is typically celebrated over dinner (kwintessential.com).

The Hindu Indian style of management is similar and different than other management styles around the world. A similarity is that businesses in India are owned by families and by people who work as partners or create their own corporation. This is common all around the world. Another similarity is that when people think of a manager they think of someone who is in charge and can take control of a situation. In India, the manager's only role is to be the leader and take charge. In Western countries, managers can either begin the business on their own or it can be inherited, the same scenario works for Indian companies as well (C., Gunaseker).

As there are similarities in the management styles of India and Western countries, there are also differences between the styles of management. In India and in other countries, business is run with a focus on relationships and then in some other countries, relationships are not important to the economic standpoint. In Hindu India, the management takes on a role of a patriarch. In Western countries, this is not always the case. Some managers in Western countries do act as a patriarchal figure but it is not as common as it is in India. Western countries are more likely to have an authoritative view of their management team than a friendly view of their management team. Another difference is that in India, people are not confrontational. In Western countries, confrontation is a common occurrence. Disagreements in Western countries are not handled well all the time (C., Gunaseker).

SAUDI ARABIA

It takes a very skilled man or woman to create or run a company, but takes an even stronger person to manage that company and keep it alive. Managers are very skilled at what they do and have to be on top of their game at all times. In order to be as successful manager, one must deal with religion, etiquette, effects of religion on management styles and techniques, and changes in the economy and country. Saudi Arabia presents a challenge for managers. There are strict guidelines and rules that managers must adhere to so as not offending workers. The religion of Islam is practiced by all Saudi Arabian's and it governs their personal, political, economic, and legal lives. Saudi Arabia has a very strong religious background in which everyone in the country lives by. Managers in the country of Saudi Arabia as well as managers

dealing with the country have many contributors they must face when trying to run or keep a successful business. (kwintessential.co.uk)

The religion in Saudi Arabia is that of Islam, and the people practicing the religion are referred to as Muslims. Saudi Arabians live their lives by the book of Qur'an. The book of Qur'an is believed to be the unrevealed word of God presented by a prophet named Muhammad. Most of the residents living in Saudi Arabia are Arabs. "Muslim" is Arabic word which means "one who submits to God" (introductiontoislam.org). The book of Qur'an is the only book to live by and that God is the only God. Men and women are of equal strength in God's eyes. In the book of Qur'an, men are the protectors of women. God gave more strength to one, and men got the strength. Women must be faithful and devoted to their husbands in their absence, under the word of God. Qur'an never states that the woman must be a housewife, just devoted to their husbands. To be a Muslim, one must pronounce the declaration of faith, "Shahadah." The declaration states, "I testify that there is no God except for the God [Allah], and I testify that Muhammad is the messenger of God" (religionfacts.com). Muslims believe in no one other than God and believe that Muhammad is the messenger of the last book God wrote, the Qur'an. Muslims believe that the religion and faith of Islam is a universal faith that has been revealed in the past by prophets Abram, Moses, and Jesus. Muslims practice their faith through, "the five pillars of Islam." The five pillars consist of Shahada (belief in one God), daily prayers, fasting, almsgiving, and the pilgrimage to Mecca at least once in a Muslim's life (inspiredbymuhammad.com).

In Addition to having certain practices to faith in the Muslim community, they do have restrictions in their faith. One of their main restrictions deals with what types of food one may eat. The Arabic word "Halal," is referred to as lawful or permitted foods that a Muslim may eat. In contrast, the Arabic word "Haram," is referred to as unlawful or prohibited foods that a Muslim may not eat. The Muslims practice the strict eating practices so that they can continue their faith as well as strive towards better knowledge of it. Some permitted foods include all fish and most seafood, all vegetables that do not include alcohol, and animals and birds that are properly slaughtered; properly slaughtering an animal or bird, in the Muslim faith, means draining all of the animals' blood. One can also eat the eggs and drink the milk of all Halal animals. Muslims do not consume alcohol what so ever. Alcohol is considered a Haram, and any food or flavoring including alcohol is unlawful. Muslims must also not eat pork along without eating any meat from any animal without it being properly slaughtered. Muslims do not put anything in their bodies that they consider to be toxic. The restrictions on the food of Muslims, ensures the purity of their bodies. Having such a strong faith is very good because it makes for a very strong country that would be very hard to break. Breaking restrictions in the Muslim faith would be very unlawful and not traditional. One might say that to be a Muslim it takes a lot of dedication and seriousness (livestrong.com).

