"Trusting God won't make the mountain smaller but will make our climbing easier"

- H.G. Govind Prabhu
2.1. REVIEW OF LITERATURE

In this section, an attempt has been made to review some of the relevant studies, previous research paper relating to the various aspects of management, thoughts on spirituality and its application to work place. Review of literature is basically carried out to give a brief account of what has been published on a topic by accredited scholars and researchers. Collection of the literature relating to the study has helped the investigator to probe into the facts more objectively. This has also facilitated the research scholar to have a comprehensive knowledge of the concepts used in the earlier studies and if necessary adopt, modify and formulate an improved conceptual framework for use in the current study. For better exposition, the review has been classified under the following headings.

1. Studies relating to Modern Management Thoughts
2. Studies relating to Spirituality and Management
3. Studies relating to Spirituality at Work place
4. Studies relating to Management Thoughts from Tirukural, Bagavad Gita and other scriptures
5. Related Researches
Through several literatures, magazines, journals, books and publications have been gathered for this purpose, however, due to time, financial, and other constraints, the review is limited to only a few. Hence it has its own limitations.

2.2. STUDIES RELATING TO MODERN MANAGEMENT THOUGHTS

There have been many studies in connection with Management and its different aspects. However, for the purpose of this study, the researcher has remained focused to Management thoughts as discussed by various authorities in relation to internalization or value systems leading to the objectives of the study.

Management has been defined as “the art of getting things done through people”. This definition by Mary Parker Follett, calls attention to the fact, that managers achieve organizational goals by arranging the resources with the help of people. Management is the process of planning, organizing, leading and controlling the efforts of all organizational members, using the resources to achieve the desired goals. A process is a systematic way of doing things. Management is defined as a process
since, all managers, regardless of their aptitudes, skills etc engage in certain interrelated activities in order to achieve the organizational goals. For the process to be effective, the managers use certain concepts, techniques and set behaviors.

One interesting way of describing how the management concepts of proper managerial behavior have evolved over time, has been nicely brought out by Robert and Ed Gray¹. They identified three phases:

• Phase 1, Profit maximizing management, derives from Adam Smith’s Wealth of Nations. He believed that entrepreneurs should be allowed to pursue their own self interest for the benefit of all.

• Phase 2, Trusteeship management, began with the diffusion of the corporate ownership as thousands of stockholders shared ownership in a single enterprise. This concept gained popularity after the great depression in 1930s.

• Phase 3, Quality-of-life Management, came upon in 1960s, with the concept “what is good for the society is good for the company” and aimed at understanding and partnering with the government.

However, in the current phase in 1990s, Niehoff, Enz and Grover, strongly suggested that the overall management culture and management style, driven by top management actions, are strongly related to the degree of employee commitment and these effects vary for different organizational settings and spirituality.

2.2.1. EXCELLENCE IN MANAGEMENT

In a study by management consultants Thomas J. Peters and Robert H. Waterman\(^2\) examined the qualities of 43 "excellently managed" U.S. companies, including IBM, Eastman Kodak, 3M, Boeing, Bechtel, Procter & Gamble, and McDonald’s. Not only these firms were consistently profitable over a 20-year period but also were unusually successful in responding to customer needs, providing a challenging and rewarding working environment for their employees, and being good corporate citizens by meeting their social and environmental obligations effectively, besides being brilliant on the basics. From their research Peters and Waterman derived eight attributes that characterize the management style of these excellent companies. The attributes emphasize the critical role played by management at all levels, especially at the top, in creating the values and practices that encourage excellence.

In stressing the importance of organizational culture, Peters and Waterman cite such strongly held managerial values as IBM’s “respect for the individual” and Frito-Lay’s commitment to a “99.5 percent” level of satisfactory service as keys to each company success.

Edger H. Schein\(^3\) compared the key qualities of professionals with those of managers. In particular, he noted three characteristics.

