Chapter 5

Analysis of the Responses of Respondents on Workplace Spirituality and Spirituality-Based Leadership

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5.1. INTRODUCTION:

“When there is righteousness in the heart, there will be beauty in the character. When there is beauty in the character, there will be a harmony in the family. When there is a harmony in the family, there will be order in the nation.

When there will be order in the nation, there will be peace in the world”

Modern day Executives, Managers, Entrepreneurs and Businessmen have to accomplish so many things in target time and deal with fierce competition within and outside the organisation. They have to face a conflict between individual goals and organisational goals in the fast changing business environment. If a manager wants to manage his business successfully and efficiently with least stress and tension and also with happiness and harmony with his family, society and the environment at large, he needs to practice a Spiritual–based Leadership.

Indian philosophy and culture has contributed much in various fields of management such as planning, organisation, motivation, controlling, co-ordination, leadership, communication and development of work culture. Every nation in the world has developed its institutions and way of life, based on its cultural traditions, value systems and historical circumstances. Therefore, it may not suit less in totality to copy the management practices of another country. There are, of course, some things which are common to all business organisations in any country like book-keeping, accountancy, purchase and production procedures, sales and marketing procedure, materials management, etc. but with regards to business ethics and human relations we have to choose our way in maintaining our culture, traditions and customs. It is fascination for ostentatious things which accounts for the deplorable plight of our country. So in the sphere of management studies, we should give due importance to Indian culture and values. The danger of “commerce without morality” or ‘sick commerce infected by the virus of greed’ was never as blatantly manifest as in today’s times. The only ray of hope is work place spirituality and spiritual-based leadership.

5.2 STATEMENT OF PROBLEM:

The present business environment is so complex, demanding and fast changing that top level managers and executives have to be quick in their responses and decisions. This demands high degree of efficiency and commitments from the young leaders. Again, the modern organisational
set ups emphasise more on materialistic values and aesthetic beauty rather than inner beauty of individuals which is the secret of long term success of any individual and thereby of the organisation as a whole. The complex nature of modern organisational set up and its functioning makes their life strained and unhappy. Against this background, there is a need to develop an alternative approach to manage business effectively without much disturbing the personal life and straining business relations. The present research propose spirituality based leadership approach as an alternative to hitherto mechanised approaches based on targets and their achievements under the title:

“Workplace Spirituality and Spiritual Based Leadership – An Exploratory Assessment in the Indian Context”

5.3 OBJECTIVES OF THE STUDY:

The present research study proposes to achieve the following objectives:
To study the conventional leadership styles and their drawbacks in the present context.
To study the effects of conventional leadership styles and their impact on the personal well being and organisational efficiency.
To assess the need for an alternative approach to business leadership – Spiritual Based Leadership.
To evolve methods of defining and prioritizing business goals on spiritual basis.
To analyse leadership perspectives, attributes, competencies and experiences of spiritual based leadership.
To identify the success results and impacts of spiritual based leadership in traditional work organisation.
To understand the learnable methods and practices of spiritual-based leadership.
5.4 HYPOTHESES:

The present study intends to test the following hypotheses:

H₀₁: There is no significant relation between gender of the respondent and practising spiritual leadership style.

H₀₂: There is no significant relation between type of economic activity undertaken by the respondent and practising spiritual leadership style.

H₀₃: There is no significant relation between age of the respondent and practising spiritual leadership style.

H₀₄: There is no significant relation between educational qualifications of the respondent and practising spiritual leadership style.

H₀₅: There is no significant relation between marital status of the respondent and practising spiritual leadership style.

H₀₆: There is no significant relation between religion of the respondent and practising spiritual leadership style.

5.5 UNIVERSE AND SAMPLE:

The Universe for the present research work is confined to the city of Mumbai and its surrounding industrial belt. The primary data have been collected from Mumbai region. The sample for the present research work has been categorised in the following four categories. The technique used for collection of data has been purposive random sampling. 50 respondents from each of the following four categories have been selected randomly for the purpose of seeking their responses on practical application of the concept of spirituality based leadership.

Category I: Small and Medium Scale Businessmen¹ 50 respondents
Category II: Managers in Medium-Sized Business² 50 respondents
Category III: Professionals³ 50 respondents
Category IV: Employees⁴ 50 respondents

¹ Businessmen are the owners of independently owned private business units run by individuals or partners.
² Managers in medium-scale business houses include those privately owned independent units which are managed by professional mangers.
³ Professionals include service providers from various categories such as doctors, lawyers, chartered accountants, auditors, teachers, etc.
5.6 ANALYSIS OF THE RESPONSES:

The questionnaire for businessmen, managers, and professionals has been divided into two parts:
Part – A: Personal details of the respondents.
Part – B: Analysis of the Responses of the respondents.

All questions have been analysed in the same order as they appear in the questionnaire.

Part A: Personal Information of Respondents:

Category-wise Distribution of Respondents:

Table 5.1

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category - I</td>
<td>50</td>
<td>25</td>
</tr>
<tr>
<td>Category – II</td>
<td>50</td>
<td>25</td>
</tr>
<tr>
<td>Category – III</td>
<td>50</td>
<td>25</td>
</tr>
<tr>
<td>Category – IV</td>
<td>50</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Survey.

4 Employees are the workers working at different levels of managerial hierarchy in the above three categories of the organisations.
The researcher has deliberately selected 50 respondents from each of the four categories from whom the responses have been sought on the concept of spiritual leadership. Thus, the sample consists of 25% of the owners of the small and medium scale businessmen, 25% managers from the medium-sized business, 25% of professionals and 25% of the employees from different organisations.

**Distribution of Respondents by Gender:**

**Table 5.2**

Distribution of Respondents by Gender

| Gender   | Number and Percentage of Responses |  |  |  |  |  |  |  |  |  |
|----------|------------------------------------|---|---|---|---|---|---|---|---|
|          | I       | % | II  | % | III | % | IV  | % | T  | % |
| Male     | 48      | 96 | 38  | 76 | 26  | 52 | 25  | 50 | 137 | 69 |
| Female   | 2       | 4  | 12  | 24 | 24  | 48 | 25  | 50 | 63  | 31 |
| Total    | 50      | 100| 50  | 100| 50  | 100| 50  | 100| 200 | 100|

*Source: Field Survey.*
With reference to gender, the respondents were distributed as follows:

**Category I:** Small and Medium Scale Businessman: (Total respondents: 50)

48 respondents (96%) in category I comprising of small and medium scale businessman were males.

2 respondents (4%) were females.

**Category II:** Managers in Medium Size Business: (Total respondents: 50)

38 respondents (76%) in category II were males.

12 respondents (24%) were females.

**Category III:** Professionals: (Total respondents: 50)

Out of the total professionals who were interviewed, 26 respondents (52%) were found to be males.

Remaining, 24 respondents (48%) were females.

**Category IV:** Employees: (Total respondents: 50)
25 respondents which constitute half of the total respondents in category IV were males.
A same number of respondents (25 respondents) were found to be females.

The sample consists of 69% of male respondents and 31% of female respondents. This clearly indicates the dominance of male in all segments of economic activities.

**Distribution of Respondents by Age:**

Table 5.3

**Distribution of Respondents by Age**

<table>
<thead>
<tr>
<th>Age (in Years)</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-30</td>
<td>I 32 II 24 III 48 IV 68 T 86</td>
</tr>
<tr>
<td>30-45</td>
<td>I 48 II 18 III 36 IV 26 T 72</td>
</tr>
<tr>
<td>45-60</td>
<td>I 20 II 8 III 16 IV 6 T 4</td>
</tr>
<tr>
<td>Total</td>
<td>I 100 II 50 III 100 IV 100 T 200</td>
</tr>
</tbody>
</table>

*Source: Field Survey.*

**Fig. 5.3 Distribution of Respondents by Age**
While distributing all the respondents as per their age, it was ascertained that:

**Category I:** Small and Medium Scale Businessman: (Total respondents: 50)
- 16 respondents (32%) belonged to the age block of 18-30 years.
- 24 respondents (48%) were aged between 30-45 years.
- 10 respondents (20%) were in the age-group of 45-60 years.

**Category II:** Managers in Medium Size Business: (Total respondents: 50)
- 24 respondents (48%) were quite young and belonged to the age-group of 18-30 years.
- 18 respondents (36%) were in the age-group of 30-45 years.
- 8 respondents (16%) belonged to the age-block of 45-60 years.

**Category III:** Professionals: (Total respondents: 50)
- 34 respondents (68%) were in the age-group of 18-30 years.
- 13 respondents (26%) belonged to the age-group of 30-45 years.
- 3 respondents (6%) were aged between 45-60 years.

**Category IV:** Employees: (Total respondents: 50)
- 12 respondents (24%) belonged to age-block of 18-30 years.
- 36 respondents (72%) were in the age-group of 30-45 years.
- 2 respondents (4%) belonged to the age-group of 45-60 years.

It can be seen from the above table that most of the respondents (89%) are in the age groups from 18-45 years. The proportion of respondents above 45 years of age is more in the category – I and category – II, i.e. among owners of business and managers while it was low among professionals and employees. Thus, the sample mainly consists of young generation leaders who are innovative in their approach.

**Distribution of Respondents by Educational Qualifications:**

**Table 5.4**

<table>
<thead>
<tr>
<th>Educational</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
</table>
The educational qualifications of the respondents belonging to all the categories were also studied during the interview process.

