Index

Academy of Management 4
Adler, N. 44
Alderfer, C. 8
Allen, D. 55, 56, 57, 58, 102, 129
Allen, J. 34
Allport, G. 133
Alvesson, M. 21
Amore, R. 104
Anderson, S. 133, 136
Aquino, K. 35
Arasaratnam, S. 55, 59, 60, 74
Argyris, C. 22
Ashmos, D. 14
astrology 85
Atwater, L. 19, 33
Austin, N. 119, 121, 138
authenticity 21, 22, 23, 124, 125, 126, 134–5
Avolio, B. 18, 25, 35, 36, 99
Babbage, C. 7
Baesler, E. 105
Bartholomeusz, T. 54
Bass, B. 18, 19, 20, 24, 25, 33, 34, 35, 36, 99
Batten, J. 50
Beazley, H. 11, 18, 25, 106, 136
Begley, S. 107
Bell, D. 34
Benefiel, M. 27
Benjamin, P. 137
Biberman, J. 16, 26
Blake, R. 8, 20
Blakey, G. 35
Blanchard, K. 20
Blanton, D. 5
Block, P. 131
Bolman, L. 19, 29, 120, 131
Bouyer, L. 46
Boyacigililer, N. 44, 47
Bradbery, P. 11, 101, 106, 114
Braham, J. 19
Bray, D. 32
Bright, D. 22
Brinkman, J. 98
Brislin, R. 46
Brown, G. 127
Brown, M. 52
Brunsson, N. 22
Bryant, S. 32
Buddhadasa, S. 49, 50
Buddhism 53, 54, 55, 56, 58, 59
Hinduism influence 59
non–Buddhist entrepreneurs 111, 112
Protestant Buddhism 56–7, 58, 102
religious practices 57
Spirit Religion 57
spiritual practices 78, 80–82
Butler, C. 18, 29
Burack, E. 15, 136
Burke, R. 27
Burkhart, L. 106, 108, 109
Burns, T. 20, 33
Business Week 122
Butts, D. 113
Bycio, P. 34
Cacioppe, R. 26, 29, 44
Calabrese, R. 21, 99
Capra, F. 130
Cardona, P. 32, 33, 34, 36
Carson, J. 49
Carter, J. 52, 111
Catell, R. 3
Cavanagh, G. 6, 16, 113, 116
Champy, J. 7
Chang, H. 19
Chen, M. 45
Christianity 59–60
definition of Christian spirituality 46
spiritual practices 82–4
Ciulla, J. 19
Codrington, H. 52
collectivist culture 45–6, 50, 51, 111
Index

Collier, J.  21
Collins, J.  1
Conger, J.  5, 6, 29
Conlin, M.  5, 119
connecting with the Ultimate, self and others  14, 23–4, 31, 77, 78, 87, 88, 97, 99, 100, 105–8, 114, 117–18, 132
accommodating others  88, 93–4
externally  78, 87, 109
adopting religious practices outside of own religion  78
astrology  85
religion-based spirituality  78–85, 89–90, 109, 110, 111, 112
human experience, as  107–8
individual spirituality influenced to some degree by religion  93
inner well-being  97
internally  85, 86–7, 90–92, 96–7, 109
self–reflection  86, 96–7, 109, 112, 113
value–based spirituality  86
nature of spiritual practice  103–4
organisations’ complementary processes  133–4
perceived location of the Ultimate  108, 109
practising values  88, 89
sense of satisfaction  96
Constitution of Sri Lanka  56
corporate social responsibility  22
Covey, S.  131
Crossan, J.  126
Davies, J.  11, 101, 106, 114
De Silva, C.  54
De Silva, K.  56, 58, 59, 60
Deal, T.  19, 29, 120, 131
Dean, K.  17, 43
Dehler, G.  7, 33, 112
Dehof, S.  137
Delbecq, A.  19, 113
Dent, E.  12, 25, 26, 27, 38, 43
Denton, E.  10, 11, 15, 16, 17, 101, 106, 110, 113, 114, 125, 127, 136
DiMaggio, P.  124
Dodd, S.  54
Druskat, V.  24
Duchon, D.  14
Duch, D.  3
Eastern views of life and religion differences between Eastern and Western worldviews  45, 46
individualism–collectivism dimension  45–6
power distance  46
Western adoption of  100, 101, 110, 129, 130, 131
Edwards, J.  3
Eliade, M.  9
Elkins, D.  11, 101, 106
Elliott, C.  59, 60
enacting spiritual leadership  72, 76
importance to entrepreneurs employee awareness of  98
religion-based spirituality  72–5
self–realisation  76
value–based spirituality  75
Epstein, L.  124
Esteban, R.  21
ethical standards  10, 20, 21, 50, 99, 132
exploitation of employees  125, 126
Fairholm, G.  16, 26, 29, 99, 134
Fernando, M.  9, 16, 21, 22, 23, 28, 43, 54, 134, 136
Flynn, G.  122, 123
Foley, A.  18
Follet, M.  7, 136
Fornaciari, C.  17, 43
Fort, T.  16
Fowler, J.  103
Frankl, V.  133
Freshman, B.  15
Freud, S.  38
Frew, E.  18
Fromm, E.  133
Fry, L.  21, 26, 27, 28, 30, 31, 99, 134
Fukuyama, F.  44, 45
Furnham, A.  121
Ganguly, S.  52
Gartner, W.  63
Geertz, C.  115, 116, 124
Geiger, W.  54, 56
George, G.  54
Geroy, G.  32, 33, 35
Index

