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(28)

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(Spirituality)

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.2007/12/18 2007/2/25

: (H_{03d})

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: (H_{03e})

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(1)

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:(H₀₁)

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:(H₀₂)

:(H₀₃)

(30)

(6) :

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(7) :

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:(H_{03a})

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(8) :

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(9) :

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:(H_{03b})

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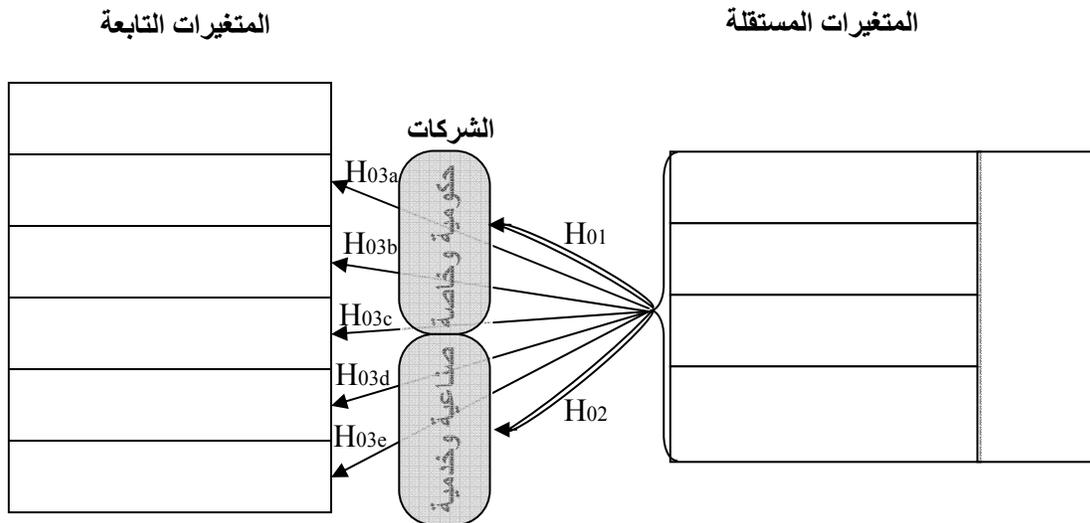
(1)

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:(H_{03c})

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الشكل رقم (1): نموذج الدراسة المقترح



(SPSS)

One-

(way ANOVA

(Bivariate)

(-)

(Spirituality)

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(10)

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(Spiritual Strategy)

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(Spiritual Organization Culture)

(Carroll,1991: 42)

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(- -)
 .(Whole Model)

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(Whole Man)		.8
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(Ashmos and Duchan, 2000: 135)

(Fad)

(Whole Person)

(www.motherearth.publisheng.com)

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(Mitroff and Denton)

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(Robbins and Coulters, 2002: 49)

(Mitroff and Denton,1999: 86)

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(Absolute Rationality

(Paloutzian et al., 2003: 5)

Purushothaman) .(...

(and Soha

(Purushothaman and Soha, 2003: 302-303)

(Whole Person)

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- ((Spiritual) .
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- ((1999/11/4) (Business Week)

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(Synergy)

.3 .(Senge and Roof, 2003: 138)

(Economic Man)

(www.motherearth.publisheng.com)

... (Managerial Man) (Simon)

.(www.prtl.uhcl.edu)

(Satisfied Solution)

(500)

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(S.Gellerman,1986: 40-50)

(Hall)

-(Enron)

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.(Hall, 1996: 8-17)

(Komala and Anatharaman)

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(90) (2000)

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(Enronism) (Ashmos)

.(Ashmos and Dochan, 2000: 4)

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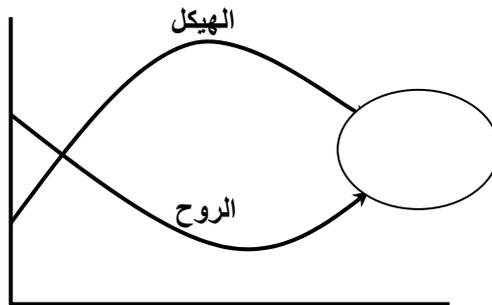
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(2) : (Owen)

(Owen, 2000: 64).

(2):



Source: Owen,H. (2000):The Power of Spirit, Berrett-Koehler Publishers,Inc., San Fracisco, 64.