**Category I:** Small and Medium Scale Businessman: (Total respondents: 50)

14 respondents (28%) in category I were undergraduates.
32 respondents (64%) had completed their graduation.
4 respondents (8%) were postgraduates.

**Category II:** Managers in Medium Size Business: (Total respondents: 50)

6 respondents (12%) were graduates.
Remaining, 44 respondents (88%) were postgraduates.

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Source: Field Survey.

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**Distribution of Respondents by Educational Qualifications**

- Undergraduate: 31%
- Graduate: 59%
- Postgraduate: 10%
Fig. 5.4 Distribution of Respondent by Educational Qualification

**Category III:** Professionals: (Total respondents: 50)
All the respondents in category III were post-graduates.

**Category IV:** Employees: (Total respondents: 50)
6 respondents (12%) were undergraduates.
24 respondents (48%) had completed their graduation.
20 respondents (40%) had a post-graduation degree to their credit.

It can be seen from the above table that all the respondents selected for the field survey were at least graduates except 10%, majority of whom were from the category – I, i.e. among business owners and a few from category – IV, i.e. employee. Thus, it can be concluded that the sample for the present study is well educated for the study of critical issue like spiritual based leadership.

**Distribution of Respondents by Marital Status:**

**Table 5.5**

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
</tr>
<tr>
<td>Married</td>
<td>44</td>
</tr>
<tr>
<td>Unmarried</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

*Source: Field Survey.*
The following observations have been made with regard to marital status of respondent on the basis of responses sought:

**Category I:** Small and Medium Scale Businessman: (Total respondents: 50)
- 44 respondents (88%) were married.
- 6 respondents (12%) were singles.

**Category II:** Managers in Medium Size Business: (Total respondents: 50)
- 32 respondents (64%) in category II lived a married life.
- 18 respondents (36%) were unmarried.

**Category III:** Professionals: (Total respondents: 50)
- 29 respondents (58%) were married.
- 21 respondents (42%) were not married.

**Category IV:** Employees: (Total respondents: 50)
Under category IV, 38 respondents (76%) lived a happy married life.
12 respondents (24%) were found to be unmarried.

As per the above table, 72% of the respondents are married while remaining 28% are not married. Although, the marital status of respondents is not a factor that will affect their perception towards spirituality based leadership style, the researcher has collected information on the issue for the purpose of record.

**Distribution of Respondents by Religion:**
**Table 5.6**

**Distribution of Respondents by Religion**

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
</tr>
<tr>
<td>Hindu</td>
<td>41</td>
</tr>
<tr>
<td>Muslim</td>
<td>2</td>
</tr>
<tr>
<td>Others</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

*Source: Field Survey.*
In relation to distribution of respondents on the basis of their religion, following observations were made:

**Category I: Small and Medium Scale Businessman:** (Total respondents: 50)
- 41 respondents (82%) were found to be the Hindus.
- 2 respondents (4%) of the total respondents in category I were the Muslims.
- 7 respondents (14%) followed other religions.

**Category II: Managers in Medium Size Business:** (Total respondents: 50)
- 38 respondents (76%) followed Hinduism.
- 3 respondents (6%) were the Muslims.
- 9 respondents (18%) followed other religions.

**Category III: Professionals:** (Total respondents: 50)
- 34 respondents (68%) believed in the Hindu religion.
- 5 respondents (10%) reported to be the Muslims.
- 11 respondents (22%) followed other religions.
Category IV: Employees: (Total respondents: 50)
44 respondents (88%) were the Hindus.
No respondent in category IV was a Muslim.
Remaining, 6 respondents (12%) followed other religions.

It can be seen in the above table that most of the respondents were Hindus, almost 79%. Muslims constituted only 5% of the total sample. Other communities constituted the remaining 16% of the total sample. These communities were Jain, Sikh, Parsi and Christian. Influence of religion is one of the important factors that shape the perception of a person towards his economic activities and therefore, the religion of respondent is significant factor that impact the response of respondent towards spiritual-based leadership.
Part B: Responses on Workplace Spirituality and Spiritual-based Leadership:

Q.1 Do you believe in spirituality?

Table 5.7

Responses of Respondents on their Belief in Spirituality

<table>
<thead>
<tr>
<th>Belief in Spirituality</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
</tr>
<tr>
<td>Yes</td>
<td>50</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Field Survey.

Fig. 5.7 Responses of Respondents on their Belief in Spirituality

The responses mentioned in the above table (Table 5.7) reveal the extent of belief in spirituality by the respondents. These responses are analysed as follows:

Category I: Small and Medium Scale Businessman: (Total respondents: 50)
All the respondents comprising of small and medium scale businessman believed in the concept of spirituality.

Category II: Managers in Medium Size Business: (Total respondents: 50)
42 respondents (84%) were found to believe in spirituality.
8 respondents (16%) however, did not believe in spirituality.

**Category III:** Professionals: (Total respondents: 50)
36 respondents (72%) of the total respondents believed in spirituality.
Remaining 14 respondents (28%) lacked belief in spirituality.

**Category IV:** Employees: (Total respondents: 50)
Out of the total respondents in category IV, 48 respondents (96%) believed in spirituality.
2 respondents (4%) disbelieved in spirituality.

It can be seen that 88% of the respondents believe in spirituality. Other 12% of the respondents were of the opinion that they do believe in God but spirituality has little impact on economic performance of a person.

Q.2 Do you think that it is a high time for business organisations to apply the path of spirituality in business? *(Answer irrespective of your belief in spirituality)*

**Table 5.8**
Responses of Respondents on Appropriateness of Application of Spirituality in Business

<table>
<thead>
<tr>
<th>Need for Spirituality</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
</tr>
<tr>
<td>Yes</td>
<td>50</td>
</tr>
<tr>
<td>No</td>
<td>00</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

*Source: Field Survey.*
The above question was asked in order to extract the opinions of the respondents in ascertaining whether it was essential and appropriate for all the business organisations to apply and follow spirituality in their business operation or not. The following responses were extracted from them:

**Category I:** Small and Medium Scale Businessman: (Total respondents: 50)
All the respondents in category I opined that it was high time for every business organisation to apply and follow spirituality in their business.

**Category II:** Managers in Medium Size Business: (Total respondents: 50)
34 respondents (68%) supported the view of applying spirituality by all the business organisations.
16 respondents (32%) did not think so.

**Category III:** Professionals: (Total respondents: 50)
46 respondents (92%) considered it essential for all the business organisations to follow the path of spirituality.
4 respondents (8%) however denied this belief.

**Category IV:** Employees: (Total respondents: 50)
48 respondents (96%) gave a positive response by stating that all the business organisations should apply and follow the path of spirituality in their business.

2 respondents (4%) did not support the view of applying spirituality by all the business organisations.

It can be seen that 89% of the respondents are of the opinion that business operations should be undertaken spiritually. Many of them were of the opinion that the number of laws, rules and regulations are nothing but based on spiritual teachings and hence therefore they are already conducting their business operations spiritually. However, 11% of the respondents remarked that economics and religion are two separate issues and therefore cannot go hand in hand. The proportion of such view was high among the category – II respondents, i.e. managers. They also opined that it is not always possible in business to follow spiritual principles. According to them to do business is to balance many things, ethical as well as unethical.

Q.3 Do you apply spiritual principles to your business organisation? *(Your honest reply in this regard will be appreciated)*

Table 5.9

Responses of Respondents on Application of Spiritual Principles in Business

<table>
<thead>
<tr>
<th>Application of Spirituality</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
</tr>
<tr>
<td>Yes</td>
<td>14</td>
</tr>
<tr>
<td>No</td>
<td>36</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

*Source: Field Survey.*
Fig. 5.9 Responses of Respondents on Application of Spiritual Principles in Business

The following responses were drawn with regard to the application of spiritual principles by the respondents in carrying out their businesses and professions:

**Category I:** Small and Medium Scale Businessman: (Total respondents: 50)
14 respondents (28%) reported to apply the principles of spirituality in the functioning of their business.
36 respondents (72%) did not follow spirituality in the functioning of their business.

**Category II:** Managers in Medium Size Business: (Total respondents: 50)
22 respondents (44%) applied spiritual principles in their business.
28 respondents (56%) denied the application of spiritual principles in running their business.

**Category III:** Professionals: (Total respondents: 50)
38 respondents (76%) carried on their profession on the principles of spirituality.
12 respondents (24%) did not apply spirituality in their profession.

**Category IV:** Employees: (Total respondents: 50)
28 respondents (56%) replied to carry on their functions as per the values and principles of spirituality.
22 respondents (44%) did not function as per the principles of spirituality.
It can be concluded from the above responses that although 89% of the respondents desired application of spiritual principles in business, only 51% of them were reported to be following spirituality in their business or professional operations. This dichotomy in perception and behaviour needs to be removed and the same can be achieved by emphasising the significance and positive impact of spiritual bases of economic activities. This dichotomy is greatest in the business class whereby all the respondents expressed a strong need for application of spiritual principles to business activities while only 28% of them reported of applying those principles in business operations. Similar is the case with employees groups, but they reported that their behaviour is mainly influenced by the policies of the organisations for which they work and therefore they are the decision takers and not decision makers. Thus, even if they desire to be spiritual, it cannot work every time.

