



PALGRAVE STUDIES IN
WORKPLACE SPIRITUALITY AND FULFILLMENT

Faith Traditions and Practices in the Workplace Volume II

*The Role of Spirituality in
Unprecedented Times*

Edited by
Mai Chi Vu · Nadia Singh
Nicholas Burton · Irene Chu

palgrave
macmillan

Palgrave Studies in Workplace Spirituality and Fulfillment

Series Editors

Satinder Dhiman
School of Business
Woodbury University
Burbank, CA, USA

Gary E. Roberts
Robertson School of Government
Regent University
Virginia Beach, VA, USA

Joanna Crossman
University of South Australia
Adelaide, SA, Australia

Satinder Dhiman, *Editor-in-Chief*

Gary Roberts and Joanna Crossman, *Associate Editors*

By way of primary go-to-platform, this Series precisely maps the terrain of the twin fields of *Workplace Spirituality and Fulfillment* in the disciplines of business, psychology, health care, education, and various other allied fields. It reclaims the sacredness of work—work that is mind-enriching, heart-fulfilling, soul-satisfying and financially-rewarding. It fills the gap in scholarship in the allied disciplines of Workplace Spirituality and Flourishing. Using a comprehensive schema, it invites contributions from foremost scholars and practitioners that reflect insightful research, practices, and latest trends on the theme of workplace spirituality and fulfillment. The uniqueness of this *Series* lies in its anchorage in the moral and spiritual dimension of various positive forms of leadership—such as Authentic Leadership, Servant Leadership, Transformational Leadership, and Values-Based Leadership.

We welcome research monographs and multi-authored edited volumes representing myriad thought-positions on topics such as: Past, Present and Future Directions in Workplace Spirituality; Workplace Spirituality and World Wisdom/Spiritual Traditions; Culture Studies and Workplace Spirituality; Spiritual, Social and Emotional intelligence; Nature of Work; Mindfulness at Work; Personal Fulfillment and Workplace Flourishing; Workplace Spirituality and Organizational Performance; Inner Identity, Interconnectedness, Community and Transcendence; Managing Spiritual and Religious Diversity at Work; Spirituality and World Peace Imperative; Sustainability and Spirituality; Spirituality and Creativity; and Applied Workplace Spirituality in Health Care, Education, Faith-based Organizations, et al.

Mai Chi Vu • Nadia Singh
Nicholas Burton • Irene Chu
Editors

Faith Traditions and Practices in the Workplace Volume II

The Role of Spirituality
in Unprecedented Times

palgrave
macmillan

Editors

Mai Chi Vu
Newcastle Business School
Northumbria University
Newcastle, UK

Nadia Singh
Newcastle Business School
Northumbria University
Newcastle, UK

Nicholas Burton
Newcastle Business School
Northumbria University
Newcastle, UK

Irene Chu
Newcastle University Business School
Newcastle, UK

ISSN 2662-3668

ISSN 2662-3676 (electronic)

Palgrave Studies in Workplace Spirituality and Fulfillment

ISBN 978-3-031-09539-9

ISBN 978-3-031-09540-5 (eBook)

<https://doi.org/10.1007/978-3-031-09540-5>

© The Editor(s) (if applicable) and The Author(s), under exclusive licence to Springer Nature Switzerland AG 2022

This work is subject to copyright. All rights are solely and exclusively licensed by the Publisher, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilms or in any other physical way, and transmission or information storage and retrieval, electronic adaptation, computer software, or by similar or dissimilar methodology now known or hereafter developed.

The use of general descriptive names, registered names, trademarks, service marks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use.

The publisher, the authors, and the editors are safe to assume that the advice and information in this book are believed to be true and accurate at the date of publication. Neither the publisher nor the authors or the editors give a warranty, expressed or implied, with respect to the material contained herein or for any errors or omissions that may have been made. The publisher remains neutral with regard to jurisdictional claims in published maps and institutional affiliations.

