

**SPIRITUALITY AND ORGANIZATIONAL CULTURE:
CULTIVATING THE ABCs OF AN INSPIRING WORKPLACE**

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ABSTRACT

Perhaps the greatest source of unique advantage is a company's workforce. Unfortunately, while many managers talk about the importance of their people, they often fail to cultivate a workplace spirit that leverages their people's creativity, insight and passion. A senior executive at a Fortune 500 company commented on this reality, saying, "People are either the bridge or the barrier". One of today's primary leadership challenges is to overcome practices that limit workers' involvement. The goal is to create a workplace that inspires creativity and contribution. The question becomes, "What practices cultivate a culture that can transform a company's workforce into a key competitive advantage?" In this paper, we empirically analyze a unique data set to address this question. Through values research techniques, a hierarchical values map is developed to explore the relationship between workplace attributes, organizational climate, and personal values. Affirmation, belonging, and competence emerge as critical elements of a people-centered, inspiring organizational culture.

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We know how to invest in technology and machinery,
but we're at a loss when it comes to investing in people.

–Peter Senge

INTRODUCTION

Competitive success dictates that companies identify and invest in their underlying source of advantage. Investment patterns over the past decade suggest that companies have favored technology as the primary source of advantage and the panacea to their competitive woes. Experience reveals however, that competitors replicate most technological advances—whether product or process—within a year. The race for a technology-based competitive edge therefore usually ends in parity. Some astute managers have taken an alternative path, emphasizing their employees as the most vital source of competitive advantage. Southwest Airline's Herb Kelleher for example, spent much of his tenure cultivating a workplace climate that unleashed the creativity and passion of Southwest's workforce (1). Southwest proceeded to accrue profits for 30 consecutive years—an unparalleled accomplishment in the airline industry. Borrowing a page from Kelleher's playbook, David Neeleman, CEO at JetBlue Airways, has emphasized that JetBlue's future success depends on inspiring and motivating its people. He argues:

Great companies and great dynasties and great empires, most of those were not defeated externally. They were defeated from within. Our greatest challenge going forward is how can we continue to inspire our crew members on a daily basis? How can we keep them motivated and let them know the impact they have on our customers? That's our greatest challenge, and that's what keeps me up at night.

The organizational cultures at Southwest and JetBlue are designed around the theory that proactive people-management is the foundation of competitive success. Whereas leveraging the human resource has enabled Southwest and JetBlue to achieve notable success, managing people for competitive advantage is not a new concept (2). What distinguishes *people-centered* companies from their counterparts is that people-centered management teams have “walked the talk” (1). Managers did not merely talk about the importance of people; rather, they invested in their workforce, weaving into their organization's cultural fabric the idea that people can be the competitive differentiator. The scarcity of the people-centered paradigm, and limited effort to support it, is highlighted by the subtitle of Robert

Levering's book, "A Great Place to Work: What Makes Some Employers so Good (and Most so Bad)" (3). The fact that Scott Adams, creator of the Dilbert comic strip, enjoys continued popularity by mocking companies for their inept people management reiterates the challenge. In a poignant jab at management practice, Adams identified the slogan, "Employees are our most valuable asset" as the great management lie (4).

A senior executive at a Fortune 500 company commented on the disparity between merely talking about people's importance and investing in a culture that leverages employee's abilities and creativity, saying, "People are either the bridge or the barrier" (5). One of today's primary leadership challenges is to overcome practices that lead skeptical workers to become barriers to organizational success. Anecdotal evidence suggests that successful leaders like Kelleher and Neeleman capture the heart of workers, unleashing their energy and insight (1, 6). This leadership style promotes the emergence of the knowledge worker who recognizes opportunities, analyzes problems, and proactively moves to implement creative solutions (7). When an organizational culture removes the figurative shackles from workers, the oft sought after learning organization is within reach. The question becomes, "What practices cultivate a culture that can transform a company's workforce into a key competitive advantage?"

CHARACTERISTICS OF A SUCCESS CULTURE

Senge's quote above that "we are at a loss when it comes to investing in people" offers both warning and invitation. Companies that do not invest in an organizational culture that allows workers to find meaning and purpose in their work may struggle to release the creativity, learning, and passion of the workforce.(8)Moreover, such companies increase the probability that their culture and structure will inhibit individual employee development, resulting in non-productive behaviors (9). By contrast, companies that promote employee development help workers develop into more complete individuals (10). In such a people-centered environment, individuals and companies flourish (2, 11, 12). Unfortunately, as Senge points out, far too many companies have inculcated limiting cultural structures and sacrifice the potential competitive benefits of a fully engaged and passionate workforce. A paradigm shift in fundamental organizational values is needed (13).