**Q.4 What is the main source of spiritual principles that you apply in business?** *(Even if your response to earlier question is NO, reply this question assuming that given a chance to apply spiritual principles what will be a source of those principles?)*

**Table 5.10**

**Responses of Respondents on Source of Spiritual Principles in Business**

<table>
<thead>
<tr>
<th>Source of Spirituality</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
</tr>
<tr>
<td>Religion</td>
<td>46</td>
</tr>
<tr>
<td>Ethics</td>
<td>4</td>
</tr>
<tr>
<td>Others</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

*Source: Field Survey.*
Fig. 5.10 Responses of Respondents on Source of Spiritual Principles in Business

The following responses were drawn from various respondents regarding the source of spiritual principles that they applied or would apply, if given a chance in their business or profession:

**Category I: Small and Medium Scale Businessman:** (Total respondents: 50)

46 respondents (92%) reported that their own religion is the source of spiritual principles that they apply or would apply in their business.

4 respondents (8%) reported that for them source of spirituality is the ethical principles.

**Category II: Managers in Medium Size Business:** (Total respondents: 50)

38 respondents (76%) replied that their own religion was/would be their main source of spiritual principles that they applied/would apply in their business or profession.

8 respondents (16%) functioned/would function according to ethical principles which were the main source of spiritual principles for them.

4 respondents (8%) reported of having other source for application of ethical principles in business or profession.

**Category III: Professionals:** (Total respondents: 50)

12 respondents (24%) carried/would carry their profession on the principles of their own religion.
Since each profession has its own well defined code of ethics, 32 respondents (64%) reported of operating as per the code of ethics for their profession.

6 respondents (12%) reported that their main source of spiritual principles that they applied to their profession was/would be other than their own religion and business ethics.

**Category IV:** Employees: (Total respondents: 50)

48 respondents (96%) based/would base their business on the principles of their religion. 2 respondents (4%) had reported of some other source for application of spiritual principles to their work.

It can be concluded from the above analysis that most of the respondents (72%) look on to their religious principles and beliefs as a source of spiritual principles for application to business operations. This proportion was high among business class (92%) and working class (96%). In professional class, 64% of the respondents were reported of following ethical code of conduct for their profession as a basis of their professional activities. Among those who reported of having source of spirituality other than religion or ethics, many had some religious gurus or based their spiritual behaviour on certain ancient philosophies and principles.

**Q.5** Do you think that application of spiritual principles in business will increase productivity and profitability?

**Table 5.11**

Responses of Respondents on Impact of the Application of Spiritual Principles in Business on Productivity and Profitability

<table>
<thead>
<tr>
<th>Impact of Spirituality</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
</tr>
<tr>
<td>Yes</td>
<td>32</td>
</tr>
<tr>
<td>No</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

*Source: Field Survey.*
In order to know the experience of the respondents regarding the effect of application of spiritual principles on overall productivity and profitability in business, the above question was asked. The responses so obtained in this regard are analysed and interpreted as follows:

**Category I:** Small and Medium Scale Businessman: (Total respondents: 50)
- 32 respondents (64%) believed that application of spiritual principles to business operations would definitely lead to an increase in productivity and profitability.
- 18 respondents (36%) did not think so.

**Category II:** Managers in Medium Size Business: (Total respondents: 50)
- 28 respondents (56%) viewed that a business based on the principles of spirituality led to increase in productivity and profitability.
- 22 respondents (44%) denied any direct correlation between spirituality and productivity and profits.

**Category III:** Professionals: (Total respondents: 50)
- 21 respondents (42%) replied that spirituality played an important role in increasing the productivity and profitability of any business organisation or profession.
- 29 respondents (58%) did not think that spirituality helped in earning higher productivity and profitability.

Fig. 5.11 Responses of Respondents on Impact of the Application of Spiritual Principles in Business on Productivity and Profitability
**Category IV:** Employees: (Total respondents: 50)

31 respondents (62%) believed that application of spiritual principles in business increased productivity and profitability.

19 respondents (38%) did not support this view.

It can be concluded from the above analysis that a little more than half the respondents (56%) reported direct correlation between application of spiritual principles and increase in productivity and profitability of business while the remaining 44% did not saw any such correlation. This proportion was high among professional class in which about 58% refused to accept the notion that there is a correlation between spiritual principles and productivity and profitability. Many of them were of the opinion that there should be universal application of the principles of spirituality in business and professional sector, otherwise it may lead to unhealthy competition and may adversely affect the interest of those who follow spiritual principles in their business and professional lives.

**Q.6 Can spiritual principles help individuals and business organisations to prioritise their conflicting goals?**

**Table 5.12**

Responses of Respondents on Ability of Workplace Spirituality in Prioritising Individual and Business Goals

<table>
<thead>
<tr>
<th>Role of Spirituality In Goal Setting</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
</tr>
<tr>
<td><strong>Yes</strong></td>
<td>26</td>
</tr>
<tr>
<td><strong>No</strong></td>
<td>24</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>50</td>
</tr>
</tbody>
</table>

*Source: Field Survey.*
Fig. 5.12 Responses of Respondents on Ability of Workplace Spirituality in Prioritising Individual and Business Goals

**Category I:** Small and Medium Scale Businessman: (Total respondents: 50)
26 respondents (52%) felt that spirituality based leadership can help them to prioritise their goals.
24 respondents (48%) felt otherwise.

**Category II:** Managers in Medium Size Business: (Total respondents: 50)
22 respondents (22%) opined that spirituality based leadership can help them to prioritise their business goals.
28 respondents (56%) felt that spirituality does not contribute to goal setting.

**Category III:** Professionals: (Total respondents: 50)
27 respondents (54%) in this category opined that spirituality based professional practice can contributing goal setting.
23 respondents (46%) felt that spirituality does not contribute to goal setting.

**Category IV:** Employees: (Total respondents: 50)
34 respondents (68%) from employee’s category supported the view that spirituality helps in goal setting.
16 respondents (32%) felt that spirituality does not contribute to goal setting.

Each individual and business unit is confronted with the problem of balancing multiple goals. It would be interesting to know if spirituality can help prioritising these goals on some rational basis. While seeking responses on this question, it was found that 55% of the respondents supported the view that spirituality can help balancing conflicting goals of individuals as well as business organisations. Each religion has certain set rules of behaviour which are expected to be followed by the followers. These principles can be applied to business organisations as well as individuals to help them prioritise their goals and achieve them in a smooth manner.

Q.7 Do you think that Indian spiritual scriptures have solutions to workplace problems?

Table 5.13
Responses of Respondents on Solution of Workplace Problems by Application of Spiritual Principles

<table>
<thead>
<tr>
<th>Problem Solving In Scriptures</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
</tr>
<tr>
<td>Yes</td>
<td>47</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Field Survey.
Fig. 5.13 Responses of Respondents on Solution of Workplace Problems by Application of Spiritual Principles

The above question highlights the importance of Indian literature and scriptures in solving workplace problems. Following responses were obtained in this regard from the respondents:

**Category I:** Small and Medium Scale Businessman: (Total respondents: 50)
47 respondents (94%) in category I viewed that Indian spiritual scriptures have solutions to all workplace problems.
3 respondents comprising of 6% of the total respondents did not think so.

**Category II:** Managers in Medium Size Business: (Total respondents: 50)
35 respondents (70%) supported that Indian spiritual scriptures provided solutions to all workplace problems.
15 respondents (30%) did not support this view.

**Category III:** Professionals: (Total respondents: 50)
44 respondents (88%) highlighted the importance of Indian spiritual scriptures in having solutions to all the workplace problems.
6 respondents (12%) denied of Indian spiritual scriptures having solutions to all the workplace problems.

**Category IV:** Employees: (Total respondents: 50)
26 employees (52%) opined that Indian spiritual scriptures possessed solutions to all workplace problems.
24 employees (48%), however, did not think that Indian spiritual scriptures had solutions all workplace problems.

A majority of respondents (76%) opined that Indian spiritual scriptures do provide solution to workplace problems. All religions have specific provisions of DOs and DON’Ts for its followers. These provisions help businessmen and professionals to take right decision at the right
time under problematic situations. The remaining 24% of the respondents strongly believed that religion is separate from economic activities and therefore, the two cannot be mixed with each other. Business and professions have their own set guidelines and principles which amply guide business and professional actions.

Q.8 What hinders, according to you, the application of spirituality at work place in India? (You may choose more than one options.)

Table 5.14
Responses of Respondents on Factors Hindering Application of Spiritual Principles at Work Place

<table>
<thead>
<tr>
<th>Barriers to Work place Spirituality</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
</tr>
<tr>
<td>Lack of Own Approach</td>
<td>49</td>
</tr>
<tr>
<td>Lack of Awareness</td>
<td>29</td>
</tr>
<tr>
<td>Lack of Research on the Subject</td>
<td>33</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Field Survey.
The survey brought into light the major hindrances in the path of successful application of spirituality at work place. The responses of the respondents in this regard are summarised as follows:

**Category I: Small and Medium Scale Businessman**: (Total respondents: 50)
49 respondents (98%) have rated lack of one’s approach to follow spirituality as one of the hindrance in application of spirituality at workplace in India.
29 respondents (58%) considered lack of awareness on the part of businessmen about spirituality as an obstacle in the path of application of spirituality at workplace.
33 respondents (66%) opined that due to lack of research on the concept of spiritual leadership, it has failed to gain importance.

