Chapter V

Summary of the Findings, Recommendation & Conclusion
CHAPTER-5

SUMMARY OF THE FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5. INTRODUCTION

This chapter will summarise the findings from Chapter 4. The findings will be inferred and the conclusions will be arrived upon. Based on the conclusions, suggestions and recommendations required for the individual entrepreneurs, industry and academic institutions would be given. The scope for future research also will be given.

5.1 SUMMARY OF THE FINDINGS

Failures in Indian business in the long run shows that the leaders of the company needs to work on their values and decisions based on it. The Indian business is facing a crisis in value systems getting tangles in unethical acts thus making them value weakened organisation. This research investigates the situation and works for working on a model by which Indian business can run successfully and even entrepreneurs also have a holistic contented life with successful business and happy family life. The findings of the study show that spiritual intelligence can play an important role on the success of both personal life and organisation.

Being Value and Vision led is one of the main characteristics found in spiritually intelligent beings from this study. Thus making this study an important cornerstone in helping the entrepreneurs to become successful.
5.2 FINDINGS OF THE STUDY

The characteristics of the sample taken:

- Male respondents are more than female entrepreneurs.
- Age of the respondents: Most of the respondents are in the younger age from 20-39. It is also noticed that younger generations are allowed to join the business just after their desired education is finished.
- Education of the respondents: Most of the respondents have finished their post-graduation. It is also noticed that people have started giving importance for studies and making sure that while working they also take up learning and update themselves with knowledge. Even encourage their next generation to follow higher education.
- Marital Status of the respondents: The Marital Status of the sample is mostly married.
- Age of the enterprise: This shows that most of the enterprises
- Activities they followed for developing their SQ: The study shows that the respondents have given importance to contemplation, then either practised meditation or silence. Most of them have been combinations of it. But most of them believed that one has to sit and analyse one’s action and plan for the future. And some of them responded highlighted that they take moments of silence or keep time for meditation so as to clear their thoughts and start fresh. Some of the respondents do combinations of it like Yoga and Meditation, Meditation and then Self contemplation and some have schedules to do all on weekly basis and daily basis. The interesting fact is most of the respondents who has responded that they have absolutely no time for anything and takes the day as it comes are women mostly mothers, trying to balance between work and life and children, they absolutely have time for anything. Some has responded they will try further to find for themselves, some responded being with children and their smiles itself calms their mind.
Factor loading brought out the factors of each variable:

- Spiritual Intelligence includes Being Value and Vision led, Being Self Aware, Being Positive, Being Inquisitive and Being Service oriented.
- Personal Success Factors are Personal Satisfaction, Work Life balance, Financial Management, being a Visionary
- Organisational Success Factors are Stakeholder Management, Resource Management, Financial performance

Further analysis the factors and the contribution to each variable gave the following tests

- The test of SEM indicates that entrepreneurs will have high value and vision 1.111 which stands first as per the study; they will also be very inquisitive which is 1.000. They have high self aware that is .903 of the work they do. Service oriented that is .635 and being positive that is .298 does not contribute towards being spiritual.
- Organizational success is based on financial parameters that are 1.000, and because of the resource that is .759 it also influences organizational success. The stakeholder’s point of view contributes lesser in .652 towards organizational success.
- Personal satisfaction is 1.000 that leads to personal success; work life balance is .594 that is not a contributory variable for personal success. Having finance and being visionary do not contribute towards personal success.

The results of hypothesis model indicated that there are significant relationships between Spiritual quotient and other variables (Organization and Personal Success).

- Spiritual intelligence of entrepreneurs influences to the extent of .369 that is 36.9% on the Personal success.
• Spiritual intelligence of entrepreneurs influences .593 that is 59.3% on the Organizational success. An entrepreneur’s spiritual intellect contributes positively for both the variables.

The relationship was further analysed and each factor was analysed to find how they affected the various factors of success both personal and organisational success.

• Being Value and Vision Led and Being Positive has a significant effect on Work-Life Balance.

• Being Self-Aware (p value= .010) has a significant influence on Financial Performance.

• Being Positive (p value= .000), Service-Oriented (p value=. 014), Value and Vision-Led (p value=.000) and Inquisitiveness (p value= .035) have a significant effect on Being Visionary.