Company culture takes on a spirit that ranges from limiting to inspiring. John Epps captures this sentiment as follows:

When spirit is present, doing business with the organization is a delight, when it's missing, working with the company is a drag, whether as a customer, a vendor, or a staff member. Spirit may be intangible, but its effects permeate the entire system and determine the quality of output. It's too important to be left to happenstance. (14)

Spiritual influence in the workplace has gained momentum in recent years and is often described in terms of organizational spirituality (15). While sustained and strenuous effort is needed to move an organization's culture and structure down the continuum from limiting toward inspiring, more is required (see Figure 1) (12). Figure 1 illustrates the elements of organizational spirituality and a culture of success required to move an organization from limiting to inspiring. The differentiating factors that define and determine cultural orientation and values must first be identified (16). These factors include basic workplace attributes, organizational climate, and core values. Once defined, these factors must be communicated and supported throughout the organization (1). Theory suggests that as a people-centered culture emerges, individuals and companies flourish. Success reinforces cultural change and provides momentum to move toward an inspiring organizational culture. Fortunately, the literature has begun to discuss the key issues involved in building an inspiring organizational culture with a particular focus on the issues of core values, organizational climate, and workplace attributes.

Figure 1
Elements of a Culture of Success

Core Values

Firmly rooted at the center of the organizational spirituality discussion is the notion of core values (1, 8, 10, 12, 14, 16, 17). For core values to be inspiring, they must be shared by the organization and its people (10, 17, 18, 19). Values congruency fosters a sense of connectedness and wholeness within the organization that facilitates individual and organizational growth (10, 13). Moreover, successful companies are typically driven by a set of core values (16, 20).

The interrelatedness of core values between the organization and its workforce demonstrate the importance of cultivating the right values (8). Community is perhaps the most frequently discussed value (21). Community enables workers to find substantive meaning in their work, facilitating them to help

coworkers and customers achieve greater success (12). Teamwork and serving others can create a sense of family that inspires improved creativity and productivity (1, 22). Closely linked to community are the values of accomplishment, self-esteem, and balance. Most employees have an emotional need to add value to their organization and to see their accomplishments (8, 14). As workers become a source of creativity, and influence corporate policies, their need for meaning is fulfilled (1). Employees' feelings of self-esteem are also enhanced. As corporate values and structures encourage individual growth, self-esteem is promoted. Strong self-esteem makes it easier for individuals to be a part of a community without losing personal identity (8, 11). Finally, fulfilling work must be matched by a fulfilling life beyond work (17). Inspiring corporate values promote the development of the whole or complete individual.

Organizational Climate

Core values provide direction and cohesiveness to an organization and its employees. The ability for core values to create an inspiring culture, however, depends on the degree to which the values are supported by the organizational climate (17, 23, 24). Cultivating the right workplace climate is therefore one of the most important managerial roles. Certain aspects of a workplace climate have been identified as antecedents to a creative and productive workforce. Among these are affirmation, belonging, and competence.

Affirmation in the workplace helps workers feel valued. Workers who feel valued compensate the company by bringing more creativity and passion to work. Affirmation can emerge from managerial recognition or from the intrinsic design of the work task (14). Belonging refers to workers' need to feel connected to one another as well as to the company (21). People need to sense that they are, individually and personally, part of the company "family." The social connection that emerges from high-quality interpersonal relationships supports important values like self-esteem and community (8). Social connection also enables shared change and organizational learning (25). Managers at all levels have a responsibility to stimulate and support social growth (8). Competence requires that managers recognize and utilize employees' capabilities (11). Competence emerges as the organization acknowledges the individual's need for growth and then encourages and invests in that growth (8, 11). An open learning environment reinforced by appropriate training, holistic job design, and policies of empowerment

increases workforce competence and employees ability to both achieve and participate as contributing members of the community (13, 21)

Workplace Attributes

A spiritual or value-based organization relies on individual development as well as a proactive and supportive workplace climate (8). Morris (1997) notes, "Good people in a good environment do good work." The literature identifies a long list of key workplace attributes. Attributes include 1) work that is valued, 2) work that stretches workers' capabilities, 3) high-quality interpersonal relationships, 4) efforts that are recognized, supported, and rewarded, 4) managers who act as guides, 5) the opportunity to find meaning in work that transcends economic gain, 6) a strong work ethic, 7) empowerment, 8) collaboration, 9) respect for workers, 10) commitment to a cause, 11) ability to take care of the customer, 12) the opportunity to learn from mistakes, 13) the responsibility to behave in a self-managing way, and 14) clear and consistent leadership (1, 7, 8, 11, 12, 24, 26). Ultimately, workplace attributes help workers align their work habits to the core values of the organization and help instill a culture of success (1).