Giacalone, R. 11, 134
Gibbons, P. 9, 10, 11, 12, 14, 15, 25, 26, 43, 121, 123, 125, 127, 128, 136
Gibson, J. 123
Gill, J. 123
Goddard, N. 11, 101, 106, 136
Godfrey, P. 22
Gombrich, R. 55, 56, 57, 58, 72, 73, 74, 75, 102, 111, 112, 129
Gonzalez, T. 19, 20
Goodwin, V. 28
Graffeo, L. 35
Greenleaf, R. 20, 136
Griseri, P. 22
Gross, M. 21, 22
Guillen, M. 19, 20
Gunther, M. 5, 10
Hackett, R. 34
Hammer, M. 7
Hanegraaff, W. 130
Hanson, B. 15, 136
Harlos, K. 8, 10, 43, 101, 136
Hastings, J. 9
Hayton, J. 54
Heelas, P. 130
Hersey, P. 20
Hertzberg, F. 8
Hicks, D. 28
Hinds, R. 27
Hinduism 59
spiritual practices 82
Hoff-Hofstetter, H. 35
Hofstede, G. 44, 45
Hood, J. 21
House, R. 20, 33
Howard, S. 13, 19, 34, 99, 113
Howell, J. 20, 35, 36
Huzzard, T. 22
Jackson, B. 23, 123, 134
Jacobsen, S. 18, 25, 29, 133
Jago, A. 20
James, W. 38, 133
Jones, A. 61
Joseph, M. 4, 5, 11, 16, 18, 25, 28, 106, 110, 114, 125, 126, 127, 130, 135
Jung, C. 38, 133
Jurkiewicz, C. 11, 134
Kageler, W. 28
kamma 130
Kapferer, B. 58
Kariyawasam, A. 57, 58, 81
Keating, T. 115
Kegan, R. 35, 36
Kesarcodi-Watson, I. 130
Khanna, H. 11, 106, 113
King, S. 15
Kinicki, A. 35
Koehler, J. 22
Korac-Kakabadse, A. 113
Kouzes, J. 22
Kriger, M. 15, 27, 37, 38, 40, 41, 43
Krishnakumar, S. 13, 14, 15
Kuhntert, K. 35, 36
Lamond, D. 44
Lau, C.-M. 51
Leach, M. 42, 45, 101, 107, 108
leadership
effectiveness 35, 36
influence on workplace spirituality 19
locus of control 35
relational view of 20–21
relationship with religion 38, 39–40, 41
spirituality continuum 35, 36
theory of 19, 20, 21
see also spiritual leadership; transactional leadership; transcendental leadership; transformational leadership
Lee, C. 120, 121
Lee, Y. 19
legislative enactments of Sri Lanka 56
Leland, J. 110, 111, 123
Lessner, M. 62
Levin, J. 108, 109
Levine, L. 11, 12, 106
Lewin, K. 20
Lewis, P. 35, 36
Lichtenstein, B. 11, 106, 113
Ling, T. 46, 102, 129, 130, 137
Lippitt, R. 20
Index

