

The Expression of High Spiritual Intelligence Culture in Lithuanian Medium-Sized Businesses

The paper deals with the issues of high spiritual intelligence culture expression in Lithuanian medium-sized businesses. Empirical research, results of which are analysed in the article, is based on theoretical framework, that high spiritual culture characteristic are the main factor forming employee motivation and behavior in organization. Knowing the characteristics of organizational culture, which form higher employee motivation, it is possible to reveal the patterns of employee behavior, which correlate with the processes of spiritual intelligence. Research findings lead to a conclusion that the high spiritual intelligence culture characteristics are evident in Lithuanian medium-sized business organizations, however their estimates are different and are not expressed enough.

Keywords: organizational culture, spiritual intelligence, organizational behavior.

Straipsnyje nagrinėjami aukštos dvasinės išminties kultūros raiškos Lietuvos vidutinio dydžio verslo organizacijose klausimai. Empyrinis tyrimas, kurio rezultatai yra analizuojami straipsnyje, remiasi teorine nuostata, kad dvasinės išminties kultūros bruožai yra pagrindiniai darbuotojų elgseną ir motyvus formuojantys veiksniai. Žinant organizacijos kultūros bruožus, formuojančius aukštesniuosis darbuotojų veiklos motyvus, galima atskleisti darbuotojų elgsenos modelius, kurie koreliuoja su dvasinės išminties procesais. Tyrimo rezultatų analizė patvirtina, kad Lietuvos vidutinio dydžio verslo segmento organizacijų veikloje galima pastebėti aukštos dvasinės išminties organizacijos kultūros bruožų, tačiau jie pasireiškia skirtingai ir nėra pakankamai išreikšti.

Raktiniai žodžiai: organizacijos kultūra, dvasinė išmintis, organizacinė elgsena.

Introduction

The context of today's business is changing drastically. The companies intending to create a long-term competitive advantage give more importance to the qualitative transformation, one of the most important factors of which is the maximum

involvement of the employees in the activity of the organizations. Management scientists and practitioners give large attention to the search for work motivation opportunities, seeking to increase the results of the personnel's activity. Although the questions of personnel motivation and stimulation are being analyzed by a

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large number of scholars (e.g. Herzberg, 1955; McGregor, 1960; Argyris, 1957; Bennis, 1969; Likert, 1967; Lorsh, 1974; Hackman, 1980; Skinner, 1969; Bučiūnienė, 1996; Sakalas, 1996; Gubicaitė, 1998; Seilius, 2001; Marcinkevičiūtė, 2003; etc.), the discussion about the internal and external motivation (Amstrong, 1988; Deci, Flaste, 1995) remains important and unresolved. It can be observed that an increasing importance is given to the internal motivation, which, according to M. Amstrong (1988), describes the factors generated by a person internally, which influence to act in a certain way or towards a certain direction. One of the factors allowing to act towards a certain direction can be the organizational culture (Shein, 1985), which is analyzed by a large number of foreign and Lithuanian authors (e.g. Shuler, 1992; Denison, 1990; Martin, 1992; Mathis, Jackson, 1994; Hunt, Osborn, 1995; Haggberg, Heifetz, 1998; Harris, 1998; Allport, 1998; Šimanskienė, 2008; Barvydienė, Kasiulis, 1998; Jucevičienė, 1996; Staniulienė, 2010; Jagminas, Pikturnaitė, 2009; Česynienė, Melnikas, 2002; etc.) Although, having summarized the opinions of the researchers, it can be observed that the organizational culture is one of the key elements influencing the behavior of the employees and should receive exceptional attention, the role of the expression of spirituality is not researched or analyzed in any these works. Meanwhile increasing ranks of scholars (Fairholm, 1997, 1998, 2001; Fry, 2003, 2004; Sanders et al., 1994; Beazley, 1997; Mitroff, Denton, 1999; Ashmos, Duchon, 2000; Milliman, Czaplewski, Ferguson, 2003; Giacalone, Jurkiewicz, 2003; Giacalone, Jurkiewicz, Fry, 2005) seek to prove that spirituality is very important

in organizations for the ethical behavior, work satisfaction and employee commitment, as well as productivity and competitive advantage. Therefore empirical studies are carried out seeking to specify this hypothesis, at the same time revealing the topic of spiritual leadership (Moxley, 1999; Fairholm, 1997, 1998, 2001; Judge, 1999; Kouzes, Posner, 1988, 1993, 2003; Ferguson, 2000; Fry, 2003, 2004; Sanders, Hopkins, Geroy, 2002; also Barrett, 1998; Batstone, 2003; Boldt, 1992; Bolman, Deal, 1995; Greenleaf, 1977; Hawley, 1993; Jaworski, 1996; etc.) According to the originators and researchers of this theory, the spiritual leadership includes motivation and employee inspiration through a vision and organizational culture, based on altruistic values, which would provide high employee motivation and encourage the growth of productive workforce (Fry, Slocum, 2007). Spiritual leadership consists of values, views and behavior, which are necessary intending to motivate internally both oneself and others, seeking to acquire internal experiences, coming from the call and membership (Fry, 2003). Thus the topic of the employee behavior motives is important up to this day in seeking for more efficient employee motivation measures. While spirituality, expressed through spiritual intellect, can be one of the factors describing internal motivation.