Etiquette also plays a major role in management in Saudi Arabia. Etiquette even has an effect on international level between different management teams. One etiquette role that must be followed is that men and women do not greet each other outside of family. The absence of men and women not being able to greet in a business setting may create some challenges when in the business world. Men and women have to deal with each other every day, whether it is socially or business related. When managers are dealing with negotiating internationally, it may be uncomfortable for the men and women not to greet and become better acquaintants when trying to make a business deal. Saudi's are very comfortable people and only work with people they trust. If an American woman manager is brought along on an international negotiation, it

may be hard for the woman manager to talk to the Saudi man, due to the negativity of the opposite sex interaction (kwintessential.co.uk).

Managers must also research and know how to act in a business setting with the Saudi's. When entering Saudi Arabia, managers must know that a wakeel, Saudi sponsor, is needed in order to set up business arrangements and meetings. It is very important to the Saudi's that they get to know one in order to trust them and make international deals. The religious background has a big impact on how Saudi's need to trust individuals and get to know them for who they really are. Managers in Saudi Arabia need not to disobey their religious beliefs and make hasty decisions with other international managers before they trust them. Having good manners is important for managers to reiterate within their company in order to run a respectful place as well as negotiating with international management teams. Due to the fact that the religion of Saudi's requiring them to make slow and careful decisions, managers of other teams must not get impatient and should respect their religious beliefs. Management in Saudi Arabia undergoes a lot of preparation and patience. Whether it is making international business decisions or just managing a company from day to day, management teams in Saudi Arabia must follow the proper etiquette respecting the guidelines of their religion (communicaid.com).

Managers in Saudi Arabia may have some difficulties when dealing with employees due to the religious impact throughout the country. The country is filled with Muslims practicing their faith and many of those Muslims must work for a living in order to support their families. Muslims pray multiple times a day and the difficulty managers face with that, is keeping their employees on the task at hand. It may be very difficult to manage a company with constant interruptions. It is up to the manager whether or not they want to make the decision to deal with the day to day life of a Muslim or not. Managers must also keep in mind that they do have a company to uphold and needs workers to keep that company running. A lot of managers in the country of Saudi Arabia must find ways to work around the religious faith and adapt to their surroundings. The faith of the country is very strong and has been practiced for hundreds of years and no one will change that. In order for managers to be successful in running their company, they have to adapt and deal with what is thrown at them. There are also a lot of food restrictions that a manager must take into consideration when running a certain type of company. Food companies in Saudi Arabia must abide by the religious faith of Muslims in order to stay alive. Muslims will only eat certain foods as well as eating those foods cooked/slaughtered a certain way. Managers in the country deal with the guidelines, know them, and enforce them when managing what foods to sell and how to properly prepare them for the Muslim community. Managers have a lot to consider when running a successful company in Saudi Arabia and if they must have successful team and surplus knowledge.

