

Identification Of Spiritual Organizations: Theories And Models

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Today is moving a rapid and visible force for organizational change and global community. Thus, in the field of organization and management are feeling need for spiritual organizations that integrate the four basic human nature, i.e. body, mind, emotions and feelings and the spirit. Hence, the need for spiritual leaders is felt in modern organizations. Employees in such organizations are capable people and competent to achieve organizational bright business prospects. Thus, promoting spirituality in such organizations lead to successfully and constant changes. In summary, the importance and necessity of spirituality in such organizations is a way for organizations that can to earn humanity for organizations, activity for community and responsibility for environment. In this regard, the current article Introduces spiritual Organizations in five sections that are: Key Concepts of Spiritual Organization, Benefits and Importance of Spiritual Organization, Critical Success Factors of Spiritual Organization, Required Steps to Create Spiritual Organization and Challenges and the future of spiritual Organization.

Key Words: spirituality, spiritual Organization, spiritual leadership

1. Introduction

The nature of work appears to have changed substantially. The shift in the nature of work is leading to a shift in the nature of organizations. Work has been transformed into the forum in which individuals develop themselves and People

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are searching for meaning in work. Also, People are searching for a way to connect their work lives with their spiritual lives (Miller, 1998).

According to Palmer (2001), spirituality at the workplace has been growing. To highlight his viewpoint, He emphasized that large corporations (such as Intel, Wal-Mart, Xerox, Ford, Nike, and Harley-Davidson) have supported spirituality in their work environments. Spirituality in general, and in the workplace in particular, has become an important topic in recent years, Also spirituality in organizations has been increasingly considered by (a) managers, (b) executives, (c) employees, and (d) researchers (Miller, 1998, Oliveira, 2003). "If companies and organizations to meet the needs of their members so that people are allowed to express their spirituality, they can be more successful than before. Managers and employees should move to this new paradigm by putting more meaning on relationships in the workplace" (Oliveira, 2003, p18).

Spirituality is an element that is within the essence of each employee, and spirituality cannot be separated from the employee (Campuzano and Seteroff, 2009, p2).The term spirituality infers a number of conclusions and may firmly imply some form of religious connotation. Several authors have offered different definitions for spirituality: Some with emphasis on atheistic and materialistic constructions (Dehler & Welsh, 1994; Mitroff & Denton, 1999a; Ashmos & Duchon, 2000), and others with emphasis on pantheistic and deistic visions (Benner, 1989; Mohamed, Hassan & Wisnieski, 2001). According to Griffin (1988), spirituality is an inherent human characteristic that does not intrinsically infer any religious meaning. "Spirituality in this broad sense is not an optional quality which we might elect not to have.

Everyone has a type of spirituality, even if it be a nihilistic or materialistic spirituality" (Griffin, 1988, pp. 1-2). According to Mitroff and Denton, spirituality is "the basic feeling of being connected with one's complete self, others, and the entire universe" (Mitroff and Denton, 1999a, p.86). Dehler and Welsh (1994) defined spirituality as "a specific form of work feeling that energizes action". Ashmos and Duchon (2000) discussed spirituality in the context of community work, and Benner (1989) believed that spirituality involves the process of establishing and maintaining a relationship with God (Oliveira, 2003).

Spirituality is defined as the particular way the human person in all its richness, the relationship of the human person to the transcendent, the relationship between human persons, and the way to achieve personal growth are envisioned. For a spiritual organization, the spirituality must be asserted; it must be presented in terms that can be easily understood by all organizational members (Konz and Ryan, 1999, p203).

Spirituality in the workplace is more than a passing thought (Brandt, 1996), Spirituality grounds people in their work and allows them to connect with the transcendent in all they do. Spirituality has traditionally been an individual concern, and the same would be said about spirituality in business (Neal, 1997). Managers, especially top managers, also brought their spirituality into the workings of the organization. "Organizations are slowly evolving from arenas of purely economic and social activity into places of spiritual development. Being a spiritual guide is a responsibility for which managers are totally unprepared" (Konz and Ryan, 1999, p200).