In the remainder of the paper, we empirically analyze a unique data set to address our research question posed above, "What practices cultivate a culture that can transform a company's workforce into a key competitive advantage?"

METHODOLOGY

Anecdotally looking at the cultures and track records of icons like Southwest and JetBlue Airlines suggests a need for positive people management. To determine the attitudes and practices that employees believe underlie a proactive culture, however, requires a more systematic approach. We conducted an empirical evaluation of employee attitudes and job satisfaction to gain insight into the factors that differentiate a culture of success from one of skepticism. We used values research methods to determine the factors that cultivate an inspiring organizational culture. We conclude by verifying the performance impact of the identified factors.

The Study

A field study was conducted to assess company-wide employee attitudes and job satisfaction at a leading financial services corporation. Questionnaires were mailed to 350 customer service representatives. The questionnaire consisted of seven sections and a total of 265 rating items as well as demographic questions. The rating items were divided into importance questions and performance questions. For each importance question, the respondent rated the item on a 10-point scale where 1 means “not at all important to you” and 10 means “most important to you.” For each performance question, the respondent rated the item on a 10-point scale where 1 means “does not at all describe the workplace” and 10 means “perfectly describes the workplace.”

Employees returned 251 completed surveys for an overall completion rate of 72 percent. As part of the research, an *ex ante* performance profile was created for each employee. Specifically, measures of individual productivity and service quality were used to classify employees as either high-productivity, high-service-quality employees or high-productivity, low-service-quality employees. Interestingly, high-productivity, high-service-quality employees are over-represented in the sample because they returned over 90 percent of their surveys as compared to high-productivity, low-service-quality employees who returned only 50 percent of their surveys. Each survey contained an inconspicuous identification number that matched with an employee productivity and service quality profile. On average the questionnaire required approximately 60 minutes to administer. Employees were given work time to complete the questionnaire.

Values Research Methods

Values research is a systematic approach for identifying the emotional bonds that connect people with the world in which they live. An individual's world includes factors such as jobs, families, communities, products, and services. Values research has great potential for researchers and managers because it suggests ways to connect distinctions of products, services, and jobs to the enduring personal needs and values of employees or customers. Often values research provides a fresh and integrative approach to understanding human behavior or building brand equity.

Values research is grounded in several leading psychology theories. Values research has ties to personal construct theory (27) and human values theory (28). Values research identifies four levels of

environmental and personal information that people use in decision making. As an outcome of the research, the four levels of information are arranged into means-end chains using three “bridges” that connect attributes to functional consequences, functional consequences to psychosocial consequences, and psychosocial consequences to personal values. The three bridges in a means-end chain are known as the 1) product bridge, 2) personal relevance bridge, and 3) values bridge. Once constructed, means-end chains are combined together to make a hierarchical values map. A hierarchical values map is a roadmap that describes methods to connect what an entity does well (i.e., its distinctions) with what people feel is most important (i.e., their psychological/sociological needs and personal values).

Along with *identifying* specific attributes that are important, values research also explains *why* the attributes are important using detailed and personal terms. Hierarchical values maps demonstrate the most prevalent connections between people and their world. Connections most likely exist in some flexible, nonlinear schema. However, in a means-end map, the connections are arranged from attributes to values. This arrangement standardizes the presentation of values research, creates a logical flow of information ranging from concrete to abstract, simplifies the interpretation, and makes the results actionable.

ANALYSIS AND FINDINGS: READING THE ROADMAP

Figure 2 shows the hierarchical values map of organizational culture. To build the map, we first factor analyze items within the top three levels of the means-end chain. Using the importance ratings, we identify six workplace climate (functional consequence) factors, five personal benefit (psychosocial consequence) factors, and four personal values factors. We then compute two matrices of partial correlations using factor summates to detect the strength of factor-to-factor linkages at the personal relevance bridge and values bridge. After these preliminaries, we again use partial correlation analysis to create the “product bridge” by tying specific workplace attributes to each of the six job climate factors (29). Organizational strengths and weaknesses are considered within each level of the means-end chain. On average the performance ratings decline as we move up the means-end chain from attribute to value (see Table 1). Consequently, it is inappropriate to directly compare performance ratings from one level of the Hierarchical Values Map to performance ratings from another level.