A manager's goal is to lead the employees to achieve the corporate objectives. Managers also have to run an effective business and make the employees feel vested in the organization, bringing out the best that each has to offer. Managers of companies world-wide have to satisfy customers' needs, whether it is in the food industry, clothing industry, small self service jobs, or even in the corporate offices. In Saudi Arabia, a manager's biggest issue is dealing with people and the food they consume. Because of Saudi Arabia's religions guidelines, the food they are allowed to eat is very limited. Managers from the country and even new managers coming into the country need to know what they are dealing with. Let's take the company McDonald's for example; the company's entire menu is based on the diet of Muslims. The McDonald's corporation adheres to all Halal practices in Saudi Arabia when dealing with food. "To qualify as a McDonald's supplier, suppliers must fully meet global official benchmarks as well as

McDonald's internal food safety standards, product specification and farm biosecurity policies. In addition, the managers must also adhere to the social responsibility, policies, and above all the Halal practices" (mcdonaldsarabia.com). In order for managers to own a McDonald's in the country, they must adhere to the sacred practices of slaughtering the animals that they use in their foods. All of the cows are poultry fed, the slaughtering is done by a Muslim, and there is no torturing of the animals. The process that McDonald's executes is articulate and with a good manager, the business has the potential to be successful. Many companies like McDonald's in Saudi Arabia must comply with the nutrition guidelines that have been in the Muslim religion for many years. Managers in any food industry have to deal with the day to day issue of satisfying customer's wants and needs in Saudi Arabia, and it is not an easy task to take on (mcdonaldsarabia.com).

Along with following the food regulations and satisfying customer's wants and needs, managers in Saudi Arabia must follow the guidelines of the religion in all aspects of the business. What types of food Muslims are allowed to consume, daily prayers, and religions celebrations and holidays must all be taken into consideration when following religion guidelines. Existing or new managers must run their companies with all of these things in mind. Time must be set aside for daily prayer, and managers must regulate his or her company properly to still successfully keep up with the fast moving times of today. A good manger has respect for religion and other factors that surround them. Managers must develop a proper time schedule for his or her company and work around prayers and holidays. The daily praying of Muslims is a tradition that will not be changed in Saudi Arabia. Along with other traditions in the company, a manager must be good at what he or she does and must maintain a properly ran company or business.

Days are going by faster and faster each day and times are changing rapidly. The world is evolving and growing faster than many of us want it to. Saudi Arabia is one country that is not excited about change and development. Muslims in the country are not subject to change. Many of them still live their lives in a "traditional" state of mind. As a whole the country mainly consists of Muslims and they follow the practices and teaching of their ancestors. It is very difficult for a manager to implement change in a company or business with such beliefs and practices. Many managers are about change and developing growth and development into their businesses in order to grow and be more successful. Dealing with a society that does not like change, it is hard for managers to excel in any other business operations he or she might have had in mind. The effects of the Islamic religious beliefs are challenging to work around. Management is about maintaining consistency and implementing change. Successful businesses survive off of new ideas and altering elements in the workplace in order to keep the status of the company alive and "up to date." Strict rules prevent many of these things from happening though (communicaid.com).

Ancestral customs and beliefs are very common and recognizable in Saudi Arabia. The traditions of many Muslims before have passed on certain traditions that the country has grown very accustom to. Management growth and practice is very hindered by all of the traditions of the country. Because many of the employees of a company have such strong beliefs in their religion, the implementation of change is not very accepted. Managers in Saudi Arabia have many obstacles, regarding religion, to deal with and overcome when managing a business or company.

ISRAEL

In management, there are many different views and ideas of what a religion's belief may consist of. The overall concept is to get an understanding of how the religions can be affected by management in the workplace; this happens in the Jewish faith. Judaism is a religion focused around "teach[ing] that Jews are the "chosen people" through whom God has spoken to the world and reveal[s] how to live in accordance with His laws" (Breuilly 25). Judaism has similar beliefs to Christianity and Islam; these religions all abide by The Ten Commandments, known as the Decalogue, in the Jewish faith. Judaism also is similar to the Islam belief because they are "designated to as "Abrahamic religions" because of the critical role Abraham plays in texts central to the traditions" (Toropov 34). Within the Jewish culture, prayer and the study of the law in the Torah, is the main focus and is critically important. In the Jewish community "tradition emphasizes community-based experience and worship in a truly remarkable way" (Toropov 41). Due to the importance of prayer and the study of the law, conflict in the workplace is noticed. It is pertinent for managers to be sensitive and respectful of employees who practice different faiths.