1. Professionals base their decisions on general management and human principles
2. Professionals achieve their professional status through performance and not through favoritism or other factors.
3. Finally, professionals must be governed by strict code of ethics

However, Borje O. Saxburg suggested the fourth characteristic – dedication, commitment and strong value systems\(^4\). From the above statement it is positively concluded that for many decades, the management authorities and thinkers, considered value systems based on spiritual values to be of the essence in management. John B. Miner\(^5\) observed that prospective managers will have to look inside themselves to

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\(^4\) Borje O. Saxburg in response to Edgar IMR, 1968.

discover whether they have personal qualities and abilities required of effective managers. Henry Mintzberg offers a view of the job of managing- the practical side of management- that throws some new light on how the managers spend their time and perform their work.

Mahoney, Jerdee and Carroll conducted a study of more than 400 managers, managerial roles and behaviors. Lower and middle level managers replied that supervising was their dominant activity, while top level managers claimed to spend more time in planning and internalizing.

The art of management requires the skill of managing people. They are responsible and accountable; they must balance competing goals and set priorities; they must be able to think deeply, analytically and conceptually; they are mediators, diplomats, politicians, symbols and decision makers. Above all, managers must be alert to the needs of people, inner call and be ready to change roles as the occasion arises.

John P. Brozovich wrote that the introduction of a value culture into Appleton Medical Centre, during 1980-1984 was based on a review of the

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7 Mahoney, Jerdee and Carroll, "The Job(s) of Management", Industrial Relations 4, 1965:97-110.
9 John P. Brozovich, CEO and President of Operations, Bon Secours Health System, in the article "Managing Change through Values", Columbia, Maryland, USA.
Disney organization. All 34000 employees were consistently positive and friendly. They discovered two basic answers. The Disney organization possessed clear values and guidelines, and its selected employees who met expectations and fulfilled organizational values. Value generation is a consensual process in which members decide as a group the values they will choose on which to build the organization's future. Values are then translated into goals. Goals are translated into programs. Programs are coordinated with customers and staff concerns. Finally evaluation takes place, providing feedback for another annual cycle of the process.

2.3. STUDIES RELATING TO SPIRITUALITY AND MANAGEMENT

In the recent past many researchers have shown keen interest in spirituality and management applications.

Manish Singhal\textsuperscript{10} of IIM Calcutta said that of late there has been a surge of interest in the field of Spirituality in management. Many contend that it is but a formalization of what till now were isolated, personal experiences that had helped the employees remain "centred" even earlier.

\textsuperscript{10} Manish Singhal, Behavioural Sciences Dept. at IIM, Calcutta, IIMC Management Zine November 22, 2005.
And today it is but natural fallout of the increasing de-personalization of the work-place.

Further well-established academicians have begun to stake their reputation on a field that seems too exciting to be left to itself. Harold Quinton and Professor Ian I. Mitroff\(^{11}\) in their extensive research with over 200 leaders of organizations found that spirituality is one of the most important determinants of organizational performance. People who are more spiritually involved achieve better results. In fact, spirituality may well be the ultimate competitive advantage. There are countless training programmes, both in India and abroad, within the corporate sector that aim at revitalizing the corporation in a spiritual fashion”.

The American Academy of Management goes on to affirm that there is growing evidence of spiritual and religious elements in the world of Business which indicates a real need for an interest-group in the Academy on the subject. It even goes as far as to state that the world of business, both domestically and internationally, is waking up to a new dimension of management. This to many has been the ultimate seal of approval from an

\(^{11}\) Harold Quinton, University of California and Distinguished Professor of Business Policy at the Marshall School of Business, University of Southern California Professor Ian I. Mitroff in a study entitled ‘A Spiritual Audit of Corporate America.
institution that defines the fields of research and scholarship in the America management circles.12

One does not have to search for long to find the instances multiplying of this new surge of interest in Management and Spirituality. Of considerable interest to the cynics would be the fact that the last bastion of the hardheaded rational tribe - the economists - too have 'fallen' for it: In the World Economic Forum at Davos, where 2000 power brokers gathered discussed in a confab on "Spiritual anchors for the new millennium" and "The future of meditation in a networked economy."13

Harvard trained Tom Chappell14 sees two reasons for the move toward increased corporate spirituality. One is employees' need for meaning. The other reason is old-fashioned bottom line. The corporate leadership is looking for new ways to motivate employees and create innovative solutions.