Figure 2
Hierarchical Values Map of Organizational Culture

Table 1
Constructs Evaluated in the Hierarchical Value Maps

Attributes of a Winning Workplace

The maps in Figure 2 suggest that the building blocks of a winning workplace are job design, empowerment, respect, equity, and collegiality. Workers want to be able to use their abilities to be productive, proactive, and create a quality customer experience. Job design and empowerment enable the fulfillment of these desires. Workers then want to be recognized for their efforts and contribution. This recognition is at the heart of respect and must come from co-workers, immediate supervisors, and senior management. Equity is manifest via a fair workload, appropriate balance between job demands and family life, rewards that are linked to competent effort, and equal treatment by supervisors. Finally, people want to enjoy going to work. They value a workplace that is filled with warm, friendly colleagues. With this foundation in place, managers can turn their attention to the more challenging task of cultivating a workplace climate that energizes both the people and the place.

The ABCs of an Inspiring Workplace Climate

Managing basic workplace attributes is relatively straight forward compared to transforming the workplace to unleash the creativity and contribution of an empowered workforce. Inculcating the practices that create an inspiring workplace has proven to be a puzzling challenge for managers (12). Yet, it is at this level of the map that companies begin to leverage the energy, experience, and intellect of the workforce to drive learning and achieve competitive advantage. The hierarchical values map tells managers to focus on cultivating six job climate factors that we group into three categories labeled the “ABCs” of workplace climate. “A” signifies affirmation, “B” is belonging, and “C” stands for competence. Each is discussed below.

Affirmation. Affirmation involves positive reinforcement that tells workers they make a difference and are valued. In every organization, a myriad of daily behaviors and communications tell employees that they are either 1) competent and valued or 2) incompetent and unappreciated—affirmation is the first. Affirmation takes place in two primary areas: managerial behavior and intrinsic work design. Table 1 indicates that respondents

rated managerial affirmation as the most important job climate factor (mean = 9.03). Clearly, workers want to be respected and valued by their managers. Unfortunately, many managers who evaluate their own style are surprised at how they undermine their own attempts to make employees feel valued. If these managers were to list specific behaviors that communicate competence and value, the list would likely be much shorter than the list that expresses a lack of appreciation (cite?). Few managers fully recognize the importance of affirmation; even fewer live the behaviors needed to establish an affirming climate (cite?). Perhaps the mark of an affirming culture is the ability to correct mistakes and recognize successes in a way that workers come to view specific criticisms as an effort to help them succeed. The second dimension of affirmation, Intrinsic Affirmation, received an importance score of 8.73. The Intrinsic Affirmation finding indicates managers should design the work experience to give workers the opportunity to make a contribution to both organizational and customer success.

Table 2 contains the results of an analysis of variance that separated the respondents into three groups based on their feelings regarding the nature of the organizational climate. The top third and bottom third are then compared along three performance dimensions: productivity, service quality, and retention. Respondents that viewed the workplace climate to be inherently affirming perform at statistically higher levels than their counterparts along all three performance metrics. Clearly, cultivating an affirming culture is important.

Table 2
Productivity, Quality, and Service Impact of Modeled Constructs

Belonging. In a belonging climate, people feel as if they are part of a larger corporate family. Specifically, belonging refers to the innate need that people have to feel socially connected to other employees as well as to the organization. Two aspects of belonging were identified and measured. First, personal belonging, which evaluates the worker's connection to the company, received an importance score of 8.95 (see Table 1). Personal belonging evaluates the employee's sense that through work, personal and family financial needs are being met. In other words, work enables the person to fulfill social responsibilities and thereby enhance their sense of belonging. The worker also desires to be treated fairly and feel comfortable in the workplace. Second, co-worker belonging, which received an importance score of 7.98, emphasizes the social connection to other workers. Employees find meaning in helping colleagues succeed. Their personal sense of self-worth is also enhanced as they are respected by their

co-workers. While less important than other dimensions of belonging, people like to work with other individuals they consider to be not just colleagues but also close friends.

Table 2 shows that a strong sense of belonging leads to statistically higher levels of performance in the areas of productivity, service quality, and retention. When people feel that they are just drops of water in the vast organizational ocean, they seldom bring their best ideas or their highest level of effort to work with them. By contrast, when employees feel that they are part of the organizational fabric, they perform at higher levels than colleagues who do not share their feeling of belonging. The belonging results suggest that appropriate investments in a belonging culture have potential for an attractive return.