"There [are] three main form of contemporary Judaism, especially in America: Orthodox, Conservative, and Reform" (Breuilly 36). The three forms of Judaism all have their own reason for existence. Orthodox Judaism is the sector of the Judaism belief that mainly focuses on upholding the customs of traditional Judaism. Conservative Judaism is "primarily an American expression of Judaism [...] to observe the traditional Jewish laws (halakhah), but also allows modifications, so long as these are seen to be loyal to the law and to developments of the laws over the centuries"(Breuilly 36). Reform Judaism is seen to be an attempt to modernize the Judaism faith, still observing their dietary law; which is a restriction. Due to their laws of food and diet, also known as the Kashrut, a restriction is placed on the way their meat may be eaten, the way the animal is cut, prepared, and cooked; this is referred to as being kosher. According to Breuilly, if the meat is considered kosher, it is acceptable; if the meat is not acceptable it is seen as forbidden, known as the Terefah (Breuilly 37). This information is pertinent to management because one should know what is offensive to employees of different faiths, when putting together meetings and work events. "Ritual cleanliness and the avoidance of unclean animals remain all-important parts of the Jewish tradition, just as they were an important part of survival in Biblical times" (Toropov 55). The overall aspect is to be sensitive and respectful of others religious backgrounds.

Within the Judaism faith it is very important to pray and spend time studying the laws. This can be seen as a disadvantage for management because there are certain days that the employee cannot work because of their religious celebrations. "Judaism celebrates specific guideposts by which the community is to perpetuate itself, and it embraces its traditions as both worthy in themselves and reflections of an all-pervasive daily spirituality within the members of the community as they interact with one another" (Toropov 54). It is important to the Jewish people that they are able to worship and pray together as a community; "the number complexity, and purpose of the prayers recited during a service at the synagogue varies according to the hour of day, the day of the month, and the branch of Judaism in question" (Toropov 55). The time of prayer is very sacred to the religion, speaking their sacred language, Hebrew. During prayer, one may pray alone, but they cannot recite certain prayers that are meant for group recitation. Group prayer is extremely important to the Jewish tradition. In many other cultures prayer is extremely important, but is the opposite where they are expected to pray alone. Due to the importance of

prayer in the Jewish culture they have specific holidays and restrictions when conducting their religious rituals.

When in a management position with Jewish employees, one must have ethnical background information to know what type of work schedule the employee can work. There could be a benefit to encouraging an employee to feel free and be comfortable with their personal beliefs, allowing the employee to see their work as “a spiritual path, as an opportunity to grow personally and to contribute to society in a meaningful way” (Lussier 464). In Judaism they require certain days off for rituals and celebrations; this is a restriction where they are only allowed to work six days and the other is to rest. The workday begins on Friday at sunset and continues until nightfall on Saturday, Shabbat follows, which requires the Jews not to do any work related activities, “ [which] parallels the account in the book of Genesis of God’s rest after the creation” (Toropov 56). When one is abiding by the Shabbat, they are not allowed to condone or participate in “buying, selling, and negotiating [...] during this period” (Toropov 55).

The Jewish faith have many holidays that is set aside for many reasons, one of those holidays is Rosh Hashanah, the Jewish New Year; Rosh Hashanah takes place on

The first and second day of the Hebrew month Tishrei, roughly in the middle of September to the middle of October [...] Rosh Hashanah celebrates both religious New Year and creation of the earth as described in the early chapters of the book of Genesis. Some branches celebrate both days of his holiday; others only the first day. Work is not performed (Toropov 57).

