

ABSTRACT

The increased interest on spirituality in the workplace has become a primary concern among managers and organisations as a whole. Today, the business environment and technology are changing rapidly, so leaders and managers need to consider more than the bottom line of business practices in order to lead and make their businesses sustainable and successful.

The purpose of this study is to investigate the managers' attitudes on spiritual beliefs, and see whether those beliefs affect their leadership style. It is a comparative study between managers in Thailand and in New Zealand, in which the sampling size for each country is 20 respondents. A questionnaire survey technique is used in order to obtain the data. The basic management orientations in the two countries, according to Hofstede's four cultural dimension indicators, are different to each other. Thus, the study can potentially produce an interesting result about managers' perceptions towards spirituality for both countries.

This study found that Thai and New Zealand managers appeared to hold similar perceptions about spirituality at work in a number of areas, including the value of work, work and deeper meanings, work and position, the influence of spirituality on decision-making, the relationship of spirituality and leadership quality, spirituality as a source of courage, spirituality improves the quality of work life, and some limitations of spirituality. However, there are some areas of the relationship of spirituality at work where managers in two countries had different perceptions, including the importance of money to the job, managers as a source of spiritual guidance, and the relationship between a firm's performance and spirituality. These findings show that managers in both countries view their role of spirituality differently in their interactions at work.