Competence. It may be an oversimplification to say that competent workers are happy, productive workers; however, competence in conjunction with affirmation and belonging is an indispensable piece of the inspiring workplace climate. Noteworthy is the fact that respondents identified two types of competence that are important to them—personal competence and managerial competence. Personal competence refers to an employee's ability to perform their responsibilities at high levels. While the personal competence factor received an importance score of 8.80 (see Table 1), one item in the construct achieved a markedly higher importance score. At 9.25, "feeling confident and knowledgeable about my job and "Knowing that I am being treated fairly and equally" (mean = 9.25) were the most valued aspects of an inspiring climate. Because people perform best when they feel fully capable of performing the tasks given them, it is vital that managers recognize the need to invest in employee capabilities throughout the organization. The second competence factor (Manager Competence) reflects a desire by respondents to have a degree of autonomy over their own work (mean = 8.02). Respondents desire a work environment that is well designed and that empowers them to make decisions. At many companies, achieving this autonomy requires an overhaul of autocratic managerial attitudes (need cite here). Once employees feel confident they have the skills to succeed, they want to be trusted to use them.

Once again, Table 2 highlights the importance of investing in a climate characterized by competence. Personal competence appears to have a greater performance impact as compared to managerial competence. Nonetheless, investing in both competence factors improves productivity, service quality, and retention. This recognition is important since investing in the human resource is one

of the great challenges managers face today (16). A failure to invest in the knowledge and skills of the workforce can stifle the company's long-term capabilities and competitiveness (7). Equally important, a failure to invest in worker competence manifests an attitude that workers really are not valued (7). Affirmation and belonging are important, but without competence, an inspiring culture will not emerge.

Worker Benefits of an Inspiring Climate

Putting the ABCs in place is not easy or without cost. However, in addition to enhancing employee performance, an inspiring workplace climate leads to important personal benefits that reinforce the culture of success (7). The hierarchical map in Figure 2 identifies five personal benefits that are highly valued by employees: feeling at ease, being open-minded, feeling valued, self-confidence, and positive mood. Looking at the climate factors associated with these psychological benefits provides some valuable insight. For example, the greatest sense of feeling valued emerges from investments in employee capabilities (as demonstrated down the chain to "personal competence" and then further down the chain to "knowing that I am being productive" and "doing things I know should be done."), not from being told they are valued. Similarly, personal competence precedes a willingness to be open-minded. To capture workers' creativity, it is important that they feel it is OK to be adventurous, inquisitive, enterprising, and enthusiastic. Helping workers gain the skills needed to succeed in their assigned responsibilities is the best way to motivate this behavior, which can become contagious in an inspiring culture. If managers adopt a coaching mentality, provide consistent affirmation, and assure personal belonging, a sense of ease can be cultivated in the organization. Feeling at ease reduces resentment, despair, and confrontation, contributing to the positive spirit of the organization. Finally, designing work to provide intrinsic affirmation and promote co-worker belonging tends to foster self-confidence and a positive mood regarding the workplace. Table 2 indicates that with the exception of "Feeling at Ease," each of the personal benefits contributes to higher levels of personal performance. "Being Open-Minded" provides the highest performance scores for all three metrics—productivity, service quality, and retention.

Personal Values in an Inspiring Climate

The workplace climate molds the organization's culture through its influence on the values held by the workforce (8). When a set of values is strongly shared among the employees of an organization, they become the de facto values of the organization regardless of any rhetoric in the mission statement or corporate web

site(cite). Therefore, it is vital to invest in a proactive, inspiring workforce climate. Table 1 reports that four core values—accomplishment, community, life balance, and self-esteem—emerged from the analysis. They are shown at the highest level of the hierarchical values map in Figure 2. Both the sense of accomplishment and life balance emerge from feeling valued and knowing that personal competence is firmly grounded in competitive skills. It appears the ability to effectively and efficiently get the job done delivers meaning at work without requiring workers to sacrifice balance. Strong self-esteem also has its roots in personal competence, but it is also influenced by the willingness to be open-minded and feeling at ease. The ability to contribute meaningfully promotes the desire to contribute in unique and enterprising ways. In a sense, a cycle of creativity is initiated. Finally, a sense of community is founded on self-confidence and positive mood. When employees feel good about 1) their ability to perform their specific responsibilities at high levels and 2) their personal workplace relationships, they can invest in, and benefit from, being connected to a broader corporate family. All four values significantly affect individual performance in the areas of productivity, service quality, and retention.