With changing main existential values of the humanity, the content and forms of the work motivation change as well. Today more and more business organizations seek to establish cultural features, which could change the current dominant employee motivations, such like fear, greed, anger and self-establishment to more positive ones, like exploration and learning,

cooperation, inner strength and skill. This positive motivation is related to spiritual intelligence (SQ) and, as it is increasingly demonstrated, allows to abandon old activity models as well as old ways of thinking and to move towards the higher employee motivation. This problem is related to all organizations, which seek for the answer, how to turn the efforts into results, make the work productive and the activity of the organization – meaningful and effective.

Thus a scientific and practical **problem** exists, as various motivational systems and measures are being created without the key factors influencing the behavioral motives of the organization. Meanwhile, knowing the characteristics of organizational culture, which form higher employee motivation, it is possible to reveal the patterns of employee behavior, which correlate with the processes of spiritual intelligence.

One of the possible ways to understand the behavioral motives of the employees is to determine the characteristics of the organizational culture expression. The characteristics mentioned can be revealed by a research, which would allow noticing, which characteristics of the organizational culture dominate and form the behavioral motives of the employees in business companies. Such research requires companies with already developed or developing organizational culture and theoretical access, allowing choosing a suitable research method. That is why **the goal of the research** presented in this article is to reveal the expression of the characteristics of the high spiritual intelligence culture, which form the behavior and motivation of employees in medium-sized business organizations of Lithuania. The

medium-sized Lithuanian companies¹ were chosen as **the object** of this research not accidentally. Such selection was made due to the assessment of the organization's life cycle (birth, growth, maturity and dissolution). Also, it was considered whether the companies selected for the research were not bankrupted or in the process of bankruptcy or liquidation; moreover, the number of the employees – from 50 to 249; registration date from 11-03-1990 to 01-01-2008; the companies are VAT payers; the companies chosen are not branches or agencies of foreign companies. Therefore, the following assumptions were made:

- their development is not in the stage of the “birth”;
- they already have a developed or developing organizational culture, which can be a key element of the changes in the company;
- they are not affected by the organizational culture of the parent companies.

Targeting the above stated goal, the following **tasks** for research were set: *firstly*, to present theoretical background of research based on D. Zohar and I. Marshall (2004) statements, *secondly*, to measure the average estimates of the high spiritual intelligence culture characteristics in Lithuanian medium-sized Businesses; *thirdly*, to analyze the correlation between the characteristics of the high spiritual intelligence culture; *fourthly*, to analyze the mentioned characteristics distinguished by the respondents. **Research methods** applied: literature review, questionnaire survey, data processing using SPSS statistical software package, statistical data analysis.

1 According to the Law on small and medium-sized businesses of the Republic of Lithuania No. IX-1142. 22nd October, 2002, *Official Gazette* 1998, No. 109-2993 – a medium-sized organization has 50–249 members.

Theoretical background of the research

As the motives are the driving force of the behavior, changes in motives cause changes in behavior. And the behavior creates and later reflects the culture that surrounds us. Only having achieved evident behavioral changes, it is possible to continue the efforts and hope for cultural change (Zohar, Marshall, 2004) (see Fig. 1).

The motives (the mindset and the attitudes of the employee) form the behavior, which forms the working methods, i.e. the processes, while the processes – products and the final results of the company.

According to D. Zohar (2004), there are eight cultural organization spheres that have a direct influence for the fluent work of the individuals as the organizational unit and thus – for their productivity and stress. If the spheres mentioned had high-level spiritual behavior, the culture of high spiritual intelligence (higher motivation) would become operative. The eight aspects mentioned are *communication, honesty, relations, trust, authority, truth, flexibility and authorization*. The organizational culture, which includes

these characteristics, is the goal (Zohar, Marshall, 2004). Each of the eight characteristics correlates with twelve processes of spiritual intelligence and emphasize the most prominent characteristics of *high spiritual intelligence culture*, which encourages behavior based on higher motivation. The behavioral characteristics result from viable processes of spiritual intelligence (Zohar, Marshall, 2004). According to behavioral and cultural indicators described by Peter Saul and common to high-level spiritual intelligence, the behavior of a person living according to the principles of the spiritual intelligence features the following characteristics: *self-awareness, being vision-and value-led, positive use of adversity, holism, compassion, celebration of diversity, field independence, tendency to ask fundamental “why” questions, the ability to reframe, spontaneity, the sense of vocation, humility*. According to the motivation scale (see Table 1) of I. Marshall (1997), these twelve SQ characteristics correlate with sixteen motives of human actions.