Spirituality is fundamental to the human experience and therefore should make part of the organizational culture. A new organizational paradigm (spiritual organizations), "(a) embodies concepts such as the existence of a supreme power, (b) pledges responsibility to multiple stakeholders, and (c) paves the path for businesses to take the evolutionary step of changing from values-based companies into spiritually-based organizations" (Oliveira, 2003, p18).

2. Key Concepts of Spiritual Organization

2.1 The Nature Of Spiritual Business Organization

Workplace spirituality asserts that people bring unique and individual spirits to the workplace and are highly motivated by the spiritual need to experience a sense of transcendence and community in their work (Fry and Matherly, 2007). Spiritual organization involves motivating and inspiring workers through a transcendent vision and a culture based in altruistic values to produce a more motivated, committed and productive workforce.

"A spiritual business organization is a concept that is easily misinterpreted and highly misunderstood. The word spirituality or a spiritual business organization has the tendency to attain concepts of the occult or provide a mysterious undertone, but simply put, spirituality is the understanding of meaning and purpose" (Campuzano and Seteroff, 2009, p3).

A Spiritual Business organization is selfless and reflects shared values. The purpose statement of the organization is reflected in the organization's values. This organization should intertwine spirituality and profits (Gull & Doh, 2004). A spiritual business organization is an expression of meaning and a place in which spirituality is expressed (Gull & Doh, 2004) and a spiritual business organization becomes the new competitive advantage in business. A Spiritual Business Organization supports both employees who desire a spiritual work

environment and employees who might be indifferent to a Spiritual Business Organization. Employees experience spirituality as a guiding force or a higher power (Mitroff & Denton, 1999). The guiding force or the higher power intertwines with work and influences behavior. According to Harrington, et.al, (2001), the connection is to support behavior with performance.

2.2 Spirituality And The “Big Five”

Mohamed et al. claimed that the attempt to differentiate between spirituality and religiosity is merely artificial. As an alternative to this unnecessary dichotomy, they proposed that the concept of spirituality should be added to the five-factor psychological model of personality, the “Big Five,” as its sixth dimension. Their justification, nevertheless, attempted to find support in the facts that the concept of spirituality is not in opposition to other well-established psychological constructs and that the Big Five has already been linked to job performance. Mohamed et al. also speculated that spirituality, managerial behavior and, job performance are, to some extent, interconnected, which could explain some of the variances in job performance that have not yet been elucidated by the Big Five (Oliveira, 2003, p17).

2.3 Five Different Organizations Based On Religion Or Spirituality

Based on religion or spirituality have been identified five different organizational models that there are: *religious-based organization*, *Evolutionary organizations*, *recovering organization*, *socially responsible organizations*, and *Philosophical principles*.

“The **religious-based organization** is either positive toward religion and spirituality or positive toward religion but negative toward spirituality. **Evolutionary organizations** begin with an affiliation with a particular religion and later adopt principles that are more ecumenical. The **recovering organization** works similarly to institutions like the Alcoholics Anonymous as a way to foster spirituality. In **socially responsible organizations**, the founders are guided by spiritual principles that they apply directly to their business. **Philosophical principles** that are not related to any particular religion or spirituality guide the founders and leaders of values-based organizations. Mitroff and Denton suggested that these five models might offer major change alternatives for the organizational theory and for some of the recent management remedies, as each model is born after the occurrence of a critical event. Thus, the impulse to pursue spirituality comes from the desire to successfully overcome crises” (Oliveira, 2003, p19).

2.4 Spiritual Leadership

“Leaders In their role, concretize their values in the culture of their organizations. The same could be said of an organization's spirituality. Leaders are more willing to use their personal spiritual values to make business decisions” (Konz and Ryan, 1999, p202). For maintaining the organization's spirituality, The spirituality of the leaders is essential. The leaders' spirituality should guide what they do, so through their actions, they bring their spirituality to life. The leaders' spirituality also influences the selection of employees. An important part of managing an organization's culture is attracting and choosing those individuals who share the same values as the organization (Trice and Beyer, 1993).