**Category II: Managers in Medium Size Business**: (Total respondents: 50)
46 respondents (92%) considered lack of initiative on the part of businessmen, managers, professionals, etc. as one of the reasons for poor application of spirituality principles at workplace.
44 respondents (88%) have rated lack of awareness among the people as a hindrance to the application of spirituality at workplace.
47 respondents (94%) in the Category – II viewed lack of research to be an obstacle in the path of spirituality.

**Category III: Professionals**: (Total respondents: 50)
All the professionals have rated lack of one’s approach to be one of the hindrances in application of spirituality.
43 respondents (86%) considered that lack of awareness hampers the successful application of spirituality in businesses and professions.
In addition to lack of one’s approach, all the respondents in category – III have also rated lack of research as one of the hindrances in the application of spirituality in all forms of businesses.

**Category IV: Employees: (Total respondents: 50)**
According to 37 respondents (74%), lack of initiative on our part is the main reason for the non-popularity of the concept of workplace spirituality.
26 respondents (52%) considered lack of awareness as a bottleneck in the path of application of spirituality.
According to 38 respondents (76%) lack of research on the subject is the main hurdle in the practical application of the concept.

Thus, the respondents have rated the following hindrances in the practical application of the concept of workplace spirituality in India. These hindrances have been arranged in the descending order of their severity:

**Lack of our own approach (91%)**: Majority of respondents felt that India does not have its business system and professional set up. We have been following the system, principles and code of conduct set up by the British and later on borrowed from the Western World. This purely ignores the vast treasure of knowledge that lies in Indian scriptures and literature.

**Lack of adequate research on the subject (84%)**: Many respondents have also blamed lack of research on the subject as a major cause of the non-popularity of the concept of workplace spirituality. Unless proper research is encouraged on the issue, it is difficult to conceptualise its framework and put it in practice. They also blamed absence of pure research, lack of adequate funding, poor infrastructure and above all encouragement to the reliance on the Western World and poor development of the Indian system as a root cause of poor developments in the field.

**Lack of awareness (71%)**: Lack of awareness is the another obstacle in the way of the development of the concept of workplace spirituality. The concept does not find reference in the syllabus of any University or professional body in India.
Against this background it can be concluded that proper research on the subject of workplace spirituality is necessary for developing the means and methods of workplace spirituality in the
present set up and inclusion of the concept in the syllabus of the major universities and professional bodies at both undergraduate as well as postgraduate levels.

Q.9. What means do you suggest for motivating business houses and professionals to apply spiritual principles in business? *(You may choose more than one option)*

Table 5.15
Responses of Respondents on Means to be Adopted for the Application of Spiritual Principles at Work Place

<table>
<thead>
<tr>
<th>Promotion of Work Place Spirituality</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
</tr>
<tr>
<td>Education</td>
<td>47</td>
</tr>
<tr>
<td>Training</td>
<td>23</td>
</tr>
<tr>
<td>Incentives</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

*Source: Field Survey.*

Fig. 5.15 Responses of Respondents on Means to be Adopted for the Application of Spiritual Principles at Work Place

Following suggestions were made by different categories of respondents for the means and methods to be adopted for the promotion of the concept of spirituality at work place:

**Category I:** Small and Medium Scale Businessman: (Total respondents: 50)
47 respondents (94%) suggested that educating businessmen and professionals about the concept of spirituality would help in motivating them to work upon the principles of spirituality.

23 respondents (46%) opined that by training business houses and professionals in the field would motivate them to make use of spirituality.

13 respondents (26%) considered that providing various incentives to those who follow the concept of workplace spirituality would encourage businessmen and professionals to adopt and practice the concept.

**Category II: Managers in Medium Size Business: (Total respondents: 50)**

42 respondents (84%) viewed that education would play an effective role in motivating business houses and professionals to follow spirituality in their work place.

38 respondents (76%) rated training as means to motivate businessmen and professional to apply principles of spirituality in their work.

8 respondents opined that incentives would help in motivating business houses and professionals to believe and implement spirituality principles in their work.

**Category III: Professionals: (Total respondents: 50)**

All the respondents in category III have recommended education to be an important tool in compelling businessmen and professionals to follow workplace spirituality.

21 respondents suggested training as a means of motivating businessmen and professionals in applying spirituality principles in their workplace.

4 respondents (8%) attributed incentives to be a measure of motivating businessmen and professionals to follow workplace spirituality.

**Category IV: Employees: (Total respondents: 50)**

34 employees (68%) considered that educating people about the importance of spirituality would go a long in way in making people follow the principles of spirituality at their work.

22 respondents (44%) suggested that by providing adequate training to professionals and others businessmen in the field of workplace spirituality would motivate them in following it at their work.
24 respondents (48%) recommended that incentives in any form, to some extent, would also help in motivating businessmen and professionals in working upon the path of spirituality in their workplace.

Thus, it can be concluded that majority of the respondents (86%) have emphasised education as a means of promoting the concept of workplace spirituality. 52% of the respondents mooted that proper training to businessmen and professionals about the means to be adopted to practice spirituality at workplace and its impact on overall functioning of business will definitely yield some positive results in popularising the concept of workplace incentives. Only 24% of the respondents supported incentives as a means of popularising the concept of workplace incentives. According to some it is like bribing people to adopt the concept which itself goes against the principles of workplace spirituality.

Q.10 Do you feel that inclusion of a subject entitled ‘Indian Management Thoughts’ as a compulsory subject for all streams will help in creating awareness about spirituality at workplace?

Table 5.16
Responses of Respondents on Inclusion of Indian Management Thoughts as a Compulsory Subject for All Streams

<table>
<thead>
<tr>
<th>Inclusion in Curriculum</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
</tr>
<tr>
<td>Yes</td>
<td>50</td>
</tr>
<tr>
<td>No</td>
<td>00</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

*Source: Field Survey.*
The view points of all the respondents with reference to creating awareness about the importance of spirituality among people by including a subject entitled ‘Indian Management Thoughts’ in all streams were as follows:

**Category I: Small and Medium Scale Businessman: (Total respondents: 50)**
All the small and medium scale businessmen in category I supported the view of including ‘Indian Management Thoughts’ as a compulsory subject in all streams to help create awareness about the concept of spirituality and its importance at workplace.

**Category II: Managers in Medium Size Business: (Total respondents: 50)**
48 respondents (96%) thought that including Indian Management thoughts as a compulsory subject in all streams would help in creating awareness about spirituality at workplace. 2 respondents (3%) did not support the view.

**Category III: Professionals: (Total respondents: 50)**
All the respondents in category III too supported that Indian Management Thoughts should be made a compulsory subject in all streams in order to educate people at an initial stage about the concept of spirituality at workplace.

**Category IV: Employees: (Total respondents: 50)**
36 respondents (72%) felt that inclusion of a subject entitled ‘Indian Management Thoughts’ as a compulsory subject in all streams would help in creating awareness about the importance of spirituality at workplace.

14 respondents (28%) do not think that including such a subject in all streams would in any way help in spreading the awareness about spirituality.

It is said that values are nurtured during school teachings and children learn many things at home from their parents. Inclusion of a subject under the head “Indian Management Thoughts” at appropriate level will help children to learn Indian management ethos and principles at nurturing age and will help them to inculcate those values in them from childhood. This view has been supported by 92% of the respondents. From the remaining 8%, majority has opinion that the subject is already being taught in many universities. Some also stressed a need for proper defining of syllabi and contents of the subject and also to include the case study of successful entrepreneurs following the principles of workplace spirituality.

Q.11 Do you think that the government should liberally fund research projects based on Indian philosophy and Indian thoughts to develop Indian literature for managing personal life and business ventures?

Table 5.17

Responses of Respondents on Government Funding for Research Projects based on Indian Management Thoughts and Philosophy

<table>
<thead>
<tr>
<th>Funding for Research</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I  %</td>
</tr>
<tr>
<td>Yes</td>
<td>50 100</td>
</tr>
<tr>
<td>No</td>
<td>00 00</td>
</tr>
<tr>
<td>Total</td>
<td>50 100</td>
</tr>
</tbody>
</table>

*Source: Field Survey.*
When asked about the significance of government funding for developing management system based on Indian ethos and philosophy, the following responses were obtained:

**Category I:** Small and Medium Scale Businessman: (Total respondents: 50)
All the respondents in category I thought that the Government should personally undertake or fund various projects based on Indian philosophy and Indian thoughts to develop Indian literature for managing personal life and business ventures.

**Category II:** Managers in Medium Size Business: (Total respondents: 50)
All the respondents in category II which comprised of managers in medium sized business, too, supported the view.

**Category III:** Professionals: (Total respondents: 50)
All the professionals in category III, too opined that the Government should fund and take up various research projects on Indian philosophy and Indian Management thoughts to make people aware about Indian literature which they can utilise in managing their personal life as well their business.
**Category IV: Employees: (Total respondents: 50)**

32 respondents (64%) thought that the Government should undertake such research projects to create awareness about Indian literature and philosophy among the people. Only in category IV, 18 respondents (36%) did not support the idea.

