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SPIRITUALITY AS A DRIVING FORCE TO ENTREPRENEURSHIP

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Abstract

Some studies uncovered that spirituality has positive impact to entrepreneurship. Spirituality strengthens entrepreneurs' commitment to improve their business performance, helps them to cope with stressful situation, sharpens their business vision and motivates them to keep their business values. It supports employees to give meaning to their work, increases their happiness and makes them more loyal to the organization. It facilitates the whole organization to perform better and at the end increase the profit.

Spirituality is considered as an essential nature of human being that strengthening their purpose and mental power to do something for the betterment of the many people. Spirituality was considered as a part of theology or other divine disciplines. Currently spirituality is becoming an important topic in management particularly in entrepreneurship. It is an animating force and vital principle which motivates entrepreneurs to run a business which not merely for profit taking but to serve people. A real spiritual entrepreneur is not just looking for their own benefit but for the best of others. Any business that is beneficial and helpful to others will grow better and enjoy economic benefits.

Spirituality is in line to the core principle of entrepreneurs which is doing business to meet customers' need. One characteristic of spirituality is seeking to transcend their ego or their own interest. That is why spirituality is very important for entrepreneurs. It is being considered as a capital that has some core elements such as driven by deep values, having sense of purpose, and applied ethics in service.

Key words: *spirituality, entrepreneurship, capital, management.*

1. Introduction

Many people still consider the study of entrepreneurship as a part of economic discipline. Economics is very much concern about economic growth, product allocation and price theory which mostly end up to financial gain. It is heavily discussed in economics and management science. In economics and management, entrepreneurs are talked in relation to business planning, opportunity identification, its relation to price theory, leadership, and other factors that affect entrepreneurs such as culture, values, and ethics (Raco and Tanod, 2014a).

However several studies have been found that financial and economic gain is not the primary motivator for initiating and running a business (Katz, 1992, Amit et al, 2001). Some scholars discovered that spirituality plays important role for entrepreneurs to run their business.

Currently there is a growing academic interest on the issue of spirituality in management, particularly in entrepreneurship. Howard (2002) wrote that there is an explosion of interest in spirituality as a new dimension in the study of management. He added that may be it is the most significant academic trend since 1950s.

Wagner and Conley (1999) suggested that there has been an organizational fourth wave, referring to an aftermath of Toffler's technological third wave, and they called it 'the spiritual based firm'.

However very little researches have been conducted concerning this issue. Number of studies acknowledge the importance of spirituality in entrepreneurship (Jacson & Konz, 2006). Researchers mention that spirituality brings about positive contribution to entrepreneurs themselves, their employees and the business enterprises as a whole. Spirituality strengthens entrepreneurs' commitment to develop their business, improving their productivity, and enabling flexibility and creativity both in business planning and its implementation (Agbim, K, C et al, 2013). They added that spirituality creates a sense of community amongst employees. Furthermore they mentioned that because of spirituality they have more positive view about their job. Job is not any more considered as a burden task but a vocation and a calling. Through their job they can find a meaningful life. They elaborated that job is a joyful thing not anymore a trouble load. It is a self actualization project where they can perform their wholeness of life.

In addition Mitroff and Denton (1999) noticed that spirituality reduces feeling of fear amongst employees of an organization. They stated that spiritual-motivated-workers will make them having better health and lower level of stress. That is why understanding study of spirituality is a must since it will be beneficial for managerial and organizational success.

Furthermore Ashmos and Dunchon (2000) disclosed that spirituality support the employees to have meaningful work experience. Spirituality increases happiness and freedom for employees and also makes them more loyal to the organization. They mentioned that people who feel working with spiritual values usually are more happier and productive compare to those who are not. Employees having spirituality will stay longer and more helpful to organization. He brought up that at the end spirituality can be used to improve organizational performance.

In addition Karakas (2010) added that spirituality enhances employee well-being and quality of life by increasing their morale, commitment and productivity. It helps employee to reduce stress, burnout and workhoholism. He went on saying that spirituality provides employees sense of purpose and meaning at work. Specifically he said that spirituality provides employees and managers a deeper sense of meaning and purpose of work. Moreover he stated that spirituality provides employees a sense of interconnectedness and community. It increases their attachment, loyalty and belonging to the organization..

