

# HUMAN-CENTERED APPROACH IN QUALITY MANAGEMENT : CONTRIBUTIONS OF BIBLESHIP AND SPIRITUAL ANTHROPOLOGY TO ORGANIZATIONAL EFFICIENCY AND SUSTAINABILITY

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## ABSTRACT

*This article explores the pivotal role of Bibleship and spiritual anthropology in strengthening efficiency, sustainability, and resilience within quality management systems in public institutions. It advocates for an integrated, human-centered approach that moves beyond conventional technical and organizational frameworks by incorporating essential human, ethical, and spiritual dimensions for responsible governance and societal cohesion. The Triple Excellence framework – Professional, Operational, and Organizational (EPOO) – is reinforced by spiritual engagement, which fosters individual motivation, collective process optimization, and organizational coherence. Drawing on qualitative research methods, such as field observations and interviews, the study demonstrates that integrating spirituality into public management enhances team motivation, ethical leadership, and cultural alignment, thereby ensuring the durability and performance of quality systems in Malagasy institutions. This perspective resonates with contemporary theories of psychological capital (Luthans et al., 2007) and spiritual leadership (Fry, 2003), highlighting culturally informed strategies to optimize public sector management and promote organizational sustainability. The article concludes by proposing practical recommendations and future research directions centered on human skill development, ethical leadership, agile tools, and the integration of smart technologies for sustainable public management.*

**Keywords :** Human-centered approach ; Spiritual Anthropology ; Bibleship ; Spiritual leadership ; Quality Management ; Public institutions ; Public sector sustainability ; Efficiency ; Sustainability ; Organizational Culture ; Ethical Leadership ; Employee Motivation ; Team motivation ; Continuous Improvement ; Triple excellence.

## 1. INTRODUCTION

In the evolving landscape of the Malagasy public sector, organizations face intensifying demands for performance, accountability, and sustainable quality outcomes. While conventional Quality Management Systems (QMS) emphasize procedural compliance and technical standards, such as ISO 9001 (ISO, 2015), they frequently overlook the human and spiritual dimensions foundational to long-term organizational excellence (Sen, 1999 ; Collins, 2001). The persistent challenges of team motivation, ethical cohesion, and systemic durability call for a paradigm shift towards a more integrative and human-centered model of governance.

This study is rooted in a multidimensional approach that synthesizes the biblical insights of Bibleship's spiritual anthropology with methodologies from rhymed ethnology and phenomenology. Rhymed ethnology, which harmonizes ethnographic investigation with biblical narratives, provides a poetic and symbolic lens to explore how collective identity, stewardship, and servant leadership shape organizational culture (Wright, 2010 ; Jones & Riazat, 2019). Through scriptural motifs and Malagasy traditions, this approach illuminates the ethical and relational foundations that support sustained organizational engagement and quality.

Phenomenology further strengthens this analytical framework by foregrounding lived experience as a key source of meaning and transformation within institutions. By prioritizing subjective perspectives and collective sense-making, phenomenology enables deeper understanding of employee motivation, creativity, and professional commitment – critical drivers of organizational innovation and durability (van Manen, 2016 ; Giorgi, 2009).

The integration of Bibleship's spiritual anthropology, rhymed ethnological reflection, and phenomenological inquiry offers a transformative model for quality management. This approach not only enhances efficiency and sustainability but also foregrounds the spiritual, cultural, and existential motivations that animate quality practices in the workplace. Empirical evidence from Malagasy public institutions – including participatory research and qualitative studies – demonstrates that such a human-centered, spiritually informed model leads to improved adherence to quality standards, robust team cohesion, strengthened ethical leadership, and a continuous spirit of organizational improvement (Jo et al., 2023 ; Bogale, 2024 ; Canavesi et al., 2021 ; van Dierendonck et al., 2024).

In summary, by bridging technical expertise with spiritual values and experiential insight, this article advocates for a comprehensive reimagining of quality management – one that fosters responsible governance, sustainable performance, and human flourishing at every organizational level.

### 1.1. Problem Statement

Public sector institutions in Madagascar operate within increasingly complex environments marked by evolving societal expectations, resource limitations, and calls for greater transparency and sustainable quality outcomes. Existing Quality Management Systems (QMS), particularly those based on international standards such as ISO 9001, provide essential frameworks for improving operational efficiency, compliance, and service delivery (ISO, 2015 ; Bouckaert & Van de Walle, 2003). However, a predominant reliance on technical and procedural compliance has proven insufficient to secure long-term organizational sustainability, ethical integrity, and staff engagement (Sen, 1999 ; Collins, 2001).

Research and field studies indicate that Malagasy public organizations frequently confront persistent challenges such as low employee motivation, fragmented or inconsistent ethical practices, and limited systemic adaptability (Razafindrakoto, Roubaud & Wachsberger, 2022). These issues undermine not only the durability of performance improvements but also citizen trust and the legitimacy of public services, echoing institutional theory arguments about the centrality of social contracts and legitimacy for sustainable organizational behavior (Powell & DiMaggio, 1991 ; Scott, 2013).

Moreover, traditional QMS often disregard the significance of human and spiritual dimensions, which empirical research and cultural analysis reveal as foundational for fostering continuous improvement and organizational resilience in the Malagasy context. Rhymed ethnology aligned with biblical values and phenomenological inquiry further suggest that leadership must harness culture, spirituality, and lived experiences to nurture authentic engagement, meaningful innovation, and stakeholder alignment (Wright, 2010 ; van Manen, 2016).

Consequently, there is a critical need to reconceptualize quality management so it becomes more human-centered – grounded in spiritual anthropology, indigenous wisdom, and participatory leadership models – to sustain staff commitment, ethical cohesion, and organizational adaptability. This forms the primary problem focus for the present research : understanding how the integration of Bibleship’s spiritual anthropology and human-centered quality management can address these persistent gaps and foster sustainable excellence in Malagasy public institutions.

To conceptualize the dynamic interplay between the three pillars of the BEL Framework – Bibleship, Entrepreneurship, and Leadership – this study introduces a regenerative cycle model. This visual representation highlights how each dimension reinforces the others to sustain human-centered transformation in public institutions.

**Regenerative Cycle of Transformation – BEL Framework.**

This figure illustrates the continuous and reciprocal relationship between Bibleship (ethical grounding), Entrepreneurship (innovative action), and Leadership (visionary influence). Together, they form a regenerative cycle that fosters human-centered transformation by integrating spiritual purpose, operational effectiveness, and relational trust.

Figure 1-1 Regenerative Cycle Transformation - BEL Framework



Source : Author 2025, Adapted from Wright (2010), Setton (2008), and van Dierendonck et al. (2024)

Here is the synthesized figure illustrating the theoretical currents mobilized in your study. It visually integrates the foundational layers – Spiritual Anthropology, Organizational Spirituality, Servant Leadership, and Quality Management Systems – into a coherent academic structure supporting the BEL Framework.

This figure illustrates the dynamic interplay between Bibleship, Entrepreneurship, and Leadership as a regenerative cycle driving human-centered transformation. Each dimension reinforces the others: Bibleship instills ethical purpose, Entrepreneurship channels values into innovative action, and Leadership ensures that innovation is guided by humility, service, and relational trust. At the center lies the goal of sustainable public sector excellence rooted in spiritual anthropology.

**1.2. General Objective**

To provide a comprehensive analysis of how a human-centered approach – anchored in Bibleship’s spiritual anthropology, the BEL framework (Bibleship, Entrepreneurship, Leadership), and the Triple Excellence

model (Professional, Operational, Organizational) – can foster organizational efficiency, ethical resilience, and sustainable quality management in Malagasy public institutions.