In question No. 8, 84% of the respondents opined that lack of adequate funding from the government is one of the reasons for poor awareness and implementation of the concept of workplace spirituality in India. When asked about the role of government in promoting research on the issue, it was revealed that 91% of the respondents supported the need for government funding for research on the issue of workplace spirituality. Majority of the respondents opined that for practical application of the concept, it is necessary to have strong theoretical background which can be developed through research and experimentation. The Government should therefore, encourage research on the subject liberally to provide strong theoretical base for the concept of workplace spirituality based on Indian ethos and principles.

**Q.12 Do you recommend that the Trade Associations and Chambers of Commerce should play an active role in developing spiritual way of managing workplace issues?**

**Table 5.18**

Responses of Respondents on Role of Trade Associations and Chambers of Commerce in Promoting Workplace Spirituality

<table>
<thead>
<tr>
<th>Role of Trade Associations</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
</tr>
<tr>
<td>Yes</td>
<td>14</td>
</tr>
<tr>
<td>No</td>
<td>36</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

*Source: Field Survey.*
Fig. 5.18 Responses of Respondents on Role of Trade Associations and Chambers of
Commerce in Promoting Workplace Spirituality

**Category I:** Small and Medium Scale Businessman: (Total respondents: 50)
14 respondents (28%) recommended that Trade Associations and Chambers of Commerce
should take special efforts in developing spiritual ways of managing workplace issues.
36 respondents (72%) opined that Trade Associations and Chambers of Commerce should not
interfere in the internal functioning of an organisation.

**Category II:** Managers in Medium Size Business: (Total respondents: 50)
8 respondents (16%) suggested the Trade Associations and Chambers of Commerce should play
an active role in formulating ways of managing workplace issues.
42 respondents (84%) did not support the view.

**Category III:** Professionals: (Total respondents: 50)
21 respondents (42%) opined that Trade Associations and Chambers of Commerce should take
various initiatives in developing ways of managing workplace issues effectively.
29 respondents (58%) were of the opposite view.

**Category IV:** Employees: (Total respondents: 50)
31 respondents (62%) in category IV, recommended that trade associations and chambers of
commerce should develop various solutions and ways of managing workplace issues.
19 respondents (38%) did not recommend so.

When asked about the role to be played by trade associations and chambers of commerce in promoting workplace spirituality, it was noticed that most of the respondents had doubt about it. Only 37% of the respondents supported that the trade associations and chamber of commerce should play a positive role in implementing the concept of workplace spirituality. However, 63% expressed doubt about the capability of such associations and chamber of commerce in encouraging the corporate and professional to adhere to workplace spirituality. According to them, there is a need to develop adequate literature on the subject without which any effort to implement the concept will turn futile.

Q.13 Do you think that legal enforcement of Code of Business Ethics and Code of Conduct for Businessmen/Professionals will help in enhancing the importance of spirituality in workplace?

Table 5.19
Responses of Respondents on Legal Enforcement of Code of Business Ethics and Code of Conduct for Professionals in Enhancing Workplace Spirituality

<table>
<thead>
<tr>
<th>Legal Enforcement</th>
<th>Number and Percentage of Responses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I %</td>
<td>II %</td>
</tr>
<tr>
<td>Yes</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>No</td>
<td>46</td>
<td>92</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Survey.
Fig. 5.19 Responses of Respondents on Legal Enforcement of Code of Business Ethics and Code of Conduct for Professionals in Enhancing Workplace Spirituality

The following opinions were obtained from the respondents with regard to the legal enforcement of code of business ethics and code of conduct for businessmen and professionals for compulsorily implementation of the concept of workplace spirituality:

**Category I: Small and Medium Scale Businessman: (Total respondents: 50)**

Only 4 respondents (8%) opined that legal enforcement of a code of business ethics and code of conduct for professionals would definitely help in enhancing the importance of spirituality at workplace.

46 respondents (92%) viewed that legal enforcement of business ethics and code of conduct for professionals would not help in enhancing the importance of spirituality at workplace.

**Category II: Managers in Medium Size Business: (Total respondents: 50)**

2 respondents (4%) reported that in order to develop and enhance the effectiveness of spirituality at workplace, it was essential to legally enforce a code of business ethics and a code of conduct for professionals.

48 respondents (96%) considered that a legal code of business ethics or a code of conduct for professionals would not prove to be an effective means for enhancing the importance of spirituality at workplace.
**Category III:** Professionals: (Total respondents: 50)

2 respondents (4%) attributed that a legal enforcement of business ethics and code of conduct for professionals would help in enhancing the importance of spirituality at workplace. 48 respondents (96%) did not think so.

**Category IV:** Employees: (Total respondents: 50)

29 respondents (58%) supported the view of legal enforcement of code of business ethics and code of conduct for professionals in order to enhance the importance of spirituality at workplace. However, 21 respondents (42%) did not think that by legally enforcing a code of conduct for businesses and professionals would help much in enhancing the importance of spirituality at workplace.

The above responses clearly indicate that 81% of the respondents are against legal enforcement of code of ethics for businessmen and professionals. According to many, there are enough rules, regulations and laws in India for guiding the behaviour of business people and professionals. If existing laws are implemented properly without discriminations then there is no need of separate law for imposing workplace spirituality on businessmen and professionals. Some opined that necessary changes can be made in the existing laws to make them conducive for popularising the concept of workplace spirituality.

**Q.14 If at all you have to look on an Indian business giant as a spiritual leader, whom will you look on?**

**Table 5.20**

**Responses of Respondents on an Ideal Indian Spiritual Leader**

<table>
<thead>
<tr>
<th>Ideal Business Spiritual Leader</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
</tr>
<tr>
<td>Ratan Tata</td>
<td>22</td>
</tr>
<tr>
<td>Narayan Murthy</td>
<td>18</td>
</tr>
<tr>
<td>Sunil Mittal</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>50</td>
</tr>
</tbody>
</table>
The respondents were also asked to name an Indian business giant to whom they viewed as their spiritual leader. In that regard, the following responses were drawn:

**Category I: Small and Medium Scale Businessman:** (Total respondents: 50)

- 22 respondents (44%) rated Ratan Tata to be their spiritual leader.
- 18 respondents (36%) would look upon at Narayan Murthy as their spiritual leader.
- 10 respondents (20%) considered Sunil Mittal to be their role model.

**Fig. 5.20 Responses of Respondents on an Ideal Indian Spiritual Leader**

**Category II: Managers in Medium Size Business:** (Total respondents: 50)

- 24 respondents (48%) looked at Ratan Tata to be their spiritual leader.
- 26 respondents (52%) followed the steps of Narayan Murthy as they considered him to be their spiritual leader.

**Category III: Professionals:** (Total respondents: 50)

- 16 respondents (32%) were inspired by Ratan Tata and so they considered him as their spiritual leader.
- 34 respondents (68%) looked upon Narayan Murthy as their spiritual leader.
Category IV: Employees: (Total respondents: 50)

26 respondents (52%) considered Ratan Tata as their spiritual leader.
18 respondents (36%) rated Narayan Murthy to be their spiritual leader.
6 respondents (12%) looked at Sunil Mittal as their role model.

When asked about the ideal person from India to be looked on as a spiritual leader, the following ranking was obtained for three options given by the researcher:
Narayan Murthy (48%)
Ratan Tata (44%)
Sunil Mittal (8%)

The responses obtained for Narayan Murthy and Ratan Tata are very close to each other with Sunil Mittal lagging far behind at 8%. When asked the reason for choosing Narayan Murthy and Ratan Tata, it was reported that these two business giants have pursued business policies with great commitments towards society and its workers and consumers. JRD may be credited for first to implement in his company and report the concept of corporate social responsibilities in the annual report of the company. The contribution of Narayan Murthy to social upliftment and social welfare cannot be forgotten. Thus, both these business giants have been almost rated a par.

Q.15. What quality of your ideal leader drives you the most?

Table 5.21

Responses of Respondents on Driving Quality of Ideal Business Leader

<table>
<thead>
<tr>
<th>Qualities of Ideal Spiritual Leader</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
</tr>
<tr>
<td>Integrity</td>
<td>38</td>
</tr>
<tr>
<td>Commitment</td>
<td>8</td>
</tr>
<tr>
<td>Compassion</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Field Survey.
Fig. 5.21 Responses of Respondents on Driving Quality of Ideal Business Leader

The respondents were also asked to rate the qualities of their ideal leaders which made them to consider them as their ideals in life. On this issue the following responses were obtained:

**Category I:** Small and Medium Scale Businessman: (Total respondents: 50)
38 respondents (76%) have rated integrity to be one of the essential qualities of an ideal business leader.
8 respondents (16%) thought that a person whose is committed to his work can emerge as an ideal business leader.
4 respondents (8%) consider compassion to be one of the qualities of an ideal leader which drives them most.

**Category II:** Managers in Medium Size Business: (Total respondents: 50)
41 respondents (82%) reported that integrity as a quality of an ideal business leader drives them the most.
7 respondents (14%) have rated commitment as an important quality of an ideal business leader.
2 respondents (4%) viewed that an ideal business leader should possess the quality of compassion.

**Category III:** Professionals: (Total respondents: 50)
47 respondents (94%) accord integrity to be an essential quality of an ideal business leader.
3 respondents (6%) are influenced by commitment as a quality of an ideal business leader.
Category IV: Employees: (Total respondents: 50)

39 respondents (78%) viewed integrity as a quality of an ideal business leader.
6 respondents (12%) reported that they were driven by commitment as a quality of an ideal business leader.
5 respondents (10%) opined that an ideal business leader should possess the quality of compassion.