• Being Value and Vision-Led (p value= .001) has a significant influence on Personal Satisfaction of an entrepreneur.

• Being Service-Oriented has a significant effect on Stakeholder Satisfaction (p value = .002).

• Being Value and Vision-Led has a significant effect on Resource Management (p value = .002).

• Each factor of SQ alone does not have any significant influence on Financial Management of the organization, but all factors together have a weak significant influence on Financial Management.

5.3 SUGGESTIONS

The study shows that the spiritual intelligence plays an important role in the success of an entrepreneur. The study also shows how it affects different success
factors of entrepreneur. The model also lays foundation for sustainable success mantra for family business entrepreneurs by developing Spiritual Intelligence.

The study highlights the importance of values and vision in life. The Person should develop a list of values he believes in and his thoughts, actions and behaviour will adhere to. It can be honesty, truth, love, compassion, empathy, ethics, non-violence, loyalty, creativity, discipline, devotion, fearlessness, balance (work-life), law abiding, and any values he has appreciated as his belief system. One should reflect his belief system in his thoughts, action and behaviour. And further reflect it on the organisational values also. So that organisation becomes strong in their values to adhere to, and thus becoming a holistic successful organisation. Such organisation would stand as beacon for other organisation in such times when many organisations are failing due to value weakness.

A good way of starting to do this is to identify when you felt really satisfied, proud, happy and really confident that you were making good choices. Identify, determine and define the personal values, which is truly important to you.

- Identify your top values, based on your experiences of happiness, pride, and fulfilment
- Determine and rank them according to the sense of satisfaction it gave
- Define the values and make it as your value system

For instance, if you value philanthropy, community, and generosity, you might say that service to others is one of your top values. If you had felt real confident about when making ethical decisions, then ethics, truth and loyalty are few values you had given importance. So when working it on experience basis, one can identify the values which is very much importance to them. After determining the values, you define them as your value system and when making any decisions or taking any action, check whether it falls into your list of values.
The study also emphasizes on Vision Led. There should be a vision, a future outlook, an ability to think or plan future with imagination and wisdom. For this one should visualise a future point where this life can be made meaningful and purposeful. Thus this vision of the entrepreneur is also based upon his value system. A part of vision of the entrepreneur can be transformed to the vision statement of the organisation.

The study also suggests a holistic approach in gaining success by developing Spiritual Intelligence. One can develop one’s intelligence by bringing in some self-disciplining activities. One could make the required changes in oneself for a bigger change.

The study also shows there are self-disciplined activities for this scientific and spiritual process:

i. Proper exercise or Āsanas:

ii. Proper breathing or Pranayama

iii. Proper relaxation or Yoga Nidra

iv. Positive thinking and meditation

1. **Proper Exercise or Yoga**

   In Yoga, the physical exercises are called Āsana, which provides proper lubricants to the joints, ligaments, tendons, and other parts of the body. It also helps our nervous system, improve circulation, release tension and increase flexibility. It conserves energy enhancing mental facilities and spiritual capabilities.

2. **Proper breathing- Prānāyāma**

   Deep and slow breathing clears and nourishes our systems. The supply of oxygen is increased and carbon dioxide is pumped out completely in yogic breathing. Prānāyama (Yogic breathing techniques) enhances physical and mental rejuvenation by conservation of vital life force energy (Prana).
3. **Proper Relaxation- Yoga Nidra**

When the mind, body and senses are bombarded with stimuli continuously, they have no chances to rejuvenate themselves. In order to achieve radiant health and sparkling intellect, we have to have proper techniques of relaxation and rest. Relaxation poses like Corpse pose, Child pose, breathing pose, Sleeping pose, Diet and Silence are recommended for complete rejuvenation of body and mind.

4. **Positive thinking and Meditation**

The physical body is like a chariot pulled by 5 horses of senses (sight, smell, hear, touch and taste); only a balanced mind can control these vagrant senses. Positive thinking will purify the conscious mind to experience inner peace and harmony. Meditation enhances our intellect to control this vagrant mind to lead a proper life in the spiritual path. Ordinarily the mind is filled with unnecessary thoughts, like a mirror covered with dust. Meditation is a state of no mind. Meditation is a state of pure consciousness with no content in it. Meditation will help to find inner tranquility.