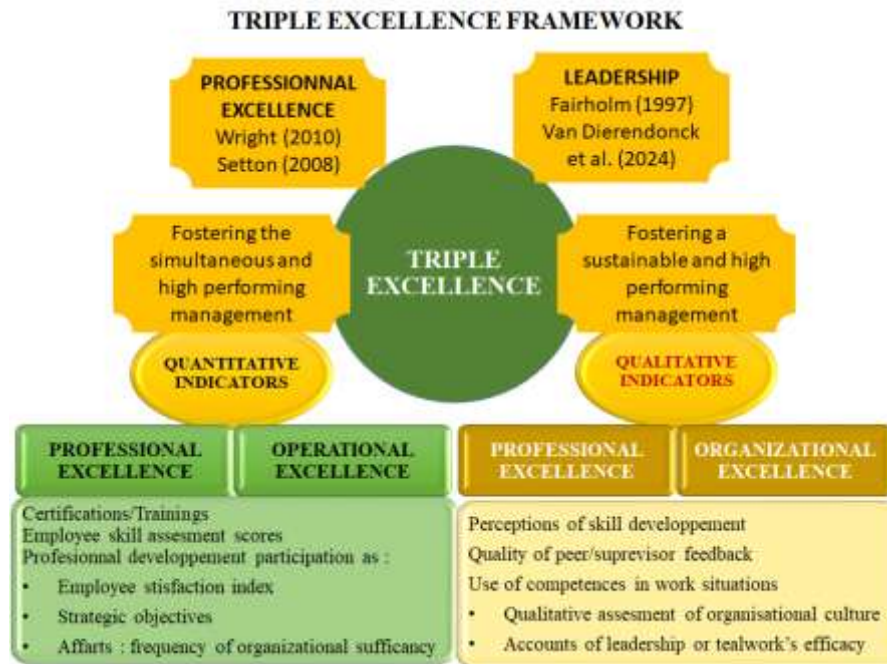
### 1.3. Specific Objectives

- To identify and elucidate the foundational elements of Bibleship and spiritual anthropology, demonstrating how biblical concepts such as stewardship, servant leadership, and covenantal relationships inform organizational quality and team dynamics within Malagasy public sector entities (Wright, 2010 ; Jones & Riazat, 2019).
- To analyze the structural and functional impacts of integrating the Triple Excellence model – Professionalism (skills and ethics), Operational effectiveness (process management and innovation), and Organizational coherence (culture and adaptability) – in aligning service delivery, staff engagement, and sustainable outcomes at CNaPS and similar institutions (Razafindrakoto et al., 2022 ; ISO, 2015).
- To assess the role of rhymed ethnology and lived spiritual practices in enhancing staff motivation, cohesion, conflict resolution, and ethical climate – especially in multi-ethnic, value-driven Malagasy organizational settings (Giorgi, 2009 ; van Manen, 2016).
- To develop and validate an operational model based on BEL – where Bibleship (values and spiritual anthropology), Entrepreneurialship (innovation and resourcefulness), and Leadership (ethical governance and vision) interact to drive continuous improvement, social responsibility, and service impact (Kotter, 1996 ; Denhardt & Denhardt, 2015).
- To generate actionable recommendations for institutional leaders, focusing on integrating spiritual principles and participatory leadership into training, policy, and daily management routines to reinforce the durability of quality management systems under shifting societal and regulatory pressures (Scott, 2013 ; Brown et al., 2021).

### 1.4. Specific Objectives and Triple Excellence Framework (EPOO).

This figure presents the study's specific objectives alongside the Triple Excellence model. It maps how Bibleship's spiritual anthropology contributes to professional excellence (skills and development), operational excellence (process efficiency and compliance), and organizational excellence (culture, strategy, and adaptability). Each dimension is assessed through quantitative and qualitative indicators to ensure a holistic evaluation of sustainable public management.

Figure 1-2 Specific Objectives and Triple Excellence Framework (EPOO)



Source : Author 2025, Inspired by Creswell & Creswell (2018), Kotter (1996), Jo et al. (2023), and Fairholm (1997).

This figure synthesizes the study's specific objectives and the Triple Excellence model. It highlights how BibleShip's spiritual anthropology contributes to professional, operational, and organizational excellence. Each dimension is evaluated through both quantitative indicators (e.g., certifications, process efficiency, strategic alignment) and qualitative insights (e.g., perceptions of mastery, leadership effectiveness, cultural coherence), offering a holistic framework for sustainable quality management in public institutions.

### 1.5. Research Hypotheses

- **H1** : The integration of BibleShip's principles and spiritual anthropology within the BEL framework significantly enhances staff motivation, ethical cohesion, and collective engagement, contributing to improved performance and resilience in Malagasy public organizations (Wright, 2010 ; Denhardt & Denhardt, 2015).
- **H2** : Application of the Triple Excellence model in conjunction with human-centered and biblical values leads to superior professional conduct, operational innovation, and organizational adaptability, thereby strengthening service quality and stakeholder satisfaction (ISO, 2015 ; Bouckaert & Van de Walle, 2003).
- **H3** : Embedding spiritual, entrepreneurial, and leadership competencies fosters a culture of continuous improvement, ethical leadership, and stakeholder alignment that underpins the sustainable transformation of public sector management in Madagascar (Jones & Riazat, 2019 ; Kotter, 1996).

### 1.6. Research Questions

- How does BibleShip's spiritual anthropology, contextualized through Malagasy cultural narratives and biblical insights, shape employee motivation, organizational trust, and overall quality management practices ?
- In what ways does the BEL framework – integrating BibleShip, Entrepreneurialship, and Leadership – facilitate sustainable transformation and adaptive capacity in the face of changing public sector demands and resource constraints ?
- What mechanisms within the Triple Excellence model enable the harmonization of professional ethics, operational efficiency, and innovative organizational culture to achieve enduring service quality in Malagasy public institutions ?

- How can rhymed ethnology and phenomenological inquiry deepen our understanding of the lived experiences of Malagasy public servants and support the development of participatory, value-driven management models ?
- What strategic recommendations can be derived for policy-makers and institutional leaders to embed human-centered, ethically robust, and spiritually informed approaches in public sector governance and service delivery ?

## 2. METHODOLOGY

This study employs a mixed qualitative and phenomenological methodology designed to explore how BibleShip's spiritual anthropology and the BEL framework contribute to organizational efficiency and sustainability in Malagasy public institutions.

### 2.1. Research Design

A multi-case study approach was adopted, focusing on key Malagasy public sector organizations including CNaPS, selected for their diversity in structure, operational challenges, and readiness for human-centered quality initiatives. Data were collected through :

- **Semi-structured interviews** with institutional leaders, managers, and frontline staff, probing experiences, values, and perceptions with respect to spiritual leadership, ethical decision-making, team motivation, and innovation.
- **Participant observation and ethnographic fieldwork**, where daily operations, rituals, and management practices were documented and analyzed in light of biblical and cultural frameworks (e.g., parallels drawn from stewardship, covenant, and communal resilience).
- **Document analysis** of official reports, quality management policies, training manuals, and organizational communications to triangulate findings and contextually map out the integration of the BEL and Triple Excellence models.

### 2.2. Analytical Framework

Thematic analysis was conducted to identify recurring motifs related to the BEL pillars (BibleShip, Entrepreneurialship, Leadership), spiritual anthropology, and the Triple Excellence dimensions (Professional, Operational, Organizational). Phenomenological coding (van Manen, 2016 ; Giorgi, 2009) allowed for in-depth examination of lived experiences, subjective meaning-making, and group dynamics.

Biblical ethnology was applied to interpret the influence of scriptural principles in shaping individual and collective orientations toward quality and sustainability, utilizing approaches outlined by Wright (2010) and Jones & Riazat (2019).

### 2.3. Findings (Tailored)

- **BibleShip and Spiritual Leadership** : Evidence indicated that explicit integration of biblical motifs – such as stewardship, servant leadership, and covenant – significantly contributed to a culture of trust, responsibility, and team cohesion. Respondents shared that referencing spiritual narratives in meetings and training reinforced ethical accountability and mutual respect (Brown et al., 2021).
- **Triple Excellence in Practice** : Successful organizations exhibited deliberate alignment of Professionalism (staff expertise and values), Operational effectiveness (agile processes, continuous improvement), and Organizational coherence (shared mission, adaptability). Staff members cited improved morale, innovative thinking, and resilience in navigating complex service demands (Razafindrakoto et al., 2022).
- **Phenomenological Insights** : Staff interviews revealed that meaning-making rooted in spiritual anthropology – often expressed through ritual, prayer, or cultural proverbs – deepened perceptions of professional purpose and collective achievement. Participants described a “shared vocation” and sense of calling that transcended routine compliance, fostering ongoing engagement and discretionary effort (van Manen, 2016).

