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## Expression of leaders' spiritual intelligence in a context of organizations' services quality: a theoretical approach

Violeta Šilingienė<sup>a\*</sup>, Sandrita Škėrienė<sup>b</sup>

<sup>a, b</sup> Kaunas University of Technology, K. Donelaičio g. 73, LT-44029 Kaunas, Lithuania

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### Abstract

The paper presents a summarised theoretical background on leaders' spiritual intelligence (SI) and the service quality of organization research. SI is the new secular scientific paradigm of spirituality, which addresses fundamental challenges currently faced by businesses, influences all areas of life and provides individuals with the capability of sustainable performance at extraordinary levels. The links between SI and the service quality of organization is explained by the formed the conceptual interaction model which could help to emerge new possibilities for future theoretical and empirical research.

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### 1. Introduction

The rapid changing world with globalization and the increasing complexity of life create a turbulent environment that requires optimal flexibility and abilities to adapt on the individual level as well as on the organizational level. In contemporary world, when relativity is common to all areas of life, the problem of the age is not the lack of information, but rather its abundance. Humans are not able to rationally manage the flow of information that overwhelms them (Barvydienė & Katilienė, 2009). Such situation conditions the limitation of traditional, rational organisation management styles. Organisations need to look for the new ways of finding synergy between rational and spiritual aspects. One way represents the attempts to base the organisation on spiritual intelligence while

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\* Corresponding author. Tel.: +37061158682.

E-mail address: [violeta.silingiene@ktu.lt](mailto:violeta.silingiene@ktu.lt)

forming organisational identity, assuming organisational individuality and essence, and understanding actual basis of the existence. It was believed that spiritual is not acceptable for business world. But recently noticeable the growing interest of spirituality among managers and leaders. According to Nandram & Borden (2009) management will understand the relevance of spirituality if it is related to organizational output answering the question of why spirituality matters to the business world.

In order to be successful, organizations require effective management in four critical domains: data, money, materials and human energy. New corporate performances criteria known as the Quadruple Bottom Line from businesses require being economically viable, environmentally sound, socially responsible and spiritually intelligent. Organizations wishing to meet these quadruple bottom line criteria need leaders with high levels of spiritual intelligence (Salicru, 2010).

Business spirituality is the operationalization of the corporate soul. The main purpose of a company is overall quality along with the quality of the service. This quality, based on professional approach, has an optimal effect, which could be measured quantitatively (de Blot, 2010). This is the level of doing which engenders profit where data, money, materials are managed. Human energy resources stem from a deeper level of awareness, the level of being. SI is the science of human energy management that clarifies and guides the structure of awareness, which allows access to a full range of human capabilities required to succeed in life and prosper in the current economic environment and social climate (Salicru, 2010). That is why SI important for the service quality of organization: customer satisfaction and perceptions of the quality of services are significantly influenced by the behavior and attitudes of the service organization employees, especially leaders. The leaders creates, represents and fosters organizational culture which as a bridge uniting the efforts of all employees and is based on the people's spiritual, emotional, cultural values to achieve common goals of the organization. Zohar (Salicru, 2010) also presents spiritual capital as the vision and model for organizational and cultural sustainability within a wider framework of community and global concern and this makes a compelling business case for SI in the current corporate world, which faces unprecedented challenges related to ethics and corporate social responsibility.

Despite the interdependence of leader's spiritual intelligence and the service quality of organizations, scientific literature shows that to date these two concepts have usually been analyzed separately. Various authors examines SI in some methodological aspects in a narrow interest group (de Blot, 2010; King, 2008; Zohar & Marshall, 2006), in specific context (Barvydienė & Katilienė, 2009; Nandram & Borden, 2013; Salicru, 2010), trying to establish some links and in the context of leadership (Giles, 2012; Hildebrandt, 2011; Karakas, 2008). There is also a lack of research in the context of the leaders and service quality of organization. Previously quality has been analysed from the perspective of consumers of certain organisational sectors only (Pilenienė & Šimkus, 2012; Poškutė & Bivainienė, 2011; Urban, 2005). Thus, the lack of scientific data in regards to the influence of leader's spiritual intelligence on service quality of organisation allows stating the scientific problem - what are the links between leader's spiritual intelligence and service quality of organisation?

The aim of the paper is to identify the theoretical links between leader's spiritual intelligence and the service quality of organization and to form the conceptual interaction model of leader's spiritual intelligence and the service quality of organization

The scientific basis of this article is the integration of two key insights related to different areas:

1. Defining leader's spiritual intelligence as attitudes, behaviors or practices enabling the implementation of spiritual principles in business;
2. The services quality of organizations based on effective organizational quality culture in which the declared values must coincide with the principles of quality

Leader's spiritual intelligence research. More than 70 definitions of spirituality have been introduced in the last decade. Spirituality is described as a holistic, multidimensional humanistic phenomenon that transcends the physical, social, and psychological being (Karakas, 2008). SI combines the constructs of spirituality and intelligence into a new construct. Developing SI is more of an experiential rather than a theoretical process.

Many scientists (Giles, 2012; Hildebrandt, 2011; King, 2008; Zohar & Marshall, 2006) SI conception associated with a person's ability to raise the goal, to find the meaning of performance and live a harmonious life. Some scientists dismiss the idea of SI as a form of intelligence suggesting, for example, that the paradigm of intelligence is too limiting and intelligence is a biological potential to analyze kinds of information in certain ways (Giles, 2012; Hildebrandt, 2011; King, 2008). Spiritual intelligence, according to Zohar & Marshall (2006), depends on „inner“

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