Yom Kipper is a holiday that takes place soon after Rosh Hashanah, on the tenth day of Tishrei “the Day of Atonement is the major fast of the year, when Jews seek forgiveness from anyone they have wronged” (Breuilly 34). It is a very important that they are able to attend this event, because they take vows to show that they do not want to do any wrong doing to anyone they may come into contact with. Another holiday that is popular is the Hanukah; “it is especially popular with Jews in Europe and the United States, because it falls at winter holiday times and is celebrated as a children’s festival” (Breuilly 34). These holidays and celebrations are extremely important to the Judaism culture not only in Israel but all over the world: the nationally celebrated Christian holidays are recognized all over the world as well. The fact that these holidays and celebrations are nationally recognized should encourage managers to be more supportive of not only the Judaism faith, but other faiths as well.

In a testimonial, an employee expressed the way it feels to be a Jewish employee in the workplace. According to Richard Rabkin, “being Jewish in a non-Jewish workplace can sometimes be challenging” (Rabkin). Rabkin explains how hard it is to be a part of a non-Jewish work place due to the issue of everyone not being sensitive to religious beliefs and traditions other than their own. The differences between working in a non-Jewish workplace with the different holiday rituals can be stressful.

In the winter season, offices are often replete with holiday parties, tree decorating contest and secret Santa gift exchange. In spring, our colleagues and their children are hunting for chocolate eggs, while our kids, if they’re lucky, and are hunting for chocolate covered matzah [unleavened bread]. In the fall, our friends are dressing up their kids and eating trick-or-treat goodies while we, on our holy fast day of Yom Kipper, aren’t eating anything (Rabkin1).

Rabkin has shown that there is a major difference between national holidays and the Jewish holidays. Some individuals can be very insensitive during these holidays, assuming that everyone celebrates and participate in the same holiday events, the Jewish people have become accustomed to saying “We don’t do that. Our family is different—we’re Jewish” (Rabkin1). Being in a non-Jewish workplace can be very uncomfortable, especially when having to explain your background at all times. Having to make explanations is mainly due to the lack of knowledge by other co-workers and management about their culture. This can be very draining for Judaism believer, or any other individual of a different religious background. Richard also explains that it is hard to take part in dinners or meetings where food is being served, due to their “ritual [of] washing and blessings [before and after meals]” (Rabkin1). The managers would make insinuations about why the Jewish co-worker is conducting certain activities, which could be offensive, causing the individual to either explain their religious belief, or just to agree with whatever insinuation was made.

Richard also describes an event when he tried to be himself and go through with his rituals in the presence of his co-workers. Rabkin had been asked to complete his ritual of praying after his meal aloud, which made the situation very awkward and uncomfortable to show her what the ritual consist of in front of co-workers. The prayer can be recited individually with other Jews, since they are a community-based culture; although there was no rule that stated to do otherwise he went along with the idea. In the end, Rabkin’s manager stated “[...] it would be a good team building experience for the whole department to become more familiar with some of your traditions” (Rabkin2). Overall, Richard was very fortunate that he had a manager that was willing to respect and accommodate his religious practices; she was sensitive to the rituals in his religious background.

Judaism is a religion with an ancient background; throughout their trials and tribulations this religion has endured, encourages them to stick together, and remain a community. Judaism is described as “a faith that has encompassed many historical events, factions, movements, and countermovements” (Toropov 33). The first thought that usually comes to mind when speaking of the Jewish faith, Judaism, is the horrific event of the individuals having their lives taken away because of what they believed; “the Jewish people have undergone many periods of exile from their original lands” (Breuilly 38). Like many other religions, there is often a group of individuals that targets another faith, because they do have the same faith and hold a lot of hatred and racism in their hearts; these individuals believed in fascism.

