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Title of the Paper:

Spiritual Intelligence in the Marketplace:

Exploring Spirituality to foster Organizational Advantage.

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Agenda

- From Spiritual Intelligence to Spiritual Capital
- Spiritual Capital & Leadership
- Resources of selected worldviews
 - Hindu aspects
 - Muslim aspects
 - Christian aspects
- Outlook

Spiritual Intelligence

Basic idea:

Behavior of the individual is positively influenced by spirituality and that this leads to positive effects in the corporate context

(Obregon et al., 2022, p. 574 / Wong, 2008, p. 169-191)

Current status:

Business ethics was given a key role in the 1990s
→ CSR activities

Problem:

Bank crisis in 2008 despite of ethical standards associated with CSR

(Bouckaert et al., 2012, p. 489)

Approach:

Bouckaert and Zsolnai organized a workshop entitled 'Spirituality in Management' in 2001

(Bouckaert et al., 2012, p. 490)

Spiritual intelligence:

„I mean the intelligence with which we address and solve problems of meaning and value, the intelligence with which we can place our actions and our lives in a wider, richer, meaning-giving context, the intelligence with which we can assess that one course of action or one life-path is more meaningful than another.”

(Zohar et al., 2000, p. 3-4)

Spiritual Capital

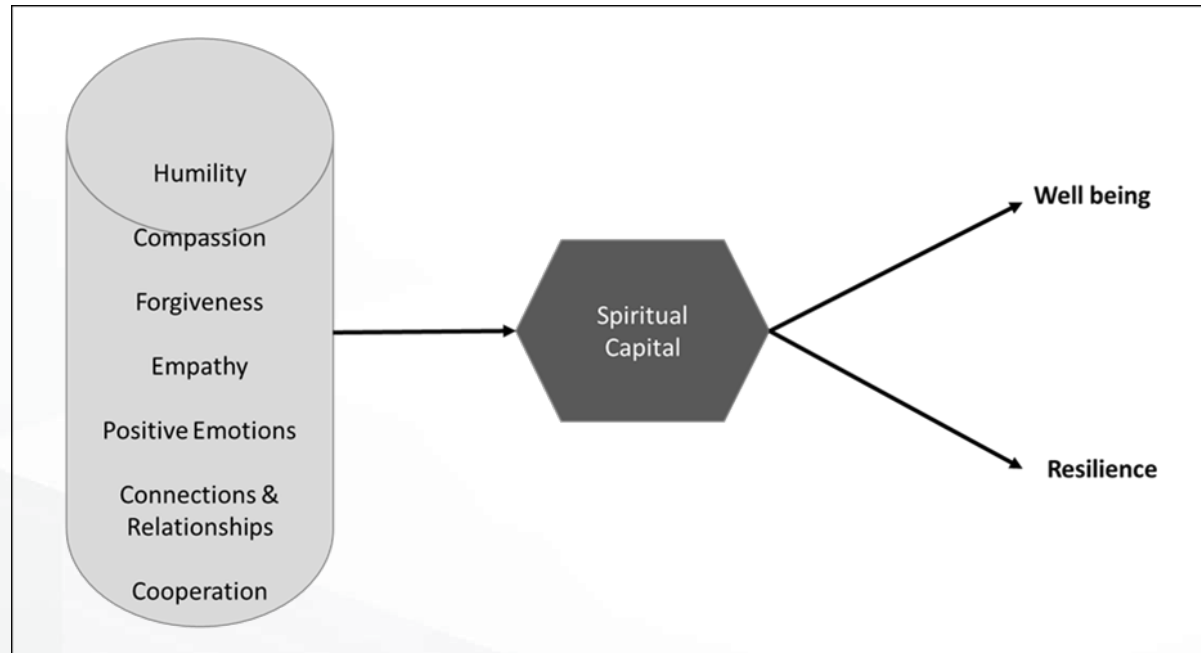


Fig.: Conceptual model of spiritual capital according to Vasconcelos (Vasconcelos, 2020, p. 128)

Definition:

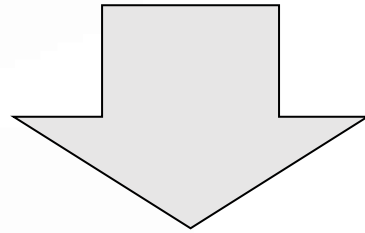
Spiritual capital can „[...] generate profit that both draws on and adds to the wealth of the human spirit and to general human well-being” (Zohar and Marshall, 2004, p. 21)

Results:

Spirituality enables people to deal with challenging situations in a productive way. (Vasconcelos, 2017, p. 601)

Spiritual Capital & Leadership

Spiritual Capital

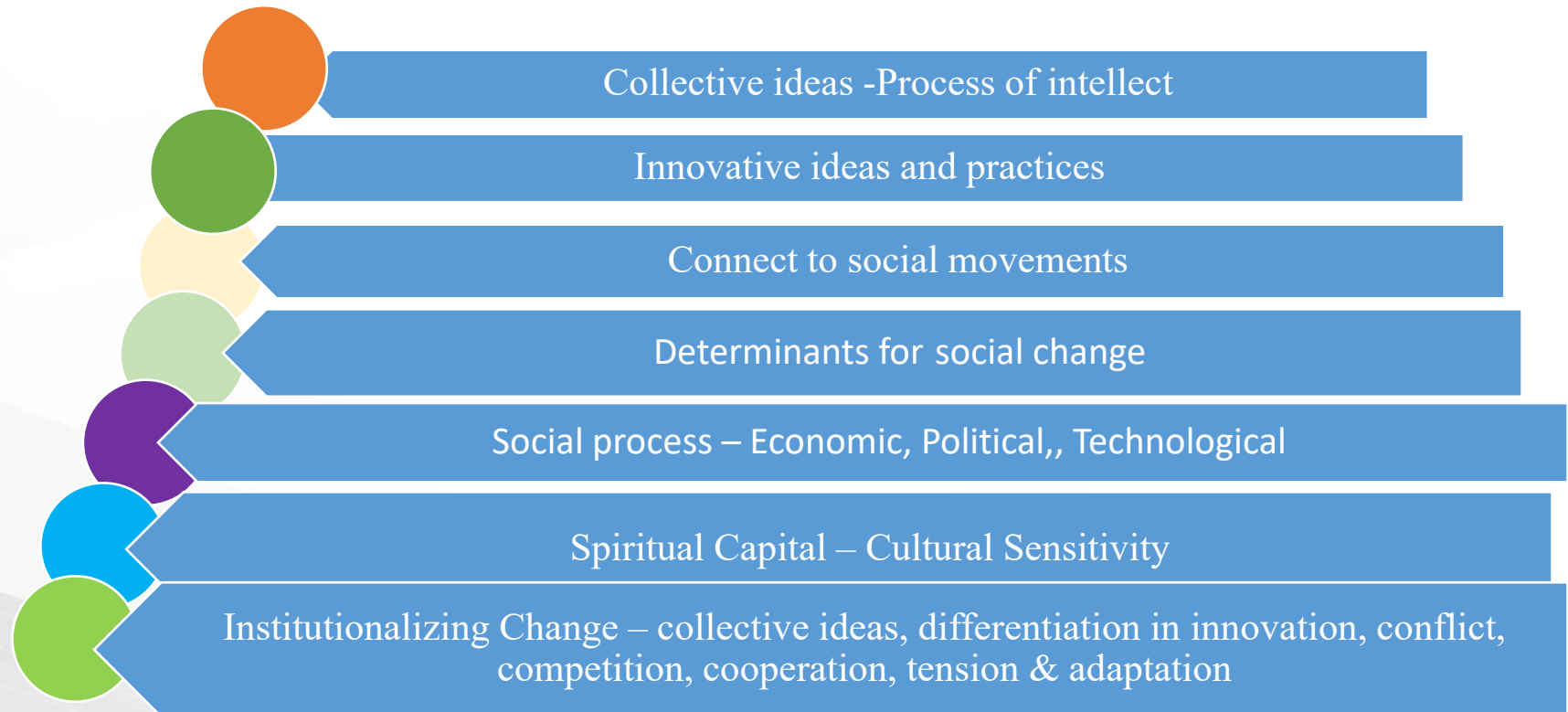


Spiritual Leadership

- Generating spiritual capital by living the requirements of Vasconcelos' model: „humility, compassion, forgiveness, empathy, positive emotions, connections/relationships and sense of cooperation“ (Vasconcelos, 2020, p. 133)
- Spiritual capital → inner satisfaction for the individual → generates ideal gains (Vasconcelos, 2020, p. 133)
- Positive effects for the individual: “In essence, the model comprises some constructs that encourage people to use their inner strengths, capabilities, positive feelings, states and aspirations in order to engage even more in praiseworthy behavior and reach self-fulfilling.” (Vasconcelos, 2020, p. 133)