Other researchers mention that spirituality will foster the intention of the entrepreneurs to start-up venture (Judge and Douglas, 2013). It will allow them to fulfill their business obligations and helps their ventures to succeed (Pio, E, 2010). It assists them to enhance their ability to cope with stressful business situations (Herriott et al, 2009).

It is also believed that entrepreneurs view venture founding and managing as a part of their spiritual journey (Kauanui, et al, 2010). By the influence of spirituality the entrepreneurs will create pro-social business (Pavlovich, K and Corner, P. 2013). It is the business which put people and community interest before profit (Porter and Driver, 2012).

It is concluded that spirituality will bring about profitability to business firms and customers as a whole (Biberman and Whitty, 1997).

Considering the importance of spirituality in entrepreneurship, it is imperative to find out how spirituality is being defined and understood by academicians of management disciplines. The previous understanding of spirituality which closely related to religion probably might change.

2. Meaning and Definition of Spirituality

The meaning of spirituality is developed and expanded. It can mean many things in popular usage, and is often understood differently by different people (Fisher, 2011). The meaning can extend from traditional institutional religion to occult practices. That is why the meaning

of spirituality is dynamic which means that it must be felt before it can be conceptualized (Priestley, 1985).

‘Spirituality’ comes from the Latin word ‘*spiritus*’ and ‘*spirare*’ which means ‘breathing, soul, wind’. The Latin word of ‘*spiritus*’ is a translation of Hebrew word of ‘*Ruach*’ and ‘*Nefesh*’ which has the same meaning as ‘breathing’, ‘soul’ or ‘wind’ that evoking a principle of vivification and animation. That is why the word spirituality is being understood as animating or vital principle in man. Agbim et al (2013) stated that spirituality is an animating force or vital principle which gives life, transcending the material and mechanical (Fisher, 2011). It is a life affirming force in self and all human beings (Anderson, (2000). Giacalone and Jurkiewicz (2003a) named it as an intrinsic drive and motivation to learn and to find meaning in their work.

The word ‘Spirituality’ is commonly used in religion which is referring to the Holy Spirit. In Christianity especially in the teaching of Trinity, the Holy Spirit is also God. That is why the discussion about spirituality in early ages is always in connection with God. Spirituality in this case is expressed in praying, going to church, liturgical activities, ritual ceremonies and doing charitable work. It is a collective acknowledgement toward God.

For some religions, the ‘Spirit’ and then ‘Spirituality’ connotes to the breath of God or it is the God Himself (Bouckaert and Zsolnai, 1997).

Although spirituality is very much attached to the religion but every religion has their own meaning and perception about spirituality. Sometimes they portray spirituality in a very narrow conception and can be dispiriting for a person, inhibiting their own individual spirituality. Bouckaert and Zsolnai (2011) added that religious belief systems can have negative effects on the health of an individual’s beliefs and expectations. There are many cases show that religious spiritualities only bring negative impact to human being. Instead of promoting human dignities, it is only destroying humanities. Some groups of people consider their religion is the true one. They think they have divine authority to convert people to follow them. They assume of having the right to annihilate and harm others. Some brutal activities such as terrorism, warfare, vandalism and violence are inspired by a certain religious spirituality. A lot of people become victims or died in vain because of a certain spirituality belief.

However we could not set aside the fact that some other religions foster compassion, trust, non-violence and peace. There are many good people being inspired by a true religion surrender themselves for the betterment of others.

Spirituality is also being used intertwine with ethics. Other academicians link spirituality to ethics. They bring ethics and spirituality together under the umbrella of subjective values and moral principles. However there is a difference between spirituality and ethics. Ethics is more interested in normative regulation of social life by norms and codes, while spirituality is more driven by inner inspiration and intrinsic commitment. Furthermore the application of ethics is depending on the economic performance of a company. If the company is having a good economy performance, ethics will sustain. But when the company encounters business problems or the company performance is going down, sometimes they will behave unethical toward employees.