In 2006, SN Biswas and Urmi Nanda15, the authors, in a study, have investigated the relationship between spirituality and religiosity and the dimensions of intrinsic work motivation (e.g. competence, autonomy,

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13 The World Economic Forum at Davos, 2001 on, Spiritual Anchors for the New Millennium”.
learning goal orientation, and performance goal orientation) among managers. The results suggested that spirituality is a good predictor of dimensions of intrinsic motivation and goal orientation rather than age, salary levels or religiosity. The implications of the findings on managers and organizations are discussed at length.

Dr Lakshmi\(^\text{16}\) in her study states that Spirituality is the essence and religion is form. Spirituality is the source of an unlimited number of forms of human experience may take, like meditation, prayer and treating others with respect, dignity and as equals. The Managers in an organization are more concerned about their workers and subordinates and the impact of spirituality on their working habits.

Prof. Dileep Kumar\(^\text{17}\) of Symbiosis, Pune concludes thus. "When the organization succeeds, the founders entire personality becomes embedded in the culture of the organization. The culture at Hyundai is a reflection of its founder Chung Ju Yung. Other contemporary examples include Bill Gates at Microsoft, Akio Morita at Sony, David Packard at Hewlett-Packard, Herb Kelleher at Southwest Airlines, Fred Smith at Federal Express, Mary Kay at Mary Kay Cosmetics, and Richard Branson

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\(^\text{16}\) Dr. G. Kalshmi, Sr. Faculty Member, ICFAI National College, Mysore, Manage Stress with Spirituality and Enjoy Work Life.

\(^\text{17}\) Prof. Dileep Kumar M., Symbiosis Pune, Value Based Leadership.
at the Virgin Group. Literature related to leadership is providing strong support to effective leadership in organisation. A leadership style of empowerment and democratic style of management helped many organisations to rise up to competence and performance excellence. However, the leadership gains higher values based on the Spiritual depth and understanding.

2.4. STUDIES RELATING TO SPIRITUALITY AT WORK PLACE

The nature and meaning of work are undergoing a profound evolution, one as profound as the shift from the agricultural to the industrial age. The remarkable explosion of scholarship in the field of management, business, organizations and work provides the opportunity for more specialized interest areas. One area whose time has come is that of Spirituality and Religion - their role in shaping organizations: structures, decision making, management style, mission and strategy, organizational culture, human resource management, finance and accounting, marketing and sales... - in short: all aspects of organizing and managing resources and people. At the same there is a rising interest in Spirituality and in religion, are making their way into the corporate boardroom in a variety of manifestations. Some argue that the age of the 'moral organization' has come, and not too soon either, in the wake of the Enron and Worldcom
scandals. However, a balanced and structured framework is lacking as on date.

And yet from another end, religious-inspired organizations play a decisive role in our societies, running the spectrum from Mother Theresa's mission of hope and peace, to Bin Laden's 'mission' of destruction\(^\text{18}\).

The Association for Spirit\(^\text{19}\) at Work is a non-profit association of people and organizations who are interested in the study and practice of spirituality in the workplace. The mission of this organization, based at USA is to provide community, education for those who are integrating their work and their spirituality and for those information and who are called to support societal transformation through organizational development and change.

Whitney Roberson\(^\text{20}\) leads and sets up "Spirituality At Work" ongoing discussion groups in San Francisco and Silicon Valley for both public groups and in-house company groups. The end results have been encouraging both for individual and organizations. This has proved to have been successful in achieving individual and corporate goals.

\(^\text{19}\) The Association for Spirit at Work, Report from Regd Office, East Haven, CT 06513, 2006.
At India, KCC\textsuperscript{21}, an organization of consultants, trainers and business professionals, who are committed to the idea and practice of spirit at work, which they claim to have brought overall organizational development.

No system of Management in the world today is as perfect as the Vedic System of Management because existing systems of management derive their policies and procedures from the theories of economy, production, and sales, but they are not fully in accord with all the Laws of Nature that manage the order and evolution of the universe. This is the reason why all the existing systems of management are prone to problems of instability and are unsatisfactory\textsuperscript{22}.