“Individuals will tend to self-select those organizations that have spiritualities matching their personal spirituality. At the same time, the organization would seek out those individuals whose spiritualities match the organization's spirituality” (Konz and Ryan, 1999, p204). “Spiritual leadership comprises the values, attitudes, and behaviors necessary to intrinsically motivate oneself and satisfy fundamental needs for spiritual well-being through calling and membership. Essential to spiritual leadership are the key processes of (1) creating a transcendent vision of service to others whereby one experiences a sense of calling so that life has purpose and meaning and makes a difference and (2) establishing or joining a social/organizational culture based on the values of altruistic love whereby one has a sense of membership, feels understood and appreciated, and has genuine care, concern, and appreciation for *both* self and others. The source of spiritual leadership is an inner life or spiritual practice that, as a fundamental source of inspiration and insight, positively influences development of (1) hope/faith in a transcendent vision of service to key stakeholders and (2) the values of altruistic love “(Fry, 2009, p80).

It is especially important to adhere to and practice four key spiritual practices for strong personal spiritual leadership (Kurth, 2003):

1. Know oneself.
2. Respect and honor the beliefs of others.
3. be as trusting as you can be.
4. Maintain a spiritual practice (e.g., spending time in nature, prayer, meditation, reading inspirational literature, yoga, shamanistic practices).

2.5 Spirituality And Religion

“Spirituality historically has been rooted in religion. However, its current use in business and in the workplace is most often not associated with any specific religious tradition. There are several reasons for this separation: Most western societies are pluralistic; that is, there is no one dominant religious tradition that can be used as a foundation. If used as a basis for a firm's vision and mission, depending on a specific religious tradition is not energy giving, but divisive, since people do not share that religious tradition. Use of religion in the public forum can encourage distrust, dislike of outsiders and suspicion, and that, in turn, can lead to the breakdown of democracy, and sometimes even to revolutions and war. Finally, the Nineteenth Century European Enlightenment has made westerners distrustful of religious values. Religion is judged to be opposed to rationality and science and the source of superstition and the irrational” (Cavanagh, 1999, p190). In general, Spirituality can be conceptualized as the psychological function of religion, which has become separated from the social function of religion that continues in the organized churches.

3. Benefits and Importance of Spiritual Organization

Organizations that provide their employees with opportunities for spiritual development perform better than those that do not provide such development opportunities.

In general, spirituality positively affects:

- organizational performance(Neck and Milliman ,1994),
- increases creativity,
- satisfaction,
- team performance and
- organizational commitment
- promote the spiritual development of employees (Leigh, 1997; Mirvis, 1997; Brandt, 1996; McCormick, 1994).
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According to Campuzano et al (2009), spirituality promotes:

“Employee success, and lead to self-actualization and employee satisfaction. A spiritual business organization increases employee satisfaction, the values of honesty, trust, respect, responsibility, and integrity. A spiritual business organization represents these shared values and as the leadership effectively demonstrates these values with behavior, actions and as these values are

upheld throughout the organizational culture, employee satisfaction is increased” (Campuzano and Seteroff, 2009, p3). Also, Research is demonstrating a positive relationship between the presence of spirit at work and employee wellness as well as organizational performance (Kinjerski and Skrypnek, 2006). Spirit at work is reported to add meaning to one’s life, enhance one’s creativity, and increase one’s commitment to and enthusiasm for work, An empirical relationship between spirit at work and job satisfaction, increased organizational performance including higher profits and success (Mitroff and Denton, 1999), increased organizational commitment, and decreased absenteeism and turnover is beginning to emerge (Kinjerski and Skrypnek, 2006).

Milliman, et al., (2003) have provided empirical support regarding the positive association between spirituality at work, as measured by meaningful work, sense of community, and alignment of values with the organization, and employee job outcomes such as organizational commitment, intention to quit, intrinsic satisfaction with work, and job involvement. According to Kinjerski and Skrypnek (2006) research, individuals with high spirit at work have reported that spirit at work has a positive effect on their personal wellbeing, relationships, consumer relations, and productivity. In particular, the results of high levels of spirit at work include: (a) individual wellbeing that overflows to other parts of life; (b) a positive effect on relationships, including a sense of community with those whom one works; (c) improved consumer service; as well as (d) increased productivity in terms of the quality and quantity of work produced.