When asked to report the qualities of their ideal leaders, the respondents weighted the following qualities in the descending order of their weights:

Integrity (82%)
Commitment. (12%)
Compassion. (6%)

Thus, it can be concluded that the most important quality that people look for in their ideal leader is the quality of honesty and integrity. The researcher deliberately gave respondent only one option to choose from the list as the researcher wanted to locate the most significant factor that people look for in their leader. Although commitments are equally important but due to constraints of choosing only one option, commitment as a quality of a good leader received only 12% responses. Compassion as an essential leadership quality has been chosen by only 6% of the respondents.

Q.16 Do you think that Corporate Social Responsibilities and Corporate Governance are sufficient tools to enforce work place spirituality?

Table 5.22

| Responses of Respondents on Adequacy of Corporate Social Responsibilities and Corporate Governance as Tools for Enforcing Spirituality at Workplace |
|---------------------------------|----------|----------|----------|----------|----------|
| Sufficiency of CSR and CG       | Number and Percentage of Responses |
| Yes                             | I 12 | II 24 | III 42 | IV 8 | V 28 | T 65 | % 33 |
| No                              | I 38 | II 76 | III 58 | IV 46 | V 92 | T 135 | % 67 |
Corporate Social Responsibility (CSR) and Corporate Governance (CG) are the two important tools for enforcing social responsibilities of business houses. Although Corporate Governance is mandatory, Corporate Social Responsibilities are voluntary in nature. When asked about the sufficiency of CSR and CG as tools of enforcing workplace spirituality, the following responses were obtained from the respondents:

**Category I: Small and Medium Scale Businessman: (Total respondents: 50)**
12 respondents (24%) opined that corporate social responsibilities and corporate governance are sufficient to enforce workplace spirituality.
38 respondents (76%) do not consider these tools to be sufficient for enforcing spirituality at workplace.

**Category II: Managers in Medium Size Business: (Total respondents: 50)**
21 respondents (42%) attributed corporate social responsibilities and corporate governance to be enough for enforcing workplace spirituality.
29 respondents (58%) opined that corporate social responsibilities and corporate governance alone cannot help in enforcing workplace spirituality.

**Category III:** Professionals: (Total respondents: 50)

4 respondents (8%) viewed corporate social responsibilities and corporate governance to be sufficient for enforcing workplace spirituality.

46 respondents (92%) did not think that social responsibilities and corporate governance would alone prove to be effective in enforcing spirituality at workplace.

**Category IV:** Employees: (Total respondents: 50)

28 respondents (56%) rated corporate social responsibilities and corporate governance to sufficient tools for developing spirituality at workplace.

22 respondents (44%) do not think so.

Corporate Social Responsibility (CSR) is an effective means of enforcing social obligations of business. However, the concept is not that popular in India as it is voluntary in nature. Although some large companies have started reporting their social obligations in their annual statements, by and large, the disclosure has just remained a formality in most of the cases. Corporate Governance had been legally enforced in India. But the concept of Corporate Governance mainly deals with transparency and fairness in corporate operations rather than promoting Indian style of management. This has been amply proved by the responses of the respondents with 67% of the respondents opined that CSR and CG are not the sufficient tools for encouraging the practical application of the concept of workplace spirituality.

Q.17 Have you been benefitted any time in your personal life or in business venture due to spiritual approach to personal and organisational problems?

Table 5.23
Responses of Respondents on Benefits Derived from Spiritual Approach to Business Problems

<table>
<thead>
<tr>
<th>Benefits from Spiritual Means</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>96</th>
<th>38</th>
<th>76</th>
<th>47</th>
<th>94</th>
<th>42</th>
<th>84</th>
<th>175</th>
<th>88</th>
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<tbody>
<tr>
<td>No</td>
<td>2</td>
<td>4</td>
<td>12</td>
<td>24</td>
<td>3</td>
<td>6</td>
<td>8</td>
<td>16</td>
<td>25</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
<td>50</td>
<td>100</td>
<td>50</td>
<td>100</td>
<td>50</td>
<td>100</td>
<td>200</td>
<td>100</td>
</tr>
</tbody>
</table>

*Source: Field Survey.*

**Fig. 5.23 Responses of Respondents on Benefits Derived from Spiritual Approach to Business Problems**

The above question was asked in order to know the positive experiences of respondents from the application of spiritual principles in their personal life or business and professional ventures. The following responses were obtained from the respondents:

**Category I: Small and Medium Scale Businessman:** (Total respondents: 50)

48 respondents (98%) reported to have benefited at times from following the path of spirituality.

2 respondents (4%) have neither benefited in their personal life nor in their business ventures through the application of spiritual principles.

**Category II: Managers in Medium Size Business:** (Total respondents: 50)

38 respondents (76%) were of the view that in certain instances, they gained success in overcoming their personal and organisational problems by adopting a spiritual approach.

12 respondents (24%) did not, at any time, achieve any benefits due to the adoption of spirituality.
Category III: Professionals: (Total respondents: 50)
47 respondents (94%) replied to have benefited from applying spiritual principles in solving their personal and organisational problems.
3 respondents (6%) did not experience any such benefits by following spirituality.

Category IV: Employees: (Total respondents: 50)
42 respondents (84%) attributed that they benefited from adopting a spiritual approach in solving their personal and organisational problems.
8 respondents (16%) never gained any benefits out of spirituality.

It is overwhelming to know that 88% of the respondents were benefitted either in their personal life or in business or professional ventures from the application of spiritual methods. The remaining 12% who have reported of not availing any such benefit may be in many cases due to never experiencing any such situation where they have been directly benefited from the application of spiritual methods. This amply proves that followers of spiritual paths have been benefited in their personal or business or professional lives in one or the other way.

Q.18 Are you aware of the means and measures of applying spiritual principles to workplace problems?

Table 5.24
Responses of Respondents on Awareness about Means and Measures of Applying Spiritual Principles to Workplace Problems

<table>
<thead>
<tr>
<th>Awareness about Spiritual Means</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
</tr>
<tr>
<td>Yes</td>
<td>5</td>
</tr>
<tr>
<td>No</td>
<td>45</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Field Survey.
The following responses reveal the awareness levels of the respondents about the means and methods to be adopted for applying spiritual principles at workplace problems:

**Category I: Small and Medium Scale Businessman** (Total respondents: 50)

Only 5 respondents (10%) showed awareness regarding the means and measures of applying spiritual principles to workplace problems.

45 respondents (90%) were not aware about the tools to be adopted for applying spirituality at workplace.

**Category II: Managers in Medium Size Business** (Total respondents: 50)

21 respondents (42%) were aware about the means of applying spirituality principles to solve workplace issues.

42 respondents (58%) showed ignorance about the methods to be work upon spirituality at workplace.

**Category III: Professionals** (Total respondents: 50)

35 respondents (70%) knew about the methods and tools to be used for following spirituality at workplace.

15 respondents (30%) were not aware the means and measures for applying spirituality at workplace.
Category IV: Employees: (Total respondents: 50)

All the respondents in category IV were ignorant about the specific means and measures of applying spirituality principles at workplace.

It was revealed in responses to the above question that there is poor awareness about the means and methods of applying spiritual principles to workplace issues and problems. The reason being lack of well developed literature in Indian context on the subject under consideration. The same has been highlighted in the question no. 8 where the respondents were asked the problems they come across in applying the principles of spirituality to workplace issues and problems. In response to question 8, it was revealed that 91% of the respondents had blamed lack of Indian approach to management problem as a major hurdle to the development of the concept of workplace spirituality. 84% respondents opined that lack of research in India on the subject to be a reason for poor application of the concept of workplace spirituality while 72% hold poor awareness among people to be a cause of poor application of the concept in the Indian context. Thus, lack of research, lack of strong theoretical framework and consequently poor awareness among masses about the means and methods of workplace spirituality are the factors that hinder the development and application of the concept in Indian context.

Q.19 Would you like to attend a special workshop or training course in spirituality based leadership?

Table 5.25

Responses of Respondents on Awareness about Means and Measures of Applying Spiritual Principles to Workplace Problems

<table>
<thead>
<tr>
<th>Training on Work Place Spirituality</th>
<th>Number and Percentage of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
</tr>
<tr>
<td>Yes</td>
<td>32</td>
</tr>
<tr>
<td>No</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Field Survey.
The following responses highlight the interest and desire of the respondents in attending workshops or training courses based on spirituality:

**Category I:** Small and Medium Scale Businessman: (Total respondents: 50)
32 respondents (64%) were keen to attend a workshop or a training course on spirituality based leadership.
18 respondents (36%) showed disinterest in attending any workshop or a training course related to spirituality.

**Category II:** Managers in Medium Size Business: (Total respondents: 50)
41 respondents (82%) wished to attend a workshop or a training programme on spiritual leadership.
9 respondents (18%) were not keen to attend any such workshop or training course.

**Category III:** Professionals: (Total respondents: 50)
29 respondents (58%) were interested in attending a workshop or a training programme related to spiritual based leadership.
21 respondents (42%) did not wish to attend any workshop or training course on spirituality.