All types of meditation, which are being taught all around the world, are derived from the oldest scripture of the world, “Vijnana Bhairava Tantra” which was 5000 years old. It is a quantum leap to spirituality, without any orthodox rituals. It contains 112 types of meditation and yoga, suitable to various human interests according to their taste and choice, each one of it is a precious gem sparkling its mystical brilliance unto the inner source.

5. **Self Contemplation**

In this step, there is an act or process of thinking about oneself and one’s values, beliefs, behavior, and actions. It helps one to reflect oneself and even help them to prepare for the future, have a vision and plans for reaching one’s goal. It is also a tool for self-improvement when one reflects on one’s action they discover
areas of improvement and can work on it. It also helps one to relax and give clarity about everything in the mind. Thus helping one in making good decisions.

Brahmakumari Shivani had also framed 5 methods to learn and develop intelligence:

1. **Meditation**

   Meditation is the cultivation of self awareness – a process to learn about ourselves. It will also help to restore the ability to control our thoughts and feelings; sharpen our ability to discern truth from illusion, thereby making more intelligent decisions in life.

2. **Detached observation**

   This is not the ability to disengage from the world of thoughts, feelings and emotion. It is not avoidance of inner and outer world, but a way to see more clearly and understand more deeply what is actually happening. This practice is also essential to conserve energy at the mental emotional levels, where much of our tiredness has its origins.

3. **Reflection**

   This involves taking time out on a daily basis to review and re assess past experiences of the interaction with the others. This allows to build awareness of the connection between inner world of thoughts and feelings and the other world of action and the consequences of those actions.

4. **Practice**

   New learning, new insights, new realisations have to be brought into life by practice and then perfected as behaviours and expressions. Practical action is essential in sustaining the momentum of developing spiritual intelligence.
5. **Purity**

Purity in thoughts, words and actions are essential for maintain a serene crystal clear and developing spiritual intelligence. To achieve purity, we have to always abide by truth. Then a spiritual vision is developed to see only the best in others, which empowers others to develop the best in themselves. From a spiritual point of view seeing is creating – how we see others is how we will create the other within s; which will be both a reflection of how we see ourselves at that moment and the quality of the energy we will then give to them. Positive energy projected will reflect back positive attitude.

Thus this study recommends the following:

1. The study suggests the areas the entrepreneurs can work on, for making their life successful in holistic approach. They can develop their SQ to improve their personal and career life.

2. The study suggests the areas the entrepreneurs can work on values for their life. So that they can define their value system and adhering to it when making their decisions and doing any action.

3. The industry can provide various platforms for entrepreneurs so as to help them work on values for their life by providing training programmes through various personality development institutions.

4. The industry can provide various platforms by which SQ is applied on large scale so that Indian business can perform successfully on long run and thus making the economy stronger.

5. The academics can also emphasize on Value systems to students and its role in long term success and help them identify theirs and make avenues for them to practise it in their actions and decision making so that they further carry this process throughout their entrepreneurial life.
6. The results of the study proved that the introduction of spirituality in entrepreneurship development programmes for students is relatively important. The academics also can work on improving the SQ of the business students so that they come out well prepared for the adversities of entrepreneurial life.

7. Yoga & Meditation can be made as a part of industrial training programmes as a start to Spiritual Intelligence Development Programme.

8. Spiritual Development Programmes such as Meditation & Yoga, Reflection and Self Introspection Programmes must be made as a part of academic syllabus.

9. Even organisations should have extracurricular activities on developing SQ such as Yoga and Meditation, down the hierarchy so that every individual will be value and vision aligned to the entrepreneurs.

5.4 FUTURE RESEARCH

1. The research could consider external factors in the research.

2. The research can be done on the basis of various studies on Spiritual Intelligence other than Danah Zohar

3. The research could focus on different types of entrepreneurs other than family business owners or even including them from different areas.