A spiritual business organization can be considered as the new competitive advantage since increased profits and performance has been representative of a spiritual business organization (Campuzano and Seteroff, 2009). Employees who demonstrate spiritual traits have a greater understanding to adapt to a changing environment, the ability to trust others, and a high level of commitment to the organization (Mohamed et al., 2004). The ability to adapt to a changing environment with ease, is increased with spirituality, since there is a synergy with the elements of trust, responsibility and an understanding of the working elements that can be changes, sustained or improved. According to Campuzano and Seteroff (2009) when an employee comes to a realization that the job is not the ends, but a vehicle to express spirituality, employee satisfaction increases since the objective is to give more, and perform at a level of excellence.

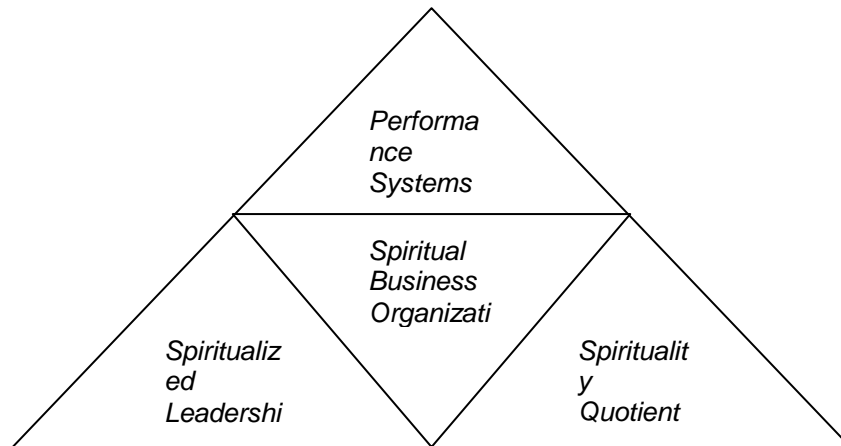
4. Critical Success Factors of Spiritual Organization

4.1 A Spiritual Business Organization Model

There are different Factors that essential for success of any systems. A new Spiritual Business Organization Model was created by Campuzano (2009) categorized three separate elements for success Spiritual Organization that are: "Performance Systems Metrics, Spirituality Quotient, and Spiritualized Leadership. The three triangles are connected to the main central triangle of a Spiritual Business Organization. All boundaries are permeable Acquiring a sense of purpose and meaning through work has been a motivating force. Finding purpose and meaning provides for employee satisfaction and increases motivation." A spiritual business organization increases employee awareness and as a result increases employee satisfaction.

This higher level of consciousness becomes a driving force to perform at a level of excellence. A Spiritual Business Organization entails a higher awareness that motivates employees to perform at a level of excellence (Marques, 2006). The Spiritual Quotient includes mutual trust, respect, and responsibilities that are shared values. The responsibilities benefit the entire organization, therefore the leadership and employees experience an increased quality of life at work (Marques, 2006). A spiritual employee is more likely to make correct choices for the correct reason, although this varies with each employee (Marques, 2005). When the organization is toxic, it takes strong leadership to turn the organization into a Spiritual Business Organization, but the spiritual business organization grows as employee satisfaction is obtained and spirituality provides for increased employee satisfaction. Spiritualized Leadership leads with heart and cognition. Spiritualized Leadership influences employees to reach a state of self-realization and the encouragement to attain goals that once appeared to be impossibility to actuality. The leader influences the organizational culture by values, connecting with others, practicing spirituality, and living a transparent lifestyle (Gull & Doh, 2004). Spiritual Leadership includes self-realization and implements a balance between family, work, and spirituality (Ashar & Lane-Maher, 2004). "Self-realization is essential since the results are visible to the employee and others. A balanced lifestyle provides for increased internal peace and satisfaction as all aspects of life come into balance with each other and generates a harmonious state, instead of chaos and experiencing internal and external conflict" (Campuzano and Seteroff , 2009, pp11).

Figure 1. A Spiritual Business Organization Model (Campuzano & Seteroff, 2009,p10)



“Since spirituality encompasses the issues of trust, and increases the propensity for ethical behavior, it becomes clear that a spiritual business organization may positively affect the efficacy of teams and positively affect executive performance. Since team formation in organizations has become the norm, and if we accept that teaming results in greater productivity, the attendant reduction in the cost of doing business becomes attractive to leaders in an increasingly competitive global operating environment” (Campuzano and Seteroff, 2009, p6).