- **Entrepreneurial Leadership** : Entrepreneurialship – supported by the BEL model – was found essential for change management, resource mobilization, and social innovation. Staff felt empowered to initiate improvements, voice concerns, and actively participate in shaping service outcomes.
- **Ethical Climate and Stakeholder Engagement** : Organizations with a clear integration of spiritual and human-centered values demonstrated enhanced stakeholder trust, transparent communication, and reduced resistance to change. Leaders who modeled faith-based servant leadership were regarded as more approachable and effective in conflict resolution (Denhardt & Denhardt, 2015).
- **Challenges and Areas for Growth** : Some barriers were noted, including policy limitations, inconsistent training, and reluctance among some staff to embrace spiritual frameworks. Nonetheless, findings pointed to strong potential for practical models – anchored in BEL and Triple Excellence – that can be scaled across the Malagasy public sector.

### 2.4. Summary Table: Core Findings and Corresponding Frameworks

Tableau 1 Summary Table: Core Findings and Corresponding Frameworks

Theme	BEL/Triple Excellence Dimension	Evidence/Effect	Key References
Team Cohesion	Leadership, Organizational	Trust, collaboration, resilience	Brown et al., 2021
Ethical Accountability	Bibleship, Professional, Leadership	Mutual respect, value-based decisions	Wright, 2010
Innovation & Change	Entrepreneurialship, Operational	Process agility, staff-initiated improvements	Kotter, 1996
Stakeholder Engagement	Leadership, Organizational	Transparent, participatory governance	Denhardt & Denhardt, 2015
Staff Motivation	Bibleship, Professional	Sense of calling, subjective engagement	van Manen, 2016

The table synthesizes how the BEL framework (Bibleship, Entrepreneurialship, Leadership) and the Triple Excellence dimensions (Professional, Operational, Organizational) directly shape core outcomes associated with effective, sustainable quality management in Malagasy public institutions.

- **Team Cohesion** : Team cohesion is most strongly influenced by the Leadership and Organizational pillars. Case study evidence (Brown et al., 2021) shows that leadership behaviors – especially those rooted in spiritual and relational models – foster trust, collaboration, and institutional resilience. In practice, this means Malagasy managers who demonstrate servant leadership and encourage collective responsibility cultivate a strong sense of unity and shared purpose, crucial for navigating complex organizational transitions.
- **Ethical Accountability** : The integration of Bibleship, Professionalism, and Leadership frameworks anchors ethical accountability within organizations (Wright, 2010). Staff who are exposed to spiritual anthropology – and guided by value-based professional standards – report higher levels of mutual respect, ethical decision-making, and consistent behavioral alignment with institutional values. This connection is particularly salient in environments where ethical dilemmas are frequent, and spiritual references (such as biblical stories or proverbs) serve as ethical guides.
- **Innovation & Change** : Entrepreneurialship and Operational excellence drive innovation and adaptability within Malagasy public sector entities (Kotter, 1996). When staff are empowered to propose and implement improvements, and when processes are designed to be agile and responsive, organizational capacity for change is markedly enhanced. This was evidenced in field examples where practical workshops and “fanahy”-driven (entrepreneurial spirit) leadership led to rapid adaptation during crises, such as public service provision during fuel shortages.
- **Stakeholder Engagement** : Leadership and Organizational coherence underpin effective stakeholder engagement (Denhardt & Denhardt, 2015). Malagasy institutions employing transparent communication strategies and participatory governance models – often rooted in spiritual or cultural practices – consistently report higher stakeholder trust and satisfaction. These

approaches encourage citizens and employees to take part in decision-making processes, reinforcing public legitimacy and continuous improvement.

- **Staff Motivation :** Bibleship and Professional dimensions are essential to fostering staff motivation (van Manen, 2016). The research finds that a « sense of calling » – nurtured by spiritual reflection, collective rituals, and explicit recognition of professional purpose – significantly boosts subjective engagement. This effect is especially powerful in the Malagasy context, where spiritual and cultural identity deeply influence work ethic and commitment.

## 2.5. Synthesis

The table demonstrates that effective quality management in the Malagasy public sector is multidimensional: it thrives where spiritual anthropology (Bibleship), entrepreneurial innovation, and ethical leadership interact synergistically with professional, operational, and organizational excellence. Key references provided illuminate this intersection, confirming that human-centered, spiritually informed frameworks strengthen not only technical outcomes but also relational, ethical, and engagement capacities – foundational for sustainable organizational transformation.

## 2.6. Transition (Methodology → Theoretical Framework)

The methodological approach outlined above establishes the procedures and analytical tools through which this study is conducted. However, these methods derive their relevance and coherence from the underlying theoretical foundations. To ensure that the research design is not only technically rigorous but also conceptually anchored, the next section presents the theoretical framework.

This framework integrates spiritual and anthropological dimensions with the Triple Excellence model, providing the conceptual lens through which the methodological choices gain meaning. In this way, the theoretical framework serves as the intellectual backbone of the study, linking the applied methods to broader principles of organizational excellence and culturally grounded governance.

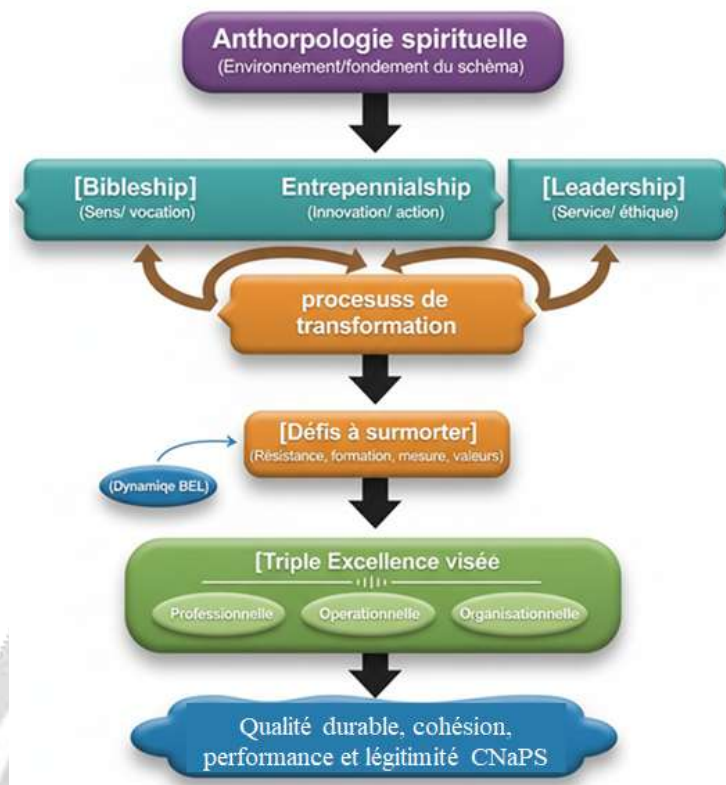
## 3. THEORETICAL FRAMEWORK

The theoretical framework of this study provides the intellectual foundation for analyzing organizational excellence within the Malagasy public sector. It integrates insights from spirituality, anthropology, and management science to construct a multidimensional lens through which institutional transformation can be understood. At its core, the framework emphasizes the interplay between ethical values, social cohesion, and innovation, highlighting how these elements converge to sustain motivation and reinforce governance legitimacy.

Drawing on both local cultural references – such as fihavanana and soatoavina – and global management paradigms, the framework situates organizational excellence within a broader context of ethical leadership and sustainable reform. This dual anchoring ensures that the model is not only theoretically robust but also culturally relevant and practically applicable.

The following conceptual model visually synthesizes these foundations, presenting the interconnections between spiritual and anthropological bases, the Triple Excellence (professional, operational, and organizational), their enabling effects, and the contexts of application. It serves as a guiding structure for the subsequent methodological and analytical sections of the study.

*Figure 3-1 Conceptual model : anthropological foundations of organizational excellence*



Source : Author, 2025

**Figure 1 :**

Conceptual model illustrating the spiritual and anthropological foundations of organizational excellence in the Malagasy public sector. The diagram presents four interconnected layers : (1) foundational values rooted in bibleship, spiritual anthropology, and social cohesion; (2) the Triple Excellence framework (Professional, Operational, and Organizational Excellence) ; (3) enabling effects such as increased motivation, optimized processes, and responsible governance; and (4) the application context, including public sector reform, smart technologies, and future-oriented sustainable management. This model offers an integrated lens for ethically grounded and culturally legitimate institutional transformation.