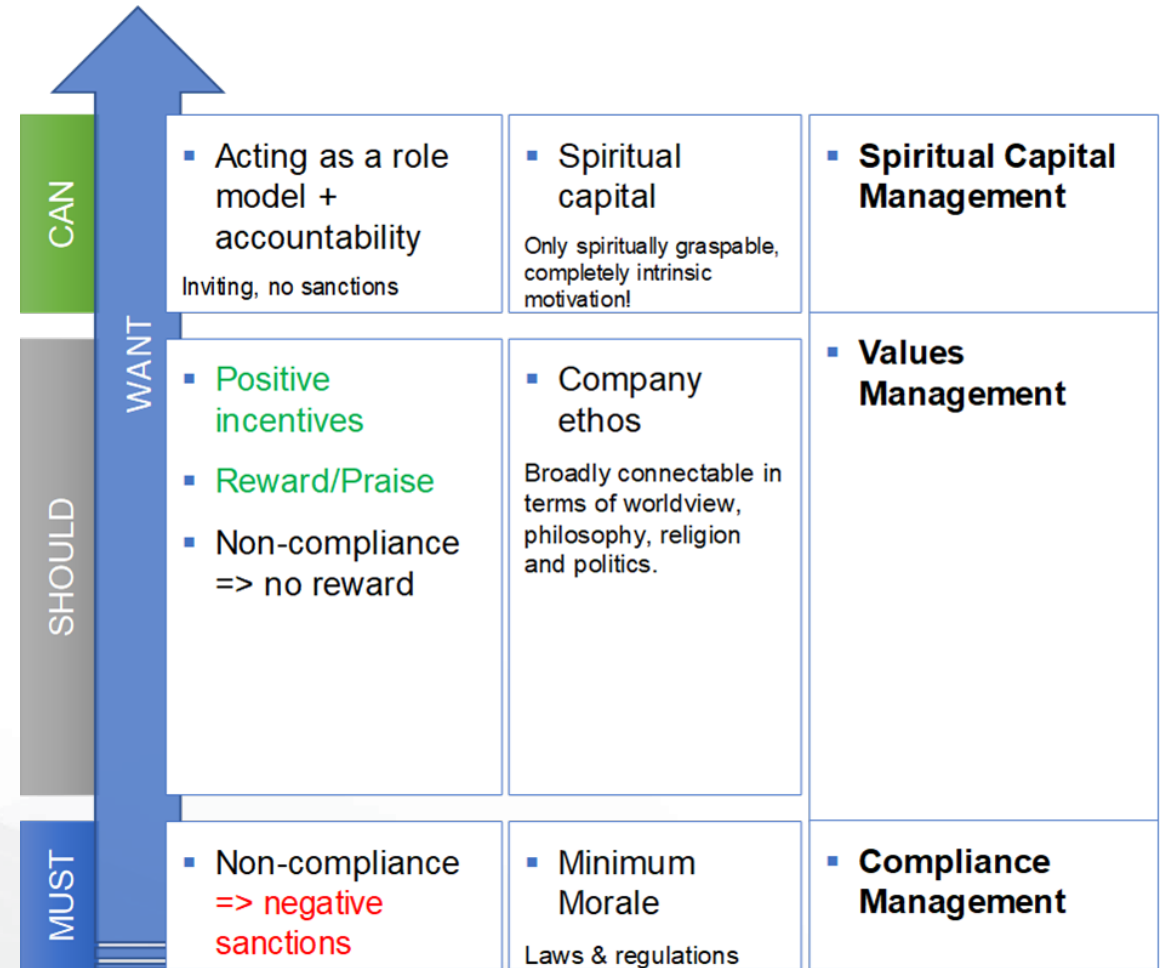
Spiritual Leadership

Leadership effectiveness



Managing Spiritual Capital

- To tie in with the intimate meaning of life as a ground of values, space for spiritual community as a “CAN” is necessary.
- A company's spiritual capital becomes a resource when
 - it is actively used for the benefit of the company's goals
 - and manifests itself in leadership
 - and employee behavior
 - by lived out values.