"After intelligence quotient (IQ) and emotional quotient (EQ), it is now the turn of the spiritual quotient (SQ). Western authors like Danah Zohar and Ian Mitchell are increasingly considering spiritual intelligence as the most important attribute of a human being and the foundation for both IQ and EQ. Corporates are also increasingly falling on spiritual awakening programmes, retreats, ethic camps, soul searching camps and transcendental meditation workshops for the spiritual development of their employees. The renewed interest in spiritual training can be traced to the

\textsuperscript{21} The Kripalu Consultants Collective (KCC) Report, New Delhi, 2002.
\textsuperscript{22} Inputs from Maharishi Centre for Educational Excellence, USA.
rigors and complexities of the modern, competitive working environment, which breed stress, tension and complexes among employees”

Chuck Ripka is a moneylender / a mortgage banker and his institution, the Riverview Community Bank in Otsego, Minn 30, is a way station for Christ. When he's not approving mortgages, or rather especially when he is, Ripka lays his hands on customers and colleagues, bows his head and pray to the Lord, for their well being. The bank is F.D.I.C. approved. Current yield on a 30-year mortgage is 5.75 percent. The view out of Ripka's office window is of an Embers chain restaurant. Yet for all the modern normalcy, the sensibility that permeates the place comes straight out of the first century A.D., when Christianity was not a church bound institution but an ecstatic Jewish cult traveling humanity's byways.

N.R. Aravamudhan states that back home, Companies like Godrej, Vardhaman group, Eeicher, Indian Oil Corporation, and Birla group have demonstrated their commitment to providing good corporate governance and making the society a better place to live in.

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23 A.D. Pradeep Kumar, After IQ and EQ it's now spiritual quotient, Indian Express, May 2000.
25 N.R. Aravamudhan Senior Faculty, Suverna International Institute of Management Studies, Ooty, Workplace Spirituality.
Two companies—Wipro and Infosys have demonstrated to the world at large that a good corporate governance practices can put the business on high pedestal. Both the companies have consistently taken a long, hard, but ethical route to achieve greatness. Mr. N. R. Narayananmurthy, poster boy of good corporate governance practices has emerged as a high priest of corporate India. Good corporate governance practices, coupled with ethics and demonstrable spiritual leadership have catapulted Infosys into a exclusive billion dollar group.

A study done by Mckinsey in Australia found the productivity perking up and employee turnover reduced, when the company incorporated spiritual tools in programmes conducted for the employees. A growing number of companies are aware of the inherent benefits of helping the employees open up their expression of spirit, the whole being, and complete life in the workplace. How ever the report has not specified any frame work.

In India Doctors are respected in the society because they are instrumental in alleviating the sufferings of people. When we talk of management with high SQ, it means everybody - doctors, nurses, ward

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27 High Spiritual Quotient Ideal for effective patient care, Ram Nath Prasad, Indian Express.
boys, receptionists, sweepers and all of them must have an appropriate level of SQ. This is the crux of the issue.

2.5. STUDIES RELATING TO MANAGEMENT THOUGHTS
FROM THIRUKURAL, BHAGAVAD GITA AND OTHER SCRIPTURES

Infact, the study of ancient scriptures will be meaningless without reference to Bhagavad Gita and Tirukkural which is also called "Tamil Veda K Nagarajan opens his book with the remark that Thirukural is a book of wisdom. It is a hall mark of ancient Indian Civilization with a rich heritage, tradition and culture. It is a book that has stood the test of time for over 2000 years and still remains relevant as a guiding force for the mankind and managers. Indeed, no area of the human life has been untouched by this great work. Thus the present study examines the underlying managerial aspects of Tirukkural.

Venkatachalam\textsuperscript{28} states that Valluvar’s aim must have been to produce a literary work that transcended the barriers of nation, religion and time and that was why it did not refer to any particular country, religion or period. Further more, that although the philosophy of Valluvar, may be

\textsuperscript{28} M.S. Venkatachalam, "Socio-political Philosophy of Tiruvalluvar" VSP Publication, Tiruchirappalli.
considered by some as an utopian concept, it is not imaginative and fictions but one that is with in the reach of every nation and profession of the world. Thus it can be construed that Valluvars Kural deserves application by the management for increasing efficiency, effectiveness and overall growth.

While explaining the duty of administrators in his work, D.Rangaswamy\textsuperscript{29} explains that the king or administrative head (managers), being the law giver and dispenser of justice as well, should not act according to his whims and fancies, either in enacting legislations or managing or administering justice. It only indicates that the managers should follow the scriptural injunctions for administering day to day activities and not act whimsically.