CONCLUSION

The quest for an inspiring organizational culture seldom begins with a clean slate. Whereas Southwest and JetBlue Airlines were start-ups without cultural baggage to jettison, for most existing companies, moving toward an inspiring organizational climate requires a cultural overhaul. This is a daunting challenge; however, our analysis suggests the potential payoff makes meeting the challenge head-on worthwhile. An inspiring culture that encourages and enables employees to bring their best efforts and best ideas to work every day is one that promotes individual growth and corporate learning. In a world characterized by temporary advantage, learning is the only sustainable competitive advantage. In our modern society, many people “refuse to bow to the all too common notion that much of the work done in corporate America must be routine, dull, and meaningless; they want and expect more” (15). The ABCs of an inspiring workplace can help corporate America deliver on this desire and expectation. The question is, “Are companies ready to take the leap of faith?”

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Figure 1
Elements of a Culture of Success

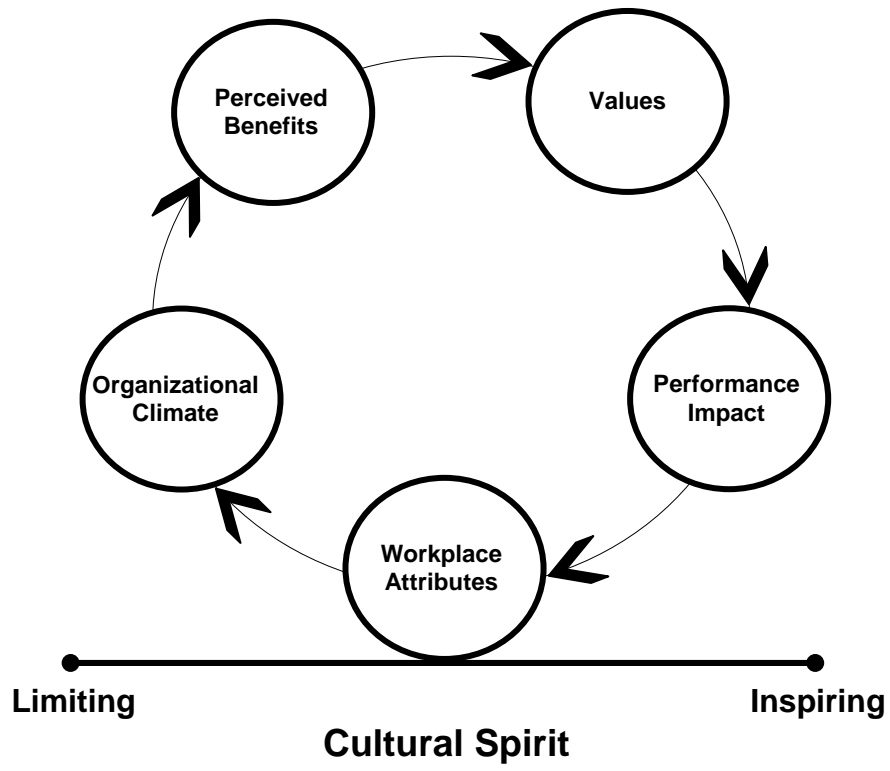


Table 1
Constructs Evaluated in the Hierarchical Value Maps

Constructs and their Components	Mean Importance	Alpha
<u>Workplace Climate:</u>		
Managerial Affirmation	9.03	.775
Having the respect of my manager	9.09	
Knowing that I am a valued employee	8.98	
Intrinsic Affirmation	8.73	.869
Knowing that I am providing high quality service	8.97	
Having customers that believe what I am saying is true	8.90	
Doing things that make a difference for customers	8.73	
Showing personal care and attention to customers	8.71	
Doing things that make a difference for the company	8.32	
Personal Belonging	8.95	.691
Knowing that I am being treated fairly and equally	9.25	
Knowing that I am providing support for my loved ones	9.13	
Not feeling stupid, foolish, or embarrassed	8.71	
Helping out significantly with my financial needs	8.70	
Co-Worker Belonging	7.98	.689
Showing care and concern towards my co-workers	8.59	
Being recognized by my co-workers for my contributions	8.16	
Opportunity to develop close friendships on the job	7.18	
Personal Competence	8.80	.840
Feeling confident and knowledgeable about my job	9.25	
Being in control of my work performance	8.97	
Having the respect of my customers	8.75	
Achieving important tasks or goals in my work	8.65	
Having the people I work with show me approval or trust	8.62	
Having the respect of my co-workers	8.58	
Manager Competence	8.02	.616
Not having work policies that change from one day to the next	8.82	
Ability to control the pace of my work	8.42	
Not having to waste time on unnecessary activities	8.40	
Not having to deal with demanding and unreasonable customers	6.42	
<u>Perceived Benefits:</u>		
Feeling At Ease	8.46	.934
Not being resentful or angry	8.57	
Not feeling confused or perplexed	8.49	
Not feeling uptight or on edge	8.46	
Not feeling self-conscious or insecure	8.45	
Not feeling hopeless or depressed	8.41	
Not being belligerent or confrontational	8.40	
Self Confident	6.75	.879
Are extroverted or outgoing	7.28	
Are hyped or excited	7.02	
Are classy and sophisticated	6.64	
Are cool or hip	6.07	
In a Positive Mood	8.30	.812
Are cheerful and agreeable	8.43	