Lips-Wiersma, M. 10, 43, 113
Looby, J. 137
Ludowyk, E. 52

Mackay, H. 121
Malalgoda, K. 58
Malefijt, A. 38
Malone, P. 21
management styles 47, 48, 49, 50
  evolution of management theory 6–8, 132
  fads 123–5, 132
Mannheim, B. 35
Maslow, A. 7, 34, 133, 135, 136, 137
Mason, E. 11, 106
May, R. 133
McCanse, J. 20
McClelland, D. 8, 62
McCormick, D. 133
McGregor, D. 7, 8
McLennan, S. 3
meaningful work 10, 14, 17
Mendir, G. 102
Meyer, J. 124
Miles, R. 7
Milliman, J. 14, 15, 126
Mitchell, T. 20
Mitroff, I. 10, 11, 15, 16, 17, 101, 106, 110, 113, 114, 115, 125, 127, 136
Morden, T. 44, 45, 49
Morgan, G. 33, 34
Mouton, J. 8
Moxley, R. 28
Muslims 60
  spiritual practices 84
Nanayakkara, G. 48, 129
Narada, M. 80
Nash, L. 3
national cultures 44
Neal, J. 6, 113
Neck, C. 13, 14, 15, 126
  need to direct and motivate self and others 31, 94–6, 99
  task–oriented behaviour 134
  trust and satisfaction 134
New Age movement 125, 126–7, 128
  characteristics in Sri Lankan culture 129
  Eastern views of life 129, 130, 131

New York Times 123
Newberg, A. 107, 138
Nicol, D. 15
Niles, F. 50
Obeyesekere, G. 55, 56, 57, 58, 72, 73, 74, 75, 102, 111, 112, 129
organisational hypocrisy 21, 22
organisational models of workplace spirituality 16–17
organisational virtuousness 22–3
Ostergren, K. 22
Otto, R. 38
Owen, H. 29
Owen, R. 6
Oxford English Dictionary 21–2
Oxtoby, W. 59, 80, 103

Parameshwar, S. 27
Parish, J. 18, 29
Parry, K. 21
Pascale, R. 101, 129, 130
Patton, M. 63
Pellebon, D. 133, 136
Perez, S. 127, 128
Peters, T. 119, 120, 121
Peterson, M. 47
Phillippe, T. 22
Piedmont, R. 42, 45, 101, 107, 108
Pinnington, A. 28
Pitts, T. 28
Plato 1
Podsakoff, P. 33
Pollard, B. 10
Popper, M. 34
Pozner, B. 22
Principe, W. 46
Proctor-Thomson, S. 21
Protestant Buddhism 56–7, 58, 102

Quatro, S. 15, 18, 135, 136
Radhakrishnan, S. 46, 131
Rahula, W. 56, 81, 109
Ranasinghe, S. 49, 50, 111
Rangaswami, K. 137
Rayment, J. 27, 114
Reave, L. 24, 25, 27, 30, 31
Index