SQ characteristics require conscious and voluntary actions. They can be easily chosen. They have the power to provide

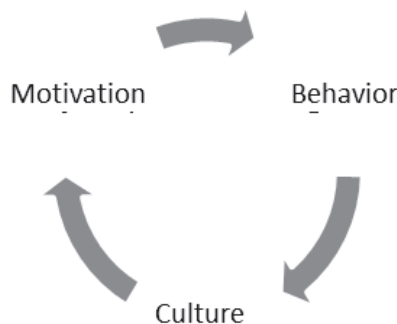


Fig. 1. The dynamics of organizational change: feedback

Source: D. Zohar, I. Marshall (2004).

Table 1

Correlation of spiritual intelligence with the behavioral motives

Behavioral motives	Points	SQ characteristics
Enlightenment	+8	Mercy, grace
Soul of the world	+7	
Service for higher purposes	+6	Compassion
Creation, creation of something new	+5	The need to ask “why”
Skill, work carried out perfectly	+4	The ability to reframe
Inner strength	+3	Field independence
Sociability and cooperation	+2	Self-awareness
Exploration, learning	+1	Spontaneity
	0	
Self-establishment	-1	Humility
Anger	-2	Holism
Greed	-3	Being vision-and value-led
Fear	-4	Positive use of adversity
Suffering	-5	Celebration of diversity
Indifference, apathy	-6	Sense of vocation
Guilt and shame	-7	Mercy, grace
Depersonalization, loss of personality	-8	

Source: D. Zohar, I. Marshall (2004).

energy for motivational conditions and to allocate the human energy between motivational state – attraction points of higher (positive) energy. Thus, the SQ helps to understand and feel the meaning of existence, the main values, the real purposes of life and to recognize their importance to our lives. At the same time these are transformational principles allowing the spiritual intelligence to destroy the old action motives and to create new ones. SQ processes can influence one motive or the whole combination of motives.

Methodology of the research

For explanation of the topic the view of D. Zohar and I. Marshall (2004) on the Spiritual Intelligence as well as organizational culture changes was chosen, because according to these scholars, the intention to change the behavior of the

employees needs to start with the changes in business culture. The right initiation of a long-term change will firstly involve the motives, supporting them with the forces of the Spiritual Intelligence. The conclusion suggests that this new paradigm of spirituality is a way towards real changes, which are initiated by changes of established beliefs and stereotypes that do not comply with the context of external activities. The topic will be analyzed only according to this view.

The qualitative research method was chosen for this research because, according to R. Tidikis (2003), in social cognition the qualitative methods serve for a deeper dialectical understanding of social phenomena in terms of quality and quantity, consistency and change, as well as explanation of systems and processes. The method of gathering research data – a survey. The basis of the survey is made of the characteristics of the organizational

culture emphasized by D. Zohar and I. Marshall (2004) (see Table 1). Based on the theoretical statements mentioned above, the preparation of the research measure – the survey – included the questions of how the characteristics listed earlier manifest in the organizations. During the survey, the respondents were provided with a fixed set of questions. The survey for the research was compiled of 48 closed questions, 42 of which were related to organizational culture, while demographical questions at the end of the survey were dedicated to ascertaining the data about the respondent (offices at the organization, age, gender, education, etc.) The answers to the closed questions are not subjective, they orient the respondent towards the options acceptable to the majority and help to emphasize the essence of the question. Also, it is easier to express such answers in quantitative parameters. Closed questions allow interpreting the answers more accurately (Tidikis, 2003). In order to determine the scale internal consistency of the survey, *Cronbach's alpha* coefficient has been used, which is based on the correlation of separate questions constituting the survey and assesses if all the questions of the scale reflect the parameter researched sufficiently, as well as enables to ascertain the number of the needed questions in the scale (Pukėnas, 2009). In all the cases of the surveys, the *Cronbach's alpha* coefficients are larger than 0.7, therefore it can be stated that all the surveys have been compiled well.

The data has been gathered by using standard procedures, where every respondent answer to the same questions in the same way. The form of the scale of the survey – Likert scale, that is, the questions are provided as statements, where the respondent can choose the most suitable answer.

The survey has been carried out in January – April of 2012. Two hundred ninety-nine employees from different companies have participated in the survey. The subjects for the quantitative study have been selected randomly. The average age of the respondents participating in the survey was 32.71 years, while the majority of the respondents were of the age between 20 and 30 years. The characteristics of the studied sample are provided in the Table 2.

