Chapter 1

Introduction

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1.1 INTRODUCTION:

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.

“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.”
1.2 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 proposes 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”

1.3 OBJECTIVES OF THE STUDY:

The overall objective of this research study is to contribute to the emerging era, the knowledge of inculcating spiritual values in workplace, rather in every aspect of life and the role of Spiritual-based leadership qualities in inspiring to live authentically in thought, word and deed, thus, showing the way to moral uprightness and true fulfillment in life. This has been emphasised by making use of quality and reliable data, information and development methodologies through case studies, interviews, stories, and articles of spiritual-based leaders and organisations.

The present research proposes to achieve the following broad objectives:

(1) To study the conventional leadership styles and their drawbacks in the present context.

(2) To study the effects of conventional leadership styles and their impact on the personal well being and organisational efficiency.
(3) To assess the need for an alternative approach to business leadership – Spiritual Based Leadership.

(4) To evolve methods of defining and prioritizing business goals on spiritual basis.

(5) To analyse leadership perspectives, attributes, competencies and experiences of spiritual based leadership.

(6) To identify the success results and impacts of spiritual based leadership in traditional work organisation.

(7) To understand the learnable methods and practices of spiritual-based leadership.

1.4 HYPOTHESES:

The present research study proposes to test the following hypotheses by applying chi-square technique of hypothesis testing.

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.

1.5 RESEARCH METHODOLOGY:

(A) Nature of Research:

The present research is exploratory in nature as it explores the virgin area of spiritual based leadership. Extensive work has been done abroad on the application of spiritual based-
leadership in real business situations and the empirical evidences show that it has positive impact on the efficiency and effectiveness of business operations. However, the concept suffers from proper definitions and well defined modus operandi of applying spiritual based leadership to real life situations. The present research fills this gap by suggesting principles and practicable means and methods of adhering to spiritual approach in business activities.

(B) Universe for the Study:

The Universe for the present research work is confined to the city of Mumbai and its surrounding industrial belt. Thus, all the professionals, businessmen, educationists and those engaged in any kind of economic activity constitute universe for the present study.

(C) Sample for the Study:

The sample for the present research work have been categorised in the four categories – businessmen, managers, professionals and employees. 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.

1. Category I: Small and Medium Scale Businessmen\(^1\) 50 respondents
2. Category II: Managers in Medium-Sized Business\(^2\) 50 respondents
3. Category III: Professionals\(^3\) 50 respondents
4. Category IV: Employees\(^4\) 50 respondents

**Total Sample Size** 200 respondents

(D) Nature of Data:

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\(^1\) 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 managers.

\(^3\) Professionals include service providers from various categories such as doctors, lawyers, chartered accountants, auditors, teachers, etc.

\(^4\) Employees are the workers working at different levels of managerial hierarchy in the above three categories of the organisations.
The researcher has made use of both primary as well as secondary data for the purpose of the present research study: The primary data have been collected from Mumbai region. Due to busy schedule of most of the respondents, questionnaires were mailed through e-mail and responses were sought online. Necessary instructions were given to respondents through telephone.

Secondary data have been collected from various published sources such as books, journals, magazines, newspapers and selected case studies of some effective and successful leaders.

(E) Tools of Data Collection:

The technique used for data collection is one-to one interviews or telephone and e-mail. A close-ended questionnaire has been designed to get the responses from the sampled data. Individual responses, thus obtained, have been compiled, processed and analysed. In order to find the leadership perspective, attributes, competencies and experiences of spiritual-based leadership, its successes, results and impact, leaders from different organisations like educational institutions, firms, NGOs and trusts have been interviewed and data have been collected.

(F) Presentation and Analysis of Data:

Appropriate statistical methods such as tables, diagams and graphs have been used to present data in pictorial form for easy comprehension. Statistical tools such as measures of central tendency and chi-square test have been used for establishment of hypotheses.

1.6 SCOPE OF THE STUDY:

The scope of study is restricted to effective spiritual leaders from various organisations such as private enterprises, public enterprise, government organisations, educational institutions, NGOs, non-profit organisations, etc. Geographically, the data have been collected from Mumbai region. The data for the present research work are based on the period from 2001-2010.

1.7 LIMITATIONS OF THE STUDY:
The major limitation of the study is that it is theoretical in nature. The goal of the researchers is to conduct an empirical research to add validity to the findings. The other limitations of the research study are arising out of limited time, finance and energy at the disposal of the researcher. The findings of the present research study are restricted to 200 respondents chosen from different organisations. Again geographically the research is confined to the city of Mumbai. Time was the major constraints at the disposal of respondents due to their busy schedule. The researcher has, thus, made use of technology in order to seek responses from respondents.

1.8 SIGNIFICANCE OF THE STUDY:

The overall purpose of this research study is to contribute to the emerging field of the consciousness about Spiritual-based Leadership in work organisation by making use of quality and reliable data, information, knowledge and development methodologies about Spiritual-Based Leadership.