religion
  dangers of mixing religion and business 86, 87
  definitions of 37, 38, 116
  distinction between religion and spirituality 87, 88
  external aspects 116, 117
  forcing religious concepts of one group on everyone 121–3, 134
  influence on entrepreneurship 54–5
  internal aspects 116, 117
  members of differing religions 37
  relationship with leadership 38, 39–40, 41
  relationship with spirituality 12, 13–14, 115, 116, 117
  theories of 38
  see also connecting with the Ultimate, self and others; enacting spiritual leadership; Sri Lanka
religious discrimination 111, 122–3
research study
  background and early influence on entrepreneurs 64, 65–8
  data sources 139–40
  interviews 69–70, 140
  participant selection and profile 62, 63–5, 139
Roberts, B. 21, 99
Roberts, K. 47
Roberts, M. 55
Rogers, C. 137
role models 98, 99, 132, 134
Rose, S. 9, 46, 107
Rowan, B. 124
Sameem, A. 60
Sanders, J. 28, 31, 32, 34, 35, 36
Schein, E. 62, 98
Schmidt, W. 20
Schon, D. 22
Schneiders, S. 112
Schriesheim, C. 32, 33
Schumpeter, J. 62
Scott, L. 63
Scott, W. 124
Seaman, P. 54
self-reflection 76, 86, 96–7, 109, 112, 113
Seneviratne, H. 52, 53, 54
Seng, Y. 27, 37, 38, 40, 41, 43
Senge, P. 131
ServiceMaster
  spiritual culture 10
Shakun, M. 23
Shaver, K. 63
Silvestri, L. 35
Simon, H. 23
Sims, R. 98
Smart, N. 59, 82, 84, 103, 105, 130
Smith, J. 27, 114
Smith, P. 47
Snow, C. 7
social role of leaders 97
Sperry, L. 11, 106, 114
Spirit Religion 57
spiritual leadership
  authenticity 21, 22, 23, 124, 125, 126, 134–5
  calling 30, 31
  characteristics of 99
  commitment to other organisational stakeholders 132
  definitions 25, 30
  disciplined behaviour 103, 104
  future research 135–9
  individual dimension of 31
  influence on others 132
  membership 30, 31
  motivation model 30
  need for 21, 22, 23, 24
  purpose of 30
  qualities of 30
  research on 24, 25, 26, 27–9
  see also enacting spiritual leadership
Spiritual Transcendence Scale 45
spirituality
  debasing of the word 126
  definitions of 9, 12, 17, 101, 105, 106
  research participants’ descriptions of 71, 72, 100, 101, 102, 103
  similarity between different faith traditions 104–5, 115
  studies of 9
  categorisation of writers on 127
  typology of 127, 128
Spohn, W. 46, 83, 103, 104
Sri Lanka
  Buddhism 53, 54, 55, 56, 58, 59
  Hinduism influence 59
  non-Buddhist entrepreneurs 111, 112
  Protestant Buddhism 56–7, 58, 102
  religious practices 57
  Spirit Religion 57
  business culture 48, 49, 50
  caste system 55
  Christianity 59–60
  collectivist culture 50, 51, 111
  deities 57–8
  demographic history 52
  entrepreneurs
    characteristics of 49, 50, 51
  ethnic groups 53
  Hinduism 59
  management style 48, 50
  Muslims 60
  national culture
  religious ceremonies conducted in organisations 85–6, 87, 111, 112
  official languages 53
  religion
    influence on entrepreneurship 55
  religious discrimination 122
  religious diversity 53, 61
  religious freedom 53, 56
  superior–subordinate relationship 48
  Westernisation of entrepreneurs 102
Srinivas, E. 11, 106, 113
Staw, B. 124
Steele, S. 104, 105
Suh, E. 49
Sveningsson, S. 21
Tambiah, S. 53, 58, 111, 129
Tannenbaum, R. 20
Taylor, F. 7
Teasdale, W. 103, 104, 105, 115
Teilhard de Chardin, P. 108
Tesone, D. 123
Thompson, L. 28, 42
Tischler, L. 16, 18, 26, 112
Tomasko, R. 7
Tourish, D. 28
Towne, H. 7
transitional leadership 32–3
  effectiveness 31, 32, 36
  locus of control 31, 32, 35
  spirituality 31, 32, 36
transcendental leadership
  effectiveness 31, 32, 36
  leader’s internal spiritual growth 34
  locus of control 31, 32, 35
  open system 34
  personal development 34–5
spirituality 31, 32, 36
Transcendental Meditation technique 16
transformational leadership 24, 25, 33–4
  effectiveness 31, 32, 36
  locus of control 31, 32, 35
  role models 99
  spirituality 31, 32, 36
Trevino, L. 110, 127
Triandis, H. 49
Twigg, N. 14, 127, 136
Tylor, E. 38
unbounded rationality 23
United States
  religious beliefs and practices 5
Vaill, P. 89
value-based spirituality 75, 86
Vecchio, R. 35
Veenker, J. 104
Venkataraman, S. 62
Venneberg, D. 32
Vivekananda, S. 105, 115
Walker, S. 105
Warner, S. 104
Welsh, A. 11
Welsh, M. 7, 33, 106, 112
Wheat, L. 11, 106, 136
Whittington, J. 28, 38
Whittle, S. 123
Whitty, M. 16
Wickramasinghe, M. 59, 74, 115, 129
Wijewardine, H. 47, 48, 49
Wilber, K. 104
Wilson, L. 125
Wimalasiri, J. 47, 48, 49
workplace spirituality
  academic courses 4
Index

academic journals 4, 5
characteristics of 9–10
colns about 119–26, 132, 134
conflict with organisational requirements 123
diversity of 10–11
interest in 3–6
international conferences 4
mutual accommodation with business need for 120, 121
publications on 3–4

pursuit of legitimacy 124, 125
research on 4, 5, 14–18, 119
narrowness of studies 42, 43, 44, 45
Wyld, D. 127

Yammarino, F. 19, 20, 33, 34

Zahra, S. 54
Zemke, R. 120, 121
Zwart, G. 18, 25, 29, 99