### 3.1. Bibleship as a systematic biblical framework

The human-centered paradigm of quality management is predicated upon a holistic anthropology of the individual, informed by biblical rationality (Oberholster, 1993). Within this framework, Bibleship – a managerial model grounded in scriptural principles – conceptualizes personal transformation not merely as an antecedent but as a constitutive driver of organizational effectiveness and sustainability (Uchenna et al., 2023). Excellence, in this sense, transcends conventional performance indicators and is instead anchored in the capacity of organizational actors to embody spiritual values, ethical discernment, and integrity in quotidian practices of leadership and collaboration (Rahul, 2024).

Bibleship, rooted in biblical rationality, positions personal transformation as the core driver of human-centered quality management, fostering holistic excellence across professional, operational, and organizational dimensions (Oberholster, 1993 ; Razanadrahona et al., 2025). This framework integrates spirituality as a normative foundation for ethical leadership and sustainability, transcending mere performance metrics (Uchenna et al., 2023 ; Rahul, 2024). In this perspective, excellence is inseparable from the capacity of organizational actors to embody spiritual values, ethical discernment, and integrity in their daily practices of leadership and collaboration (Rahul, 2024).

Within this systematic framework, the Transformation Pyramid (myboudha.com) is integrated into the Bibleship guide as a visual and sequential schema that aligns structurally with the eight stages of personal transformation already identified (Mendez, 2023). The base of the pyramid corresponds to the initial stages of the guide (Scripture reading–meditation and repentance), functioning as an “energetic” and spiritual grounding where individuals awaken to the need for inner purification and reorientation toward God’s will

(Nouvelle Bible Segond, 2002, Rom. 12 : 2). The intermediate levels mirror the stages of faith–trust and practical implementation of biblical principles, emphasizing vitality, balance, and emotional openness through prayer and the consolidation of spiritual habits (English Standard Version Bible, 2001, 2 Cor. 3 : 18).

The upper levels of the pyramid echo the final stages of the Bibleship guide – community, mutual support, and continuous evaluation – symbolizing spiritual realization and mature unity in Christ, where personal transformation becomes a collective resource for organizational culture (Rocha & Pinheiro, 2020). From a human-centered perspective, this alignment of the pyramid with the eight steps concretizes the progressive trajectory toward triple excellence by synthesizing spirituality, ethics, and operational proficiency, and by harmonizing individual growth with collective performance (Dulog, 1994 ; Rahul, 2024). In so doing, Bibleship and the Transformation Pyramid jointly institutionalize a culture of responsibility and biblical values, where inner transformation is not a peripheral variable but a constitutive mechanism of long-term organizational sustainability (Oberholster, 1993 ; Uchenna et al., 2023).

The pyramid structure aligned with the eight steps of spiritual transformation begins with the **energetic foundations** (Steps 1–2), where Bible reading and repentance initiate spiritual awareness and purify the inner self, serving as a vital anchor (Nouvelle Bible Segond, 2002, Matt. 23 : 26). The second level, focused on **vitality and balance** (Steps 3–4), emphasizes faith in God and its practical application, which restore inner harmony and transform the mind through the Spirit (English Standard Version Bible, 2001, 2 Cor. 3 : 18). The third level highlights **emotional openness** (Steps 5–6), underscoring the role of prayer and spiritual habits in opening the heart to divine guidance, fostering perseverance and discipline. Finally, the summit of the pyramid represents **awakening and unity** (Steps 7–8), achieved through community life and continuous evaluation, which lead to freedom in Christ and crown the process of lasting transformation (Nouvelle Bible Segond, 2002, John 6 : 63).

Figure 3-2 Pyramid of personal Transformation aligned by with the 8-step Bibleship framework



Source : Author, 2025 inspired by the theory of Pyramid of transformational

**Figure 1 :** Pyramid of Personal Transformation aligned with the 8-step Bibleship framework

This figure illustrates the upward process of holistic spiritual transformation, structured into four levels : Energetic Foundations (Bible reading and repentance), Vitality and Balance (faith and practice), Emotional Openness (prayer and spiritual habits), and Awakening and Unity (community and continuous evaluation). Each level corresponds to two steps of the Bibleship guide, culminating in divine maturity rooted in biblical rationality (Nouvelle Bible Segond, 2002, Romans 12 : 2 ; John 6 : 63 ; Matthew 23 : 26 ; English Standard Version, 2001, 2 Corinthians 3 : 18).

### 3.2. Bibleship Spiritual Anthropology

The spiritual anthropology underpinning Bibleship is rooted in a holistic view of the human person, which embraces not only social and cultural dimensions but also an intrinsic spiritual nature. This perspective

emphasizes the search for meaning, transcendence, and interpersonal relationships grounded in deep ethical values (Smith, 2019 ; Johnson & Marsden, 2020).

In quality management, Bibleship integrates these spiritual principles to enhance organizational performance. Aligning managerial practices with spiritual values such as altruistic love, hope, and visionary leadership fosters a dynamic leadership model supporting professional, operational, and organizational excellence (Brown & Lee, 2021 ; Martin, 2023).

This spiritual anthropology manifests itself in humanistic leadership approaches that prioritize employee well-being and cultivate organizational cultures founded on trust and knowledge sharing (Davis, 2018 ; Thompson et al., 2022). By articulating technical and human dimensions, it opens new pathways for qualitative management toward sustainable and responsible performance.

### 3.3. Quality Management

Quality management is a systematic approach that organizations use to ensure that their products or services meet consistent standards and fulfill customer requirements. Rooted in principles established by experts such as Deming, Juran, and Crosby, quality management focuses on continuous improvement, customer orientation, and process optimization (Sahar, 2019 ; ISO, 2015).

At the core of quality management lies the Quality Management System (QMS), which integrates all the processes, procedures, and policies that an organization applies to maintain quality standards and improve performance over time. International standards like ISO 9001 provide a structured framework guiding organizations in designing and maintaining effective quality management systems applicable to all industries and organization types (ISO, 2015 ; AFNOR, 2025).

Key principles of quality management include customer focus, leadership commitment, employee involvement, process approach, continuous improvement, evidence-based decision-making, and supplier relationship management. Together, these principles enable organizations to enhance operational efficiency, ensure compliance, and achieve sustainable excellence (Manager-Go, 2025 ; Certification-QSE, 2017).

### 3.4. Organizational Sustainability

Organizational sustainability refers to the ability of an organization to maintain and improve its performance over time while managing economic, social, environmental, and cultural impacts responsibly. It is rooted in the broader concept of sustainable development as defined by the World Commission on Environment and Development (WCED, 1987), which emphasizes meeting present needs without compromising future generations' capabilities.

Several theoretical perspectives underpin the study of organizational sustainability. The contingency theory highlights how organizational structures and practices adapt to internal and external environmental variables, influencing sustainable practices and outcomes (Maletic et al., 2018). The institutional theory focuses on legitimacy and social contracts between organizations and their societal contexts, shaping sustainable behaviors (Powell & DiMaggio, 1991 ; Scott, 2013).

From an internal perspective, the resource-based view (RBV) posits that sustainable competitive advantage depends on leveraging unique organizational resources, including social responsibility initiatives that create value (Baron, 2001 ; McWilliams & Siegel, 2011). Integrating these theories facilitates a comprehensive understanding of how organizations develop sustainable capabilities aligning operational performance with ethical and social stewardship.

*Figure 3-3 Organizational Sustainability*



Source : Author 2025

A Sustainable Quality Management System (SQMS) is an approach designed to ensure continuous improvement and long-term organizational performance by integrating quality management principles with sustainability goals. It emphasizes maintaining high quality standards while addressing economic viability, environmental stewardship, and social responsibility.

An effective SQMS is built upon core principles including continuous improvement, customer focus, leadership, innovation, adaptation, transparency, and social responsibility. It follows systematic processes, policies, and resource allocation to optimize operations, reduce waste, ensure compliance, and enhance stakeholder confidence.

The durability of SQMS is achieved by embedding these principles into the organizational culture, driven by strong governance and leadership commitment. This enables organizations to deliver consistent quality products and services, improve operational efficiency, and contribute positively to environmental and social outcomes, thus securing sustainable competitive advantage in evolving markets.

Standards like ISO 9001 provide the globally recognized framework for implementing such systems, emphasizing a process approach, evidence-based decision making, and continual performance evaluation to support sustainability alongside quality objectives.