Fascism is the government that would deny not only the Jewish people, but other individuals of different religious backgrounds, freedom. The Nazi’s had full control, as a government, over the Jewish people. These individuals endured the embarrassment of being tortured for being different and had been forced to expose their faith, which brought on more hateful acts. A large number of Jews, in millions, were brutally killed by the command of a dictator by the name of Adolf Hitler and his political party, the Nazi’s. This horrific event in history has been remembered as the Holocaust, “which means “a place and a name” (Breuilly 39). Like many other religions, the Jews did not allow the actions of those cruel individuals, who held hatred and racism in their hearts, to destroy their faith. Through those hard times the Jewish people had encountered extreme restrictions within their communities, but the future generations use those experiences as a motivation to stay together and continue to believe in their faith.

As a part of their history, the Holocaust is used as a reminder that their religion must live on as a society and religion that supports one another; “throughout its long history, Judaism has proven to be one of the world’s most remarkably resilient and enduring traditions. It has united

believers through good times and bad, in hostile surroundings, and in times of peace, plenty, and harmony” (Toropov 43). If the religion is able to come together through those issues management should be able and willing to learn about other religious backgrounds. In management, it is important that the employer can make the employee feel comfortable by understanding their cultural backgrounds. Managers should be pleased that non-Jewish associates and co-workers can value the differences between their religious backgrounds.

The administrative practices and philosophy of public administration, in the Jewish culture, is overall constructed around their religious beliefs and cultures. They wish to treat others the way they want to be treated. According to Yanow, a philosophy of public administration entails, at minimum, three elements: notation of “public,” which [...] takes to mean the relationship between the individual and the state, community, or polity; a notion of “administration” arises in the context of interpersonal relations when one person seeks to shape another’s acts; and a notion of “public administration” which [...] to mean the direction of steering of collective affairs for collective purposes (Yanow3).

The overall importance is that everyone is on one accord in management and is willing to accommodate the co-workers that have different religious beliefs and backgrounds.

CONCLUSION

In conclusion, each religion leads to a different culture and to ways of conducting business. Due to religious beliefs and practices, management styles vary between every country throughout the world. Some companies are more sensitive to and understanding of religious practices than others. In India, Israel, and Saudi Arabia, management styles have similarities and differences. In the modern world, managers are more sensitive to and willing to accommodate the religious beliefs and practices of their employees.

Spirituality in the workplace can refer to an individual’s attempts to live his or hers values more fully in the workplace. Or, they can refer to the ways in which organizations structure themselves to support spiritual growth [...] the understanding of spirit and of spirituality in the workplace is a very individual and personal matter (Lussier 464-5).

The importance of managers being sensitive and being knowledgeable about the backgrounds of their employees is critical and could destroy the unity and environment that is within the workplace. If a manager is not willing to cooperate with their employees’ religious beliefs and practices, the management team could lose the individuals they have invested in, thus losing money for the company or organization. Employees would respect their employers on a deeper level if they understood, respected, and were knowledgeable about his/her religious culture and affiliation, therefore the relationship between the employee and employer would be stronger and would contribute to the success of the company or organization.

REFERENCES

Ali, Abbas. "Managerial Work Values and Beliefs." *Business and Management Environment in Saudi Arabia: Challenges and Opportunities for Multinational Corporations*. New York: Routledge, 2009. Print.

Breuilly, Elizabeth, Joanne O'Brien, Martin Palmer, and Martin E. Marty. "Judaism." *Religions of the World: The Illustrated Guide to Origins, Beliefs, Traditions & Festivals*. New York: Facts on File, 1997. 25-41. Print.

C., Gunaseker. "What Are the Differences between Indian and Western Management Styles?" LinkedIn. Web. 04 Apr. 2012. <http://www.linkedin.com/answers/management/change-management/MGM_CMG/725765-21209723>.

"Hinduism Facts | Facts about Hindu Religion." Hinduism Facts, Facts about Hindu Religion, India, Kids. Word Press. Web. 04 Apr. 2012. <<http://hinduismfacts.org/hindu-women/>>.