Murugarathinam\textsuperscript{30} in his statement mentions the Valluvar’s thoughts. Relationship and friendship are of prime importance in managing people. While explaining the process of choosing a friend Valluvar’s thoughts have been brought out nicely. When making a friendship with a person, his temper should be studied first, then his descent. His defects should also be ascertained because no man could be free from defects. Lastly the company with whom he is moving to be verified because ones

\textsuperscript{29} Dorai Rangaswamy, Tirukkural – Chinthanaikal, Paari Puthakap Pannai, 1985, Madras.
character is molded by his company of friends. Only after ascertaining all these aspects, it should be decided whether or not to have friendship with that person. This brings out the aspect of recruitment nicely.

In management, one needs to consult his team or seniors. Velu brings out the aspect of how to select the counsel. The first yardstick is that only men who lead a family life, having a number of relatives and dependants should be chosen because those without such worldly links would not be afraid of dishonor. Accordingly, only persons who are afraid of dishonor are best suited for the jobs of confidence"

K Nagarajan clearly brings out the crux of the study in few lines. There is a general notion that the contemporary principles of Business Management have mostly evolved from western thoughts. In fact, there is a lot contributed by Ancient Indian scriptures in this field, which however, lay undiscovered to the benefit of students, researchers, practicing managers. He further adds that the entire work of Tiruvalluvar, is so revealing that it would benefit both practicing managers and students of management studies immensely.

One would find in the words of Kural, a striking coincidence with the contemporary management thoughts and at times the wisdom of Valluvar, would stand high above the contemporary thinking with the mode of diction that is crisp and to the point.

Rev.G.U. Pope\textsuperscript{33} in his introduction to translation writes that Tirukkural has crossed over the seas to capture the attention and engross minds and hearts of eminent thinkers to get it translated into English and other languages, so that its application to daily walk of life- social, human or management becomes easy.

While appreciating the inner wisdom of Bagavad Gita , Dr. Geddes MacGregor\textsuperscript{34} writes that no work in all Indian literature is more quoted, because none is better loved, in the West, than the Bhagavad-gita. Translation of such a work demands not only knowledge of Sanskrit, but an inward sympathy with the theme and a verbal artistry. For the poem is a symphony in which God is seen in all things according to Bhativedanta Swami ."...If truth is what works, as Pierce\textsuperscript{35} and the pragmatists insist, there must be a kind of truth in the Bhagavad-gita As It Is, since those who

\textsuperscript{34} Dr. Geddes MacGregor, Emeritus Distinguished Professor of Philosophy, California.
\textsuperscript{35} Dr. Elwin . Powell, Professor of Sociology, State University of New York, Buffalo.
follow its teachings display a joyous serenity usually missing in the bleak and strident lives of contemporary people."

The purpose of Bhagavad-Gita is to deliver mankind from the nescience of material existence. Every one is in difficulty in so many ways, as Arjuna also was in difficulty in having to fight the Battle of Kurukñetra. Arjuna surrendered unto Sri Krishna, and consequently this Bhagavad-Gita was spoken. Not only Arjuna, but every one of us is full of anxieties because of this material existence.

In the paper “Corporate Social Responsibility: Lessons from Ancient Indian history” the Madhumita Chatterji attempt to explore the philosophy of Corporate social responsibility (CSR), based on hermeneutics. The stakeholder concept has been highlighted in the ancient Indian scriptures written centuries ago, such as, the Ramayana, the Mahabharata, the Bhagavad-Gita and the Puranas. Secular literature like the Arthasastra of Kautilya is an encyclopedia on good governance. The kings of yesteryears, who considered themselves as trustees of their kingdom, can be compared to the top management in corporates of this era. Thus, the author aims at providing insights on CSR from ancient Indian teachings that find relevance and applicability even today.