There is a well known company which previously applying ethical principle in business, promoting humanistic approach toward its employees, but once the company confronted with a deeper financial crisis, they react as if ethics never existed (Bouckaert and Zsolnai, 2007). In this case ethics surrender to profit maximization. They added that having more welfare does not create necessarily more human happiness.

If religion and ethics could not provide an inspiring meaning to spirituality, then what kind of spirituality we are looking for?

Finding new meaning of spirituality is encouraging. Sandra Nandram (Bouckaert and Zsolnai, 2011) wrote that with the increase in complexity, rapid change, decreasing the role of religion in human's lives and uncertainty in business industries, the emergence of spiritual seeking is growing.

Some researchers introduce other meaning of spirituality based on day to day living. It is something that we experience. It is about life or vigor and not a series of mystical or isolated experience (Bezy, K, 2011). It is a discovery of personal genuineness. It is finding meaning, purpose and directions in one's life (Porter, 1995; Spohn, 1997). It could be different from a sectarian religious belief or ethics.

Bouckaert and Zsolnai (2007) of the European SPEs forum define spirituality as people's multi-form search for a transcendent meaning of life. It connects them to each other and to God of 'Ultimate Reality'. Looking for meaning of life does not last for a short period of time but could be an effort over a long period of time if not during a lifetime (Bouckaert and Zsolnai, 2011).

Searching for meaning is really a matter of experience. It is about uplifting our inner aspiration, reaching a higher level of consciousness, discovering our self. Spirituality is an inner path enabling a person to discover the essence of his or her being. It was being

considered as the deepest values and meaning by which people lived (Raco and Tanod, 2014b). The meaning never turns into an object.

It was also supported by Frankl (1997) who added that man's primary concern is not to gain pleasure and avoid pain rather to see a meaning in life. This search for meaning is the core of the individual's being and is the driving force behind intellect and emotion. Many other authors also perceive this search for meaning as being a major component of spirituality. Meaning in life is also recognized as a personally perceived phenomenon.

Frankl (1997) also claimed that the meaning of life must be specified and personal and can only be realized by the individual. It is the essential nature of human beings, their strength of purpose, perception, mental powers, frame of mind (Fisher, 2011).

Muldoon and King (1995) wrote that in general, the term 'spirituality' appears to denote approaches to discovering, experiencing, and living out the implications of an authentic human life.

Valenzuela (1998) refers spirituality to the way in which we use our freedom to structure our lives, our relationships and commitments in order to serve our deepest values and convictions. In broad sense, everyone has a spirituality which is a ways of life. This way of understanding spirituality makes it clear that spirituality cannot simply be equated with prayer, nor can it be separated from the day to day issues of life in this world. Everybody can talk about spirituality either having religion or not.

Pruzan (2008) refers spirituality to a search for meaning that transcends material well being. He added that spirituality focuses on basic, deep-rooted human values and a relationship with a universal source, power or divinity.

If we connect the spirituality to our job, we could mention that the work or job is a personal vocation, a passion for quality, social commitment toward to betterment of others. The meaning of work appears to common good (Bouckaert and Zsolnai, 2011).

In this paper the researchers apply spirituality as a search for meaning. It is the profane meaning of spirituality or spiritual humanism which is a way to discover a spiritual meaning within profane and public activities such as business, art, family life, politics, conflict regulation.

It also corresponds to motivation which is a desire to find ultimate purpose in life and to live accordingly. It addresses man's inner sense, human aspirations or inner knowledge. In this context spirituality is understood as a driving force or an inner power that push the entrepreneurs to materialize his or her dream and a vision that pull and absorb his or her energy and potentials to grasp it.

Most definition of spirituality share a number of elements such as a re-connection to the Inner self; a search for universal values that lift the individual above his egocentric striving; a deep empathy with all living beings and finally the desire to keep in touch with the Source of life. In other words, spirituality is a search for inner identity, connectedness and transcendence. Spirituality is a rich, intercultural and multi layered concept that could not be captured in one standard definition. However many writers agreed that spirituality is experienced-based and its function as a driving force for someone to materialize his or her dreams or ideas.