According to the characteristics of the research sample, it can be stated that most of the people participating in the research are evenly distributed men and women of sufficient education. It should be noted that more than a half of the research sample work at closed joint stock companies. This fact suggests that the results of the research will feature the cultural characteristics of the closed joint stock companies the most. It is also important that on average one participant of the survey has been working in the current business organization for 5.15 years and the most of the participants work in the current business organization from 0 to 10 years. According to the data of the research, most of the participating respondents work as regular employees. Therefore, considering this demographical data, it leads to the conclusion, that most of the respondents work in non-executive positions and for no longer than ten years.

Research results analysis

The frequency of the responses of the participants about the 48 statements of the manifestation of the high spiritual intelligence culture characteristics in their organizations allowed to ascertain that in Lithuanian business organizations the

Table 2

Characteristics of the studied sample

Characteristics	Studied sample	%
Age groups of the respondents	<41 years	24
	26-40 years	44.4
	>25 years	31.6
Men and women interviewed	Women	53.2
	Men	46.8
The level of the education of the respondents	Other	13.7
	University degree	41.8
	Non-university degree	14
	Higher education	16.4
	Currently studying	14
Distribution of the respondents according to legal forms of organization	Individual enterprise	1.7
	Joint stock companies	23.4
	Closed joint stock companies	72.2
	Other	2.7
Distribution of the respondents according to the work experience	More than 11 years	12.8
	6-10 years	16.5
	Up to 5 years	70.7
Distribution of the respondents according to the offices	Regular employees	79.7
	Small group managers	13.6
	Unit managers	6.6

Source: Accomplished research data.

characteristics researched occur on average only occasionally or often (see Figure 2). Having calculated the average estimates of these factors, it was noted that all these factors vary in the range from 3.37 to 3.66, therefore a conclusion can be drawn that the characteristics being researched manifest in business organizations on average only occasionally or often.

Thus, the data in the Figure 2 shows that the characteristic of *truth* manifests in Lithuanian business organizations the most often (the average estimate – 3.66) and this means that of all these characteristics, the employees regard the truth the highest, they trust their authorities and colleagues.

The average estimates of *communication and relations* (3.60) show that the

relations between the authorities and the employees of the company, as well as the working atmosphere in Lithuanian companies are quite good.

The estimate of *flexibility* (3.46) is a little lower than the *truth, cooperation, authorization and relations*. This shows that the employees in most of the organizations have less freedom and flexibility in choosing preferred working methods and conditions.

The same is the estimate of *honesty and honor* characteristics (3.46) and this shows that the values of the characteristics mentioned are less promoted in Lithuanian business organizations.

The average estimate of the *trust* (3.41) shows that the mutual trust between employees and their authorities in business

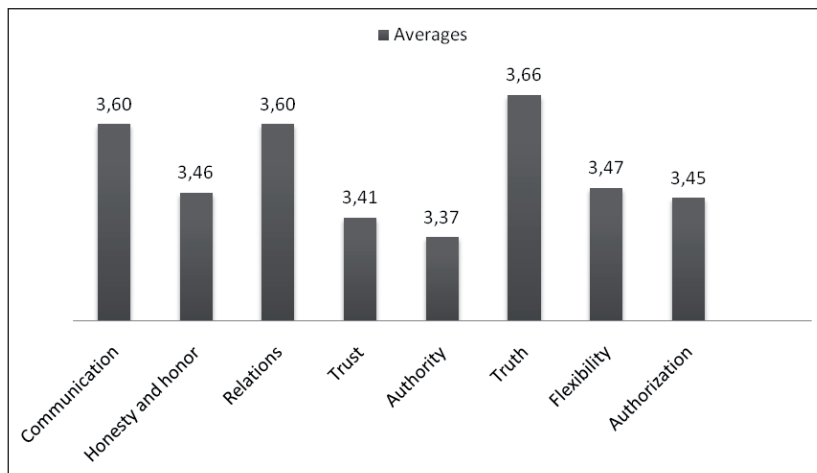


Fig. 2. The average estimates of the high spiritual intelligence culture characteristics

Source: Accomplished research data.

organizations is relatively low compared to other mentioned characteristics.

The lowest of all is the estimate of the *authority* (3.37), which shows the attitude of the employees towards the authorities and their privileges. This means that the way of the communication between the authorities and the employees was given poor evaluation.

Having calculated the correlation coefficients between high spiritual intelligence culture characteristics of different business organizations (see Table 3), the results show that all these different characteristics have a statistically significant correlation, and this means that different characteristics of organizational culture depend on each other – if one characteristic has higher ratings, the other characteristics in the same business organization also have better evaluations.