Selected Muslim Aspects - The Case of Nigeria

Historical Overview of Islam in Nigeria

Arrival and Spread of Islam in Nigeria

Islam arrived in Nigeria in the 7th century through Muslim traders from North Africa and the Arabian Peninsula, who played a key role in spreading Islamic teachings.

Spread of Islamic Practices

The commercial activities of Muslim traders paved the way for the spread of Islamic teachings and practices across Nigeria.

Spread of Islam in Northern Nigeria



By the 14th and 15th centuries, Islam saw rapid spread in the Northern Region due to the rise of the Hausa city-states and the establishment of the Sokoto Caliphate in the 18th century.

Impact of Islam's Historical Arrival

The historical arrival and spread of Islam have had a significant impact on the religious, cultural, and economic landscape of Nigeria.

Actual Economical Influence of Islamic Values in Nigeria

Islamic values and ethics and their impact on the corporate Nigeria and the Economy

- Tawheed and Unity 
- Adl; (Justice and Fairness)
- Ihsaan; (Benevolence in Business) 
- Amanah; (Honesty and Trustworthiness)
- Microfinance Policy and Regulatory Framework ([CBN, 2005](#))
- Tony Elumelu Foundation

Riba (usury) and Islamic Finance in Nigeria

The prohibition of usury (charging or payment of interest) has led to the development of Islamic finance products by financial services providers in Nigeria. eg. takaful insurance, a cooperative insurance system based on the Islamic principles of Adl Ihsaan and shared responsibility



Selected Christian historical Backgrounds

Historical Background

- Protestant Reformation
- Martin Luther (1517) - New Philosophy
- Labour = Calling
- John Calvin (1535) - Ascetic lifestyle
- Max Weber - Spirit of Capitalism
- Social Market Economy
- Doing Business and aggregating money was a sin
- Luther: Business and work is a calling. Fulfill god's will
- Calvin: Work hard and do not spend money on private purposes
- Weber: Ethical based behaviour and a constant reinvestment of the money
- Social Market Economy: Freedom, Democracy, Justice in a balance

Actual Economical Influence of Christian Values in Germany

Social Market Economy

- Balance of justice, freedom, economic growth
- Social concern. Ethical/ Christian basis
- Balance individual against public interest. State cares about equal market conditions
- Strong state: regulatory conditions to preserve freedom of all market participants
- Refuse of Laissez-faire capitalism who leads to individualistic tendencies
- Today's world - Back to the basis of the Social Market Economy



source: EU.org

Selected Christian Aspects

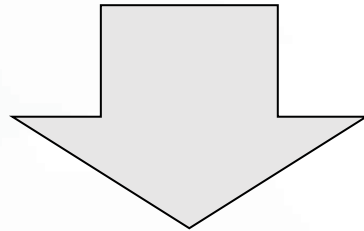
- Encounter with a living God
- Commandment of love
- Prayer Community
- Cross-cultural Values

**Golden rule (Jesus Christ):
"What you expect others to do,
so do they."**

Wisdom, insight, counsel, strength, knowledge and fear of God, justice, faithfulness, love, joy, peace, longsuffering, kindness, goodness, faithfulness, gentleness and self-control, abstinence, modesty, mercy, health, faith, hope and love.

Conclusion & Outlook

Spirituality



Spiritual Capital

- Central finding: A cross-religious relationship to spiritual capital
- Next step: Identified cross-religious relationship to spiritual capital is to be transferred into a theoretical model in a subsequent publication
- Outlook: Empirical research to investigate the resilience of the model in an economic environment
- Expectations: Closer look at the different forms of spirituality in companies, their influence on leadership and employee behavior and practiced values