3. Spirituality is required in Business Management

As mentioned above that spirituality provides significant contribution to business institutions and employees as well. Through spirituality business is expanding and improving, employees' turnover is decreasing since they enjoy and discover special meaning in performing their jobs.. Workers should look for the meaning of work since they spend more times in their work place than in their house. Work is not only to get money but more importantly to build a life. In this case the emphasis of spirituality is more on the self rather than the collective. The authority of individual over religious tradition on spirituality is increasing. It means that people from all walk of lives whether having religious or atheist, group or individual can live the spirituality. That is why the meaning of transcendence is changing. It is not only means something beyond, divine realm, outside earthly concern but more on as an experience of personal growth and development that enables a person to go beyond limitations of the self and circumstance. Transcendence as virtue is concerned with individuals reaching their highest potential which is achieved through testing limitations.

One might think that spirituality has nothing to do with management. It is quite the contrary, since management has an undeniable existential-spiritual dimension. Any managerial decision will bring huge impact to humanity and environment. Management and business need spirituality.

In the light of spirituality the purpose of business is not merely producing goods and services merely for profit or increasing the market its shares, rather it should serve the self realizations of persons involved including the managers, the employees and the customers. Spirituality can have a real impact on management through the personal quality of managers and the possibility of introducing spiritually enhanced values and practices in corporate cultures.

Mahakul (2014, p.285) added that the Management and Business Development study should not anymore put aside the issue of spirituality in its topics of discussion but instead of taking its issues seriously since it can contribute to better understanding about managerial and

leadership issues of an organization or business and at the end will effect human life and environment.

Mitroff and Denton (1999) emphasized that spirituality has a big role in management since recovery is crucial in business and management. Despite the rich diversity of spiritual experiences, the spirituality is promoting love, compassion, deep reverence for life and empathy. Through spirituality we develop a new system of values that is not based on conventional norms, precepts, commandments and fear of punishment, but our knowledge and understanding of the universal order. We realize that we are integral part of creation and that by hurting others we would be hurting ourselves.

The discussion of the role of spirituality in business sectors is growing. A number of articles, research studies, in business management particularly in entrepreneurship, have being conducted about spirituality in profit and non-profit organizations.

Some academicians realized that many business practices is quite destructive and environmental unfriendly so spirituality can help business leaders to arrive at solution which serve the community, the planet and life itself since it promotes common good, human dignity and get away from egocentrism. That is why spirituality is becoming a core value of business. Business practices and managerial activities should apply spirituality for its sustainability and for the world as well as environmental healthy and sound.

Spirituality is important to maintaining the customers' loyalty. Loyalty is only possible if the organization or business industry offer better services and meet the customers' needs. It means that the role of management in business industry is how to serve other people better. Serving people better is the core issue of spirituality.

Spirituality is badly needed in business and management. Management decision-making considerably affects the life and fate of human communities, natural ecosystems and future generations. A spiritual management will take into account and avoid every damage caused by any management policy

It is also functioning as a source of competitive advantages for business (Nandram and Borden, 2009).

4. Essentials of spirituality

There are some essential elements of spirituality which are reconnection to the inner self; a search for universal values that lifts the individual above egocentric strivings; deep empathy with all living beings; a desire to keep in touch with the source of life (what ever name we

give it). In other words, spirituality is a search for inner identity, connectedness and transcendence.

Spirituality avoids the formal and ceremonial connotation of religion; it is non-denominational, non-hierarchical and non-ecclesiastical. Spirituality implies an inner search for meaning or fulfillment that may be undertaken by anyone regardless of religion.

While this spirituality perspective predominately speaks about some power which originates from inside, it also involves a feeling of being connected with one's work and with others and the entire universe. Spirituality will bring about intuition and creativity; honesty and trust; personal fulfillment; commitment and organizational performance.