Not being bored or uninterested	8.41	
Are receptive and affectionate	8.05	
Being Open-Minded	8.29	.902
Are open and flexible	8.72	
Are genuine and down-to-earth	8.66	
Are strong and in control	8.34	
Are hopeful and optimistic	8.21	
Are enterprising and enthusiastic	8.16	
Are playful and having fun	8.03	
Are adventurous and inquisitive	7.88	
Feeling Valued	8.25	.797
Are respected for who you are and what you do	8.54	
Have a sense of personal pride	8.51	
Are making your family proud of your accomplishments	8.11	
Not being afraid or shy	7.82	
<u>Perceived Values:</u>		
Sense of Community	7.92	.890
Are accepted by the group	8.13	
Are making a favorable impression on others	8.13	
Have a sense of togetherness with the group	7.88	
Are admired by those you work with	7.88	
Are an insider, someone that belongs	7.83	
Are part of a family	7.69	
Life Balance	8.32	.905
Are at peace with yourself	8.41	
Have a sense of balance and harmony in your life	8.34	
Have a sense of happiness and fulfillment	8.33	
Are content with your life	8.29	
Have a sense of serenity and well being	8.22	
Sense of Accomplishment	7.95	.886
Have a sense of personal satisfaction	8.30	
Have achieved something meaningful	8.09	
Are setting goals and achieving them	8.00	
Are satisfied that you are doing something with your life	7.73	
Have achieved what you have wanted	7.63	
Strong Self Esteem	8.50	.827
Do not feel worthless or stupid	8.70	
Have a stronger sense of self esteem	8.40	
Have better feelings about yourself	8.39	