This Palgrave Macmillan imprint is published by the registered company Springer Nature Switzerland AG. The registered company address is: Gewerbestrasse 11, 6330 Cham, Switzerland

Preface

Without the Protestant religion, capitalism could never have come into being. This argument, proposed by Max Weber, the forefather of modern sociology, demonstrates how the influence of religion was considered to be vital to an understanding of world events in previous times. However, it is evident that most modern scholars do not attribute the same degree of importance to religion and spirituality, despite more of the world becoming more religious. This book attempts to counter this trend by presenting a diverse set of chapters sharing a common theme—how religion and spirituality can contribute to our understanding and provide solutions for organizations and individuals facing challenges in unprecedented times.

Newcastle, UK
Newcastle, UK
Newcastle, UK
Newcastle, UK

Mai Chi Vu
Nadia Singh
Nicholas Burton
Irene Chu

Acknowledgments

We would like to express our gratitude to Professor Ron Beadle at Northumbria University for inspiring us to compile this volume. Ron has been an endless source of inspiration, advice, and support throughout the process. We are also grateful to the Palgrave Macmillan team. The initial idea for this book comes from a conference organized by Ron at Northumbria University in 2021 titled “Faith in Business” and the authors’ engagement with the Management, Spirituality and Religion division at the Academy of Management, where collaborations with scholars and practitioners across many religious, spiritual, and indigenous traditions were developed and nurtured. As a result, this volume represents the voices of many different scholars from different traditions around the world.

Praise for *Faith Traditions and Practices in the Workplace Volume II*

“At work, just like in any endeavor, we strive to bring in the whole person to bring out the best in them, not only with a view to personal fulfillment, but also in service to the common good. None of this would be possible without the serious consideration of spirituality, faith, and religion in the workplace, as these volumes presently offer. Often cast as sources of social support and an experience of transcendence, purpose, and meaning, their main role, however, is to serve as anchors of truth. They constitute our main defense against abuses of wealth and power and our most reliable guide towards flourishing.”

—Alejo José G. Sison, *Professor of Business Ethics,
University of Navarra (Spain)*

“This two-volume edited work is an important contribution to the growing recognition of the role of religion in building societies where pluralism and the co-existence of different view-points are respected and valued. In many parts of the world, sectarian conflicts related to religious differences have led to an academic and professional discourse that criticises religion as the basis of those conflicts. This discourse has an essentialist, one-sided and imbalanced understanding of religion, whose other dimensions – of caring and of ‘the sigh of the oppressed’ – it neglects and ignores. Such neglect weakens societies’ capacity to intervene effectively to prevent situations that can cause sectarian conflicts. Organisations responding to the suffering caused by loss during the Covid epidemic witnessed the caring aspect of religion and the spiritual power of religion. The role of religion in everyday life in dealing with the growing global ecological crisis and possible ensuing social collapse is becoming increasingly evident. Religious practices can impact social behaviour in ways that contribute to strategies for mitigation of and adaptation to global climate change, and so are of pivotal importance in our current era of human societal evolution.”

—Pritam Singh, *Professor Emeritus Oxford Brookes
Business School, Oxford, UK*

“This two-volume collection bears an important message: in precarious times such as we presently endure, hark back to the wisdom of the sages. Anchored in a worldview informed by spiritual practice of olde, the timeless advice it enshrines may see us through our current travails. And in so doing provide valuable insights into our day-to-day.

The balance between Western and Eastern faith traditions is particularly welcome, enabling the reader a comprehensive outlook on the wisdom of the ages. And while the focus is on the different cultural modes of dealing with the Covid-19 pandemic and the world-wide crisis it ushered, the implications are much wider and point to lessons applicable to and for life. Well worth reading and carefully contemplating I highly recommend this collection to you.”