"History of Saudi Arabia." *Saudi Arabia*. Web. 26 Mar. 2012. <<http://www.arabiancareers.com/saudi.html>>.

"In This Section: Business Culture in India." Business Management Style in India and Doing Business in India. CDA Media, 2012. Web. 04 Apr. 2012. <<http://www.worldbusinessculture.com/Indian-Management-Style.html>>.

"Inspired by Muhammad." *Inspired by Muhammad*. Make Me Believe, 2010. Web. 13 Apr. 2012. <<http://www.inspiredbymuhammad.com>>.

"Intercultural Management - India." Kwintessential. Web. 04 Apr. 2012. <<http://www.kwintessential.co.uk/intercultural/management/india.html>>.

Introduction to Islam for Beginners (non-Muslims). Web. 25 Feb. 2012. <http://www.introductiontoislam.org/who_is_a_muslim.shtml>.

"Islam: A Global Civilization." *The Temple Mount in Jerusalem*. Web. 26 Mar. 2012. <<http://www.templemount.org/islamiad.html>>.

JEWISH ADMINISTRATIVE PRACTICE AND A PHILOSOPHY OF PUBLIC ADMINISTRATION.

Yanow, Dvora. *Administrative Theory & Praxis (Administrative Theory & Praxis)*, Mar2005, Vol. Narayana, N.S.S. "Ancient Hindu principles of social and economic management: are they against globalization?" *Journal of Social and Economic Development* 13.2 (2011): 1+. Academic OneFile. Web. 23 Mar. 2012. <<http://go.galegroup.com/ps/i.do?id=GALE%7CA253535288&v=2.1&u=colacollw&it=r&p=AONE&sw=>27> Issue 1, p134-158, 25p. 15, Mar. 2012. Academic Search Premier.

Lussier, Robert N., and Christopher F. Achua. "Leadership and Spirituality in the Workplace." *Leadership Theory, Application, & Skill Development*. 5th ed. South Western: Cengage Learning, 2013. 463-71. Print.

Mac, V. "Welcome to LIVESTRONG.COM." *LIVESTRONG.COM*. 14 June 2011. Web. 13 Apr. 2012. <<http://www.livestrong.com>>.

McDonalds. McDonalds, 2010-2012. Web. 24 Apr. 2012. <<http://www.mcdonaldsarabia.com/ksa-riyadh/en/home.html>>.

Narayana, N.S.S. "Ancient Hindu principles of social and economic management: are they against globalisation?" *Journal of Social and Economic Development* 13.2 (2011): 1+. Academic OneFile. Web. 27 Mar. 2012.

"Professional Translation Services | Interpreters | Intercultural Communication | Cross Cultural Training." *Professional Translation Services*. 2003. Web. 26 Mar. 2012. <<http://www.kwintessential.co.uk>>.

Rabkin, Richard. "The Jew in the Boardroom." *The Jewish Website*. Web. 27 Mar. 2012. <<http://www.aish.com/print/?contentID=48899547>>.

Rosser, J. Barkley, Jr, and Marina V. Rosser. "The transition between the old and new traditional economies in India." *Comparative Economic Studies* 47.3 (2005): 561+. Academic OneFile. Web. 23 Mar. 2012. <<http://go.galegroup.com/ps/i.do?id=GALE%7CA136210809&v=2.1&u=colacoll&it=r&p=AO NE&sw=w>>.

"Shahada: Confession of Faith." *Shahada (Faith): First Pillar of Islam*. Web. 01 Apr. 2012. <<http://www.religionfacts.com/islam/practices/shahada-faith.htm>>.

"The Hindu Caste System." *Hinduism and Caste System*. Web. 23 Mar. 2012. <http://www.hinduwebsite.com/hinduism/h_caste.asp>.

Toropov, Brandon, and Luke Buckles. *The Complete Idiot's Guide to World Religions*. 4th ed. New York, NY: Alpha, 2011. Print.