

An Impact of Fairness on Employee Wellbeing in Organization with Special Reference to Lord Rama Ethical Behaviour in Ramayana.

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Abstract: The study is about the impact of Fairness on employee wellbeing. It highlighted the whether fairness of manager can impact on employees wellbeing in organization? Valmiki Ramayana is been used as a suggestive tool by using lord Ram's ethical behaviour with special emphasis on Fairness. The study has 1 hypothesis and a research question to support the objective. The data has been collected from 303 employees from Banking and IT sector. Multiple regression analysis has been done to know the impact of Dependent variable and independent variables. Valmiki Ramayana has finally been used as a suggestion for corporates.

Keywords: Employee wellbeing, Fairness, Ramayana

Introduction: The employee's happiness or we can say well-being of an employee is very crucial in terms of the organizational success. No organization can go far ahead without thinking about well-being of employees. Fairness at work is a crucial factor for lasting work performance and well-being at work (Eib et al. 2021). In today's corporates especially Banking and IT sector it is very much important to be ethical with employees and ethical profit is also a positive sign both for employees and employer. Now a day's organization is much dependent on profit part and thus they are not able to focus on employee's wellbeing which is very much important for long term growth of an organization. The study is about the fairness and its impact on employees well-being. The research is done on banking sector employees to test the ethical part of the employees in terms of fairness and well-being as one of the variable. People's concerns with fairness are connected to their alliance psychology and that people are fair at the ultimate level in order to avoid being condemned by third parties for demonstrating or initiating alliances through preferential sharing (Shaw A 2016).

Valmiki Ramayana is been used as a tool for the solution for exploring lord Ram's ethical leadership values and emphasizing why it is important for the organization. In a colloquial sense, justice and fairness encompass virtues such as moral rightness, equity, honesty, and impartiality. Fairness, or justice, is one of the most fundamental concerns in society (Fujishiro 2005).

Research Question: After reviewing the literature and different studies the question arises that what is the impact of fairness on employee wellbeing in organization?

Review of Literature:

Mihelic K. (2010) examined the construct of ethical leadership. The paper talked about the constructs of ethical leadership like trust, fairness, respect, etc. A leader is always a role model for his followers, so leaders must behave accordingly. Leaders are perceived as trustworthy, honest, fair, and so on. It has further discussed the leader-follower relationship.

Ethical leadership helps in the development of organizational culture because of ethical

Implementation at the workplace. It has further discussed the traits that CEOs perceive, like values, integrity, trust, etc. (Katja Katarina, Lipicnik Bogdan, et al. 2010).

Ahmad & Muchiri (2014), stated in their paper to build a logical framework for the interrelationship between ethical leader behavior, and supervisors' fairness, psychological contract breach, ethical leader behaviors, and supervisors' fairness and how they are related to employees' attitudes, behavior, and wellbeing. The study also proposes that ethical leadership behavior and supervisors' fairness will moderate the relationship between psychological contract breach and employees' attitudes, behavior, and well-being, proposing a conceptual model that fills two significant gaps in the literature. First, employees' wellbeing has not been researched systematically as a resultant outcome of employees' psychological contract breach. Employees' wellbeing will be examined as the outcome variable in the proposed model and will contribute to the psychological contract breach, leadership, and employee wellbeing literature.

Moliner et al (2012) evaluated the connections between the positive and bad aspects of workers' well-being at work, such as engagement and burnout, and non-professional employees' perceptions of reciprocity in their interactions with their superiors. Two theories were investigated. The fairness hypothesis first implies a curvilinear relationship in which the highest level of well-being is presented by balanced reciprocity, which occurs when an individual believes that the rewards they receive and their efforts are in balance. Second, the self-interest theory suggests a linear pattern in which employees' well-being is increased in over-benefitted situations (when they believe they are receiving more than they deserve). Two separate samples were used in a single study. 349 staff members from 59 hotels (sample 1) and 690 staff members from 89 facilities that treat individual

Objectives:

1. To Study of fairness and its impact on employee well-being in banking sector.
2. To explore the attributes and activities of Lord Rama as an ethical leader as necessary element for employee wellbeing.

Hypothesis: Ho1/P1: There is a positive and significant impact of employee wellbeing on employee.

Ho2/P1: There is a significant impact of fairness on employees

Research Method: Descriptive research has been used in this paper.

Data Collection: A data is collected from 303 respondents to know the relationship between fairness and employee well-being in Banking sector.(Private)

Types of Research: Descriptive and explanatory research has been used for the study. The study describes the Fairness in organization by taking Lord Rama ethical leadership values.

Table 1:-

S.No.	Model	Un-standardized Coefficient			T	Significance
		B	St.Error	Beta		
	(CONSTANT)	1.192	1.325		.900	.369
1	Fairness My boss focuses mainly on organizational goal	.222	.105	.160	2.120	.035
2	My boss pursues success not at the expense of others	.228	.101	.165	2.252	.025
3	My boss does not manipulate subordinates	.567	.238	.292	2.380	.018

The significance value describes whether the coefficient for each independent variable is

Statistically significant. If the sig. Value is less than the chosen significance level (0.05), it

can be concluded that the coefficient is statistically significant and has an effect on the dependent variable. If the sig. Value is greater than the significance level, it can be established that the coefficient has a significant effect.