4. The research could be done on a time period basis, for e.g. before and after any spiritual development programme.

5. The research can concentrate on areas of study like larger sample, urban rural or metro so as to create a model that could provide a base for entrepreneurial success on a larger scale.
5.5 CONCLUSION

This study investigates a holistic approach for the success of an entrepreneur. The study identifies the main factors of Spiritual intelligence and how it can be applied for making an improvement in the area of both personal life and organisational performance. The study was conducted on primary data collected from the family business owners. The questionnaire was based on the factors of Spiritual Intelligence and factors related to personal success and organisational success. Using various statistical tools, the data was analysed and the above findings is the outcome of the study.

From the above results, we can find that the spiritual intelligence plays an important role in the success of an entrepreneur on long run.

![Diagram showing the relationship between Spiritual Intelligence and Entrepreneurial Success](image)

**Fig v.1. Framework showing the relationship between Spiritual Intelligence and Entrepreneurial Success**

The study also brought out an understanding of the main factors contributing to each variable. The study also highlights the importance of certain activities, which persons have followed and has helped them for developing their Spiritual Intelligence. It is either meditation or self-contemplation or exercise or yoga or any combinations.

For a high spiritual intelligence one must concentrate on values and vision. They will be inquisitive in nature and thus creativity and innovations become their forte. Being Self-aware is also an important characteristic in high spiritually
intelligent beings. These are the main characteristics contributing to Spiritual Intelligence, others do contribute but in lesser percentage.

![Diagram of Spiritual Intelligence factors]

**Fig v.2. The factors of Spiritual Intelligence**

When we look at each factor deeply, the study brings where each factor of spiritual intelligence affects the success factors of entrepreneur both on personal basis and organisation.

- The effect of being value and vision led on personal success of an entrepreneur:

![Diagram of the effect of Being Value and Vision Led]

**Fig v.3. Being Value and Vision Led has a significant effect on**
Personal Success of an Entrepreneur

- Being Self Aware helps in the personal finance management of the entrepreneur.

- Being Value and Vision Led affects Work Life Balance since it helps in prioritising between family and others on every situation entrepreneur faces. Being positive also contributes to Work Life Balance

- The factors which effects on being a visionary is given below:

  ![Diagram](image.png)

  **Fig v.4. The factors of SQ that has a significant effect on Being a Visionary**

Being a Visionary

Personal Success is mainly addressed when a person have utmost satisfaction with oneself. And again we can find that Being Value and Vision-Led (p value= .001) has a significant influence on Personal Satisfaction of an entrepreneur.

Organisational Success is mainly depended on the Financial Performance and Resource Management. When linked these factors to Spiritual Intelligence of entrepreneur, we can see that Being Vision and Value Led helps in Resource management, especially Vision and Values of the organisation lays the foundation
for Human Resource Management. Materials Management also we can see Quality management or supply chain management, all depend on the vision and value of the company.Spiritual Intelligence has a weak significant effect on Financial Performance in this study, which must have caused due to the external factors. Being Service-Oriented affects the Stakeholder Management.

Thus the following hypotheses has been proved in the study:

SQ of the entrepreneur has a significant effect on Personal Success of an entrepreneur

- SQ of the entrepreneur has a significant effect on Personal Satisfaction of an entrepreneur.
- SQ of the entrepreneur has a significant effect on Work Life Balance of an entrepreneur.
- SQ of the entrepreneur has a significant effect on Financial Performance of the entrepreneur.
- SQ of the entrepreneur has a significant effect on Being Visionary of an entrepreneur.

SQ of the entrepreneur has a significant effect on Organisational Success.

- SQ of the entrepreneur has a significant effect on Stakeholder Satisfaction of an organisation.
- SQ of the entrepreneur has a significant effect on Resource Management of an organisation.
- SQ of the entrepreneur has a significant effect on Financial Management of an organisation.
The study shows that the spiritual intelligence plays an important role in the success of an entrepreneur. The study also shows how it affects different success factors of entrepreneur. The model also lays foundation for sustainable success mantra for family business entrepreneurs by developing Spiritual Intelligence. As told by Danah Zohar and Cindy Wigglesworth, Spiritual Intelligence is the key to personal fulfilment and sustainable lifelong performance at extraordinary levels. It is the science of human energy management that allows access to a full range of human capabilities required to succeed in life and prosper in the current economic environment and social climate.