(Tasks)

Rodgers and) (IBM Way)

(The Disney Way)

(Shook, 2004

(Capopidagli and Jackson, 2006)

(Rasiel and Friga, 1999) (The McKinzey Way)

.(J.Liker, 2003) (The Toyota Way)

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(Smith)

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 () (McGregor,1960))
 () (McMichael)
 .(McMichael,1998) (
 .(CAD-CAM)
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McComick,)

.(1994: 5

:(2)

	Rutte (1996)
- -	Neal and Banner (1999)
(Ching I) (IBM)	Tatar (2000)
	Vaill (1998)
(Baby Boomers)	Whiteley
.()	Delbecq (2001)
	Business Week (2001)

()	Guptara (2001)
- - -	Lopez et al. (2005)

(Servant Leadership)

(Greenleaf)

.(Greenleaf,1997: 1-2)

.(Cash and Gray, 2000: 125)

(: 10)

.(Giacalone et al., 2004: 5)

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IBM

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(SUN) (HP)

McShane and) (

Amazon.com

.(Glinow, 2000: 21

Kinicki and Williams, 2003:)

.(402

(Pfeffer)

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.(www.motherearthpublishing.com)

.(Pfeffer, 2001: 11)

(Ivancevich et al., 2005: 57)

(IQ)

(Spiritual Quotient) (EQ)

(www.ridly.unimlb.edu)

(www.womenbusinessspirituality)

(Pro and Contra Assessment)

(Baby Boomers)

(www.motherearthpublishing.com)

(Ivancevich et al., 2005: 98)

(Donald and Cormick, 1994: 5)

(Badarcco and Webb, 1995: 11)

(% 95)

(%88)

(%76)

(www.pctl.uhcl.edu)

(Interest Group)

(Morris and) (Goleman, 1995) ()

() (Feldman, 1997)

() (Barlaw and Maul, 2000)

(McMicheal, 1997)

:(Rutte, 1996)

.(Lopez et al., 2005: 3-4)

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(% 90)

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(%44)

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(%4)

(%21)

(%27)

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(%3)

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(25)

.(M.Solomon, 2004: 487)

Mitroff and)

(Denton

.(Mitroff and Denton, 1999: 85)

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(McLaughlin)

.(McLaughlin, 2004: 4)

(Rutte)

:(3)

	Duerr (2004)
	Lloyd (1990); Giacalone, R.A. et al.(2004)
	Lawler(1986); Neck(2002)
	Milliman et al. (2001)
	Adams et al. (2003); Pfeffer (2001)
	Konz and Ryan (1999); Neal and Biberman (2004)
	Mitroff and Denton (1999)
	McLaughlin (2004)

	Milliman et al. (2003)

(4)

:(4)

	Jackson (2000)
:	Robbins (2003)
)	M. Rigoglioso (1999)
	C. McLaughlin (2004)
-	L.H. Lopez et al. (2005)

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(28)

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(91) (98) (140)
 (35) (27)
 (5) (127)
 (29) (% 91)

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5	(4-1) /	4
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5	(4-2)	9
5	(4-2)	10
5	(4-2)	11
5	(4-2) 4 /	12
5	(4-2)	13
4	(4-2)	14
4	(4-2)	15
5	(4-2)	16
4	(4-2) /	17
5	(4-2)	18
5	(4-2)	19
3	(4-2)	20
4	(4-2) (Safeway)	21
5	/	22
4	(3-2)	23
5	(3-2)	24
5	(3-2)	25
5	(3-2) - /	26
5	(3-2)	27

(4) (3) (2) (1) *

(0.889) (0.811) :

(6) (127)

:(ANOVA) -2

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(SPSS V.13)

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Randbetween (1;98) (Microsoft Excel) :(Reliability Analysis) -1

(29)

Randbetween SPSS Base 14.0, 2005:)

(35) (1;92) (Alpha Cronbach) .(555

:(6)

%			
79	100		
21	27		
100	127		
8.6	11	30 >	
33.1	42	39 - 30	
24.4	31	49 - 40	
19.6	25	59 - 50	
2.4	3	60 ≤	
3.9	5		
100	127		
25	32		
75	95		
100	127		
28	36		
35	45	3 - 1	
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100	127		

%			
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2	2		
61	78		
16	20		
5	6		
100	127		
48	61		
16	20		
13	16	...)	(
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5	6		
3	4		
6	7		
100	127		
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100	127		
6	8	()	
11	14		
72	92		
6	8)	(...
4	5		
100	127		

.(288 -283 :2006

(Levene's Test)

(Homogeneity of Variance)

(Kendall's tau-b)

(Bivariate))

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(0.52) -2

.(0.56) (0.72)

(127)

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(7)

(20 12 11 9 8 2)

.(3.2)

23 22 19 14 13 6) (3.5) (AV5)

-1

.(3.0) (2.5) (29 28 27 26 25 24

(3.19)

(3)

(AV1)

.(7)

.(2.9) (AV4)

(3.3)

:(7)

	N	Maximum	Minimum	Mean	Std. Deviation
AV1	127	5.00	1.33	3.2743	0.72360
AV2	127	5.00	1.57	3.4634	0.63601
AV3	127	4.75	1.13	3.1467	0.68249
AV4	127	4.33	1.22	2.8618	0.55972
AV5 (All Items)	127	4.71	1.79	3.1865	0.52204