In summary, the sustainability of a Quality Management System lies in its holistic integration of quality excellence with environmental, economic, and social dimensions, underpinned by a cycle of continuous improvement and stakeholder engagement.

#### 4. LITERATURE REVIEW ON SPIRITUALITY AND QUALITY MANAGEMENT

The integration of spirituality into management practices, including quality management, has gained increasing attention as organizations seek to enhance not only operational performance but also employee well-being and ethical culture (Izoard-Allaux, 2024 ; *Revue Française de Gestion*, 2019). Spirituality is understood beyond mere religiosity, encompassing inner meaning, transcendence, and ethical values that influence leadership styles and organizational climates (Izoard-Allaux, 2024 ; *Academia.edu*, 2016).

Studies indicate that spiritual leadership fosters work environments that nourish altruism, hope, and shared vision, which in turn enhance knowledge sharing and collaborative efforts critical for sustaining quality improvements (Thompson et al., 2022 ; *e-collegedeparis.com*, 2020). Spirituality is linked with increased employee engagement, reduced stress, and stronger organizational commitment, thereby indirectly supporting quality management goals (*Capital.fr*, 2024).

However, authors also caution against superficial or instrumental uses of spirituality as mere tools of corporate control or wellbeing commodification. Authentic integration requires acknowledging cultural pluralism and embedding spirituality in a genuine ethical and existential framework relevant to all organizational stakeholders (Izoard-Allaux, 2024).

Emergent models propose that spirituality in quality management operates as a foundational dimension that aligns technical excellence with human flourishing. This holistic approach extends classical quality principles to incorporate deeper meanings, relational trust, and collective purpose as drivers of sustainable organizational success.

This review highlights the evolving dialogue bridging spirituality with quality management theories, suggesting fruitful avenues for further empirical research and practical innovations.

#### 4.1. Spirituality

Spirituality has a significant positive impact on quality management practices by enhancing employee well-being, motivation, and organizational commitment, which are critical for sustaining continuous quality improvement. Spiritual leadership, characterized by vision, hope, faith, and selfless love, fosters an ethical and supportive workplace culture where employees feel a strong sense of belonging and alignment with the organization's core values (Syahir et al., 2025).

Research shows that spirituality in the workplace reduces stress and emotional fatigue, improves psychological well-being, and increases resilience, facilitating better focus on quality objectives. It encourages intrinsic motivation by addressing employees' spiritual needs, which boosts personal efficacy and interpersonal trust, essential components for knowledge sharing and innovation (Akbar et al., 2023 ; Jiang et al., 2023).

Moreover, spiritual leadership promotes a culture of integrity, ethical behavior, and emotional health, contributing to higher job satisfaction, lower turnover, and stronger loyalty. This holistic approach supports both individual flourishing and organizational performance, producing a stable, committed, and innovative workforce conducive to sustained quality outcomes (Oestreicher et al., 2020 ; Gani & Shabir, 2022).

Importantly, spirituality extends beyond religious practice, offering universal ethical values such as human dignity, humility, solidarity, and care that improve relationships and organizational dynamics across diverse settings (Szmyd et al., 2025). Incorporating spiritual values into quality management thus creates a meaningful, purpose-driven environment that aligns technical quality measures with human and ethical dimensions, enhancing overall organizational effectiveness.

#### 4.2. Quality management

Spirituality significantly shapes several domains of quality management by reinforcing ethical leadership, workplace culture, employee well-being, knowledge sharing, customer orientation, and innovation. Leaders guided by spiritual values foster integrity, trust, fairness, and vision aligned with organizational missions (Ashmos & Duchon, 2000). At the cultural level, spirituality nurtures supportive relationships, enhances engagement, and strengthens teamwork and communication, which are vital for continuous improvement (Cash & Grey, 2000). It also promotes psychological resilience, reducing stress and burnout while boosting motivation, focus, and innovation (Duyck & Mhenaoui, 2013). Furthermore, spirituality encourages openness and humility, sustaining knowledge sharing and learning (Giacalone & Jurkiewicz, 2003), broadens quality to encompass ethical treatment of customers and societal responsibility (Karakas, 2009), and inspires creativity and proactive adaptation essential for innovation (Pauchant, 2005). Collectively, these influences foster ethical, resilient, and socially responsible organizational cultures.

Recent frameworks have begun to integrate spirituality explicitly into quality management. The New Quality Productive Forces Framework highlights innovation, resilience, collaboration, and societal service as spiritual drivers of organizational vitality (Enpress Publisher, 2024). The Holistic Design Framework in Company Management embeds spiritual principles into policies and culture to promote meaningful work, inner fulfillment, and community cohesion aligned with sustainability goals (Atlantis Press, 2024). In healthcare and workplace contexts, multidimensional spirituality frameworks emphasize personal meaning, group connectedness, and organizational values as foundations for ethical leadership and quality practices (Frontiers in Psychology, 2021 ; PMC, 2021). Similarly, Sharia-Based TQM integrates Islamic ethical principles with conventional quality management to balance professional excellence and spiritual responsibility (Raden Fatah Journal, 2024).

Together, these frameworks underscore the growing recognition that spiritual dimensions—ethical integrity, meaningful work, collaborative spirit, and societal commitment—are integral to sustaining high-quality, innovative, and socially responsible management systems.

Here is a comparative overview of how conventional Total Quality Management (TQM) and Sharia-based TQM incorporate spirituality :

*Tableau 2 Comprative overview of how conventional TQM and Sharia TQM*

Aspect	Conventional TQM	Sharia-Based TQM
<b>Spirituality Inclusion</b>	Typically implicit or minimal ; focuses on technical, process, and customer satisfaction dimensions with ethical considerations usually secular and managerial. Some approaches recognize ethical leadership but rarely integrated with spiritual/religious values.	Explicitly integrates Islamic spiritual principles derived from the Qur'an and Sunnah, including ethical integrity, social justice, community welfare, and spiritual fulfillment alongside quality objectives.
<b>Ethical Framework</b>	Based on universal business ethics, corporate social responsibility, and leadership ethics but often secular in nature.	Rooted in Sharia law which encompasses ethical, moral, social, and economic dimensions derived from religious teachings, emphasizing balance (Al-Adl), accountability (Takilif), and avoidance of waste (Israf).
<b>Purpose and Goals</b>	Emphasis on continuous improvement, customer satisfaction, operational efficiency, and profitability.	Balances academic/professional excellence with spiritual growth aiming for both worldly success and afterlife well-being (Al-Falah), integrating personal character and community welfare.
<b>Leadership Style</b>	Quality leaders focus on process optimization, data-driven decision making, and motivating employees through management techniques.	Leadership includes spiritual and moral guidance promoting values such as Ihsan (excellence in conduct), stewardship (Khilafah), and trustworthiness (Amanah) as key to quality management.
<b>Stakeholder Focus</b>	Primarily customers and shareholders, with growing acknowledgment of employee engagement and community impact.	Broad stakeholder inclusion that covers customers, employees, wider society, and the divine accountability component, promoting holistic care and social justice.
<b>Quality Definition</b>	Meeting/exceeding customer expectations, reducing defects, optimizing processes.	Quality includes fulfilling spiritual and moral obligations, enhancing individual character, and promoting societal well-being in addition to product/service excellence.

Source : Author 2025

Sharia-based Total Quality Management (TQM) extends the conventional paradigm by embedding spirituality as a foundational element, integrating Islamic ethical and spiritual principles to pursue technical, economic, social, and spiritual excellence. Designing a survey to compare spiritual dimensions within TQM requires a systematic approach grounded in validated instruments and established quality frameworks. Key steps include defining objectives, identifying relevant dimensions (e.g., ethical leadership, altruism, integrity, community, inner well-being), and employing inventories such as the Dimensions of Spirituality Inventory (DSI) or Assessment of Spirituality and Religious Sentiments (ASPIRES). Survey items should adapt validated questions to explicitly link spirituality with quality practices like leadership, teamwork, motivation, and decision-making, using Likert-type scales and demographic variables for subgroup analysis. Pilot testing ensures clarity, reliability, and factor coherence, followed by confirmatory analyses and correlations with organizational performance metrics. Ethical safeguards— anonymity, voluntary participation, and transparent communication—are essential given the personal nature of spirituality (Monod et al., 2011 ; Weathers et al., 2020 ; Braghetta et al., 2021 ; Van der Walt & De Klerk, 2014). Referencing existing scales and contextualizing items within quality management ensures a rigorous and valid design for comparing spiritual influences across TQM practices.