Figure 2
Hierarchical Values Maps for Organizational Culture

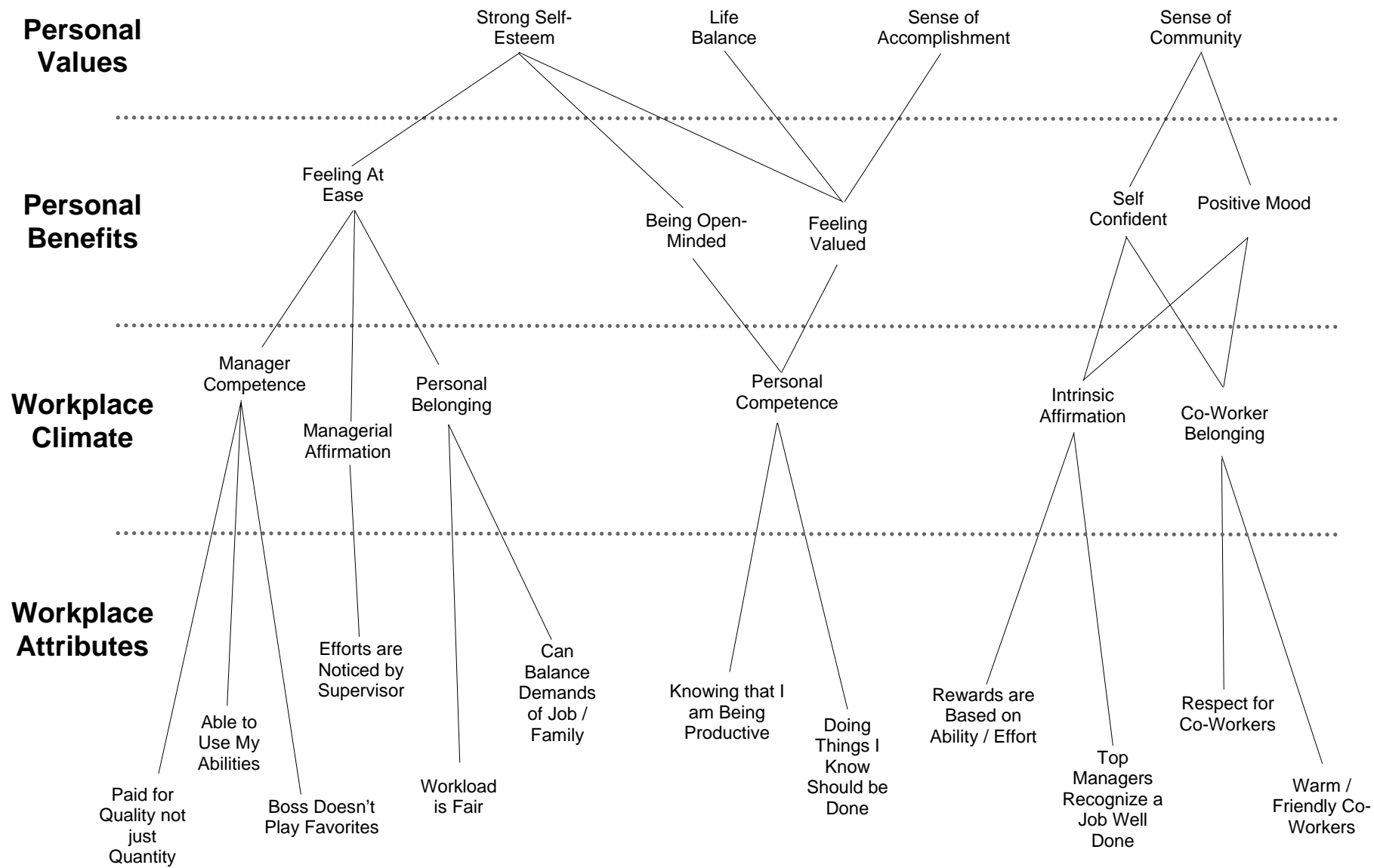


Table 2
Productivity, Quality, and Service Impact of Modeled Constructs

	Productivity Score (1-10 Ratings)				Service Quality Score (1-10 Ratings)				Retention Score (1-10 Ratings)			
	Top Third	Bottom Third	Contrast	p-value	Top Third	Bottom Third	Contrast	p-value	Top Third	Bottom Third	Contrast	p-value
Perceived Values												
Accomplishment	6.6	4.9	1.7	.000	6.6	4.8	1.8	.000	6.8	4.8	2.0	.000
Balance	7.6	5.5	2.1	.000	7.4	5.6	1.8	.000	7.5	5.7	1.8	.000
Community	8.0	6.3	1.7	.000	7.7	6.7	1.0	.001	8.1	6.6	1.5	.000
Self Esteem	8.3	6.6	1.7	.000	8.2	7.0	1.2	.000	8.2	7.0	1.2	.000
Perceived Benefits												
At Ease	2.5	4.0	-1.5	.000	2.7	4.3	-1.6	.000	2.1	4.3	-2.2	.000
Confident	6.0	4.9	1.1	.002	6.0	5.1	0.9	.008	6.1	5.0	1.1	.001
Open-Minded	7.6	6.1	1.5	.000	7.6	6.1	1.5	.000	7.7	5.9	1.8	.000
Positive Mood	6.5	5.8	0.7	.001	6.4	6.1	0.3	.125	6.4	6.0	0.4	.066
Valued	6.7	5.6	1.1	.000	6.8	5.6	1.2	.000	6.8	5.7	1.1	.000
Workplace Climate												
Co-Worker Belonging	7.9	6.9	1.0	.001	7.8	6.9	0.9	.001	7.9	6.9	1.0	.000
Personal Belonging	8.7	7.4	1.3	.000	8.5	7.3	1.2	.000	8.5	7.4	1.1	.000
Manager Affirmation	8.7	7.7	1.0	.001	8.7	7.6	1.1	.000	8.6	7.4	1.2	.000
Intrinsic Affirmation	8.8	7.3	1.5	.000	8.9	7.0	1.9	.000	8.6	7.3	1.3	.000
Manager Competence	6.9	5.6	1.3	.000	7.0	5.5	1.5	.000	6.7	5.7	1.0	.002
Personal Competence	8.7	7.5	1.2	.000	8.7	7.3	1.4	.000	8.5	7.5	1.0	.000