The study also highlights the importance of Values and Vision of an entrepreneur for being successful. Especially in these times when many organisations are failing due to value weakness, this study proves further to bring a personal change in an entrepreneur and strengthen one’s value system and vision for achieving success. Value-based holistic approach to management will assure sustainability of many entrepreneurs especially at these value weakened times where many organisations are getting tangled in unethical issues or demoralizing acts. A management with proper combination of values and skills can assure harmony and progress of organization as well as society.

This was the exact teaching that was given by many Indian scriptures like Vedanta, Upanishads, Bhagavad Gita and Kautilya’s Arthashastra.

Karma, Dharma, Satya, Kama, Artha, Moksha and Nirvana is the connecting links for management by consciousness and intuition. In Management, we can take it as Kama-Artha as the wealth Creation Process, Dharma as Social Responsibility and Moksha as liberation from ignorance and taking ethical means. So in business, there should be wealth creation for uplifting the society and the wealth creation should be by ethical means.

Upanishads provide standards for inspired living and prescribe practical actions, which help in attaining peace, harmony and poise in life:
Service (Niśkama Karma): is the highest ideal of right living- a subtle life of activity that is pursued without motive or any desire. Thus not attached to the fruits of the actions we do.

Honesty (Satyam): is the quality of mind which is reached by living a honest life with one’s own intellectual convictions and act in accordance with the determinations one has reached.

Noninjury (Ahimsa): means not to have even a single cruel intentions in mind.

Charity (Dana) is a quality, which springs from an inner sense of oneness between the giver and the recipient and inner sense of abundance. But this might result in egotism and vanity unless we give charity with modesty and humility, ever remembering Him who has given us whatever we have.

Fortitude (Dhriti): is a subtle boldness of an individual while facing adversity.

Harmony (Ekabhava): is the perfect rhythm by which every entity is connected to each other. Individuals must understand that they are a microcosm of a macrocosm called the universe and be aware of the totality and entirety of mankind.

In Bhaghavad Gita, Lord Krishna described it as, niskama karma:

“Karmanyε Vādhikārasthe, Mā Phaleshu Kadhachana,
Mā Karmaphala heturbhurma, Te Sangoyasthva karmani.”

(Chapter –II; Verse : 47)

“What you sow, thou shall reap”. -- is the biblical version and all this imply the same meaning: the causes and effects of our actions lead to our destiny. The message of niskama karma of the Bhaghavad Gita simply suggests that we should
neither work with our mind on achieving the fruits of our actions, nor become attached to not doing this work or only doing that work. Thus, according to the Bhagavad Gita – work is to be performed for its own sake, not for its outcomes, and yet such a mind set should motivate one not to withdraw from action. The Bhagavad-Gita goes on to suggest that the ideal way to perform our work is by offering the fruits of our endeavours to Brahman. It goes on to define that yoga is mastery of one’s work (yogahkarmasukauzalam), somewhat different from the yogic definition of yoga (yogacittavrttinirodha, or yoga is the control of the wandering of the man as), and also to define yoga as equanimity or balance in action (samatvam yoga uc耶ate).

In Kautilya’s Arthashastra, a good businessman is not just a law-fearing but a law abiding person, not just the law of the land but the universal law of the nature. Such a businessman would contribute to the society and brings economic prosperity to the people associated with him. Even duty is more important than the rights and has to be just and ethical when taking in decisions since everlasting organisation might undergo difficult situation and delayed success but the everlasting success is important. Other qualities were total awareness, knowledgeable, eye for detail, being energetic, etc. Only such a disciplined king gains true knowledge, become wise, and treats justly all his people. Thus he becomes a Rajarshi (sage emperor). He is organic, intrinsic synthesis between the sage and the emperor. The greatest asset and reward for such Rajarshi is the loyalty and trust of his people.

Thus this study concludes the importance of spiritual intelligence and its effect on the success of family business entrepreneur. This study highlights the importance of being value and vision led. Identifying one’s value system and having a vision about both his personal and organisation would form the foundation for his success plan. This step would also help us to bring about a change in the face of business by bringing in more ethical standards and value strong organisations.