5. Required Steps To Create Spiritual Organization

“The purpose of a spiritual business organization is to provide an ambiance where employee satisfaction goes beyond the routine, but to a level of understanding that the job is being performed with a sense of greater purpose beyond the paycheck. A sense of greater purpose is considered to be spiritual” (Campuzano and Seteroff, 2009, p4).

“Barnett (1985), proposed a model of personal growth that attempts to integrate workplace experience with spiritual experience. Barnett sees an individual's business career as a path of spiritual growth. The model is based on two life concepts. The first comes from the Hindu tradition in which the householder establishes a foundation for spiritual growth by providing for the physical welfare

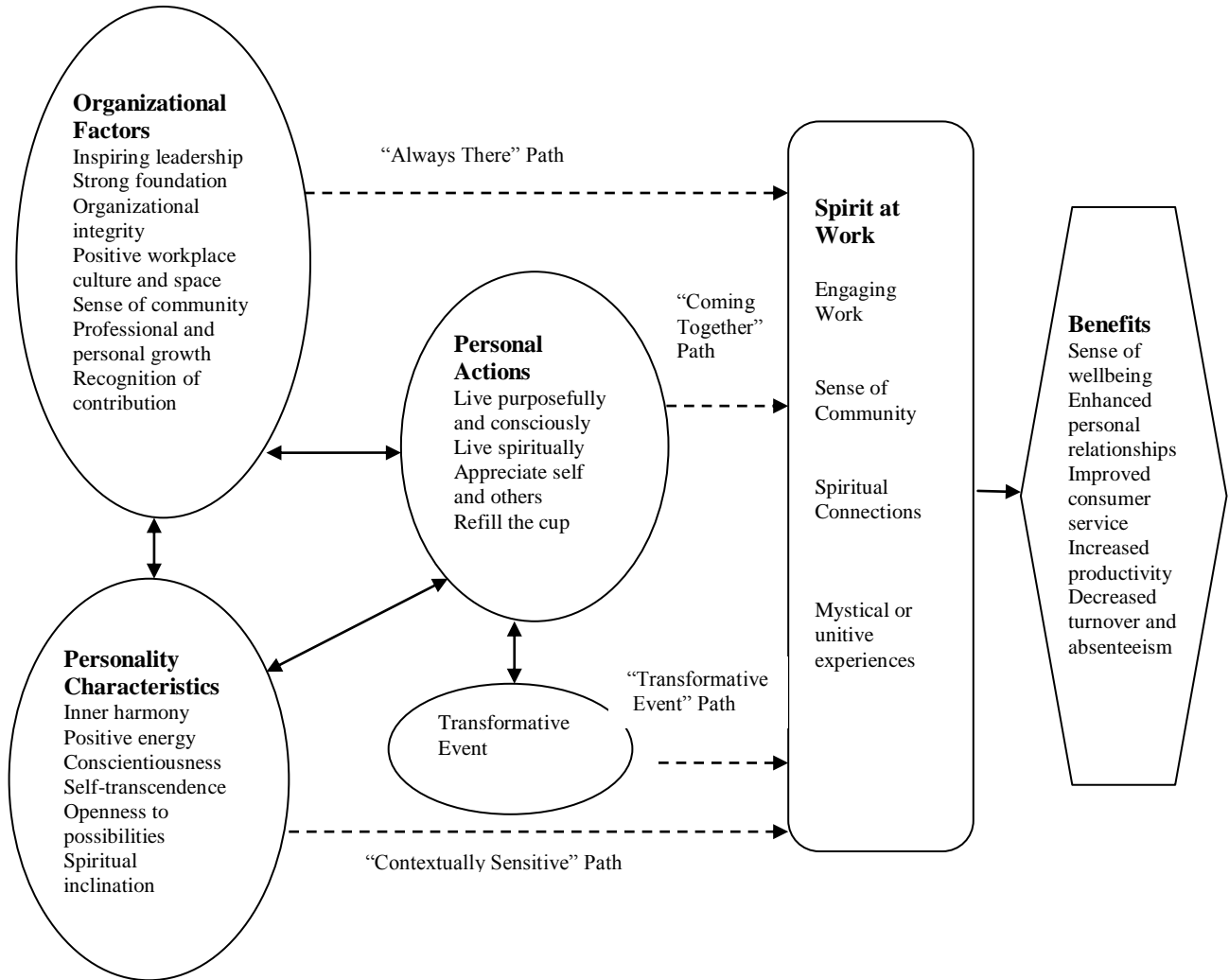
of her dependants. The second life concept is based on the Native American Medicine Wheel in which an individual engages in self-discovery as he moves from a state of innocence to a state of enlightenment. A career becomes more than a series of steps to be climbed. A career becomes a path to personal enlightenment leading through the mastery of material skills to spiritual growth and self-knowledge" (Konz and Ryan, 1999, p201).