![Graph of Category-wise Responses (%)](image)

*Fig. 5.25 Responses of Respondents on Awareness about Means and Measures of Applying Spiritual Principles to Workplace Problems*

**Category II:** Managers in Medium Size Business: (Total respondents: 50)
32 respondents (64%) were keen to attend a workshop or a training course on spirituality based leadership.
18 respondents (36%) showed disinterest in attending any workshop or a training course related to spirituality.

**Category III:** Professionals: (Total respondents: 50)
29 respondents (58%) were interested in attending a workshop or a training programme related to spiritual based leadership.
21 respondents (42%) did not wish to attend any workshop or training course on spirituality.
Category IV: Employees: (Total respondents: 50)

12 respondents (24%) expressed their desire to attend a workshop or training course on spirituality.

38 respondents (76%) did not wish so.

It was surprising to know that in spite of poor awareness among respondents about the concept of workplace spirituality, the willingness to attend workshop and training courses on the subject was poor among them. Only 57% of the respondent showed willingness to attend training programmes and workshops on the subject. Among remaining, most of were of the opinion that management being social science, there cannot be a standard way of managing and therefore training or workshops will do little in changing their way of management and leading organisation.

5.7 TESTING OF HYPOTHESES:

The researcher has made use of chi-square technique for establishment of hypotheses formulated at the beginning of the study.

The chi-square test is used to test the null hypothesis, which states that there is no significant difference between the expected and observed result. Chi-square is the sum of the squared difference between observed \( O \) and the expected \( E \) data (or the deviation, \( d \)), divided by the expected data in all possible categories.

\[
\chi^2 = \sum \frac{(O - E)^2}{E}
\]

Where,  \( \chi^2 \) = Chi-square

\( O \) = sum of observed frequencies.

\( E \) = sum of expected frequencies.

\( E \) = Expected frequency.
The computed value of the chi-square is compared with the tabulated value and if the tabulated value of chi-square is less than the calculated value, \( H_0 \) is rejected at the desired level of significance, generally taken to be 5%.

**Hypothesis 1:**

- \( H_{01} \): There is no significant relation between gender of the respondent and practising spiritual leadership style.
- \( H_{11} \): There is a significant relation between gender of the respondent and practising spiritual leadership style.

**Table 5.26**

**Relation between Gender of the Respondent and Practising Spiritual Leadership**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Practising Workplace Spirituality</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>Male</td>
<td>54</td>
</tr>
<tr>
<td>Female</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td>102</td>
</tr>
</tbody>
</table>

*Source: Field Survey.*

Degree of Freedom = 1

Calculated Value of chi-square (\( \chi^2 \)) = 23.3537

Tabulated value of chi-square = 3.841

Since the tabulated value of chi-square is less than the calculated value, reject null hypothesis \( H_{01} \) and accept the alternative hypothesis \( H_{11} \) at 5% level of significance. Thus, it can be concluded that there is a significant relation between gender of the respondent and practising spiritual leadership style.
Hypothesis 2:

$H_{02}$: There is no significant relation between type of economic activity undertaken by the respondent and practising spiritual leadership style.

$H_{12}$: There is a significant relation between type of economic activity undertaken by the respondent and practising spiritual leadership style.

Table 5.27
Relation between Type of Economic Activity undertaken by the Respondent and Practising Spiritual Leadership

<table>
<thead>
<tr>
<th>Economic Activity</th>
<th>Practising Workplace Spirituality</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>Small and Medium Scale Businessmen</td>
<td>14</td>
</tr>
<tr>
<td>Managers in Medium-sized Business Units</td>
<td>22</td>
</tr>
<tr>
<td>Professionals</td>
<td>38</td>
</tr>
<tr>
<td>Employees</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td><strong>102</strong></td>
</tr>
</tbody>
</table>

*Source: Field Survey.*

Degree of Freedom = 3

Calculated Value of chi-square ($\chi^2$) = 24.5698

Tabulated value of chi-square = 7.815

Since the tabulated value of chi-square is less than the calculated value, reject null hypothesis $H_{02}$ and accept the alternative hypothesis $H_{12}$ at 5% level of significance. Thus, it can be concluded that there is a significant relation between type of economic activity undertaken by the respondent and practising spiritual leadership style.
Hypothesis 3:

H₀₃: There is no significant relation between age of the respondent and practising spiritual leadership style.

H₁₃: There is a significant relation between age of the respondent and practising spiritual leadership style.

Table 5.28
Relation between Age of the Respondent and Practising Spiritual Leadership

<table>
<thead>
<tr>
<th>Age (in years)</th>
<th>Practising Workplace Spirituality</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>18-30</td>
<td>50</td>
</tr>
<tr>
<td>30-45</td>
<td>41</td>
</tr>
<tr>
<td>45-60</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>102</td>
</tr>
</tbody>
</table>

Source: Field Survey.

Degree of Freedom = 2

Calculated Value of chi-square ($\chi^2$) = 3.572

Tabulated value of chi-square = 5.991

Since the tabulated value of chi-square is more than the calculated value, reject alternative hypothesis H₁₃ and accept the null hypothesis H₀₃ at 5% level of significance. Thus, it can be concluded that there is no significant relation between age of the respondent and practising spiritual leadership style.
Hypothesis 4:

$H_0$: There is no significant relation between educational qualifications of the respondent and practising spiritual leadership style.

$H_1$: There is a significant relation between educational qualifications of the respondent and practising spiritual leadership style.

Table 5.29
Relation between Educational Qualifications of the Respondent and Practising Spiritual Leadership

<table>
<thead>
<tr>
<th>Educational Qualifications</th>
<th>Practising Workplace Spirituality</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>4</td>
</tr>
<tr>
<td>Graduate</td>
<td>30</td>
</tr>
<tr>
<td>Post-graduate</td>
<td>68</td>
</tr>
<tr>
<td></td>
<td>102</td>
</tr>
</tbody>
</table>

Source: Field Survey.

Degree of Freedom = 3

Calculated Value of chi-square ($\chi^2$) = 8.7710

Tabulated value of chi-square = 5.991

Since the tabulated value of chi-square is less than the calculated value, reject null hypothesis $H_0$ and accept the alternative hypothesis $H_1$ at 5% level of significance. Thus, it can be concluded that there is a significant relation between educational qualifications of the respondent and practising spiritual leadership style.
**Hypothesis 5:**

H\(_{05}\): There is no significant relation between marital status of the respondent and practicing spiritual leadership style.

H\(_{15}\): There is a significant relation between marital status of the respondent and practicing spiritual leadership style.

**Table 5.30**

Relation between Marital status of the Respondent and Practising Spiritual Leadership

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Practising Workplace Spirituality</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>Married</td>
<td>81</td>
</tr>
<tr>
<td>Unmarried</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td><strong>102</strong></td>
</tr>
</tbody>
</table>

*Source: Field Survey.*

Degree of Freedom = 1

Calculated Value of chi-square (\(\chi^2\)) = 6.3944

Tabulated value of chi-square = 3.841

Since the tabulated value of chi-square is less than the calculated value, reject null hypothesis H\(_{05}\) and accept the alternative hypothesis H\(_{15}\) at 5% level of significance. Thus, it can be concluded that there is a significant relation between marital status of the respondent and practising spiritual leadership style.
Hypothesis 6:

H₀₆: There is no significant relation between religion of the respondent and practising spiritual leadership style.

H₁₆: There is a significant relation between religion of the respondent and practising spiritual leadership style.

Table 5.31
Relation between Religion of the Respondent and Practising Spiritual Leadership

<table>
<thead>
<tr>
<th>Religion</th>
<th>Practising Workplace Spirituality</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>Hindu</td>
<td>71</td>
</tr>
<tr>
<td>Muslim</td>
<td>6</td>
</tr>
<tr>
<td>Others</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>102</td>
</tr>
</tbody>
</table>

Source: Field Survey.

Degree of Freedom = 2
Calculated Value of chi-square (χ²) = 10.5149
Tabulated value of chi-square = 5.991

Since the tabulated value of chi-square is less than the calculated value, reject null hypothesis H₀₆ and accept the alternative hypothesis H₁₆ at 5% level of significance. Thus, it can be concluded that there is a significant relation between religion of the respondent and practising spiritual leadership style.
ACHIEVEMENT OF OBJECTIVES:
The present research study had proposed seven objectives. All these objectives have been achieved by the present study. The justification for the achievement of these objectives has been given below.

Objective 1: To study the conventional leadership styles and their drawbacks in the present context.
Chapter 3 analyses the conventional schools of leadership. Six main schools of thought concerning the leadership theory have been identified over the last seven decades. These six schools of thought are:
Trait School (1940s);
Behavioural School (1940-1960);
Contingency School (1960-1970);
Visionary or Charismatic School (1980-1990)
Emotional Intelligence School (since the late 1990s).

From the late 1990’s onwards, there is a new development forming in the leadership literature namely; spiritual leadership.

These schools of leaderships had one or the other drawback which has resulted in a constant search of management thinkers to evolve a better approach to leadership function. These efforts have resulted in developing a spiritual model of leadership, around which the present research revolves.