Analyzing the largest correlation coefficients and their strength, the following assumptions can be made:

- when a business organization contains good relations between the

authorities and the employees of the company, as well as positive atmosphere, the authorities tend to give more authorization for their subordinates – this is evident in the correlation between *cooperation* and *authorization*;

- in organizations, where the relations between the employees are good, the employees and the authorities tend to treat each other fairly – this is shown by the correlation between *honesty* and *relations*;

- business organizations, where the authorities do not have more privileges, do not break the rules, provide conditions to talk about the matters of the company and the employees are not afraid of the power of the boss, the authorization is given significantly more often, which shows the correlation between the *authority* and *authorization*;

- the employees of business organizations, where the authorities are open and do not have any secrets, are more flexible – this shows the correlation between *truth* and *flexibility*;

Table 3

Coefficient correlation between the characteristics of the high spiritual intelligence culture

		Communication	Honesty, honor	Relations	Trust	Authority	Truth	Flexibility	Authorization
Communication	<i>r</i>	1.000	0.598	0.558	0.589	0.448	0.584	0.617	0.622
	<i>p</i>		0.000	0.000	0.000	0.000	0.000	0.000	0.000
	<i>N</i>	301	301	301	301	301	301	301	301
Honesty, honor	<i>r</i>	0.598	1.000	0.672	0.658	0.605	0.561	0.659	0.633
	<i>p</i>	0.000		0.000	0.000	0.000	0.000	0.000	0.000
	<i>N</i>	301	301	301	301	301	301	301	301
Relations	<i>r</i>	0.558	0.672	1.000	0.648	0.535	0.630	0.591	0.586
	<i>p</i>	0.000	0.000		0.000	0.000	0.000	0.000	0.000
	<i>N</i>	301	301	301	301	301	301	301	301
Trust	<i>r</i>	0.589	0.658	0.648	1.000	0.612	0.586	0.688	0.640
	<i>p</i>	0.000	0.000	0.000		0.000	0.000	0.000	0.000
	<i>N</i>	301	301	301	301	301	301	301	301
Authority	<i>r</i>	0.448	0.605	0.535	0.612	1.000	0.598	0.621	0.623
	<i>p</i>	0.000	0.000	0.000	0.000		0.000	0.000	0.000
	<i>N</i>	301	301	301	301	301	301	301	301
Truth	<i>r</i>	0.584	0.561	0.630	0.586	0.598	1.000	0.651	0.609
	<i>p</i>	0.000	0.000	0.000	0.000	0.000		0.000	0.000
	<i>N</i>	301	301	301	301	301	301	301	301
Flexibility	<i>r</i>	0.617	0.659	0.591	0.688	0.621	0.651	1.000	0.738
	<i>p</i>	0.000	0.000	0.000	0.000	0.000	0.000		0.000
	<i>N</i>	301	301	301	301	301	301	301	301
Authorization	<i>r</i>	0.622	0.633	0.586	0.640	0.623	0.609	0.738	1.000
	<i>p</i>	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
	<i>N</i>	301	301	301	301	301	301	301	301

Source: Accomplished research data.

- business organizations, where the employees are flexible and can freely chose the preferred working method, can discuss the matters with the authorities, are encouraged to acquire knowledge and skills, while the management processes and technologies provide conditions for flexible work, such business organizations provide more authorization for the employees, they have more opportunities to show their initiative, feel that they

can affect the policy and plans of the organization, receive enough authorization and, having done a mistake, have a right to show initiative in solving it. This shows the correlation between *flexibility* and *authorization*.

The analysis of the data of the survey according to the characteristics distinguished by the respondents shows that all of them influence the results of the research (see Table 4).

Table 4

The average estimates of the high spiritual intelligence culture characteristics by the respondents