This study emphasises how to get optimum results from limited time and energy at the disposal of an individual with minimum stress and strain on emotional front. It throws light on how principles of values like Love, Trust, Right Conduct and Non-violence, be made basis of all business transactions and how do they result in high quality work and output.

The findings of the research can be converted into practical training in imbibing leadership qualities in youth. A course curriculum for leaders of tomorrow can be made and this project can be taken up to nurture spiritual-based leaders. The research findings can establish a learning mode for spiritual-based leadership.

The research findings can bring increasing awareness and knowledge about the effectiveness, practicality and success of spiritual-based leadership in various types of organisation. Future research should identify additional dimensions of workplace spirituality include them in the current framework.

1.9 CHAPTER SCHEME:
The present research is divided into six chapters. A brief outline of these chapters has been given below:

Chapter 1  Introduction

Chapter 1 defines the problem under consideration and justifies the need for further exploration on the topic of workplace spirituality and spiritual leadership under the title — "Workplace Spirituality and Spiritual-based Leadership – An Exploratory Assessment in the Indian Context". It defines the various objective that the study proposes to achieve and hypotheses to be established. It outlines the research design in terms of nature of research, universe and sample, data need and source and tools of data collection. The chapter also defines the scope of study and lays down the limitations of the study.

Chapter 2  Review of Literature

Chapter 2 reviews the available literature on the issue of workplace spirituality and spiritual-based leadership in order to identify research gap and justify the need for further exploration. The chapter defines the relevant concepts and outlines the views of business leaders on the concept of workplace spirituality. It also distinguishes spirituality and religion. The chapter also analyses the importance of workplace spirituality and its implications as also narrates the organizational set up for promoting workplace spirituality. It reviews the work on the present topic at the national and international to identify research gap.

Chapter 3  Workplace Spirituality and Spirituality-based Leadership – Significance in the Present Context

Chapter 3 prepares a theoretical background for the issue under consideration. It traces the evolution of the concept of leadership and various leadership theories. The chapter defines the concepts of workplace spirituality and spiritual leadership in business context. It has also explained Fairholm’s and Fry’s models of workplace spirituality. The chapter also explains the concept of spiritual leader and his qualities. The chapter explains the ten characteristics of a value-based leader as proposed by McDonald and twelve qualities of a successful leader as proposed by Sheila Murray Bethel. The chapter also visualizes the movement for spiritual touch
in business at national and international level in terms of extensive research and increasing number of organizations to promote spirituality at workplace.

Chapter 4  Ancient Wisdom and Its Relevance to Workplace Spirituality and Spiritual Leadership

Chapter 4 exclusively deals with the contribution of India to the concept of workplace spirituality. It traces the evolution of management thoughts in India since time immortal and how they have become a part of Indian culture. The chapter applauds the contribution of Vedas, Bhagvad Gita, Ramayan, Mahabaharata, Kautilya’s Arthsashtra and Dashbodh to management thoughts and especially spiritual ways of practising management. The chapter covers various issues such as utilization of available resources, attitude towards work, work commitment, motivation - self and self-transcendence, work culture, work results and manager's mental health as discussed in Bhagvad Gita. It also justifies the management messages through short stories of Panchatantra. The chapter also includes the message of Bhisma Pitamaha on leadership and qualities of an ideal leader.

Chapter 5  Analysis of the Responses of Respondents on Workplace Spirituality and Spirituality-Based Leadership

Chapter 5 reviews the responses of the respondents on the issues of workplace spirituality and spiritual leadership and various issues associated with it. The responses have been sought on awareness about workplace spirituality, problems in practicing spirituality at workplace and means of promoting the application of spirituality. The questionnaire also seeks response on implications of practicing workplace spirituality. The sample for seeking responses has been selected from different backgrounds such as professionals, businessmen, employees and managers. The chapter concludes with testing of hypotheses and justifying the achievement of various objectives contemplated in the research proposal.

Chapter 6  Findings, Conclusions and Suggestions
Chapter 6 deals with findings and conclusion based on theoretical discussion and responses sought from respondents. It categorises the findings and conclusions into various sub-heads such
as findings and conclusions on conceptual background, spirituality vs. Religion, concept of workplace spirituality, evolution of leadership theories, significance of workplace spirituality, spiritual leader and his qualities, movement for workplace spirituality, means of practicing spirituality at workplace, workplace spirituality in Indian culture, belief and practising of workplace spirituality, implications of practising workplace spirituality, Indian spiritual scriptures and workplace spirituality, means to be adopted for popularising the concept of workplace spirituality, spiritual leadership and qualities of a spiritual leader and finally means and methods of practising workplace spirituality. The chapter also summarises the results of testing of hypotheses and how various objectives of the research have been achieved. In the end, the research makes suggestions to various stakeholders such as government, corporate houses, researchers and academicians, spiritual leaders, educational institutions, society and corporate leaders on means and methods of promoting workplace spirituality. The chapter also provides directions for further research on the issue.