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36 Madhumita Chatterji, Nilanjan Sengupta, Mousumi Bhattacharya IFIM Business School, Corporate Social Responsibility: Lessons from Ancient Indian History.
Krishna Mital\(^3\), in his paper enlightens that for sustained business growth, organizations need be values driven. Management ethos is more influenced by prevailing beliefs and value system of a nation, which people of other countries may not always agree. As a case-in-point, in India a ‘visitor is God (atithi devo bhavo)’ or ‘service of others is supreme religion (seva parmo dharma). In management parlance, it could be interpreted as ‘customer should be viewed as God’ representative or ‘corporate social responsibility is supreme business ethics’. He states at length that Indian culture has always upheld service of others as foremost social responsibility. The word ‘seva’ is the Hindi meaning of ‘service’. According to Gita philosophy, service rendered without any expectation is ‘nishkam seva’. Service of others is gateway to spirituality and divinity.

Out of so many human beings who are suffering, there are a few who are actually inquiring about their position, as to what they are, why they are put into this awkward position and so on. Unless one is awakened to this position of questioning his suffering, unless he realizes that he doesn't want suffering but rather wants to make a solution to all suffering, then one is not to be considered a perfect human being. Humanity begins

\(^3\)Krishna Mital, IILM Institute for Higher Education, Management Ethos in Ramayana and Mahabharata.
when this sort of inquiry is awakened in one's mind. In the Brahma-sutra this inquiry is called brahma jijnāsā. Athāto brahma jijnāsā. Therefore those who begin to question why they are suffering or where they came from and where they shall go after death are proper students for understanding Bhagavad-Gita.

Managers are not an exception to this.

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\text{utsāhān niścayād dhairyāt tat-tat-karma-pravartanāt}
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\text{sāṅga-tyāgāt sato vṛtteḥ śadbhir bhaktih prasidhyati}
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There are six principles favorable for spirituality (1) being enthusiastic, (2) endeavoring with confidence, (3) being patient, (4) acting according to scriptures (5) abandoning the unwanted association and (6) following in the footsteps of the Spiritual authorities. These six principles undoubtedly assure the complete spiritual success\(^{38}\).

2.6. RELATED RESEARCHES

In an interesting study conducted by Center for Spiritual Development in Childhood and Adolescence, Search Institute, USA\(^{39}\) the growing interest of Spirituality in youth is nicely brought out. Out of 6500 youth from 17 countries, 9 out of 10 were keen to take up spirituality and

\(^{38}\) A.C. Bhaktivedanta Swami Prabhupada, Nectar of Indstruction (Adapted).

\(^{39}\) Center for Spiritual Development in Childhood and Adolescence, Search Institute, USA: Report “With their own voices”, November 2008.
suggest that a sizable proportion of the youth population is interested in and committed to spiritual development. Strong majorities see spiritual actions and commitments as part of their core identity. They rely on these commitments and experiences to give them hope in tough times. This is an interesting lead for the researcher on the basis that today's youth are tomorrow's managers/leaders.

The Rev. George Frank, director of pastoral care at Victory Memorial Hospital in Waukegan, Illinois, says that one cannot separate the physical from the emotional and spiritual. From 1991 to 1993, Dr. Elizabeth McSherry studied 700 coronary patients admitted to the Brockton/West Roxbury (Virginia) Center. The group studied received some of the most costly and complicated procedures available such as bypass operations, valve replacements and open heart surgery. Also included in the study were veterans undergoing care for heart attacks and chronic heart disease. One group of patients had daily visits by a chaplain. The other group of patients saw a chaplain an average of three minutes during their entire hospital stay. The study found that patients who had the most contact with the chaplains were released from the hospital an average of two days sooner than patients who did not receive regular visits. The

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40 Zig Ziglar, Cutting Health Care Costs.
savings, however, from letting a patient go home earlier amounted to as much as $4,000 a day. The group visited by chaplains also had fewer complications after surgery. Sounds like a logical way to cut our health care costs dramatically. That approach might even be a good idea for all phases of our lives.

Sr.Catherine⁴¹, from Institute of Health Management Research (IHMR), Jaipur, supports the findings of the research. The researcher also took active part in conducting the study.

The objectives of the study were (a) To study the perception of the patients regarding spiritual care, (b) To know the opinion of the staff regarding spiritual care, (c) To identify the importance of spiritual care in hospitals. The findings of the study strongly suggest that a relation exists between spiritual care and patient satisfaction and in their faster recovery. It was also seen that spiritual care to the staff in the hospital resulted in their higher level of commitment to the service.