		Communication	Honesty, honor	Relations	Trust	Authority	Truth	Flexibility	Authorization
Age groups of the respondents	< 41 years	3.47	3.27	3.51	3.22	3.11	3.58	3.33	3.23
	26-40 years	3.56	3.40	3.56	3.35	3.36	3.61	3.43	3.45
	> 25 years	3.74	3.65	3.71	3.61	3.57	3.79	3.62	3.58
Men and women interviewed	Women	3.79	3.56	3.70	3.49	3.38	3.74	3.52	3.52
	Men	3.39	3.34	3.49	3.31	3.35	3.57	3.40	3.38
The level of the education of the respondents	Other	3.51	3.39	3.57	3.20	3.29	3.66	3.28	3.15
	University degree	3.80	3.55	3.64	3.59	3.46	3.76	3.59	3.65
	Non-university degree	3.36	3.35	3.48	3.15	3.33	3.50	3.40	3.33
	Higher education	3.37	3.19	3.48	3.18	3.09	3.52	3.27	3.25
	Currently studying	3.60	3.67	3.75	3.58	3.52	3.72	3.58	3.53
Distribution of the respondents according to legal forms of organization	Individual enterprise	3.60	3.23	3.63	3.60	3.40	3.80	3.47	3.20
	Joint stock companies	3.84	3.73	3.88	3.61	3.50	3.87	3.58	3.53
	Closed joint stock companies	3.53	3.39	3.52	3.34	3.33	3.60	3.43	3.43
	Other	3.50	3.11	3.23	3.40	3.27	3.37	3.50	3.54
Distribution of the respondents according to the work experience	More than 11 years	3.60	3.31	3.42	3.31	3.05	3.66	3.37	3.20
	6-10 years	3.57	3.36	3.56	3.29	3.32	3.68	3.31	3.42
	Up to 5 years	3.61	3.51	3.64	3.45	3.44	3.67	3.52	3.51
Distribution of the respondents according to the offices	Employees	3.54	3.43	3.57	3.37	3.30	3.60	3.39	3.36
	Small group managers	3.95	3.63	3.72	3.56	3.61	3.92	3.83	3.89
	Unit managers	3.64	3.47	3.66	3.55	3.65	3.87	3.60	3.60

Source: Accomplished research data.

The analysis of the evaluation of the investigated characteristics by business organizations' employees of different ages shows that the estimates of *honesty and honor, trust, authority, flexibility and authorization* were significantly distinguished statistically. This shows that statistically significantly younger employees evaluate the trust and honor, authority, as well as authorization of their organization more positively.

The evaluation of different high spiritual intelligence culture characteristics by the men and women that have participated in the research shows that their opinions statistically significantly differ in many cases. The results of the research show significant statistical numbers, which indicate that the women evaluate the communication, honesty and honor, relations, trust, as well as truth more positively than men.

The analysis of the research results according to the respondents' education in many cases shows evident differences of the opinions researched. The individuals with university degree or current students evaluate the *communication, honesty and honor, trust, authority, flexibility, as well as authorization* of their organization significantly more positively.

The analysis of how the mentioned characteristics were evaluated by the employees working in business organizations of different legal forms shows that the opinions of these respondents also statistically significantly differ in many cases. This context suggests that the employees of joint stock companies evaluate the *communication, honesty and honor, relations, trust*, as well as *truth* of their organizations significantly more positively than the employees working in different organizations.

The evaluations of the employees of different work experience statistically differ significantly only in two cases. This suggests that statistically the individuals with shorter work experience evaluate the characteristics of *authority* and *authorization* significantly more positively.

Meanwhile the evaluations of the investigated characteristics by the respondents of different offices differ significantly only with five organizational culture characteristics out of eight. This suggests that statistically the employees of medium offices (small group managers) evaluate the *authorization, flexibility, trust* and *authority*, as well as *communication* characteristics significantly more positively.

The calculation of the correlation coefficients between the respondents' age and time spent in their current workplace shows that the age of the respondents does not have statistically significant correlation only with the characteristic of

truth, which means that the evaluation of the *truth* statistically does not significantly depend on the age of the employees. Meanwhile the evaluation of other characteristics statistically significantly depends on the age of an employee, while the negative correlation coefficients show that these characteristics statistically are evaluated significantly better by younger employees.

The work experience of the respondents has statistically significant correlation with five characteristics, while the negative correlation coefficients suggest that the employees with shorter work experience give the characteristics of *honesty and honor, relations, authority, flexibility and authorization* in their organization statistically significantly more positive evaluations.

Also, the calculation of Spearman correlation coefficients between the gender, education, legal form of an organization, the number of the employees in an organization, the offices and the characteristics shows that the *gender* and the *legal form of an organization* have the highest correlation with the characteristics. This means that the evaluation of the organizational culture statistically significantly depends on the gender of the employee, as well as the legal form of the company, where that employee works. Moreover, it can be observed that the evaluations of an organization's *honesty and honor*, as well as *trust* depend on the size of the organization, while the evaluation of the *communication, authority, truth, flexibility* and *authorization* statistically significantly depend on the offices of the employee.

Considering this, a conclusion can be made that in organizations the authorities and the employees trust each other only sometimes, the employees often cannot

share important information about the situation of the business, they often cannot trust their colleagues, the authorities often do not support their employees, some team members are usually unlikely to help the others, while the employees themselves only sometimes can experiment and take responsible risks in order to achieve better results.

Conclusions

The results of the research have revealed that the high spiritual intelligence culture characteristics, which form the behavior and motives of the employees, manifest in Lithuanian medium-sized companies. However, the average estimates of these characteristics show that the characteristics mentioned manifest in the segment of the business organizations indicated above on average only occasionally or frequently. This suggests that the change of the employee behavior motives in this segment of business organizations requires leaders with spiritual intelligence and power to change the characteristics of the organizational culture.

