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, 120, 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
Blakely, G. 35
Blanchard, K. 20
Blanton, D. 5
Block, P. 131
Bolman, L. 19, 29, 120, 131
Bouyer, L. 46
Boyacigil, 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
Burke, C. 18, 29
Burack, E. 15, 136
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. 136

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
Dehoff, S. 137
Dehler, 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
Durkheim, E. 38

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, 101, 106
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
Fresno, 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
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
Heclas, P. 110, 125, 128, 129
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
Kinatedi, A. 35
Kleiner, A. 8
Knap, R. 62
Koehler, J. 22
Korac-Kakabadse, A. 113
Kouzes, J. 22
Kriger, M. 15, 27, 37, 38, 40, 41, 43
Krishnakumar, S. 13, 14, 15
Kuhnert, 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
Mendid, 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
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

transactional 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.  15, 110
Wilson, L.  125
Wimalasiri, J.  47, 48, 49
workplace spirituality
  academic courses  4
Index

academic journals 4, 5
characteristics of 9–10
concerns about 119–26, 132, 134
conflict with organisational requirements 123
diversity of 10–11
interest in 3–6
international conferences 4
multi-perspective view 133
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