(AV5)

(AV5)

) (H₀₁)

(

(H_{a1})

(Levene's Test)

.(8)

(AV1,AV2,AV3)

(8):

ONE WAY ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
AV1	Between Groups	0.276	1	0.276	0.552	0.461
	Within Groups	27.989	56	0.500		
	Total	28.264	57			
AV2	Between Groups	0.563	1	0.563	1.849	0.179
	Within Groups	17.047	56	0.304		
	Total	17.610	57			
AV3	Between Groups	0.108	1	0.108	0.258	0.613
	Within Groups	23.366	56	0.417		
	Total	23.474	57			
AV4	Between Groups	0.490	1	0.490	2.093	0.154
	Within Groups	13.120	56	0.234		
	Total	13.611	57			
AV5	Between Groups	0.004	1	0.004	0.019	0.891
	Within Groups	11.326	56	0.202		
	Total	11.330	57			

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(ANOVA)

(AV5)

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(HO₂)

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ONE WAY ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
AV1	Between Groups	0.271	1	0.271	0.518	0.474
	Within Groups	35.529	68	0.522		
	Total	35.800	69			
AV2	Between Groups	0.749	1	0.749	1.998	0.162
	Within Groups	25.473	68	0.375		
	Total	26.222	69			
AV3	Between Groups	1.186	1	1.186	2.900	0.093
	Within Groups	27.806	68	0.409		
	Total	28.992	69			
AV4	Between Groups	0.022	1	0.022	0.068	0.795
	Within Groups	21.748	68	0.320		
	Total	21.770	69			
AV5	Between Groups	0.430	1	0.430	1.484	0.227
	Within Groups	19.694	68	0.290		
	Total	20.124	69			

(AV5)

(Kendall's tau-b)

(Bivariate)

(0.01)

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(0.05)

.(MR)

.(10

(0.01)

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:(10)

Kendall's tau-b						
		AV1	AV2	AV3	AV4	AV5
MR	Correlation Coefficient	0.101	0.234(**)	0.165(*)	0.213(**)	0.197(**)
	Sig. (2-tailed)	0.180	0.002	0.027	0.004	0.007
	N	127	127	127	127	127

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

) (0.05) -
 .(11)) (
)
 .(SER
 (AV5)
 (HO_{3b})
 (Ha_{3b})

() :(11)

Kendall's tau-b						
		AV1	AV2	AV3	AV4	AV5
SER	Correlation Coefficient	0.002	0.118	0.110	0.153(*)	0.106
	Sig. (2-tailed)	0.975	0.118	0.142	0.041	0.146
	N	127	127	127	127	127

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

(AV5)) (ADJ -
 .(Ha_{3d}) (HO_{3d})) ()
 .(MI
 (0.01) (Ha_{3c}) (HO_{3c})
 (0.01)
) .(12)
 .(13) -

() :(12)

Kendall's tau-b						
		AV1	AV2	AV3	AV4	AV5
MI	Correlation Coefficient	0.114	0.135	0.056	0.095	0.102
	Sig. (2-tailed)	0.131	0.072	0.456	0.203	0.164
	N	127	127	127	127	127

() :(13)

Kendall's tau-b						
		AV1	AV2	AV3	AV4	AV5
	Correlation Coefficient	0.048	0.183(*)	0.200(**)	0.163(*)	0.161(*)
ADJ	Sig. (2-tailed)	0.525	0.015	0.007	0.030	0.028
	N	127	127	127	127	127
** Correlation is significant at the 0.01 level (2-tailed).						
* Correlation is significant at the 0.05 level (2-tailed).						

) (RIC
(AV5)
(7

) (0.01
((0.05
(14)

() :(14)

Kendall's tau-b						
		AV1	AV2	AV3	AV4	AV5
RIC	Correlation Coefficient	0.218(**)	0.188(*)	0.244(**)	0.139	0.222(**)
	Sig. (2-tailed)	0.004	0.013	0.001	0.063	0.002
	N	127	127	127	127	127

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

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Spirituality in the Workplace **Field Study on a Sample of Firms in Amman**

Najm A. Najm and Ghalib A. Al-Rifa'e

ABSTRACT

This paper discusses the concept of spirituality and its applications in business nowadays.

Spirituality has profound implications and broad definitions for organizations. These definitions can be classified in four categories as follows:

- Higher identity-based definitions.
- Profound inner experience - based definitions.
- Ethical values-centered definitions.
- Definitions based on the new methods in management and organization.

The theoretical framework of this paper as well as its field study attempt to explore the dimensions of spirituality related to performance criteria.

In the field study, a questionnaire was used and distributed to a sample of managers who work at (28) firms within the industrial and service sectors, in governmental institutions and business organizations.

Finally, some conclusions about spirituality in business have been drawn.

Keywords: Spirituality, Ethical values, Corporate culture, Performance creteria.