Low average estimates show that the Lithuanian medium-sized businesses analyzed is dominated by such organizational culture characteristics, which with the help of the spiritual intelligence, cannot destroy old behavioral motives and create new ones. However, the average estimates also suggest that SQ processes could influence one motive or the whole combination of motives in the Lithuanian medium-sized business companies analyzed. Based on the research results of investigated business organizations the following assumptions have been done:

- the employees trust the information received from the authorities and are often encouraged to share their opinion in planning the changes,
 - the work outcomes are often discussed with the employees, the employees rarely have secret plans,
 - the employees are encouraged to tell the truth,
 - the highest authorities believe that all the employees of an organization would know and understand the goals of the organization, they often tend to make sure that the employees really know how their work contributes to the goals of the organization,
 - the employees are often encouraged to report bad news,
 - the employees receive precisely formulated feedback about their work on time,
 - the employees are often encouraged to regularly take interest in the opinion of the internal and external customers,
 - the employees often or at least sometimes have opportunities to make meaningful contributions to the decisions, which they think are important,
 - the employees are rarely friendly in the working environment,
 - the highest employees rarely care about the well-being of the other employees,
 - the organizations do not try to develop mutually beneficial, long-term relations with their clients in drafting and putting together their budgets,
 - human aspects are rarely considered in investigated business organizations,
 - the authorities not always help to plan working hours and conditions,
 - individuals from different structural units rarely communicate with each other.

The mentioned assumptions show that the employees in most of the Lithuanian medium-sized business organizations only rarely have freedom and flexibility in choosing preferred working methods and conditions, or can discuss the matters with the authorities, while the likely tendencies and events where the employees are encouraged to acquire various knowledge and skills in order to contribute to a more diversified work activities are provided only sometimes. Management processes and technologies only sometimes provide conditions for flexible work hours, the working conditions where the clients can work with the organization in a way most suitable for them are also rare. The research results suggest that the working load in the business organizations analyzed is not fairly divided among all the members of the team, the employees usually do not think that they receive fair wages, the promotion is given not for those, who deserve it most, the employees are not encouraged to learn from their mistakes, but are usually punished, the organizations are unlikely to support their employees that have family or personal problems, while the authorities are unlikely to respect the ideas and suggestions of all the team members.

The results of the research reveal that the highest authorities of Lithuanian medium-sized business organizations usually have much more privileges than the employees of the lower rank, are likely to break the rules, often do not provide conditions for the employees to discuss the matters of the company and do not listen to their ideas, while the employees themselves are usually afraid of the authorities and often think that the authority of the organization is not used for the well-being of all the shareholders.

The research has also revealed that the more educated and intelligent a person is, the more he requires higher motivation and self-actualization. Moreover, seeking for higher ideals requires an ability to integrate various types of knowledge and unconventional thinking. The results of the research indicate that the employee motivation to work efficiently and effectively should include special attention for the motivations, which depend on the nature and the value orientation of the person himself, directed towards strengthening spirituality and improving the organizational culture surrounding the employee.

The research confirms the fact that the basis of the behavior motives of the employees is the values of organizational culture, which direct the activities of the people, including their choices. In the process of choosing the motivation systems, it is very important for the organizations to ascertain if the values of the current and newly hired employees match the main values of the organization. A new employee entering into an organization brings his value system. In the process of recruitment it is essential for the employers to try to find out the values of the candidate and their compatibility with the values of the company. This implies a situation, when it becomes as if mandatory for a spiritually strong organization to guarantee the new employee an organizational culture with spiritual intelligence characteristics and the new employee is perceived as a person that can enrich or impoverish this culture. Seeking to compete in the long-term perspective, such organization will choose an employee of high spiritual intelligence. The results and the work satisfaction of the employee should be better if his values fit well with the values of the organization.

Assessing the possible future research directions, it can be stated that the interest in spirituality in the context of organization

studies, as well as the number of scientific and empirical studies should increase in both the short and long term.

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AUKŠTOS DVASINĖS IŠMINTIES KULTŪROS RAIŠKA LIETUVOS VIDUTINIO DYDŽIO ĮMONĖSE