—Yochanan Altman, PhD, Visiting Professor, *WU Vienna, Austria*,
Honorary Research Fellow, University of Haifa, Israel,
Chair, International Association of Management Spirituality & Religion,
Publisher, Journal of Management, Spirituality & Religion,
Editor, IAMSR - De Gruyter series Management, Spirituality & Religion

Contents

Part I	Introduction	1
1	Introduction: Spiritual Traditions and Practices in Unprecedented Times	3
	<i>Mai Chi Vu, Nadia Singh, Nicholas Burton, and Irene Chu</i>	
Part II	Buddhism	15
2	Nonconceptual Mindfulness: Navigating Crisis Preparedness for Crisis Management	17
	<i>Mai Chi Vu and Loi Anh Nguyen</i>	
3	Buddhist-Enacted Practices: Implications for Coping Mechanisms in Unprecedented Times	41
	<i>Mai Chi Vu</i>	

Part III Confucianism	63
4 Harmony in Taiwan's Covid Response and MacIntyrean Goods	65
<i>Irene Chu</i>	
5 Confucian Rituals and the Workplace: Fostering Self-Refinement and Making Our Shared World More Habitable in Unsettled Times	89
<i>Daryl Koehn</i>	
6 Humanistic Leadership in the Confucian Context: Philosophical Foundations and Empirical Implications	109
<i>George Gotsis</i>	
Part IV Pedagogy	135
7 Zen Koan Pedagogy: A Spiritual Approach to Management Education	137
<i>Tianyuan Yu and Albert J. Mills</i>	
Part V Methodology	157
8 Designing and Implementing Ecological Models in Organisation Studies: Fuzzy Cognitive Mapping Approach (FCM)	159
<i>Jacqueline Jing You</i>	
Index	179

Notes on Contributors

Nicholas Burton is an associate professor in Entrepreneurship, Innovation and Strategy, at Northumbria University, UK. He has published in the *Journal of Business Ethics*, *Management Learning*, the *Journal of Management History*, *Review of Managerial Science*, and *Strategic Change*.

Irene Chu is Lecturer in International Management at Newcastle University Business School (NUBS). She gained her MBA and PhD from Durham University Business School and previously worked in the international public and private sectors in Taiwan.

Her interdisciplinary research interests are virtue ethics, especially the work of Alasdair MacIntyre, Confucianism, cross-cultural studies, critical realism and institutional logics. She has publications in several journals including the *Journal of Business Ethics*, *British Journal of Management* and *Technological Forecasting and Social Change*.

Current projects include introducing a typology of goods into institutional logics, concepts of the self, eudaimonia (human flourish) in entrepreneurship and entrepreneurship in emerging markets, especially Africa.

George Gotsis is a professor of Philosophy and History of Economics in the Department of History and Philosophy of Science, National and Kapodistrian University of Athens, Greece. He holds two PhD degrees, one in Political Science from Panteion University of Social and Political Sciences, Greece, and another in Economics from the National and

Kapodistrian University of Athens, Greece. He teaches History of Economic Thought, History and Philosophy of Economics, Business Ethics, and History and Philosophy of Human Resource Management. His research interests comprise, among others, workplace spirituality, religion in business and faith at work, intercultural management, and healthcare management.

Daryl Koehn is the Wicklander Chair of Business Ethics and Managing Director of the Institute for Business and Professional Ethics at DePaul University in Chicago. She has published widely in the fields of ethics, political theory, and corporate governance. Her monographs include *The Ground of Professional Ethics* (1994); *The Nature of Evil* (Palgrave Macmillan, 2005); *Rethinking Feminist Ethics* (1998); *Local Insights, Global Ethics for Business* (2001); *Living with the Dragon: Acting Ethically in a World of Unintended Consequences* (2010); and *Toward a New (Old) Theory of Responsibility* (Springer, 2019). Edited volumes include *Corporate Governance: Ethics across the Board* (University of St. Thomas Center for Ethics, 2000) and *Ethics and Aesthetics in Business Ethics* (Springer, 2013). Her new book *Ethics Without Dilemmas* is slated to be out in 2022. Daryl consults extensively with corporations and has served as an expert witness in business ethics in numerous civil cases.