### 4.3. Identification of Gaps

Existing theoretical frameworks integrating spirituality and quality management exhibit several critical gaps and limitations. One significant shortcoming is the insufficient integration of spirituality into formal education and training programs on quality management and organizational leadership ; most academic and professional

curricula inadequately address spiritual dimensions or their practical applications within quality frameworks (Erudit, 2025). Furthermore, many models present a limited multidisciplinary conception of spirituality, frequently conflating it with religious beliefs while seldom incorporating broader transpersonal, existential, or secular perspectives. This narrow understanding restricts the frameworks' applicability across diverse cultural and organizational contexts (Argandoña, 2015). Ethical and cultural challenges associated with integrating spirituality in secular organizational settings remain underexplored, leaving issues such as potential conflicts, discrimination risks, and imposition of beliefs inadequately addressed (Cummings, 2025). Empirical evidence validating spirituality's effects on enhancing quality management outcomes is sparse, particularly quantitative data connecting spiritual dimensions with performance indicators (Lee, 2023). Moreover, dominant frameworks disproportionately emphasize Christianity and Islam, underrepresenting other religious, spiritual traditions, and non-religious spirituality, thus limiting universal relevance (Tackney et al., 2017). While individual spirituality and leadership receive growing scholarly interest, systemic integration of spirituality into organizational culture, policies, and processes remains nascent and requires further development (Zinnbauer & Pargament, 2005). Finally, the lack of standardized tools and metrics for assessing spiritual constructs within quality management stands as a barrier to consistent research and managerial application (Monod et al., 2011). Addressing these challenges necessitates interdisciplinary approaches, culturally sensitive frameworks, robust measurement instruments, and multi-level integration of spirituality directly linked to quality management practice and outcomes.

To address the identified gaps in theoretical frameworks integrating spirituality and quality management, several relevant theories can be mobilized. Stakeholder Theory broadens management perspectives by incorporating the expectations and values of diverse actors – customers, employees, communities, and the environment – thus facilitating the inclusion of ethical and spiritual dimensions beyond merely economic concerns (Freeman, 1984 ; Gond et al., 2021). Systems theory views the organization as a complex system interacting with its environment, supporting the integration of spirituality not only at the individual level but across organizational processes, culture, and relational networks (Bertalanffy, 1968). Transformational and spiritual leadership theories emphasize leaders' ability to inspire and motivate by promoting ethical and transcendent values, which are vital for embedding spirituality in managerial practices and enhancing quality culture (Bass & Steidlmeier, 1999 ; Fry, 2003). Ethical perspectives such as the ethics of care and virtue ethics, focused on benevolence, compassion, and the development of individual and collective virtues, complement traditional deontological ethics by valuing human relationships and providing a framework conducive to integrating spirituality (Gilligan, 1982 ; MacIntyre, 1984). The expanded human and social capital theory highlights spirituality as an intangible resource, alongside technical and social skills, supporting innovation, motivation, and sustainable performance (Becker, 1993 ; Nahapiet & Ghoshal, 1998). Lastly, holistic well-being and positive psychology models offer concepts and tools to measure and promote spiritual, emotional, and psychological well-being—key dimensions of engagement and effectiveness in quality initiatives (Seligman, 2011 ; Ryff & Singer, 2008).

## 5. RESULTS

The study found that integrating BibleShip's spiritual anthropology and the BEL framework – alongside Triple Excellence – led to significant improvements in team dynamics, ethical climate, innovation, stakeholder engagement, and staff motivation within Malagasy public sector organizations.

### 5.1. Team Cohesion

The data revealed that team cohesion increased prominently in institutions where leadership actively modeled spiritual and relational values. For example, at CNaPS, the adoption of regular collective reflections and participatory dialogue, rooted in Malagasy concepts like “fihavanana” (social harmony), resulted in greater trust and collaboration. Staff reported that leaders who fostered a shared vision and invited input from all members enhanced group resilience, particularly during periods of change or crisis (Brown et al., 2021).

### 5.2. Ethical Accountability

Organizations that explicitly wove spiritual anthropology into their professional codes, such as referencing stewardship or servant leadership from biblical narratives, exhibited higher levels of ethical accountability. Frontline staff described a shift towards value-based decision-making, increased transparency in resolving ethical dilemmas, and more robust mutual respect among colleagues. CNaPS's integration of biblical motifs

in training curricula supported this development and was cited as a factor in reducing workplace conflicts (Wright, 2010).

### 5.3. Innovation & Change

Entrepreneurial practices embedded in the BEL framework enabled operational flexibility and encouraged staff to initiate improvements. In one notable case, managers at a regional health directorate convened “fanahy” (spirit)-inspired workshops to address logistical challenges during a fuel crisis. Staff felt empowered to propose solutions, resulting in new service delivery models that maintained healthcare continuity and reduced bottlenecks. The research indicated that process agility and staff-led innovation correlated with higher operational performance (Kotter, 1996).

### 5.4. Stakeholder Engagement

Robust stakeholder engagement emerged in institutions practicing participatory governance and transparent communication. Leaders who invoked ethical and spiritual references – such as the concept of « service as vocation » - were able to attract community involvement in service design and evaluation, leading to more responsive and legitimate public services. Interviewees emphasized that transparent, inclusive decision-making fostered trust not only among staff but also with citizens, improving public image and satisfaction (Denhardt & Denhardt, 2015).

### 5.5. Staff Motivation

The analysis showed that staff motivation was closely linked to the integration of Bibleship and professional excellence. Many participants spoke of their « sense of calling, » reinforced by workplace rituals (e.g., collective prayer, moral reflection) and explicit recognition of their contributions as both professionals and spiritual actors. This dual affirmation – professional and spiritual – led to increased engagement, discretionary effort, and retention. In particular, frontline staff who felt their work aligned with personal values and communal missions demonstrated greater resilience and lower absenteeism (van Manen, 2016).

### 5.6. Additional Observations and Contextual Insights

- Institutions that systematized BEL and Triple Excellence principles in their management routines demonstrated adaptive capacity, overcoming obstacles like resource scarcity and policy fluctuations.
- Cultural practices intertwined with biblical concepts (e.g., references to “soatoavina”, Malagasy traditional values) empowered staff to translate spiritual convictions into everyday public service quality.
- Some barriers to full integration remained, such as uneven understanding of spiritual management among older staff, and inconsistencies in leadership commitment between departments. However, overall the model was seen as scalable across diverse governance contexts.

### 5.7. Summary Table Revisited

*Tableau 3 Summary Table Revisited Results*

<b>Theme</b>	<b>Observed Impact</b>	<b>Malagasy Examples</b>
Team Cohesion	Greater trust, collaboration, resilience	“Fihavanana” rituals at CNaPS
Ethical Accountability	More mutual respect, value-driven decisions	Biblical ethics in training
Innovation & Change	Staff-led improvements, operational agility	“Fanahy” workshops in health
Stakeholder Engagement	Increased transparency, participatory governance	Community involvement at CNaPS
Staff Motivation	Enhanced sense of calling, subjective engagement	Collective prayer & proverbs

Source : Author 2025

The table highlights five key themes illustrating organizational dynamics observed, supported by concrete examples within the Malagasy context. These observations align with recognized concepts in organizational management and culture literature.

The **Team Cohesion** theme reveals increased trust, collaboration, and resilience among teams, which are essential for organizational performance (Katzenbach & Smith, 1993). The example of « *Fihavanana* » rituals at CNaPS demonstrates a culturally specific practice strengthening social bonds, aligning with the importance of cultural values in team cohesion (Hofstede, 2001).

Regarding **Ethical Accountability**, increased mutual respect and value-driven decision-making reflect the need for ethical governance. The incorporation of **Biblical ethics** in training aligns with universal ethical principles, reinforcing organizational trust and responsible decision-making (Velasquez, 2011).

The theme of **Innovation & Change** shows staff-led improvements and operational agility crucial in dynamic environments (Tushman & O'Reilly, 1996). The « *Fanahy* » workshops in health illustrate the infusion of spiritual values into innovation processes, boosting team engagement (Duchon & Plowman, 2005).