Objective 2: To study the effects of conventional leadership styles and their impact on the personal well being and organisational efficiency.
Chapter 3 also analyses the adverse impact of conventional leadership styles. In the absence of appropriate approach to leadership style, workplaces symbolises places full of conflicts, cut-
throat competition, apathy, politics, selfish interests, power greed and long working hours. Still we spend 50% of our wakeful hours doing just this and hence the work pressures, tensions, stress, anger, strayed relationship etc. are inevitable. People are beginning to experience the emptiness of a materialistic, consumer-focused, highly stressed life style. Workplaces are meant to earn only bread, butter and jam and not a place for nourishing one’s soul. Clearly the workplaces have robbed the employees of all joy and contentment. Employees can stoop so low to the very extent of becoming inhuman. In an increasingly globalized business environment, employees find themselves more vulnerable and uncertain. The old dictum of “job for life” and “will lay my life for my employer” are considered irrelevant. Employees are looking forward to something more than a big fat salary world over; businesses are on the verge of major transformation and the catalyst used to bring this transformation is spirituality. Thus, a need to sanitize and humanize the workplace was greatly felt. In the field survey, 88% respondents reported that they have been benefitted in their personal and business life due to spiritual approach. (Question No. 17)

Objective 3: To assess the need for an alternative approach to business leadership – Spiritual Based Leadership.

Chapter 3 also justifies a need for spiritual based leadership as an alternative model to conventional models of leadership. During the last 100 years, there has been spectacular growth in Science and Technology, bringing affluence to upper one-third of population and reasonable standard of living for the middle one-third, leaving the lower one-third in poverty and privation. The recent financial and economic crisis, recession, frauds and scams in the Corporate world, rising violence and crime, reckless sensuality and sexuality, perversion and vulgarity have increased in public life. The extraordinary developments in transportation, communication, television, internet, mobile phones, computers, etc., are being used for distorting and perverting man’s mind. A businessman is confronted to several issues and problems to which he does not find a solution. Corporate downsizing, layoffs and outsourcing have become too common business practices. Employees feel frustrated and disenchanted. Employees’ morale and loyalty have shrunk. The sense of insecurity, anxiety has resulted in fear and depression. If the Western
approach to management has been perfect, then situation in the Western world could not have been appalling. As against this, India has survived this turbulent time with greater vigour and development which is the proof of the appropriateness of Eastern approach to management science. Thus, there is a need for spiritual leadership and ethical management that can arrest these deteriorating trends, and even reverse them. In the field survey, 88% of the respondents showed faith in spirituality (Question No. 1) and 89% of them strongly felt that it is high time for us to apply spiritual principles to corporate world for solving the immediate problems that are being faced by corporates all over the world. (Question No. 2)

**Objective 4: To evolve methods of defining and prioritizing business goals on spiritual basis.**

Chapter 3 and Chapter 4 have highlighted several means and methods of defining and prioritising business goals on spiritual basis. The researcher proposes a set of values that can guide goal setting for both commercial as well as non-commercial organisations. These values are:
- **Sathya (Truth):** Fosters trust and honest communication between all stakeholders.
- **Dharma (Right Conduct):** Fosters high quality work integrity in all circumstances.
- **Shanti (Peace):** Fosters creative and wise decisions under all circumstances.
- **Prem (Love):** Fosters healthy relationship and caring for all in the organisation at all levels.
- **Ahmisa (Nonviolence):** Fosters win-win collaboration between all stakeholders without harming the interest of anyone.

If the management consider these values while setting business goals, it can bring prosperity not only for business itself but all the stakeholders. In a field survey, 55% of the respondents reported that workplace spirituality can help business prioritising its goals. (See question No. 6)

**Objective 5: To analyse leadership perspectives, attributes, competencies and experiences of spiritual based leadership.**

Chapter 4 and chapter 5 highlight the perspectives and attributes of spiritual leaders. The Indian literature such as Ramayana, Mahabharata, Bhadvad Gita, Vedas and Arthashastra abound in
descriptions of ideal leader. They have amply highlighted the qualities of an ideal leader. These qualities have been highlighted in chapter 4. Some of the qualities of an ideal spiritual leader are:

- **DHRITI** or Patience – Patience, firmness and stability.
- **KSHMAA** or Pardon – Tolerance and forgiveness.
- **DAMAH** or Self Discipline – Contentment.
- **ASTEYAM** or Non-stealing – Do not steal or conceal.
- **SHAUCHAM** or Purity – Purity inside as well as outside.
- **INDRIYA NIGRAH** or Control over senses – Control over senses.
- **DHEEH** or Mental Discipline – Practice noble thoughts and deeds.
- **VIDYAA** or Knowledge – For material and spiritual advancement.
- **SATYAM** or Truth – Truth and only truth.
- **AKRODHAH** or Control over anger – At all cost avoid anger, tension and hatred.

If these principles of Dharma are applied and followed by a leader, he may truly become a successful leader. However, when asked about application of spiritual principles to business organisations or to their profession or work, 49% of them reported that it is not always possible to be spiritual – to do business means to balance a number of factors, some of which may violate ethical principles and values. 72% of the respondents relied on the teachings of their own religion as a basis of spirituality. (Question No. 4)

When asked to report the qualities of their ideal leaders, the respondents weighted the following qualities in the descending order of their weights:

- Integrity (82%)
- Commitment. (12%)
- Compassion. (6%) (Question No. 15)

The respondents rated the following obstacles in practising spiritual leadership at their workplace:

- Lack of our own approach (91%).
Lack of adequate research on the subject (84%).
Lack of awareness (71%).
Thus, majority of them opined that we lack our own approach to understand and solve work-related issues and most of us as dependent on the Western methods of solving work-related problems. To evolve our own approach 84% of them stressed extensive research on the issue (Question No. 8) and 91% of them mooted for liberal funding for research on the issue from the government (Question No. 11). Surprisingly, 63% of the respondents opposed the role of trade associations and chambers of commerce in promoting spirituality at workplace. (Question No. 12)

It should also be noted that 81% of the respondents strongly opposed any legal enforcement of Code of Business Ethics and Code of Conduct for Businessmen/Professionals. They opined that a voluntary action in this regard will be appreciated. In field survey, 67% of the respondents reported that the concept of CSR and Corporate Governance are not sufficient to enforce spirituality at workplace. (Question No. 16)

**Objective 6: To identify the success results and impacts of spiritual based leadership in traditional work organisation.**

Chapter 5 that assesses the views and opinions of the respondents on workplace spirituality and spirituality based leadership details the responses of the respondents on the implications of the practising spiritual approach to managements. It was reported in the field survey that 56% of the respondents believed that there is a direct correlation between the application of spiritual principles to business and increase in productivity and profitability of business while the remaining 44% did not saw any such correlation. This proportion was high among professional class in which about 58% refused to accept the notion that there is a correlation between spiritual principles and productivity and profitability. Many of them were of the opinion that there should be universal application of the principles of spirituality in business and professional sector, otherwise it may lead to unhealthy competition and may adversely affect the interest of those who follow spiritual principles in their business and professional lives. (Question No. 5)
When asked about their ideal spiritual business guru in India, 48% responded to Narayan Murthy, 44% to JRD Tata and 8% to Sunil Mittal. (Question No. 14)

Objective 7: To understand the learnable methods and practices of spiritual-based leadership.

Chapter 4 highlights the rich Indian literature which proposes a number of ways of handling business organisations spiritually. A majority of respondents (76%) opined that Indian spiritual scriptures do provide solution to work place problems. All religions have specific provisions of Dos and Don’ts for businessmen. These provisions help businessmen and professionals to take right decision at the right time under problematic situation. The remaining 24% of the respondents strongly believed that religion is separate from economic activities and therefore, the two cannot be mixed with each other. Business and professions have their own set guidelines and principles which amply guide business actions (Question No. 7). Unfortunately, 70% of the respondents had no idea about means and methods of applying spiritual principles at work (Question No. 18) and 57% of the respondents showed willingness to learn means and methods of applying spirituality at workplace. (Question No. 19)

In order to popularise and motivate businessmen to adopt spiritual approach to management, the respondents have made the following suggestions:
Education (86%).
Training 52%).
Incentives (24%).(Question No. 9)

Hence, it can be concluded that majority respondents opined that educating masses about spiritual leadership and its benefits for motivating them to adopt it in practice. 92% of the respondents opined that a subject titled ‘Indian Management Thoughts’ should be introduced in curriculum.

5.9CONCLUSION:
It can be concluded on the basis of the responses of the respondents that Indian business leaders are knowingly or unknowingly practice workplace spirituality or spiritual leadership in their workplace. During field survey, the researcher also observed that almost every respondent use to perform pooja or prayer to his/her God in the morning. They all were found to be praying to the God for success and promotion. Spiritual values of Trust, Integrity, Honesty, Right Conduct were found to dominate their actions and thoughts. Many of them were found to get carried away from spiritual means due to circumstances. Thus, there is a need to formalise the Eastern Management Thoughts and this can be achieved though research and experimentation. For this purpose, the government and trade associations and chamber of commerce need to provide liberal financial and non-financial support to the researchers. There is also a need to inculcate management based on Indian values among students pursuing career in management or any other field. Thus, the central bodies like the UGC and the AICTE should develop a model curriculum based on spiritual-based leadership and workplace spirituality, considering the religious diversities of the country. Conferences, symposia, workshops and short duration training courses can go a long way in creating awareness about spiritual based leadership and workplace spirituality and its implications among masses. A standard template should be created to accommodate spirituality in the existing framework of business set up so as to motivate business houses to introduce spiritual values in their business organisation without much disturbance in the present set up.