Albert J. Mills is Emeritus Professor of Management at the Sobey School of Business, Saint Mary's University, Canada, and Professor of Innovative Management at the University of Eastern Finland. His 48 books and edited collections include *The Oxford Handbook of Diversity in Organizations* (2015); *Ageing, Organizations and Management: Constructive Discourses and Critical Perspectives* (Palgrave, 2017); and *Insights and Research on the Study of Gender and Intersectionality in International Airline Cultures* (2017). Albert is Co-Editor of *Qualitative Research in Organizations and Management: An International Journal*.

Loi Anh Nguyen is an assistant professor at Metropolitan State University. She holds a Master of Arts in International Relations from the University of Nottingham, a Master's degree in Human Resources and Industrial Relations, and a PhD in Human Resource Development with a minor in Business Administration from the University of Minnesota,

USA. Her research has been published in books and journals including *Management Learning*, *Human Resource Development Review*, and the *Journal of Economics and Development*.

Nadia Singh is a senior lecturer in Economics, at Northumbria University, UK, and is a fellow of the Higher Education Academy of the UK. Nadia completed her PhD in Economics at Oxford Brookes Business School. She has published her work in journals like *World Development*, the *Journal of Development Studies and Gender*, and *Gender, Work, and Organisation*. Her research interests are centered in ecological and gender economics, as well as the influences of Sikh philosophy on issues of environmental governance and organizational sustainability.

Mai Chi Vu is a senior lecturer in Responsible Business at Newcastle Business School, Northumbria University, UK. She holds a PhD in Management from Durham University Business School. She publishes regularly in the *Journal of Business Ethics*, *Management Learning*, the *Journal of Management Inquiry*, *European Management Review*, the *Journal of Business Research*, and the *International Journal of Human Resource Management*. Her research interests focus on organizational mindfulness, business ethics, meaningful work, and workplace spirituality.

Jacqueline Jing You is an ESRC Postdoctoral Fellow at the Durham University Business School, Durham University. Her research focuses on mechanisms that contribute to building or activating resilience in organizations, with particular emphasis on inter-organizational collaboration and coordination.

Tianyuan Yu is an associate professor in the Department of Business and Tourism at Mount Saint Vincent University in Halifax, Canada. She holds a PhD in Management from Sun Yat-Sen University, China, and is a PhD candidate at Sobey School of Business, Saint Mary's University, Canada. Tianyuan has extensive research interest in management spirituality and religion, gender and diversity in organizations, management history, and cross-cultural management. She is engaged in research on a Zen-informed approach to leadership, education, and research methodology. Her recent research publications appear in a number of international journals, edited books, and conference proceedings.

Abbreviations

aka	also known as
CA	conversation analysis
CE	common era
COVID-19	Coronavirus disease of 2019
FCM	Fuzzy Cognitive Mapping
FCMs	Fuzzy Cognitive Maps
M	Master
MBCT	mindfulness-based cognitive therapy
MBSR	mindfulness-based stress reduction
n.d.	no date
P	participants
VUCA	volatile, uncertain, complex, and ambiguous

List of Figures

Fig. 2.1	Mindfulness for crisis preparedness (Source: Adopted from Mitroff (1989))	25
Fig. 4.1	Covid statistics for selected countries (data from https://coronavirus.jhu.edu/ , visited on 02/02/2022)	66
Fig. 8.1	An example of a fuzzy cognitive map. (Williams et al., 2020)	166
Fig. 8.2	An example of a social cognitive map. (Williams et al., 2020)	170
Fig. 8.3	An example of a condensed social cognitive map. (Williams et al., 2020)	171

List of Tables

Table 7.1	Transcription system (adapted from Hutchby & Wooffitt, 2009)	144
Table 8.1	An adjacency matrix coded from the fuzzy cognitive map	167
Table 8.2	Data collection and analysis	172
Table 8.3	Augmented matrix	174

Part I

Introduction