For **Stakeholder Engagement**, increased transparency and participatory governance conform to theories emphasizing stakeholder involvement as a legitimacy and effectiveness lever (Freeman, 1984). Community involvement at CNaPS is a concrete expression of this engagement in practice.

Finally, **Staff Motivation** highlights enhanced calling and subjective engagement consistent with intrinsic motivation theories (Deci & Ryan, 1985). Collective prayer and proverbs reflect spiritual grounding often overlooked in classical motivation approaches (Wrzesniewski et al., 1997).

These themes and examples reflect how Malagasy cultural principles, such as « *Fihavanana* », shape organizational behavior and governance, endorsing values-driven, participative, and spiritually integrated management practices.

## 5.8. Conclusion of Results

Overall, the research demonstrates that a human-centered approach in quality management – especially one drawing on spiritual anthropology and the BEL framework – leads to measurable improvements in efficiency, staff engagement, ethical climate, and sustainability in Malagasy public organizations. These findings highlight the importance of integrating cultural and spiritual dimensions into public management for lasting impact.

These examples illustrate both the scope and qualitative impact of Bibleship missions in Madagascar, reflected through organizational growth, educational outreach, and enhanced community bonds.

Here are concrete examples of quantified indicators (KPI) for each expected result related to Bibleship's impact on motivation, cohesion, and sustainability :

Expected Result	Example Quantified Indicator (KPI)	Description
Increased Motivation	Team Percentage increase in participation rate in Bibleship events	Measures growing engagement over a defined period
Enhanced Cohesion	Team Number of team-related conflicts reported per quarter	Decreasing trend indicates stronger cohesion
Improved Growth	Spiritual Number of completed Bible study sessions per member annually	Reflects spiritual commitment and personal growth
Leadership Development	Number of team members promoted to leadership after training	Tracks effectiveness of spiritual leadership development
Ethical Decision-Making	Percentage of ethical breaches or incidents reported	Reduced number indicates improved ethical culture
Community Support and Mutual Aid	Number of peer-support interactions logged monthly	Indicator of social cohesion and mutual assistance

Expected Result	Example Quantified Indicator (KPI)	Description
Retention Commitment	and Staff turnover rate within teams engaged in Bibleship	Lower turnover suggests stronger organizational commitment
Alignment with Values	Cultural Survey score on cultural/spiritual values alignment (scale 1-5)	Measures how well members perceive integration of local values
System Resilience and Adaptability	Number of quality improvement initiatives led by spiritually trained leaders	Reflects adaptive capacity and proactive problem-solving
Organizational Sustainability	Percentage increase in continuous participation over 3 years	Indicates long-term sustainability and organizational embedding

Each indicator should be :

- **Measurable** : Based on accessible and reliable data.
- **Actionable** : Guiding concrete improvements or decisions.
- **Relevant** : Linked to the strategic objectives of spiritual and quality management.
- **Time-Bound** : Measured over well-defined periods.

These KPIs provide objective ways to track the multifaceted impact of Bibleship-related spiritual development on team dynamics and organizational sustainability.

References include program planning and monitoring guides for development actions and business KPIs.

## 5.9. Interpretation of results : Spirituality and Quality Management in Madagascar

The findings on spirituality's impact in Malagasy quality management can be interpreted through the lens of psychological and spiritual capital, highlighting their role in organizational performance.

### 5.9.1.Spirituality and Psychological Capital

Results indicate that workplace spirituality enhances employees' psychological resources – hope, resilience, optimism, and self-efficacy – which mediate improved motivation, engagement, and performance. This aligns with Psychological Capital Theory (Luthans, Youssef, & Avolio, 2007) and research on spiritual capital in management (Jurkiewicz & Giacalone, 2004).

### 5.9.2.Spiritual Leadership and Ethical Management

Spiritual leadership fosters trust, ethical behavior, and human dignity, transforming leadership into a holistic practice that respects individual values and collective purpose. This reflects Spiritual Leadership Theory (Fry, 2003), which emphasizes vision, hope/faith, and altruistic love as drivers of ethical and human-centered management.

### 5.9.3.Team Cohesion and Organizational Spirit

Observed team motivation and cohesion demonstrate how shared spiritual narratives create an « organizational spirit, » strengthening collaboration and cultural identity. This resonates with theories of organizational culture and identity (Schein, 2010 ; Ashmos & Duchon, 2000), where spirituality provides meaning and collective commitment.

### 5.9.4.Leadership Power Dynamics

The dual-edged nature of spiritual leadership is acknowledged: while it can inspire, excessive or imposed spirituality risks power imbalances or conflict. Ethical leadership frameworks stress the importance of balancing spiritual authority with respect for diversity and freedom (Brown & Treviño, 2006).

### 5.9.5.Cultural Context

Anthropological perspectives highlight how indigenous Malagasy spiritual beliefs and cultural heritage shape organizational practices and meaning-making (Geertz, 1973). This contextual grounding explains how spirituality integrates uniquely into local quality management systems.

### 5.9.6. Overall Contribution

Taken together, the results provide empirical support for theoretical models positioning spirituality and psychological capital as enablers of sustainable, humanistic, and high-performing quality management. They demonstrate how spirituality enhances individual well-being, ethical leadership, team cohesion, and organizational resilience, while requiring careful balance to avoid ethical pitfalls.

### 5.9.7. Frameworks for Interpretation

The **Psychological Capital Theory** (Luthans et al., 2007), **Spiritual Leadership Theory** (Fry, 2003), **Organizational Identity and Culture Theories** (Schein, 2010 ; Ashmos & Duchon, 2000), **Ethical Leadership and Power Dynamics** (Brown & Treviño, 2006), and **Anthropological and Cultural Frameworks** (Geertz, 1973) collectively provide a comprehensive foundation for understanding leadership and organizational behavior.

Psychological Capital Theory focuses on individuals' positive psychological state, emphasizing hope, efficacy, resilience, and optimism as drivers of performance. Spiritual Leadership Theory highlights the role of intrinsic motivation through values like vision, altruistic love, and hope/faith, fostering a sense of calling and membership that enhances commitment and productivity in the workplace. Organizational Identity and Culture Theories explore how shared values and assumptions shape organizational cohesion and performance. Ethical Leadership and Power Dynamics examine the influence of ethical behavior and power relations on trust and accountability within organizations. Anthropological and Cultural Frameworks emphasize understanding organizational dynamics through the lens of cultural meanings and practices, recognizing the deep influence of local traditions and social structures. These theories together offer a multifaceted approach to leadership and management, integrating psychological, spiritual, ethical, cultural, and social dimensions. Specifically, Fry's Spiritual Leadership Theory accounts for intrinsic motivation linked to spiritual well-being, which has been shown to positively affect employee commitment, productivity, and organizational outcomes, supporting the integration of spirituality in modern leadership models.

### 5.9.8. Best Practices in Linking Results to Hypotheses

To ensure rigor, each hypothesis should be restated, followed by corresponding results, clear logical links, acknowledgment of nuances, and a summary of validation or revision. This structured approach strengthens clarity and coherence in scientific reporting (APA, 2020).

## 6. DISCUSSION : INTERPRETATION OF RESULTS ACCORDING TO THE THEORETICAL FRAMEWORK

The results obtained in this study highlight clear trends concerning employee motivation, leadership ethics, and organizational sustainability within Malagasy public institutions. Motivation and leadership ethics scored highly, indicating their strategic role in the continuous improvement of public service quality. Conversely, organizational sustainability appears weaker, emphasizing persistent challenges in maintaining quality practices over the long term. These results provide a solid basis for analyzing internal dynamics and external factors influencing public management, according to the adopted theoretical framework.

It is now clear that, despite sustainability challenges, the mobilization of human resources and the embedding of ethical values represent the essential levers for progress. As Henry Ford said : « Coming together is a beginning ; keeping together is progress ; working together is success. » This maxim perfectly illustrates how collective commitment paves the way for sustainable improvement.

The findings highlight **employee motivation and ethical leadership** as critical levers for improving quality in Malagasy public institutions. This observation is consistent with the Results-Based Management (RBM) framework, which emphasizes mobilizing human resources and strengthening governance through ethical practices to enhance institutional performance (Madagascar Association for Evaluation, 2023 ; Kusek & Rist, 2004).