Spirituality is also looking for benefit of all not personal or individual. Spirituality brings about good to all people concerned. It takes away from egocentric stage. He or she just has personal interest for the betterment of others. That is why a spiritual person always has good relation with others, environment and the supreme being.

Zohar and Marshall (2000) wrote that spirituality is transcendence. It enables someone to see something special in the ordinary, to overcome boundaries or limit of knowledge and experience and facilitate people to see things in a wider context. A spiritual entrepreneur has capacity to see possibilities while others not.

The final end of this spirituality is the common good. Any spiritual activities should promote human dignity and love for humanity. Pruzan (2008) mentioned that the core element of spirituality is the removal of the ego from central stage besides other elements such as compassion, connectedness to others, transcending self-interests for the welfare of others, openness and discernment.

5. Positive impact of spirituality to entrepreneurship

Entrepreneurship is coming from the French word '*entreprendre*' means 'to undertake'. In business context it means to start a business. Webster dictionary defines entrepreneur as one who organizes, manages, and assumes the risks of a business or enterprise. He or she is the one who combine resources based on new ideas so as to add value to a new or existing product or add innovation in services rendered. As Schumpeter (Croitoru A. 2012) said that the entrepreneurs is an innovator who provide new product, new production method, new market, new forms of organization. For quite long time people understands entrepreneurship in economic context. Cantillon and J.B. Say (Foss et al, 2004) consider an entrepreneur as key players in economic development. It is associated with the creation of added value and

wealth. It considers mainly matter. Entrepreneurs are the one who knows how to make profit through allocation of resources.

Entrepreneurs commonly connected to new product, new production method, new market, and new form of organization.

However, entrepreneurship is much broader than merely an economic meaning. Every entrepreneur is unique. Because of its uniqueness so there is no single definition about entrepreneur. Entrepreneurship is complex, contextual and constructive.

There are some factors contribute to the development of entrepreneurship. According to self determination theory, the entrepreneurship emerged because of the eagerness of a person or group of people to actualize their autonomy. They want to work or do something autonomously without any pressure from other parties (Sheldon et al, 2001). Self-determined motivation results from performance of a behavior or action out of personal choice, satisfaction or pleasure (Agbim et al, 2013).

Ajzen's theory of planned behavior stated that entrepreneurship was created through both internal state of the person (internal locus) and external or contextual variables or external locus which influence intention and ultimately actions (Bird, 1988). According to Krueger and Carsrud (1994) that the theory of planned behavior is very much applicable to entrepreneurship. Other theory related to entrepreneurship is the theory of 'pull and push' elements (Dowson and Henley, 2012). Pull factors motivate the entrepreneurs to initiate the ventures. While the factors which force people to start business enterprises are termed as push or compelling factors. It is very difficult to draw a dividing line between entrepreneurs' ambitions and compulsions. However according to Shapero and Sokol (1982) that individuals are much more apt to form a company based on negative information rather than positive. But Amir (1994) found out that pull entrepreneurs were more successful than push entrepreneurs in both personal income and sales per employee. He added that it is caused by the fact that pull entrepreneurs are lured by attractiveness of a personal business idea.

The interchange between pull and push factors is unavoidable. What is considered as a pull factor influence, could be push factor for another. Unemployment is one example of that. Push and Pull factors have an impact, for example, on an individual's motivation.

Either pull or push factors influencing an entrepreneur to start their business, at the end it is about a mind set or a way of thinking and acting. It is about imagining new ways to solve problems and create value. And since values are important for entrepreneur so to understand entrepreneurship means to understand the meaning and the purpose of entrepreneurs activities. Meaning, purpose and values are the elements of spirituality. The study of