Beta indicates the positive relationship between variables. The Positive coefficient indicates positive effect on dependent variable.

Summary of Result :

(**Fairness, F3**) has a significant impact on the well-being of employees (EW3) and the relationship between variables depicts a positive relation. Boss gets success not expense of others (**Fairness, F2**) has a significant impact on the wellbeing of employees (EW4).

Boss focuses mainly on Organisational goals (**Fairness**) and has a significant impact on the well-being of employees (EW4).

The boss does not manipulate subordinates (**Fairness, F4**) has a significant impact on the well-being of employees (EW4).

Conclusion. The result on fairness of managers/leaders has shown a marginal effect on the employee well-being. It is believed that psychological contract violations by employees, moral behavior by managers, and the sense of fairness by employees would affect workers' attitudes, actions, and well-being. (Ahmad & Muchiri 2014)



Proposed Fairness Model in Organization:



Fairness in Ramyana:

Shaw A (2016), highlighted fairness in how people distributed the resources with others. Fairness indicates behaving equally. A leader should be fair with all his subordinated in all the terms. Fairness is expected in every action by both leaders and subordinates. As a leader, it is very important to be fair with others. Fairness: Lord Rama was fair in his dealings with his allies and subjects. He listened to their concerns and addressed them impartially. In modern-day management, leaders must be fair in their decisions and treat all stakeholders equally. They must be just and equitable in their actions. (Hongal &Kshirsagar 2023)

Fairness is a central theme in the Ramayana, and Lord Rama is considered an example of fairness and integrity.

Fair treatment: Rama treated everyone fairly, whether they were allies or opponents. He was known for his love for his subjects and always put their welfare first. Lord Rama treated his followers equally. Lord Hanuman, Angad, Sugriva, etc. were assigned duties according to their capabilities. Nal and Nil, who were experts in bridge construction, were given the task of constructing a bridge over the sea between India and Lanka. When Lord Rama had to send a warrior to Lanka in search of Sita, he had two options; one was Hanuman, and the other was Angad. Angad said that he could fly to that end, but he was doubtful about returning from there.

अंगद कहइ जाउँ मैं पारा। जियँ संसय कछु फिरती बारा॥

जामवंत कह तुम्ह सब लायक। पठइअ किमि सबही कर नायक॥१॥

(Kishkindhakand Chaupai 1, Ramcharitmanas)

So Lord Rama sent Hanuman in search of Sita, as he knew that Hanuman could visit Lanka and come back from Lanka. Bali was not supported by Lord Rama because he did not follow ethical conduct. Lord Rama took cooperation from Vibhishan, although he was a demon because he followed the path of ethical behavior even in bad times. When it was time for negotiations with Ravan before the war, he chose Angad for this particular work. Angad was a very good communicator and a skilled negotiator. Lord Rama also wanted to show that Angad, who is a future king of Kishkindha, has the potential to handle this after Sugriv. So Lord Rama chose the right person at the right time for every event.

- **Ethical leadership:** Rama's actions demonstrated the value of ethical leadership, such as his willingness to forgive Ravana's brother Vibhishana.
- **Prioritizing the greater good:** Rama sacrificed his own happiness and the bond with his wife Sita to uphold the welfare of his kingdom. He asked Sita to undergo the Agni Pariksha (trial by fire) to prove her innocence, even though he loved her.
- **Breaking social barriers:** Rama broke the social taboo of caste barriers by accepting berries offered by Shabri, a Shudra lady.
- **Upholding commitments**

Rama chose to live 14 years in exile without any kind of luxury. Even after requesting the Bharat he denied to return Ayodhya as it would be unfair towards his father's wish.

Sugriv V/S Bali: Lord Ram supported the Sugriv who was banished by his brother Bali. Bali who not only banished Sugriv but kept his wife himself forcefully which was injustice to Sugriv. Lord ram killed Bali as he was unethical with his brother.

Although he made Angad as Yuvraj of Kishkindha and showed justice towards him.

Conclusion: Dimensions of ethical leadership namely Fairness, have significant impacts on/relationship with the **well-being** of employees of an organization. Fair behavior in an organization is very much necessary for worker's well-being which is influenced by fairness. Fairness is the main concern with employee-being. (Tortia E, 2008).

Valmiki Ramayana can be better example to emulate lord Ram's fairness action on employees to establish ethical leadership values in the organization. The fair behaviour of boss towards his employee shows that boss is working for

well-being of the employees. Lord ram possessed both the attributes as he was fair with his subordinates and always work for the well-being of human being.

Huong et al.(2016), concluded that informational justice has the strongest influence on employee well-being, followed by procedural justice, interpersonal justice and distributive justice.

Prilleltensky, I. (2024), concluded that wellness and fairness is much needed aspect for society.

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