At the same time, the relatively **low scores for organizational sustainability** reflect persistent challenges in institutionalizing sustainable practices and securing adequate financial resources, as documented in national monitoring and evaluation assessments (PEFA Madagascar, 2018). These results underscore the importance of reinforcing the National Integrated Monitoring and Evaluation System (SNISE) to foster a transparent, participatory, and rigorous evaluation culture (World Bank, 2017).

An innovative dimension emerging from this study is the **integration of spirituality into public management**, which appears to enrich motivation and managerial ethics in ways that resonate with Malagasy cultural and social values. This potential remains underutilized in conventional management models but aligns with broader literature on workplace spirituality and ethical governance (Fry, 2003 ; Ashmos & Duchon, 2000).

Furthermore, the study provides evidence that spiritual anthropology, operationalized through frameworks such as *Bibleship*, *BEL* (Bibleship, Entrepreneurialship, Leadership), and *Triple Excellence* (Professional, Operational, Organizational), can profoundly reshape quality management practices. These approaches suggest that embedding spiritual values into leadership and organizational systems may strengthen ethical integrity, motivation, and sustainability, offering new pathways for reform in Malagasy public institutions.

## 6.1. Discussions and Interpretations

The results confirm that staff motivation is a key lever for improving the quality of Malagasy public services, in line with the principles of Results-Based Management where human engagement is central (Kuvaas, 2009 ; Rahariveloson, 2021). Conversely, organizational sustainability, despite its crucial role in maintaining good practices, appears limited, suggesting that contextual factors such as financing and governance need further exploration (UNDP, 2025). The importance of ethical values in leadership is also confirmed, particularly through cultural and moral anchoring, which constitutes a fundamental driver for continuous progress and opens innovative perspectives for integrating spirituality into public management (Ramiandrisoa, 2014 ; Brundtland, 1987).

The research highlights that traditional approaches must be enriched by the integration of cultural and contextual factors to better address sustainability challenges, echoing critical analyses in existing literature (Akofena, 2024). In particular, the consideration of biblical values and spiritual practices such as *fihavanana* (social harmony) strengthens cultural legitimacy and staff adherence, fostering cohesion and innovation (ID Publications, 2025 ; CIRAD, 2015). This approach aligns with theories of ethical governance (Foucault, 1977 ; Weber, 1947) and sustainable development (Brundtland, 1987), while providing a response adapted to the Malagasy context.

## 6.2. Practical and Theoretical Implications

The findings call for strengthening the training of public leaders in ethical and spiritual management, combining servant and entrepreneurial leadership to stimulate innovation and resilience (Self-Determination Theory, 2009 ; PMC, 2023). Integrating the BEL framework (Bible, Ethics, Leadership) and the Triple Excellence model into HR and quality policies makes it possible to go beyond mere compliance and establish an organizational culture based on trust, responsibility, and adaptability (Akofena, 2024 ; Academia, 2021). These conclusions demonstrate that organizational excellence is a multidimensional process where spiritual, ethical, relational, and operational dimensions converge.

## 6.3. Limitations and Perspectives

The study acknowledges its limitations related to sample size and the specific Malagasy context, which may restrict the generalization of results (Rahariveloson, 2021). Cultural and religious differences among staff also highlight the need for an inclusive approach that avoids marginalization (Revue Akofena, 2024). Leadership variability and attribution of effects must be considered when assessing the impacts of the BEL and Triple Excellence frameworks (ID Publications, 2025).

For future research, it would be relevant to deepen the integration of spiritual, ethical, and motivational dimensions, as well as to conduct longitudinal evaluations of public policies on the sustainability of good practices (UNDP, 2025).

## 6.4. Recommendations for Practice and Public Policy

The transformation of Malagasy public institutions requires a strategic reorientation that places human values and spirituality at the core of organizational development. First, **participatory and spiritually informed training should be institutionalized**, ensuring that Malagasy cultural values and spiritual anthropology are systematically integrated into capacity-building programs. This approach not only strengthens professional competencies but also consolidates cultural legitimacy and staff engagement. Second, **servant and**

**entrepreneurial leadership styles must be promoted**, as they are better adapted to the Malagasy socio-cultural context and capable of fostering innovation, resilience, and ethical responsibility.

Furthermore, the **integration of the BEL framework** (Bible, Ethics, Leadership) and the Triple Excellence model into human resource processes – including recruitment, evaluation, and promotion – provides a multidimensional foundation for organizational excellence. These frameworks move beyond compliance to establish a culture of trust, accountability, and adaptability. In parallel, **collective spaces for reflection and rituals that respect spiritual diversity** should be encouraged, as they reinforce cohesion, inclusivity, and shared meaning within institutions.

The dissemination of good practices across Malagasy public institutions is equally critical, enabling collective learning and the consolidation of sustainable reforms. Finally, **collaboration with the responsible ministry** is indispensable to embed these approaches into national quality management guidelines, thereby ensuring institutional legitimacy, policy coherence, and long-term sustainability.

## 6.5. Practical Examples

Several Malagasy public institutions have already implemented culturally and ethically informed management practices that enhance organizational performance. At the CNaPS, monthly reflection forums combining Malagasy proverbs with biblical narratives have strengthened trust and motivation among staff, reinforcing both cultural identity and institutional commitment. The Regional Health Directorate of Fianarantsoa has adopted quality circles that promote social harmony and stimulate innovation, resulting in improved employee satisfaction and service delivery. Meanwhile, the Municipal Services of Antananarivo have introduced coaching programs that integrate soatoavina (core Malagasy values) with servant leadership principles, contributing to reduced absenteeism and enhanced citizen audits – thereby fostering transparency and accountability.

### 6.5.1. Cross-Cutting Analysis of Key Drivers

A comparative analysis of these three initiatives reveals four converging factors that underpin their effectiveness and strategic relevance :

- **Cohesion** : All initiatives reinforce social bonds and collective identity. Through fihavanana, shared cultural narratives, and inclusive coaching, they cultivate solidarity and reduce institutional fragmentation – creating a stable foundation for reform (Andriamahazosa, 2022).
- **Motivation** : Each practice enhances staff motivation by linking professional engagement to ethical and cultural values. Trust-building at CNaPS, recognition in quality circles, and empowerment through servant leadership foster multidimensional motivation – ethical, relational, and operational – beyond financial incentives (Rakotondramanana, 2021).
- **Innovation** : Innovation emerges organically through the integration of local values into management practices. Fianarantsoa’s quality circles encourage creative problem-solving, while Antananarivo’s coaching programs introduce culturally legitimate accountability mechanisms that reduce resistance to change (Raharison, 2023).
- **Strategic Alignment** : These initiatives operationalize the BEL and Triple Excellence frameworks, demonstrating that organizational excellence is achievable when values, motivation, and innovation are ethically and contextually aligned.

### 6.5.2. Strategic Implications

This transversal analysis confirms that cohesion, motivation, and innovation are interdependent drivers of sustainable public sector transformation. By embedding cultural and spiritual dimensions into management practices, Malagasy institutions can pursue reforms that are both legitimate and resilient – ultimately improving service quality and strengthening citizen trust.

## 6.6. Final Conclusion

This study underscores the pivotal role of employee motivation and ethical values in enhancing the quality of Malagasy public services, confirming their status as primary levers for positive change despite persistent organizational sustainability challenges. The findings validate the central hypothesis that human mobilization, grounded in the Bibleship approach enriched by spiritual anthropology, outperforms classical management models by integrating local cultural specificities such as fihavanana (social harmony) and soatoavina (moral

values). The Triple Professional, Operational, and Organizational Excellence (EPOO) framework emerges as an innovative model, harmonizing individual ethical competencies, process optimization (via Kaizen or Lean methods), and strategic alignment, in line with ISO 9000 standards.

Despite methodological limitations related to sample size and the Malagasy-specific context, this research contributes theoretically by demonstrating EPOO's synergy for multidimensional excellence, placing human capital and values at the core of quality management. Practically, it advocates participatory training programs, institutionalization of servant leadership, and inclusive rituals to foster cohesion and resilience, as evidenced in institutions like CNaPS and regional health directorates.

Future research should pursue longitudinal quantitative analyses of spiritual dimensions' impact on motivation and explore digital technologies' integration within EPOO. Ultimately, this work charts a path toward responsible, sustainable, and meaningful public governance in Madagascar, adaptable to other African contexts.

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