entrepreneur is only possible by understanding the values and meaning owned by the entrepreneur. All their activities are usually based on their values, sense of purpose and the meaning they hold. Nandram and Borden (2009) added that spirituality in entrepreneurship is about strong will and the capacity to see, believe and imagine things other don't see or believe in. In this way, spirituality functions as a driving force for entrepreneurs. Entrepreneurs are really spiritual men. It is about the drive to overcome one's limitations and engage in following a vision through venturing no matter how intangible or ephemeral it may initially seem. Meaning of life here is asking self probing on what is my purpose here as entrepreneur? What contribution do I make and what is it that I have to offer that is of significance? What do I want to leave behind here? Meaning of life should be distinguished from the related constructs meaningful entrepreneur. Meaning in life entails a significance of being – a feeling, experience or perception that one's existence of significance. It relates to a sense of being committed to and fulfilling a higher purpose on life, this purpose fullness provides one with a reason for living; it makes life more than just a survival quest, but rather experiencing one's life as having made of being able to make a difference in the world. This calling originates from the self. It is the expression of personal essence, the inner core, the voice within that must surface; a deeper self, calling out for actualization and integration.

6. Spirituality as capital

Based on the above explanation the researchers convince that spirituality should be considered as capital by entrepreneurs. Spiritual as capital is understood as the power, influence and disposition created by a person of an organization's spiritual belief, knowledge and practice (Liu, 2015). In this paper the spiritual capital is formulated as the individual and collective capacities generated through affirming and nurturing the intrinsic spiritual values of every human being. The manifestation of spiritual capital is best expressed through a life devoted to service (Zohar, D. 2010). He mentioned that it is by seeking the meaning in our lives and acting in accordance with our deepest values that we can commit ourselves to lives of service based on the capacity that we are best suited to whatever we choose to do personally or professionally. Middlebrooks and Noghiu (2010) affirmed that the practice of spiritual capital is manifested through service, since it is a practical expression of the underlying capacities associated with spiritual capital, a strongly developed individual service disposition becomes an essential element in the development of spiritual capital at the organizational level. It is something every single entrepreneur has to possess. It is a demand required by the post capitalist economy. A transition from capitalist economy that emphasis on

profit maximization to post capitalist economy which more on values very much influence the entrepreneurs. People are talking about values-driven economy. Post capitalist economies are driven by a complex balance of spiritual and material values and respect for the human condition of future generation. It support responsible of consumption. Within the value driven economy profit and growth are no longer ultimate aims but elements in a wider set of values. One of those values is spirituality which includes trust, respect, moral values and wisdom.

Spirituality is common good not private good since it opens to everyone. It is free, not regulated by markets and may not be enforced by law. Different to human capital which focuses on knowledge, experience and skills, education and training but very low emphasis on quality of relationship and milieu. It is also different to social capital emphasis on networks, norms and social trust that facilitate coordination and cooperation for mutual benefits. Competitive difference between companies is no longer purely one of a difference in expertise and technology but on values

7. Conclusion

There is growing interest on exploring spirituality and its impact toward business, management and entrepreneurial practices. Spirituality brings about positive impact to entrepreneurship activities and business industries. Spirituality which has become topic of religious discussion, now is expanded to be a concern of other subjects including management and entrepreneurship. The meaning of spirituality is getting more complex and there is no single definition suitable to describe spirituality. The meaning of spirituality link to searching for meaning of life, looking for purpose of life. Through spirituality every single activity is considered as a vocation, a calling and meaningful. A spiritual man will ask what the purpose I am here and not what I can get from here or from my position. Spirituality encourages entrepreneur to create opportunities where others could not see. Through spirituality they can perform better in business and sometimes go beyond their limitations and the result exceeds their expectations. The final end of spirituality is common good and get away from the egocentric behavior. While common and ordinary entrepreneurs are striving for making a lot of profit, a spiritual entrepreneur look for the benefit of others. Common business practices mostly end up to the destruction of humanity and environment, spiritual business practice always creates good working condition and preserve the environment. Spirituality is not an illusion but a new phenomenon (Rose, 2001; Seaward, 2001). It should be applied in entrepreneurship and business as a whole. It is becoming the core of business

and entrepreneurial action since by trying to fulfill the needs and wants of customers they will guarantee the sustainability of their business. Spirituality is the very important capital for entrepreneurs. A good and successful entrepreneur is the one who possesses spirituality.

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