Creating and reinforcing a sense of spirituality in the workplace are necessary accomplishments for achieving a unified whole. For this purposes, one approach is practice based on Theory YZ. The critical elements of ``theory YZ" include:

- Recognition of the worth and value of people; pursuing an employee centered management approach.
- Desire to create high integrity work climates.
- Establishing a foundation of trust, faith, justice, respect and love (Marcic, 1997).
- Fostering organizations which jointly meet ownership's economic and individual needs.

"Spirit at work is a distinct state characterized by profound feelings of wellbeing, a belief that one is engaged in meaningful work, a connection to others and common purpose, a connection to something larger than self, and it has a transcendent nature. Four distinct paths to spirit at work are identified: always there, coming together, transformative event, and contextually sensitive. These paths are affected by individual factors (personality characteristics and personal actions) and contextual factors (organizational characteristics and transformative life events) that contribute to the experience of spirit at work. This model posits that personality, personal actions, and organizational characteristics are interconnected and operate to foster or impede an individual's spirit at work. Spirit at work appears to counteract disenchantment and disengagement at work and results in positive outcomes for employees, consumers, and organizations" (Kinjerski & Skrypnek, 2006, pp232-234).

Figure 2. An Ecological Model of Spirit at Work (Kinjerski & Skrypnek, 2006, p234)



Many authors examined the factors that have concurred to the rise of spirituality in workplace are:

- First, irreversible global changes contributed to forming the desires for a new workplace paradigm.
- Second, a workforce with multiple ethnicities brought new insights to the workplace.

- Third, studies suggested that spirituality is a critical human need and definitely should be part of organizational culture.

6. Challenges And The Future Of Spiritual Organization

Managers are faced with diversity of spiritual traditions and spiritual experiences individuals bring to the workplace (McCormick, 1994). Being a spiritual guide is not part of any manager's training. Being a spiritual guide is a responsibility for which managers are totally unprepared (Konz and Ryan, 1999). "It is easier to maintain the established spirituality of an organization than it is to change an organization's spirituality. At the same time, it is not easy to maintain an organization's spirituality" (Konz and Ryan, 1999, p203).

"The rationality of the spiritual dimension in organizational life. spiritual growth and fulfillment should not be separated from work because of the challenge of balancing personal, subjective, and unconscious elements of individual experience with rationality, efficiency, and personal sacrifices demanded by organizations" (Oliveira, 2003, p19). "Spirit in business advocates is often pantheistic, that is, they see the Supreme Being as existing in all things. Such a God is not transcendent and is not a personal God. Thus, they are less likely to have faith in a loving God whose grace is essential for our salvation" (Cavanagh, 1999, p192).

"Another limitation of the spirituality in business movement can occur when a particular religious tradition is espoused by a chief executive officer (CEO). Some CEOs are so enthusiastic about their own spiritual beliefs that they seem to demand that others embrace the same religious faith" (Cavanagh, 1999, p192).

7. Conclusions

there are evidences that workplace spirituality programs not only lead to beneficial personal outcomes such as increased positive human health and psychological wellbeing but that they also deliver improved employee commitment, productivity and reduced absenteeism and turnover. Also, researches demonstrate that a high degree of workplace spirituality and spiritual leadership, as a driver of organizational commitment and productivity, is essential to optimizing organizational performance. Thus identification and designing spiritual organizations will be a way for enforcement spirituality in workplace.

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