S a n t r a u k a

Darbuotojų veiklos motyvai bei elgsena buvo ir išlieka aktuali tiek organizacijų vadybos praktikoje, tiek mokslu srityse, ieškant efektyvesnių priemonių skatinančių darbuotojus siekti įmonės tikslų. Šiandien vis labiau siekiama verslo organizacijose įtvirtinti kultūros bruožus, kurie galėtų pakeisti dabartinius dominuojančius darbuotojų motyvus veikti, tokius kaip pvz. baimė, godumas, pyktis ir savęs įtvirtinimas į pozityvesnius, tokius kaip pvz.: tyrinėjimas ir mokymasis, bendradarbiavimas, vidinė stiprybė ir meistriškumas. Šie pozityvieji veiklos motyvai yra susiję su dvasine išmintimi, kurie, vis labiau įrodoma, leidžia atsisakyti senų veiklos modelių ir senų mąstymo būdų bei judėti aukštesnės darbuotojų motyvacijos link. Todėl dvasingumo bei dvasinės išminties integravimas į organizacijos kultūrą yra nauja paradigma, radikaliai keičianti tradicinį mąstymą apie verslo filosofinius pamatus ir praktiką. Žinant organizacijos kultūros bruožus, formuojančius aukštesnius darbuotojų veiklos motyvus, galima atskleisti darbuotojų elgsenos modelius, kurie koreliuoja su dvasinės išminties procesais. Todėl tyrimo tikslas yra atskleisti darbuotojų elgseną ir motyvus formuojančius aukštos dvasinės išminties kultūros bruožų raišką Lietuvos vidutinio dydžio verslo organizacijose. Toks verslo organizacijų segmentas pasirinktas todėl, kad daro-

ma prielaida, jog jų vystymasis nėra „gimimo“ ciklo etape ir jos jau turi susiformavusią ar besiformuojančią organizacijos kultūrą, nes tyrimui atrinktos įmonės nėra bankrutavusios, bankrutuojančios, išregistruotos ar likviduojamos; įmonės darbuotojų skaičius nuo 50 iki 249; registracijos data nuo 1990-03-11 iki 2008-01-01; įmonės yra PVM mokėtojos. Taip pat šios įmonės nėra kitų įmonių filialai ir atstovybės ir jų neveikia motininių kompanijų organizacijų kultūra.

Šiame straipsnyje pristatomas empirinis tyrimas, kuris atskleidžia, kokie aukštos dvasinės išminties kultūros bruožai pasireiškia Lietuvos vidutinio dydžio įmonėse, kurie formuoja darbuotojų elgseną bei motyvus. Todėl straipsnyje remiamasi aukštos dvasinės išminties kultūros bruožais kaip darbuotojų elgseną ir motyvus formuojančiais veiksniais. Pasirinktam kiekybiniui tyrimui atlikti pasirinktas duomenų rinkimo būdas – anketinė apklausa. Anketinės apklausos metu apklaustas 299 verslo organizacijų atsitiktine tvarka parinktas atstovas. Anketos pagrindui sudaryti pasirinkti D. Zohar, I. Marshall (2004) išskirtų aukštos dvasinės išminties kultūros bruožai organizacijose: *bendravimas, santykiai, valdžia, lankstumas, sąžiningumas ir garbingumas, pasitikėjimas, tiesa, įgaliojimų suteikimas*, koreliuojantys su dvylika dvasinės išminties procesais: *savęs pažini-*

mu, spontaniškumu, vadovavimosi vizija ir vertybėmis, holizmu, užuojauta, įvairovės vertinimu, vidine nepriklausomybe, poreikiu klausti kodėl, sugebėjimu pažvelgti iš tolesnės perspektyvos, pozityviu požiūriu į nepalankią padėtį, kuklumu, pašaukimu, skatinančios aukštesniais motyvais paremtą elgseną.

Tyrimo rezultatai atskleidžia, kad visi aukštos dvasinės išminties organizacijos kultūros bruožai pasireiškia Lietuvos vidutinio dydžio verslo organizacijose, tačiau jų įverčiai yra skirtingi, pvz.: dažniausiai pasireiškia *tiesa*, o mažiausias iš visų yra *valdžios įvertis*. Iš gautų rezultatų matyti, kad tarp visų atskirų dvasinės išminties organizacijos kultūros bruožų yra statistiškai reikšmingas koreliacinis ryšys, o tai rodo, kad atskiri bruožai yra priklausomi vieni nuo kitų, o vienam esant aukštesniam, kiti toje verslo organizacijoje taip pat yra geriau vertinami. Taigi, dvasinės išminties organizacijos kultūros bruožai, atsispindinti darbuotojų motyvuose ir nukreipia veiklą, įskaitant ir pasirinkimus. Empirinio tyrimo rezultatų analizė, patvirtina, kad tirtą segmentą Lietuvos verslo organizacijų veikloje galima pastebėti aukštos dvasinės išminties organizacijos kultūros bruožų raišką, kuri tiesiogiai susijusi su darbuotojų elgsena bei motyvais. Tyrimas atskleidžia, kad kuo labiau išsilavinęs ir intelektualusnis žmogus, tuo labiau jam reikia aukštesnių veiklos motyvų ir savęs įprasminimo. Be to, aukštesnių idealų siekis reikalauja gebėjimų integruoti įvairias žinias, netradiciškai mąstyti.